



DISCUSSION ITEMS

Agenda Item # 13

AGENDA REPORT SUMMARY

Meeting Date: August 28, 2018

Subject: Los Altos Downtown Vision Plan

Prepared by: Jon Biggs, Community Development Director

Approved by: Chris Jordan, City Manager

Attachment(s):

1. Los Altos Downtown Vision Plan
2. Los Altos Downtown Vision Plan Appendix
3. Los Altos Downtown Vision Plan Errata Sheet

Initiated by:

City Council

Previous Council Consideration:

September 13, 2016; November 15, 2016; March 14, 2017; August 22, 2017; and May 22, 2018

Fiscal Impact:

Undetermined

Environmental Review:

The proposed vision plan is exempt from CEQA review (1) pursuant to CEQA Guidelines Section 15061(b)(3) because it does not authorize any direct or indirect changes to the physical environment and there is no possibility of a significant effect on the environment; (2) because it is not intended to apply to specifically identified development projects and as such it is speculative to evaluate any such future project now and, moreover, they will be subject to appropriate environmental review at such time as approvals for those projects are considered; and/or (3) because it is not intended to, nor does it, provide CEQA clearance for future development-related projects by mere establishment of the ordinance's requirements. Each of the foregoing provides a separate and independent basis for CEQA compliance and, when viewed collectively, provides an overall basis for CEQA compliance

Policy Question(s) for Council Consideration:

- Shall the City Council adopt the Downtown Vision Plan and direct its implementation?

Summary:

- Once implemented, this plan will guide the public, decision makers, and staff on future change in the Downtown



Subject: Los Altos Downtown Vision Plan

- The Los Altos Downtown Vision Plan will serve as the community's long-range vision for the Downtown and provide a road map for future public projects and guidance for private development

Staff Recommendation:

Adopt the Los Altos Downtown Vision Plan



Subject: Los Altos Downtown Vision Plan

Purpose

To provide the Community with appropriate guidance for the Downtown's future, the City Council adopted a goal of developing and implementing a vision for Downtown Los Altos.

The Los Altos Downtown Vision Plan (Plan), while not a regulatory document, will guide change over the long term for Downtown Los Altos and it sets the stage for future regulatory documents the City elects to implement or change. This Plan will be one of the many tools available to the community, decision makers and staff.

Staff will continue to review specific development applications in the Downtown for consistency with adopted regulatory documents, while using the Plan to guide its review and recommendations on these projects. As a visionary document, the City will encourage consistency with the Plan and it will provide the community and decision makers with information on how each project can best implement the Plan's concepts.

Background

The Downtown Vision consultant team and staff have been engaged in an extensive community outreach effort intended to obtain community input on the Downtown's future. Outreach efforts to date have included over 35 meetings and pop-up workshops, including one-on-one interviews with stakeholders and decision makers. A Kick-off event was held in the Downtown in early April 2016 and was followed up by pop-up workshops at events like the Farmers Market and Junior Olympics, and meetings and presentations with community groups and organizations.

The outreach effort also included event notification mailers, a questionnaire, and postcard reminders (for both the workshops and questionnaire) that were mailed to every mailbox in Los Altos and Los Altos Hills. As a result, there were over 1,500 questionnaire responses from all segments of the community that were submitted. Once compiled, the information gathered was then put on the Downtown Visioning Webpage that allowed the community to follow the Visioning effort's progress and see the information that was being shared.

The information and community input that was gathered during all these efforts have formed this Plan. It represents the Community's Vision for Downtown Los Altos and is guided by good planning principals and techniques intended to help further this Plan.

The City Council last considered the Downtown Vision Plan at its meeting of May 22, 2018. Councilmembers provided feedback on the draft of the Downtown Vision Plan and directed that the feedback be integrated into the final draft, which is now being brought back to the City Council for adoption.



Subject: Los Altos Downtown Vision Plan

Discussion/Analysis

Plan Format

The Los Altos Downtown Vision Plan contains ten chapters and an appendix, which includes the economic analysis.

1. Introduction & Purpose
2. The Changing Nature of Downtown and Economics
3. The Community's Vision
4. Land Use
5. Building Environment
6. Public Spaces
7. Parking and Circulation
8. Sustainability
9. Implementation
10. Vision Poster
11. Appendix

An element of the Plan is a vision poster that provides an overview of the Downtown Districts and the key future improvements that can take place in the Downtown. There are also a number of images and diagrams spread through the document that provide a visual reference and help highlight the various recommendations and concepts contained in the Plan.

This body of work is intended to support the Downtown Statement of the Plan, which reads:

Looking into the future, Downtown Los Altos continues to embody the village character long enjoyed by the community while the economic vitality of its businesses has flourished. As the center of the City, Downtown has evolved into a greater focal point of activity, providing new living, working, and entertainment options for all age and income segments of the community. The centrally-located public plaza between Main and State Streets is the new anchor of Downtown, providing a venue for accommodating events, outdoor dining, and other community activities. Whether traveling to Downtown by walking, bicycling, or a range of future vehicles, visibility and access has been improved through enhanced signage, wider sidewalks, landscape improvements, and bicycle connectivity on 2nd and 3rd Streets. In essence, Downtown Los Altos has become a community destination, while at the same time maintaining its roots as a nostalgic village nestled at the foothills of the Santa Cruz Mountains.



Subject: Los Altos Downtown Vision Plan

Follow-Up

Based on feedback from the City Council at its meeting on May 22, 2018, the principal items to be addressed prior to the next consideration of the Plan included finalizing the 3D model of the Downtown with a demonstration and inclusion of the appendixes – especially the Economic reports.

In addition, the following are some more items the Council wanted to see addressed:

1. Include discussion of shuttles/trolley connectivity from South Los Altos to Downtown or from other key areas of City. This could help to increase visitors to Downtown as well as bring employees Downtown.
2. Investigate adding a FAR incentive/requirement on 3-story structures outside of Main/State Streets to further articulate massing.
3. Investigate ways to further embrace the existing, eclectic, and unique massing and form in Downtown, including the 25-50 ft horizontal building pattern.
4. Make clear First Street ground level setback.
5. Update street sections to clearly show First Street setbacks and confirm location/accurate dimensions.
6. Reference Downtown Building Committee Report and include in Implementation.
7. Look at Visual Simulation of Buildings - should they be massed/look differently?
8. Consider language encouraging the addition of a whimsical, interactive element throughout Downtown.
9. Consider adding a perspective of pedestrian bridge at San Antonio Avenue.
10. Expand on Changing Nature of Downtown Chapter and how Vision Plan addresses these issues.
11. Re-review Design Guidelines and Downtown Building Committee recommendations.
12. Incorporate language in the document about the First Street streetscape improvements. Move to Phase I, Prepare Streetscape Plan for First Street. Move to Phase II, implement Streetscape Plan for First Street.
13. Move Pedestrian bridge to earlier phase.
14. Replace image of parking structure with a structure that looks more like a commercial building appropriate in a downtown and not a parking facility.

The amended elements of the Downtown Vision Plan include a red colored font to assist in identifying the changes that have been made to the document. An errata sheet has also been included with the Council Packet (Attachment 3) so that the pages where the amendments have been made can be quickly found.

The 3D model of the Downtown has been completed and, as part of their demonstration, the consultant team will provide an overview of its elements and how the City will be able to use this tool to help it evaluate projects in the future. As noted in past reports to the City Council, staff has acquired the software on which the 3D model of the Downtown is based and intends to use this as one method



Subject: Los Altos Downtown Vision Plan

to evaluate change in the Downtown. Also, the attachments, including the economic reports, have now been incorporated as elements of the Plan and will not be stand-alone documents. This makes for a comprehensive plan that will better serve its users since they will be able to review the source of some key elements of the Plan. The other items listed above have been incorporated into the vision plan where appropriate and help round out the guidance the Plan will provide in the future.

Implementation

The Downtown Vision Plan will be implemented over the long-term. The Plan will be implemented through both public and private investment. To assist and focus implementation efforts, the Plan components have been categorized into three phases in response to community priorities, costs, and the goal of adding vitality to Downtown. If phase 2 or 3 items can be funded and parking provided, they could be moved to an earlier phase.

As noted near the beginning of this report, the Los Altos Downtown Vision Plan, while not a regulatory document, will guide change over the long term for Downtown Los Altos and sets the stage for future regulatory documents the City elects to implement or change. This Plan will add to the other tools available to the community, decision makers, and staff as it manages future change in the Downtown. Those cities that have planned for change are best able to address it and with the adoption of the Plan, Los Altos will be in a position to manage future change as it comes to the Downtown.

Options

- 1) Adopt the Los Altos Downtown Vision Plan

Advantages: Completes process and allows for implementation of the plan

Disadvantages: None

- 2) Decline adoption of the Los Altos Downtown Vision Plan

Advantages: Allows for adjustment or further input from the community on the Plan

Disadvantages: Delays adoption and implementation of the Plan

Recommendation

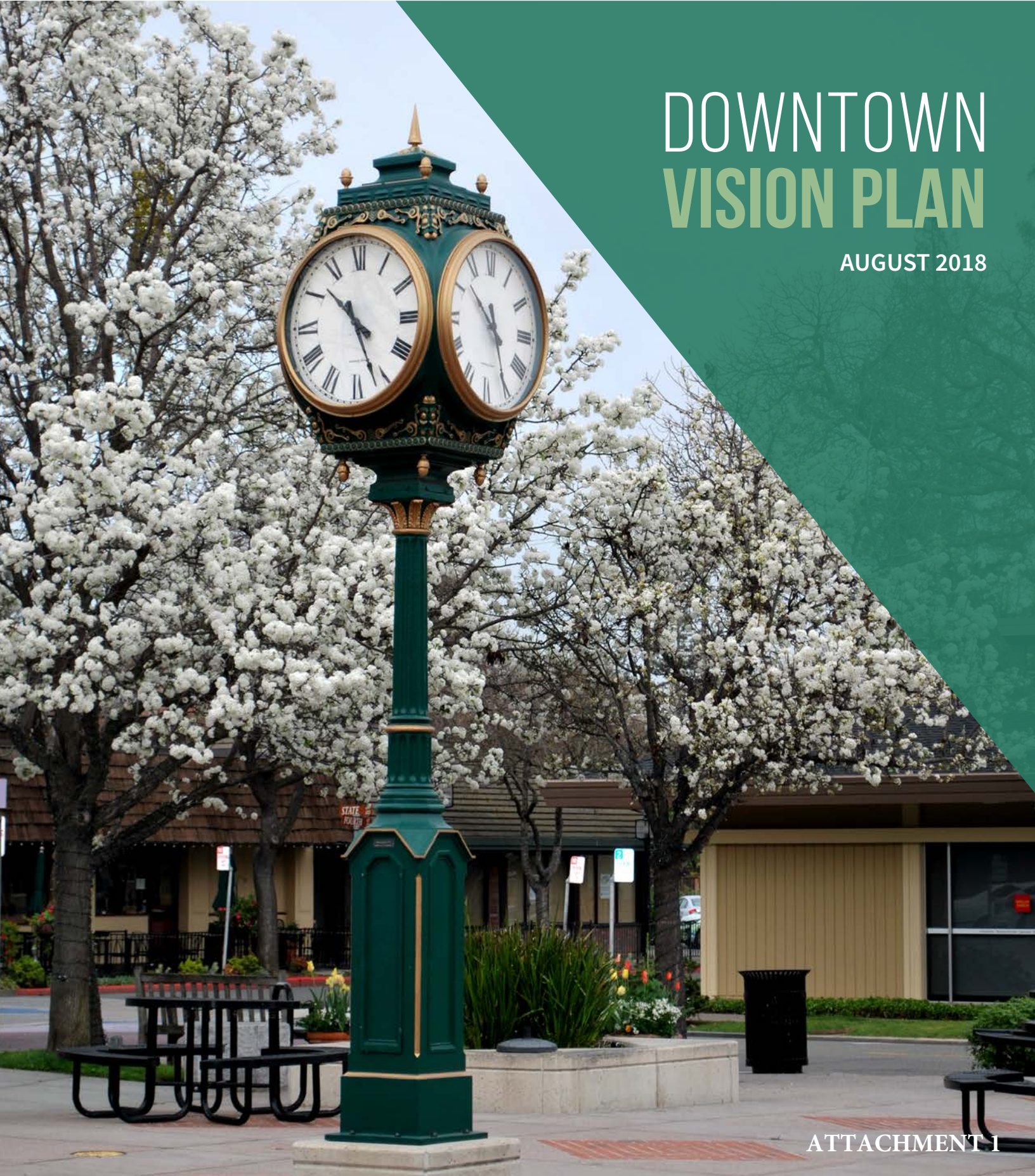
The staff recommends Option 1.



City of Los Altos
DOWNTOWN VISION

DOWNTOWN
VISION PLAN

AUGUST 2018



ATTACHMENT 1



ACKNOWLEDGEMENTS

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ACKNOWLEDGEMENTS

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 A. ECONOMIC AND FISCAL EVALUATION

 B. COMMUNITY OUTREACH SUMMARIES



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1 - INTRODUCTION

INTRODUCTION

The City of Los Altos initiated the preparation of a Downtown Vision Plan (Vision Plan) to help shape the future of Downtown Los Altos. The Vision Plan effort is a community based, visioning and guidance tool that was developed through a robust community engagement process.

The purpose of the Vision Plan is to provide the Los Altos community with a vision for the future of the Downtown triangle to guide future growth and development over the next 20 years. This Vision Plan acts as the guiding document for development of the Downtown, maintaining the community's history, values, and desired intensity of development into a unique, vibrant village that exemplifies the exceptional character and qualities of Los Altos.



Main Street today, looking east.

DOWNTOWN VISION PLAN AREA

The Vision Plan Area, commonly known as the Downtown Triangle, encompasses nearly 70 acres and is bound on the north by Edith Avenue, to the east by San Antonio Road, to the west by the Foothill Expressway, and on the south where San Antonio Road and the Foothill Expressway meet. Figures 1 and 2 shows the location of the Vision Plan area and its location within the City of Los Altos in proximity to adjacent cities.



Figure 1: Vision Plan Area, Regional Location



Figure 2: Downtown Vision Plan Area

HISTORY OF THE DOWNTOWN

The history of Downtown Los Altos is one that is closely tied to the extension of the Southern Pacific Railroad down the San Francisco Peninsula at the turn of the 20th Century. Located in close proximity to the City of San Jose and Stanford University and coupled with the area's natural beauty, the Downtown area soon became a desirable place to live and, by 1911, contained a number of homes and offices. The first business on Main Street was Eschenbruechers Hardware Store located at 316 Main Street, which later housed the town's Post office. In 1909, the two-story Shoup Building was completed at the corner of Main and Second Streets. One of the most significant buildings in Downtown is the Los Altos Railroad Station, located at 288 First Street. Built in 1913 for the Southern Pacific, the railroad was the driving force for development of the City of Los

Altos. By the 1950's through 1960's, Downtown Los Altos continued to evolve and became a full service Downtown, providing for the needs of the community and surrounding areas.

Many of these original buildings are still in existence today, some identified on the City's Historic Resources Inventory, and other eligible for the National Register. These buildings help to accentuate the unique character of Downtown Los Altos and should be an inspiration to inform future development in Downtown.



The Los Altos Railroad Station built in 1913, a Designated City Landmark.

OTHER PLANNING DOCUMENTS

A number of other planning efforts and documents contribute to the ongoing evolution and development of Downtown Los Altos.

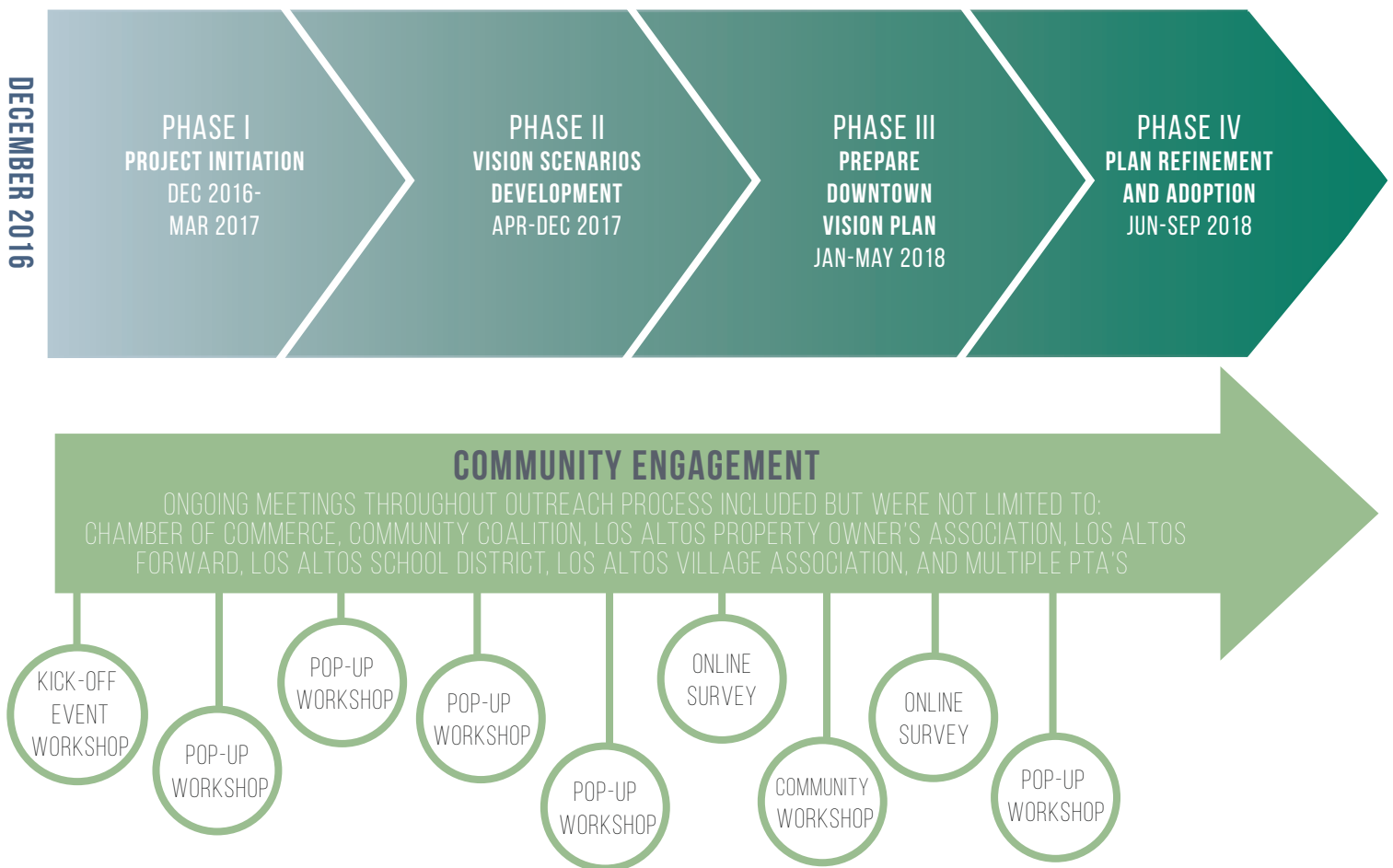
- General Plan;
- Zoning Ordinance;
- Affordable Housing Ordinance;
- Climate Action Plan;
- Downtown Design Plan;
- Downtown Design Guidelines;
- Downtown Land Use and Economic Revitalization Plans;
- Downtown Opportunity Study;
- **Downtown Buildings Committee Report**; and
- Downtown Parking Management Plan.



Two-story Shoup Building completed in 1909, with the old Eschenbruecher Hardware Store building to the left (green awning).

COMMUNITY ENGAGEMENT PROCESS

This Vision Plan reflects the community’s preferred vision for the future of Downtown **Los Altos**. The community’s preferred vision evolved after an extensive outreach process that included a broad spectrum of community engagement opportunities including stakeholder meetings, community group meetings, community workshops, pop-up workshops at community functions, committee meetings, and City Council meetings. In addition to in-person meetings, the community was contacted through mailed and emailed postcards, a project website was prepared and two online questionnaires were conducted at key stages of the community engagement process. **The multiple platforms provided residents and stakeholders with alternative methods of providing input on their vision for the future of Downtown and ensured that all who wanted to engage in the process were given the opportunity.** In total, approximately 30 events and two online questionnaires were undertaken during the community engagement process.



Timeline graphic displaying outreach process.

Many key themes were identified by the community that are represented in the preferred vision plan and the four alternative scenarios leading to the preferred plan. The following highlights the attributes that the community was collectively most supportive of:

Supported Key Attributes:

- Preserve the existing unique character of Downtown Los Altos;
- Increase the activity and vitality of Downtown during the day and evening hours;
- Encourage a variety of local dining opportunities including a greater variety of restaurants and outdoor dining;
- Include plazas that provide a central area for the community to congregate, places and activities for youth, and outdoor dining;
- Strengthen the pedestrian-friendly and walkability of Downtown with wider sidewalks, shared streets, activity nodes and paseos and encourages foot traffic that can support local business;
- Incorporate opportunities for a live theater, hotel, office, affordable housing, and mixed use with residential;
- Enhance bicycle safety and access to and through the Downtown area;
- Highlight entry features into the Downtown area with public art;
- Strengthen pedestrian connection to the Civic Center, and possibly to Lincoln Park, with a pedestrian overcrossing; and
- Increase parking access and efficiency in Downtown through signage and conveniently placed parking areas, above ground and below ground parking structures.



Los Altos Community Center workshop.



Los Altos farmers market pop-up workshop.

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2 - CHANGING NATURE OF DOWNTOWNS AND ECONOMICS

CHANGING NATURE OF DOWNTOWNS AND ECONOMICS

Downtowns at their very essence are the heart of any community. In years past, downtowns have provided a centralized location for meeting a variety of community needs and services, such as working, shopping, dining, entertainment and, in some cases, living. Downtown Los Altos has served as the centralized location for meeting the needs of the Los Altos community and that of the nearby Town of Los Altos Hills since as early as the 1950s. However, in more recent years, the nature of downtowns across the state have been evolving due in part to ongoing macroeconomic challenges as well as development policy restrictions at the local level. Some of these challenges and restrictions include:

- Growing competition between municipalities to attract businesses;
- Rise of e-commerce sales reducing the need for brick and mortar stores;
- Lack of building flexibility in older building stock desired by contemporary retail tenants; and
- More prescriptive zoning and parking regulations inhibiting incremental change.

This Vision Plan seeks to address these evolving challenges and restrictions by:

- Enhancing sense of place to create a local destination that is attractive for both residents and businesses;
- Introducing alternative land uses and identifying opportunity sites to stimulate new activity;
- Recommending modifications to the built environment that allows for greater flexibility of tenants; and
- Providing more contemporary land use and parking recommendations that allows for incremental change.



A centralized location in Downtown Los Altos, at the Main and Second Street intersection.

ECONOMICS

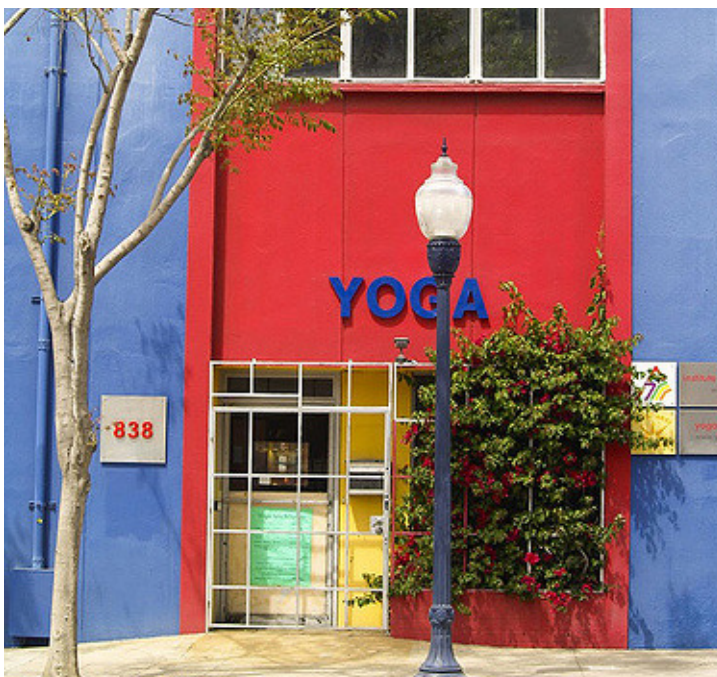
As part of the Vision Plan effort, an economic and fiscal evaluation was conducted to determine an Economic Vitality Strategy appropriate for Downtown Los Altos into the future. This strategy provided the underlying foundation for the Vision Scenario Alternatives that were developed, shared with the community, and ultimately resulted in this Vision Plan.

The following summarized policy recommendations were utilized as part of the Vision Plan process and carried forward within this document based on feedback received from the community. These recommendations are intended to encourage smaller scale incremental change that allows Downtown Los Altos to modernize while keeping the essence of its village character as it continues to evolve.

These include:

- Allowing contemporary service uses (e.g., fitness studios and day spas, yoga and tai chi studios, martial arts and kinder gyms, wine bars, and beer gardens) in the Downtown core;
- Updating parking requirements;
- Incentivizing Specific Uses with reduced parking requirements;
- Establishing an in-lieu parking fee;
- Enhancing parking management; and
- Modifying building heights.

These policy recommendations are further detailed and explained within Chapter 5, Land Use, and Chapter 6, Circulation and Parking. The full version of the Economic and Fiscal Evaluation can be found within the Appendix of this document.



Studios and gyms are favorable for downtowns and contribute to an active, healthy community.



The Funk Zone in Santa Barbara, CA allows more contemporary uses, like the wine bar shown above, and beer gardens.

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3 - THE COMMUNITY'S VISION

THE COMMUNITY'S VISION

DOWNTOWN VISION STATEMENT

Looking into the future, Downtown Los Altos continues to embody the village character long enjoyed by the community while the economic vitality of its businesses has flourished. As the center of the City, Downtown has evolved into a greater focal point of activity, providing new living, working, and entertainment options for all age and income segments of the community. The centrally-located public plaza between Main and State Streets is the new anchor of Downtown, providing a venue for accommodating events, outdoor dining, and other community activities. Whether traveling to Downtown by walking, bicycling, or a range of future vehicles, visibility and access has been improved through enhanced signage, wider sidewalks, landscape improvements, and bicycle connectivity on 2nd and 3rd Streets. In essence, Downtown Los Altos has become a community destination, while at the same time maintaining its roots as a nostalgic village nestled at the foothills of the Santa Cruz Mountains.

VISION ELEMENTS

The City of Los Altos is committed to a community-focused, economically viable, and village-scaled Downtown through:

- **Maintaining the village character** unique to Los Altos while also allowing small, incremental change through implementation of complementary land use and parking policies
- **Enhancing economic vitality** through expanded dining, shopping, service, office, hospitality, and residential uses accessible to the entire community
- **Developing adequate parking facilities** and implementing parking strategies that continue to meet the current and future parking needs of businesses, residents, and visitors
- **Utilizing existing parking plazas** in a manner that enhances the village character while also meeting the working, living, entertainment, and hospitality desires of the community
- **Enhancing safety and connectivity** to the adjacent Civic Center, Lincoln Park, and surrounding neighborhoods through targeted multi-modal transportation forms for pedestrians, bicyclists, and automobiles
- **Enlivening the streetscape character** by providing new opportunities for wider sidewalks, outdoor dining, seating, landscaping, public art, paseos, and activity nodes
- **Creating a new, centrally-located public plaza(s)** to enhance the sense of place and create a hub of activity for community events, informal activities, and outdoor dining
- **Expanding the variety of residential housing types** to meet the current and future needs of all residents of Los Altos

Figure 3: Downtown Vision Plan



LEGEND

- 1 AFFORDABLE HOUSING
- 2 UNDERGROUND PARKING STRUCTURE WITH OFFICE
- 3 DOWNTOWN CENTRAL PLAZA (SHORT-TERM)
- 4 DOWNTOWN PLAZA (LONG-TERM)
- 5 PRIMARY ENTRY FEATURES
- 6 ABOVE GROUND PARKING STRUCTURE WRAPPED WITH OFFICE/COMMERCIAL ON GROUND FLOOR
- 7 OFFICE USES
- 8 ROUNDABOUT
- 9 FACADE IMPROVEMENTS AND PEDESTRIAN CONNECTIONS
- 10 PEDESTRIAN BRIDGE
- 11 SHARED STREETS
- 12 LIVE THEATER
- 13 BOUTIQUE HOTEL

DISTRICT LEGEND

- FIRST STREET DISTRICT
- EDITH AVENUE RESIDENTIAL DISTRICT
- MAIN AND STATE STREET DISTRICT (DOWNTOWN CORE)
- SAN ANTONIO ROAD DISTRICT (LOWER TRIANGLE)

DOWNTOWN VISION PLAN

Figure 3 demonstrates the intent of the Downtown Vision Statement and illustrates key concepts, such as the Downtown Plaza, shared streets, streetscape enhancements, and an improved multimodal circulation network. Refer to Chapter 10 for the complete Vision Poster.



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4 - LAND USE

LAND USE

DOWNTOWN DISTRICTS

This Vision Plan views the Downtown area as a unified whole. However, during the due diligence and community outreach process, a number of separate areas within the Downtown area began to emerge based on similar land use characteristics and the feedback received. These separate areas, or districts, include Main and State Streets, First Street, San Antonio Road, and Edith Avenue. Figure 4 identifies the location of the districts within the Vision Plan Area.



Figure 4: Vision Plan Area



Main Street looking northwest.

MAIN AND STATE STREET DISTRICT

The Main and State Street District continues to be the focal point of Downtown activity with a balanced mix of service, office, retail, restaurant, and boutique hotel uses.

Envisioned attributes include:

- Primary retail, restaurant, and entertainment destination;
- Opportunity for residential and office above retail;
- New Downtown Plaza(s) act as a focal point;
- Enhanced pedestrian-oriented streetscapes with street trees, landscaping, benches, streetlights, bicycle racks, and activity nodes;
- Outdoor dining opportunities within “Downtown Dining Hub”, Downtown Plaza(s), and paseos; and
- Parking provided on-street or in lots or structures directly adjacent to District.



First Street looking north.

FIRST STREET DISTRICT

The First Street District acts an extension of the Main and State Street District, integrating a variety and mix of uses more focused on service, office, and residential. Additional building setbacks and streetscape improvements along First Street help balance the narrower street section of First Street.

Envisioned attributes include:

- Variety of uses – service, office, and residential-focused with a few retail shops and restaurants;
- Enhanced intersections with accent paving, crosswalks, and landscaping;
- Signage that welcomes visitors to Downtown Los Altos and directs people to Downtown plazas and parking areas;
- Parking provided on-street or in lots or structures;
- Tree-lined streets; and
- Enhanced gateway entry elements.



3rd Street looking south.

SAN ANTONIO ROAD DISTRICT

The San Antonio Road District is focused on office uses with some mixed-uses and restaurants that both support and act as transitional areas to the Main and State Street District.

Envisioned attributes include:

- Primary focus on office uses, with new opportunities for small tech start-up spaces with sufficient off-street parking;
- Restaurant and neighborhood-supporting uses enhance the District and act as transitional areas to Main and State Street;
- Performing arts theater, a central entertainment venue for the community;
- Additional small, boutique hotel serving local businesses and visitors;
- Plaza spaces anchor new uses and support the Main and State Street District;
- Tree-lined streets; and
- Gateway entry element.



Existing three-story, standalone residential on 2nd Street.

EDITH AVENUE DISTRICT

The Edith Avenue District continues to be focused on residential uses with some small office uses transitioning elements from the adjacent Main and State Street District.

Envisioned attributes include:

- Both market-rate and affordable residential uses that support Downtown vitality;
- Neighborhood-serving uses as transitional areas to Main and State Street; and
- Tree-lined streets.

COMMERCIAL LAND USES IN A DOWNTOWN – MAINTAINING MARKET FLEXIBILITY

As Downtown Los Altos continues to evolve, the City should be mindful of the construction and land use flexibility needed to address ongoing market trends and evolution of commercial land uses. Ensuring greater flexibility will allow for the adaptability of existing buildings, allowing new uses or tenants to occupy spaces, and will ultimately allow for the continued, long-term success of Downtown. Below are some more recent examples of building characteristics that contemporary commercial land uses demand:

- Building widths of 25 to 50 feet;
- Building depths of 40 to 50 feet; and
- Ground level plate heights of 16 to 18 feet.

The current retail storefront needs of shorter building depths create an opportunity and a challenge for some of the older buildings in Downtown that are closer to 100 feet deep. In some locations, this provides the opportunity to have two business in one building with one business fronting on Main or State Street and one business fronting a plaza. These existing longer buildings can also be divided to provide multiple business along paseos. The extra depth can also be used to access residential or office uses located above the commercial building.

Older buildings in downtown typically have lower ground-level plate heights or ceiling heights. This is a deterrent to attracting retail and restaurants to these buildings. As older buildings redevelop and remodel, raising these ceiling heights will give the downtown more flexibility to adapt to the changing market demands.



Building design should ensure flexibility to be able to adapt to changing market demands.

HOUSING – MARKET RATE AND AFFORDABLE

The inclusion of additional market rate, workforce, and affordable housing units within the Downtown was supported by the broader community in order to provide a wider variety of housing options, enhance vitality, and add day and nighttime activity. Workforce housing, while not recognized by the State Affordability Law requirements, is generally targeted at those households making 160% of median area income. Parking Plaza 8 is identified as a potential affordable housing site. While there are additional housing opportunities above retail in the Main and State Street District, emphasis on new housing is likely to be focused on on private properties within the First Street District. It should be acknowledged that in certain portions of the Downtown area, particularly the Main and State Street District, the construction of affordable housing units is unlikely due to the fragmented ownership pattern, small lots, and lack of ability to provide on-site parking for a project. If housing units were developed within the First Street District, it is likely they would be market rate units due to the high cost of construction and would be built to conform with the Zoning Ordinance requirements in place at that time. To encourage construction of a greater variety of housing options within the Downtown, the City should consider encouraging alternative design strategies, such as workforce housing (affordable by design) and/or minimum unit sizing.



Example of affordable housing in a Downtown setting in Santa Barbara, CA.

OPPORTUNITY SITES

Early on in the visioning process, the existing parking plazas were identified as opportunity sites that could accommodate new development within Downtown. These opportunity sites have the potential to be the catalysts for enhancing the overall economic vitality and vibrancy of Downtown. The City is well-positioned to help spur reinvestment and attract key uses to the Downtown by utilizing these city owned parking plazas. Figure 5 identifies those parking plazas envisioned as opportunity sites.

- *Affordable Housing:* Parking Plaza 8 is identified as an ideal site to introduce new affordable housing within Downtown. Through a public-private partnership, this new housing would infuse the Downtown with additional residents to add to and enhance vitality and day/nighttime activity.
- *Hospitality:* A new hotel use is identified for Parking Plaza 2. In addition to the existing hotel Downtown, this new hotel could provide a wide range of benefits to the community including enhanced vitality, increased nighttime activity, and provide additional revenue to the City.
- *Entertainment:* A live theater is identified on Parking Plaza 2. This use would be both a daytime and evening draw from the community and elsewhere that would support complementary businesses, such as pre-event dining.
- *Office:* New office uses are identified for Parking Plazas 1, 3, and 7. Offices would enhance and increase local jobs, enhance the daytime activity downtown, and further support other local businesses in the area. Office could also help to fund fair share portions of new parking facilities.

- *Parking Consolidation:* New parking facilities were are identified on Parking Plaza 1-3 and 7-8. Consolidating surface parking into above and below ground structures is a key component to balancing the current and future parking needs of Downtown.
- *Parking Plaza 9:* Partial City ownership of Parking Plaza 9 could provide an opportunity for a public-private partnership for new development in support of this Vision Plan.

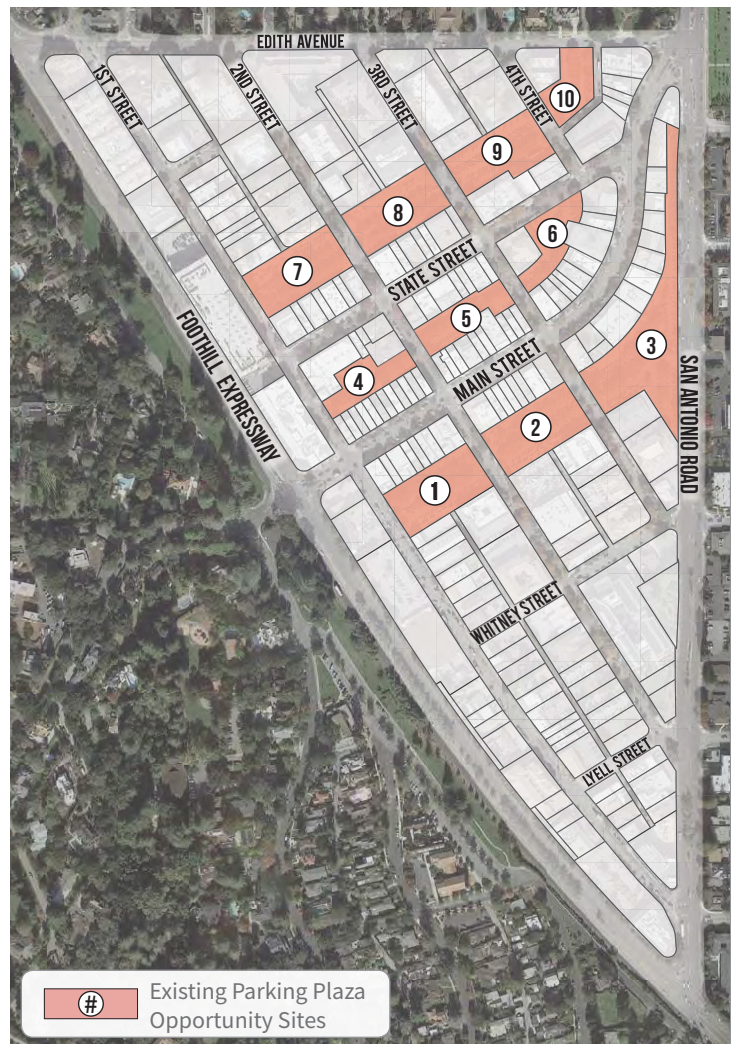


Figure 5: Existing Parking Plaza Opportunity Sites

LAND USE POLICY RECOMMENDATIONS

The following Land Use Policy Recommendations support the enhancement of vitality within the Downtown area. Amendments to the City’s existing Zoning Ordinance and the General Plan, or the creation of a detailed plan, like a Comprehensive or Specific Plan, would be required to implement these Land Use Policy Recommendations.

1. Allowing Contemporary Service Uses on Main and State Streets such as:
 - Fitness studios and day spas;
 - Yoga and Tai Chi studios;
 - Martial arts and kinder gyms;
 - Wine bars and beer gardens;
 - Allow office and/or residential lobby space on the ground floor with the exception of the first 40 feet in depth for the current retail/restaurant spaces with frontage on Main and State Streets; and
 - Prohibit office uses for frontage on the Downtown Central Plaza(s).
2. Modify/Maintain Building Height Allowances
 - Allow up to three (3) stories, or 40- to 45-feet, with setback at 3rd Floor along San Antonio Road and First Street Districts (see Chapter 5); and
 - Maintain current height allowances within the Main and State Streets and Edith Avenue Districts.



5 - BUILT ENVIRONMENT

BUILT ENVIRONMENT

Downtown’s built environment exudes an eclectic village character and unique massing and form that contributes to the timelessness and charm of the area. Preserving this distinctive identity is critical to ensure the continual attraction of residents, visitors, and businesses. A combination of factors contributes to the distinctive massing and form of Downtown. For example, some of the downtown features unique building forms and lot sizes attributed to small parcels laid out prior to World War I. These older building forms and lot sizes provide unique attributes to the overall Downtown village character. Examples of methods for new development to embrace the existing, eclectic, and unique massing and form of Downtown include:

- Celebrating existing architectural history through incorporation of cohesive yet varying architectural styles with appropriate detailing;
- Reflecting similar variety, patterns, and arrangements of existing buildings;
- Breaking up larger buildings into smaller segments or forms;
- Relating upper stories to the street front;
- Varying roof parapet heights and detailing;
- Creating storefronts that are scaled to the pedestrian; and
- Diversifying entries through vestibules, recesses, signage, and landscaping.



Figure 6: Example of existing, eclectic, and unique massing and form of Downtown.

DESIGN

The community of Los Altos values clearly-defined and individual architectural styles for new development within the Downtown area. Boxy architecture, blank walls, minimal articulation, lack of color, and low-quality materials are all elements of concern heard from the community. The City should ensure that, as new development or remodels are proposed within the Downtown area, a mix of architectural styles with quality detailing and articulation are provided. The existing, robust Design Review process based on the City’s Downtown Design Guidelines, provides guidance and direction to projects, focusing on architectural integrity, pedestrian scale, high-quality materials, and generous landscaping. To ensure new development and remodels are consistent with the desired level of design quality, the City should continue to utilize the existing Design Review process, but should ensure that both the existing Downtown Design Guidelines and Design Review process are adequately capturing the quality of development desired by the community. In instances where larger projects or projects on prominent sites are proposed, the City could consider utilizing a design firm tasked specifically to make recommendations on a development proposal in support of the Design Review process.



Downtown building facades, with windows and architectural details create pedestrian scale.



Existing residential development incorporates setbacks, articulation, and features that enhance the overall design.

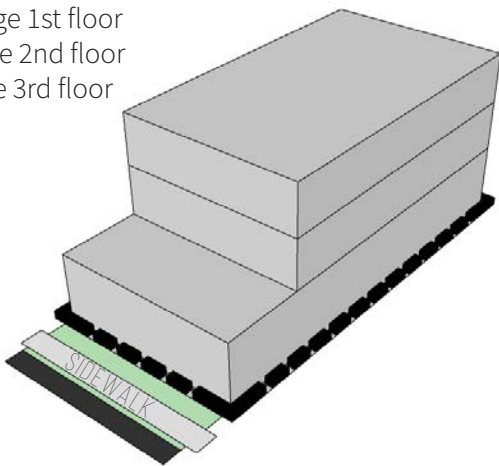
SCALE

Future development within Downtown should respect its existing character and scale. As new development occurs within Downtown, the ground level of a building should provide a strong pedestrian scale, utilizing quality materials, fenestration, color, and other elements of a clearly-defined architectural style. Moreover, massing of buildings needs to be articulated horizontally to maintain the pattern of 25 to 50-foot building widths historically found Downtown. Where new development occurs on wider lots, the street facing façade should be articulated and massed to reflect this historical pattern. In instances where a multi-story building is proposed, buildings should be designed and massed to minimize the appearance of upper stories. This can be accomplished with building articulation or setbacks/massing, balconies, architectural elements, and use of materials and colors. The existing Downtown Design Guidelines and design findings require these elements to approve any project proposed within the Downtown.

FLOOR AREA RATIO

In areas of Downtown, such as the First Street or San Antonio Road Districts, use of a Floor Area Ratio (FAR) in conjunction with height limitations, setbacks/ massing, and articulation, may be an additional tool to ensure Downtown appropriate new development. Requiring a certain FAR in these Districts would limit the ultimate square footage of any new development. However, the City could allow for additional FAR coverage as an incentive if the development provided certain public benefits. Examples of public benefits could include publicly accessible open space or off-site public realm improvements, among others.

100% coverage 1st floor
75% coverage 2nd floor
75% coverage 3rd floor



100% coverage 1st floor
100% coverage 2nd floor
50% coverage 3rd floor

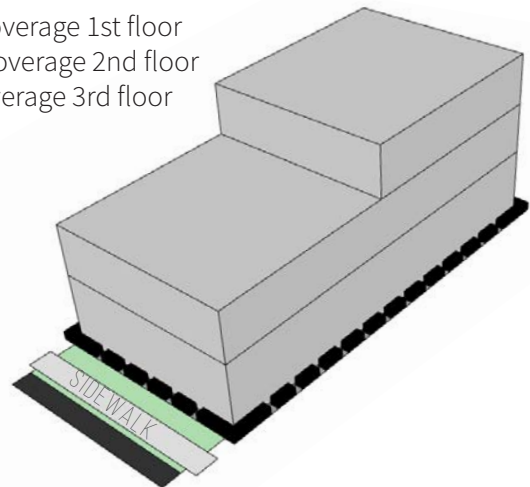


Figure 7: Examples of conceptual 2.5 FAR configurations.



(Before) Existing development at Main Street and Second Street.



(After) Conceptual development that could occur on Main Street, maintaining Downtown character and scale.

HEIGHT

The community was most divided on the topic of building heights along Main and State Street. There was however, ample support to limit the building height in the First Street District, Edith District, and San Antonio District to a maximum of three stories. In both the First Street and San Antonio Districts, the third story would be required to step back from the second story. The Vision Plan recommends adjusting the height requirements in these districts to reflect current industry height standards for office, hotel, residential, and mixed-use buildings for a three-story structure:

First Street District and San Antonio District

- Standalone Residential: Maximum of 40 feet
- Standalone Office or Hotel: Maximum of 45 feet
- Mixed-Use: Maximum of 45 feet

Edith District

- Standalone Residential: Maximum of 40 feet

On Main and State Streets the community preferences were split primarily between 2-story and 3-story building height maximums. There were also a few community members wanting to allow higher 4-story buildings. The Vision Plan recommends limiting the building height on Main and State Street to a maximum of two stories and that height requirements be adjusted to reflect the current industry standards for two story buildings:

Main and State Street District

- Mixed-Use: Maximum of 35 feet

The City may want to consider allowing for increased building height within the Main and State Street District in the future in instances where a property owner chooses to consolidate multiple parcels.

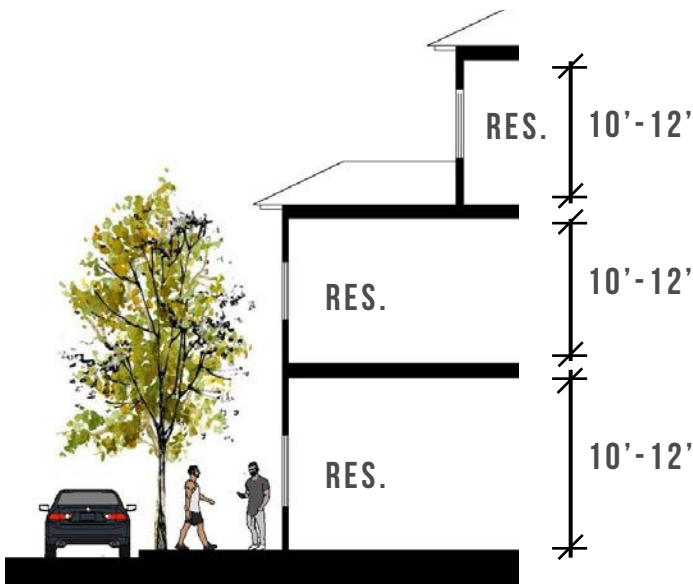


Figure 8: Example of standalone residential building that could occur on First Street or San Antonio Road Districts.

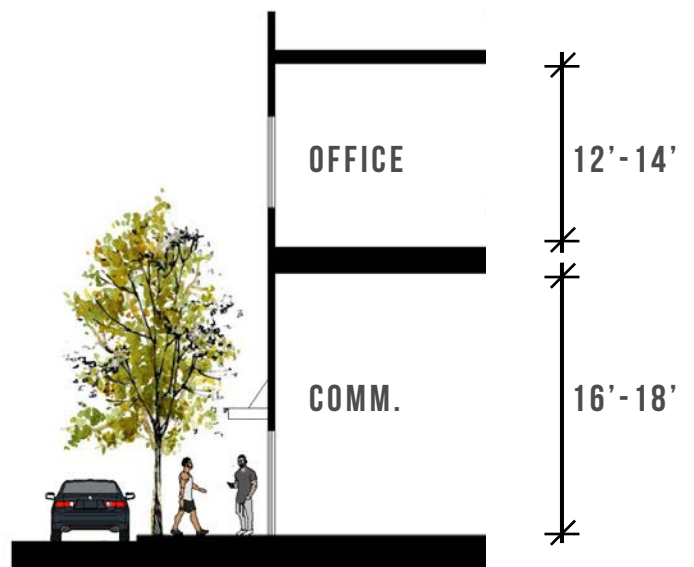


Figure 9: Example of mixed-use building that could occur on State or Main Street.

SETBACKS

The City currently regulates and will continue to regulate building setbacks through the Zoning Ordinance. Current Zoning regulations along Main and State Streets promote buildings being located at the back of the sidewalk, or the start of the public realm. This is a typical application of front yard setbacks within a downtown environment, creating a continuous rhythm and cadence to the street, and should be continued forward by the City.

The First Street right-of-way is relatively narrow and varies significantly from Edith Avenue in the north, to San Antonio Road in the south. Moreover, the First Street corridor is currently split across two zoning districts, one of which allows buildings to be built with no setback. This variation in right-of-way and the division between zoning districts has created a lack of cohesion along this thoroughfare, with many members of the community commenting on the feeling of being in a ‘canyon’ for a portion of the street north of Main Street. Going forward, it is recommended the City consider modifying the Zoning Ordinance to create a uniform 10-foot setback requirement along First Street that will allow for enhanced landscaping and outdoor dining opportunities and will ultimately create a greater feeling of openness along First Street.

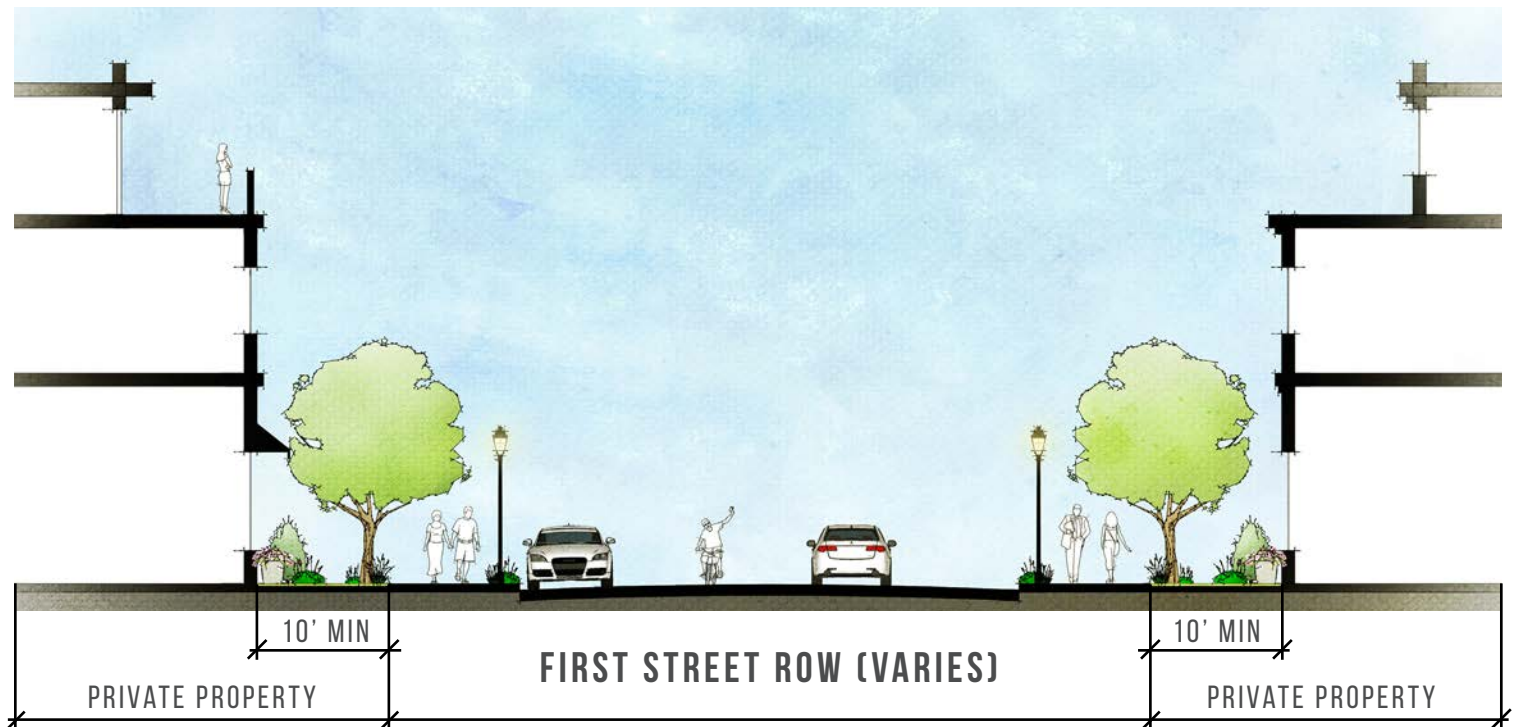


Figure 10: Conceptual Setbacks Along First Street

QUALITY PLACEMAKING

Placemaking is vital to how today’s downtowns function. Attracting people to Downtown Los Altos needs to include opportunities to interact and socialize with neighbors, to recreate and dine, as well as shop. The following elements will help create a sense of place and community destination in Downtown.

ENTRY FEATURES

Primary and secondary entries were identified at the following intersections within Downtown:

Primary Entries

- Main Street/Foothill Expressway
- Main Street/San Antonio Road

Secondary Entries

- 1st Street/Edith Avenue
- 1st Street/San Antonio Road
- Parking Plaza 3/San Antonio Road

Both primary and secondary entries should be enhanced through the use of intersection treatments, such as paving materials and signage, as well as unique accent landscaping to denote these entry points into the Downtown. For the primary entries, use of public art should also be integrated to clearly define and identify these prominent Downtown entries.



Existing Primary Entry to Downtown at Main Street, San Antonio Road, and Edith Avenue intersection.



Existing Primary Entry to Downtown at Main Street and the Foothill Expressway intersection.

“DOWNTOWN DINING HUB”

The “Downtown Dining Hub” was envisioned as a central activity and dining hub within the Downtown located between 2nd and 3rd Streets and on Main and State Streets as seen in Figure 8. This would include properties facing the streets and facing the central plaza space. To this end, the City should work with interested local businesses to integrate outdoor dining parklets along the street frontage of a business within these areas. In select locations, parklets would expand the sidewalk into the adjacent parking spaces. Outdoor dining could also be provided on the adjacent central plaza. Restaurants and cafés could provide outdoor seating and dining in the parklets or on the plaza without having to provide additional parking. This would incentivize restaurants to locate to this area of town and help attract the additional dining options that are desired by the community.

To ensure ongoing delivery and service to these businesses, the City should consider providing rideshare (Uber/Lyft) drop-off points and identify key areas within the “Downtown Dining Hub” that would continue to allow for these vehicular functions to occur, as discussed further in Chapter 7.

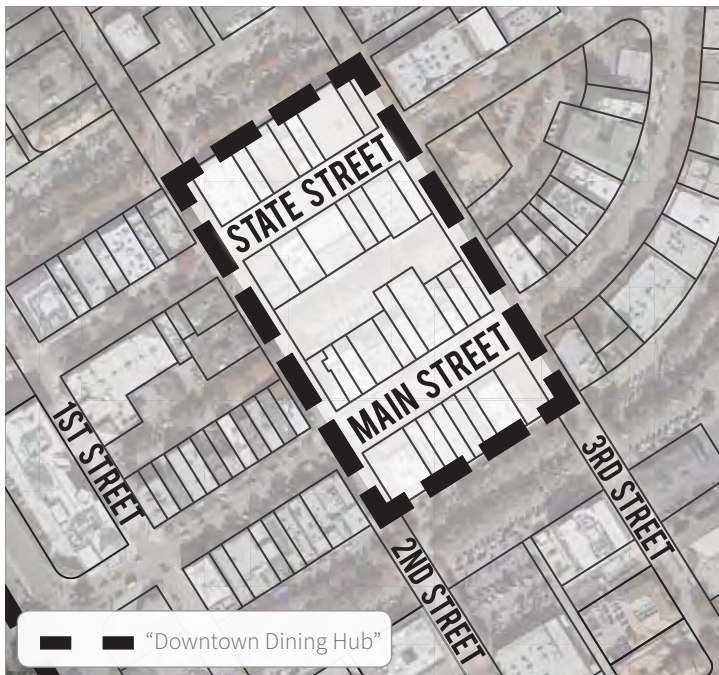


Figure 11: “Downtown Dining Hub” Area



Outdoor dining and seating areas create a vibrant street character.

FAÇADE IMPROVEMENTS AND RENOVATION

Existing buildings located on the south/southeast side of Main Street, currently backing onto San Antonio Road, were identified as having the potential to be enhanced through facade improvements to the existing buildings fronting San Antonio Road. This concept was supported to provide a greater Downtown presence along San Antonio Road in conjunction with the public plaza and pedestrian overcrossing connecting to the Civic Center area. Where feasible, the City should support the ongoing enhancement of these existing buildings facing San Antonio Road, allowing for current businesses to have two-sided building entries, or allow for the creation of two separate business spaces that would be more in keeping with contemporary tenant demands.

PASEO NETWORK

Carried forward from past planning efforts, a centralized network of paseos is intended to foster an integrated pedestrian network through the Main and State Street District while also helping to create a greater sense of place. Paseos could include unique paving, landscaping, lighting, and public art to enhance the Downtown character. The locations of these paseos are generally indicated on the vision plan, but could be located anywhere along the block where there are interested property owners. Paseos would give properties the opportunity to have business frontage along the paseo, as well as street frontage and would strengthen connections between parking facilities and activity areas, to Main and State Streets.



Existing facades along San Antonio Road should be improved to enhance Downtown's visibility.



Pedestrian paseo with business frontage, outdoor dining, and accent paving.

ACTIVITY NODES

Activity nodes are included to support unique day and night-time activities within the Downtown area and enhance vibrancy and sense of place. Rather than be located throughout Downtown, placement of activity nodes should be focused on the Main and State Street area. Activity nodes could include small event spaces for live music, art exhibition, fire pits, or other spaces for interactive activities.

PUBLIC ART

Public art located at primary downtown entries and throughout Downtown was strongly supported by the community. As consideration of public art occurs in the future, the City should consider art that is representative of the history and character of the community. Public art within Downtown could be expressed in the form of mosaics, sculptures, bicycle racks, interactive pieces, murals, or other art forms.

Interactive public art is a great way to provide playful opportunities for children and adults alike to engage in a downtown experience. **Whether subtle or overt, interactive art can enhance the social realm of built environments and create impromptu landmarks.** Examples of interactive, whimsical art installations could include those that exude sound, light, water, or other interactive, sensory opportunities. The City should explore incorporating interactive public art throughout the Main and State Streets area of Downtown to enhance the overall public realm experience and provide another feature for all ages to enjoy.



Activity node with fire pit and event space.



Downtown bicycle racks as forms of public art.



An example of an interactive musical art installation complementing a shared public space.

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6 - PUBLIC SPACES

PUBLIC SPACES

DOWNTOWN CENTRAL PLAZA SHORT-TERM VISION

The Downtown Central Plaza Short-Term Vision recognizes the Long-Term Plaza Vision as a multi-part undertaking and seeks to address the community’s more immediate vision for a centrally-located, public outdoor space in Downtown Los Altos. As shown in Figure 12, the Short-Term Vision maintains Parking Plazas 4 and 6 for public parking while focusing initial plaza enhancement efforts on Parking Plaza 5. Enhancements for Parking Plaza 5 would create a “community living room” type environment that would include outdoor dining, public seating, pockets of landscaping, play structure(s), and event space(s) that would be flexible to allow for both informal and formal events to occur on an ongoing basis. In conjunction with the Downtown Central Plaza Short-Term Vision, additional parking opportunities would need to be provided elsewhere in the immediate vicinity to offset the loss of parking, such as a parking structure on Parking Plaza 2 or 3, between San Antonio Road and 2nd Street, and/or parking restriping in existing lots. This is further discussed in Chapter 7, Circulation and Parking.

LEGEND

- | | | |
|---------------------------------------|-----------------------------------|---------------------------------------|
| ① PLAZA ENTRY WITH FOOD TRUCK PULL-IN | ④ CHILDRENS PLAY AREA | ⑦ INFORMAL EVENT SPACE AREA |
| ② PLAZA PROMENADE | ⑤ OUTDOOR DINING | ⑧ PERFORMANCE STAGE WITH SEATING AREA |
| ③ IMPROVED STOREFRONTS ON PLAZA | ⑥ ENHANCED PAVING AND LANDSCAPING | ⑨ PUBLIC ART |

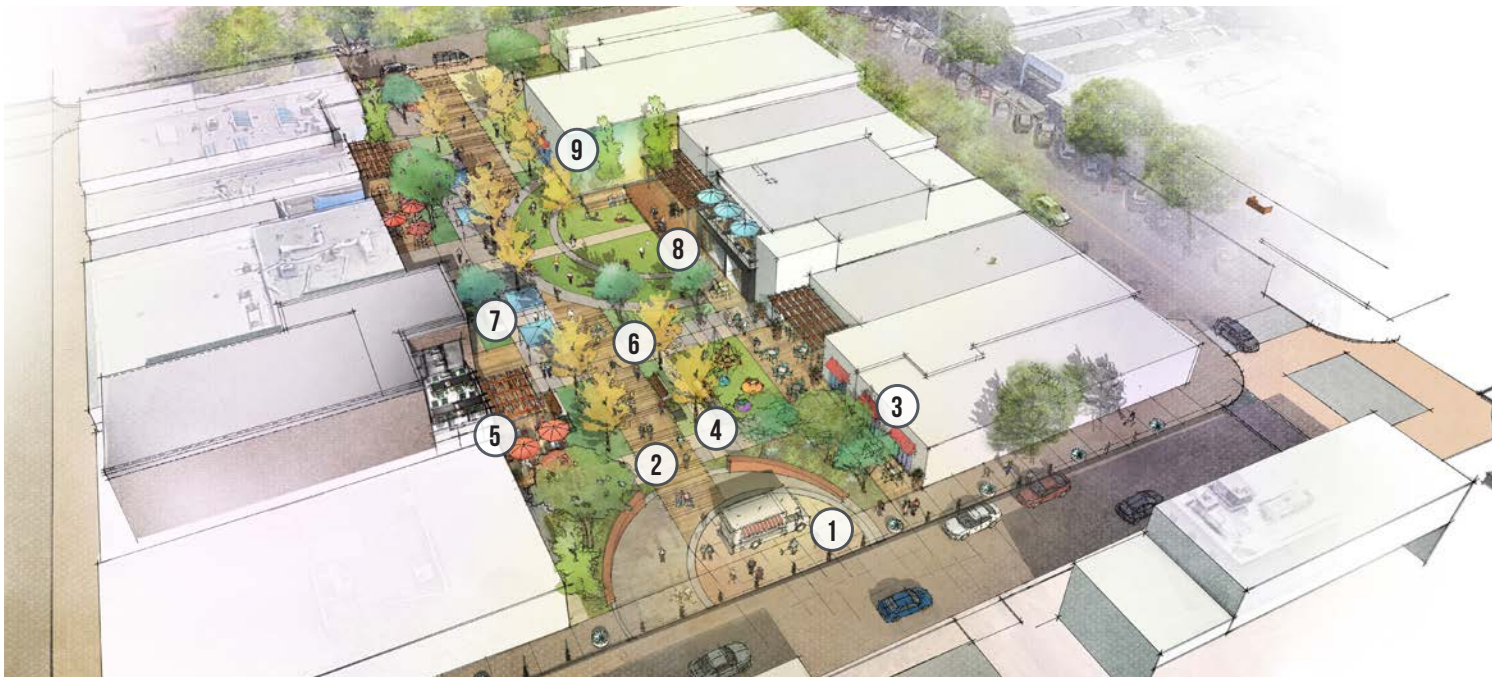


Figure 12: Birdseye Rendering of Downtown Central Plaza Short-Term Vision - Between 2nd and 3rd Street on Parking Plaza 5



(Before) Existing Parking Plaza 5, looking northeast toward 3rd Street.



(After) Conceptual Downtown Central Plaza Short-Term Vision at ground level.

DOWNTOWN PLAZA LONG-TERM VISION

The long-term vision for the Downtown Plaza is to extend the “community living room” to also include existing Parking Plazas 4 and 6. The central public outdoor space would extend from First Street to State Street creating a spine of open space and activity areas through the Downtown, as shown in Figure 13.

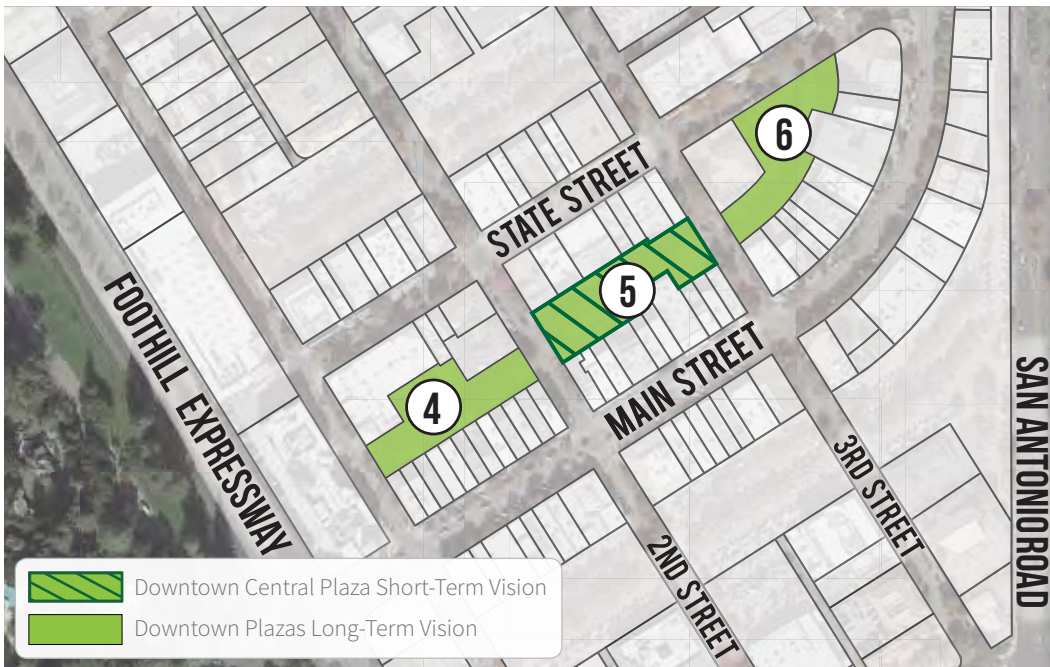


Figure 13: Downtown Plaza Locations for Long-Term Vision

PLAZA FEATURES

Many members of the community expressed interest in specific features they would like to see integrated into the Downtown Plaza(s). These are expressed below as key elements that should be incorporated into the Downtown Plaza Short-Term Vision and/or the Downtown Plaza Long-Term Vision.

PROGRAMMED PLAZAS

As the Downtown plazas are developed over the long-term, individual programs or themes are envisioned for each public plaza that would provide elements for all age groups. For example, Parking Plaza 5 could be programmed to focus on families and outdoor dining, a playground, and a flexible event space; Parking Plaza 4 could be programmed for adults with a beer garden, bocce ball courts, and fire pits; and Parking Plaza 6 could be programmed for teens with ample seating and benches, concrete ping pong tables, and phone-charging stations. Programming for the plazas should also include flexible space to accommodate seasonal and holiday events, such as a concerts or movies in the plaza, farmer's markets, or more specialized events such as holiday-related events.

OUTDOOR DINING

Under existing conditions, outdoor dining is generally limited to a few restaurants and cafés along Main and State Streets. The overall vision for the Downtown plazas provides opportunities to expand outdoor dining into these new public spaces. Outdoor dining is envisioned to be provided by private business or property owners whose buildings back onto the parking plazas. The concept of outdoor dining opening onto the Downtown plazas would allow for families to enjoy a meal at adjacent restaurants while maintaining eyes on children playing nearby within the plaza.



Flexible spaces within a plaza allow for formal and informal events, such as concerts to occur.



Outdoor dining opening onto a plaza.



Example of an activity node in the form of a fire pit, providing a central gathering space within the public realm.



Play structures can attract a wide range of age groups while bringing additional activity to the Downtown.

PLAZA ACTIVITY NODES

A minimum of one activity node should be integrated into the design of the Downtown Central Plazas (Parking Plazas 4-6)h. The vision imagines flexible spaces that can serve a variety of purposes, such as a small event space for live music, art exhibitions, a fire pit, or other interactive activities.

PLAY STRUCTURE

To facilitate accessibility of the Downtown Central Plaza Short-Term Vision by all ages, a play structure should be integrated into the design of the Downtown Plaza. Selection and siting of the play structure should consider ease of accessibility, visibility from nearby restaurants, and accommodating of a range of children's ages and abilities.

SEATING

Ample seating should be provided for public use throughout the plazas. Frequently placed and easily accessible seating is envisioned as separate from outdoor dining seating discussed above.

RESTROOMS

Public restrooms should be provided for the comfort and convenience of Downtown visitors. While no specific location has been identified within this plan, the public restrooms should be conveniently located while not obstructing activities, views, or circulation patterns within the plazas. Public restrooms can also be provided through a public private partnership with adjacent businesses.

TRASH AND RECYCLING

Trash and recycling for businesses backing onto the current parking plazas are currently located throughout the parking plazas. As each Downtown plaza is developed, centralized locations for accommodating the trash and recycling needs of the adjacent businesses should be identified and developed to minimize visual clutter and provide for ease of servicing.



Use of materials and colors helps minimize appearance of a centralized trash enclosure.

TREES AND LANDSCAPING

Trees and landscaping are located throughout the existing parking plazas. Where feasible, trees and landscaping should be integrated with the design of each Downtown Plaza. In instances where new trees and landscaping are to be incorporated, their selection should focus on native, low-water using, and low-maintenance plantings that aid in accentuating the sense of place within Downtown and that of each of the plazas. Small areas of landscaping allowing for informal activities to occur should also be considered when developing the plazas. Plazas should include a balance of green space and paved plaza space.



Pockets of native, low-water using landscaping help inform and frame areas of a plaza.

OTHER PUBLIC PLAZAS

In addition to the central Downtown plaza(s), the integration of two additional public plazas within Downtown were supported by the community. These include a public plaza associated with the future construction of a live theater fronting onto 3rd Street, as well as a linear public plaza connecting the proposed pedestrian overcrossing on San Antonio Road to 2nd Street (see Figure 14). As these plazas are designed and installed, they should include a variety of public amenities such as outdoor dining, seating, landscaping, activity nodes, interactive structures, public art, and/or other amenities that enliven the public realm of Downtown.



Figure 14: Locations of Other Downtown Public Plazas

OTHER DOWNTOWN IMPROVEMENTS

In conjunction with public improvements discussed within this Vision Plan, such as the Downtown Plaza(s), other Downtown improvements are outlined below to support the community's vision.

LIGHTING

Portions of Downtown contain existing street lights that are scaled to the pedestrian. As the Downtown Plaza(s) and other public improvements are implemented, integrating appropriately-scaled lighting will be necessary to ensure safe and well-lit pedestrian spaces. Lighting could include a continuation of the existing street lights, bollard lights, overhead string lights and/or lights wrapped around street trees.

BOLLARDS

Bollards, whether temporary or permanent, may be needed to ensure public safety from vehicular traffic within the Downtown Plaza(s), shared streets, and other public spaces. The need for vehicular access will likely continue to be needed to allow for trash collection, building maintenance, or community events. The installation of temporary bollard infrastructure could also be extended beyond the Downtown Plaza(s) to allow for the closing a greater portion of the Downtown for larger community events.



String lights help frame space and enliven night time events.



Bollards and planters provide a sense of safety and security along Main Street.

PUBLIC WI-FI

Public Wi-Fi networks have become increasingly popular in recent years, particularly in public spaces such as parks and plazas. The City could consider implementing a public Wi-Fi network within the Downtown Plaza(s) to further support the desired community vision and potentially increase the desirability and frequency of visits to Downtown.

ELECTRICITY

Access to electrical outlets continues to be a desirable feature in our daily lives, whether at an airport or local community coffee shop. The City could consider integrating electrical outlets within the Downtown Plaza(s) and/or activity nodes to allow for live music and other events to occur or to potentially increase the desirability and frequency of visits to Downtown.

UTILITIES

Overhead powerlines are currently located throughout the existing parking plazas and other areas of Downtown. It is anticipated that the existing overhead powerlines be relocated or placed underground in certain areas where they may conflict with public improvements or other enhancements outlined within this Vision Plan.



Public Wi-Fi availability is an attractor of people to public spaces.



Recent undergrounding of utilities along First Street has improved the visual aesthetic of this portion of Downtown.



7 - CIRCULATION AND PARKING

CIRCULATION AND PARKING

CIRCULATION CONCEPTS

A number of refinements to the existing circulation within and directly adjacent to Downtown have been included as part of this Vision Plan. These include a roundabout and shared streets as discussed further below.

ROUNDBABOUT

A roundabout at the Edith Avenue, Main Street, and San Antonio Road intersection has been previously discussed by the community as part of previous planning efforts. This concept continues to be supported by the community and has been carried forward. Future design and configuration of the roundabout should ensure efficient access for automobiles while also providing clearly defined, safe, and accessible crossing areas for pedestrians and bicyclists. This asymmetrical, 4-leg intersection is an appropriate candidate for a roundabout. Also, this intersection should be augmented and treated as a primary entrance into Downtown.



Example of a roundabout with native landscaping and accent paving at center.

SHARED STREETS

Shared streets (“woonerfs”) are prominent in Europe and have become increasingly popular within the United States in recent years. A shared street is a pedestrian-focused street that is flexible, allowing for vehicular, bicycle, and pedestrian circulation. The street design appears more like a plaza, with pavers on drive lanes and sidewalks, and sidewalk delineated with bollards, colored pavers, and street furniture instead of traditional curbs. These streets are flexible in nature, as they can easily be converted to car-free streets for events.

To provide a greater multimodal balance within Downtown and to provide flexible space for community events to occur, shared streets have been included on 2nd Street and 3rd Street (see Figure 15). On 2nd Street, the shared street concept would connect the proposed parking structure and affordable housing on Parking Plaza 7 and 8 to Main Street. On 3rd Street, the shared street concept would connect the live theater on Parking Plaza 2 to State Street. Shared streets should include features such as bollards, benches, planters, unique paving, landscaping, lighting, and/or other features to delineate pedestrian areas, ensure safe and efficient multimodal access for automobiles, bicycles, and pedestrians.

Once shared streets are implemented as described above, the City should consider expanding the shared streets concept onto Main and State Streets or other streets in Downtown to further create a pedestrian-focused core, while still allowing for slowed vehicular and bicycle access. Due to the recent investments on the Main and State, along with the cost of shared streets, this is categorized as a long-term implementation improvement.



Figure 15: Shared Street Locations



Example of a Shared Street.

PEDESTRIANS AND BICYCLES

The current configurations and alignments of many Downtown streets enable a comfortable and inviting pedestrian environment. Short block lengths, wide sidewalks, and pedestrian scale encourage walking within the Main and State Street District. As other areas of Downtown are redeveloped or remodeled, extension of wide sidewalks and continuation of pedestrian amenities should be continued to encourage pedestrian circulation.

The community expressed concerns with the bicycle friendliness of Downtown, particularly among the traffic along 1st Street. To this end, 2nd and 3rd Streets provide more intimate, less auto-traveled streets than 1st Street. Bicycle-focused enhancements should be made to 2nd Street and/or 3rd Street, such as signage, pavement markings (sharrows), or, if space allows, separated bicycle lane(s) to facilitate bicycle use to and through Downtown.



Wide, pedestrian-friendly sidewalks on Main Street should be continued elsewhere in Downtown.



Bicycle enhancements should be pursued along 2nd and 3rd Streets to enhance bicycle safety through Downtown.

TROLLEY

While current public transit routes do not travel directly through Downtown the introduction of a limited or seasonal trolley, or other rideshare service, could provide enhanced local mobility options for the community. Trolleys have been successfully integrated in communities across California and serve as a character-enhancing asset that provides alternative transportation options for broad segments of the local population while also alleviating parking issues. Many members of the community expressed concern with the lack of options, other than driving, to travel directly to Downtown, particularly from South Los Altos and El Camino Real areas of the City. Providing a trolley at consistent intervals to and from Downtown would provide both residents, employees, and visitors alike the option to use an alternative form of transit while riding a classic form of transportation. If remote parking for employees is located outside of Downtown, the trolley could also provide alternative options for employees traveling to work. Figure 16 below demonstrates a conceptual route the trolley could follow to connect different areas of the City to Downtown. If pursued by the City, a formal study should be conducted to determine feasibility, schedule, routes, and other aspects of cost and operation.



Cable car-style trolleys add to the charm and character of Downtowns while enhancing mobility options.

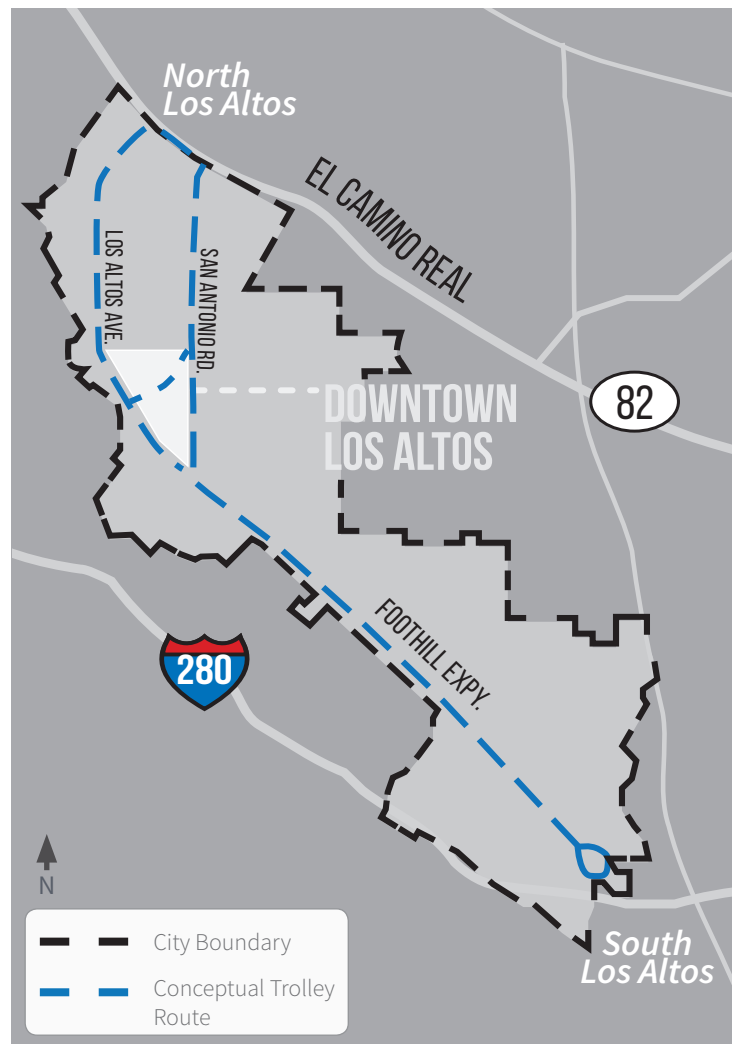
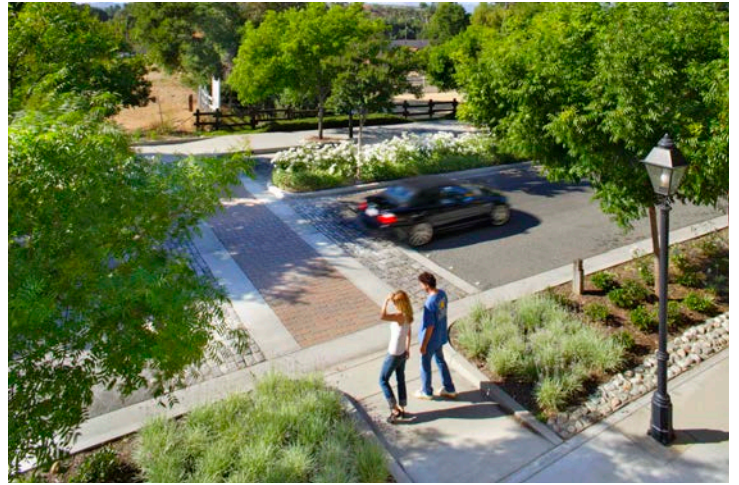


Figure 16: Conceptual trolley routes connecting south and north Los Altos with stops within Downtown.

CIVIC CENTER/NEIGHBORHOOD CONNECTIONS

Many community members expressed ongoing concerns with easily and safely accessing Downtown from the Civic Center, Lincoln Park, and surrounding neighborhood areas. Community members felt that enhanced pedestrian connections would incentivize them to patronize Downtown more often without needing to get in their car and drive. While the City has begun to implement pedestrian connection improvements from Downtown, such as those across San Antonio Road, additional enhancements should be incorporated at primary pedestrian routes. Improvements could include a pedestrian bridge, flashing pedestrian crossing signs, priority pedestrian signal timing, in-road flashing lights, and colored or otherwise enhanced crosswalks, among others.



Enhanced paving provides clear definition of pedestrian crossings.



Enhanced bicycle and pedestrian safety crossing.

PEDESTRIAN BRIDGE

Pedestrian bridges can create iconic landmarks representative of the character of a community while simultaneously providing enhanced connections to key areas of a city. Feedback from the community highlighted the lack of safe connections from the Civic Center to Downtown. The community was in strong support of incorporating a pedestrian bridge to connect these two important areas of the City. Figure 17 portrays the conceptual location of the pedestrian bridge. Given the current street right-of-way and private property locations, the City will need to determine the most appropriate location for placing the pedestrian bridge. Future design should be in keeping with the Downtown village character in terms of design, scale, and colors/materials. The bridge should also be designed to accommodate bicyclists, strollers, and provide ADA access, whether via a ramp, elevator, or a combination of both.



Figure 14: Conceptual location of proposed pedestrian bridge.



Figure 17: Rendering of conceptual pedestrian bridge across San Antonio Road.

STREETSCAPE

The Downtown streetscapes are a great opportunity to unify the Downtown character with benches, light fixtures, landscaping, paving and wall materials and public art. They also add to creating a desirable and walkable Downtown district.

Main and State Streets were recently improved to include corner bulb-outs at intersections, accent paving, stacked stone walls, increased area for outdoor dining, benches, and public art. The Vision Plan suggests a “Dining Hub” with additional parklets between 2nd and 3rd Streets and incorporating drop off/loading areas for deliveries and car share (Lyft and Uber) access. Activity nodes are also to be introduced in areas where the sidewalk can be expanded like the intersection bulb out areas.

First Street is narrower than Main and State Streets and would benefit from buildings setting back from the sidewalk and introducing planting between buildings and the sidewalk where there is not an active storefront **presence**. Wider sidewalks and street furniture should be introduced where feasible.

While the City has begun implementing streetscape improvements on North First Street, the City should build off of the existing effort and pursue completion of a unified streetscape plan for First Street, given its varying right-of-way widths and inconsistent sidewalk treatments.

LEGEND

- ① RECENT IMPROVEMENTS
- ② SHARED STREET
- ③ FLUSH CURB WITH SAFETY BOLLARDS
- ④ ENLARGED PLANTER WITH SEATWALL
- ⑤ OUTDOOR SEATING
- ⑥ CONTAINER PLANTS
- ⑦ FIRETABLE WITH BAR SEATING
- ⑧ BICYCLE RACKS
- ⑨ PARKLET WITH OUTDOOR DINING & SEATWALL
- ⑩ DROP OFF/LOADING AREA

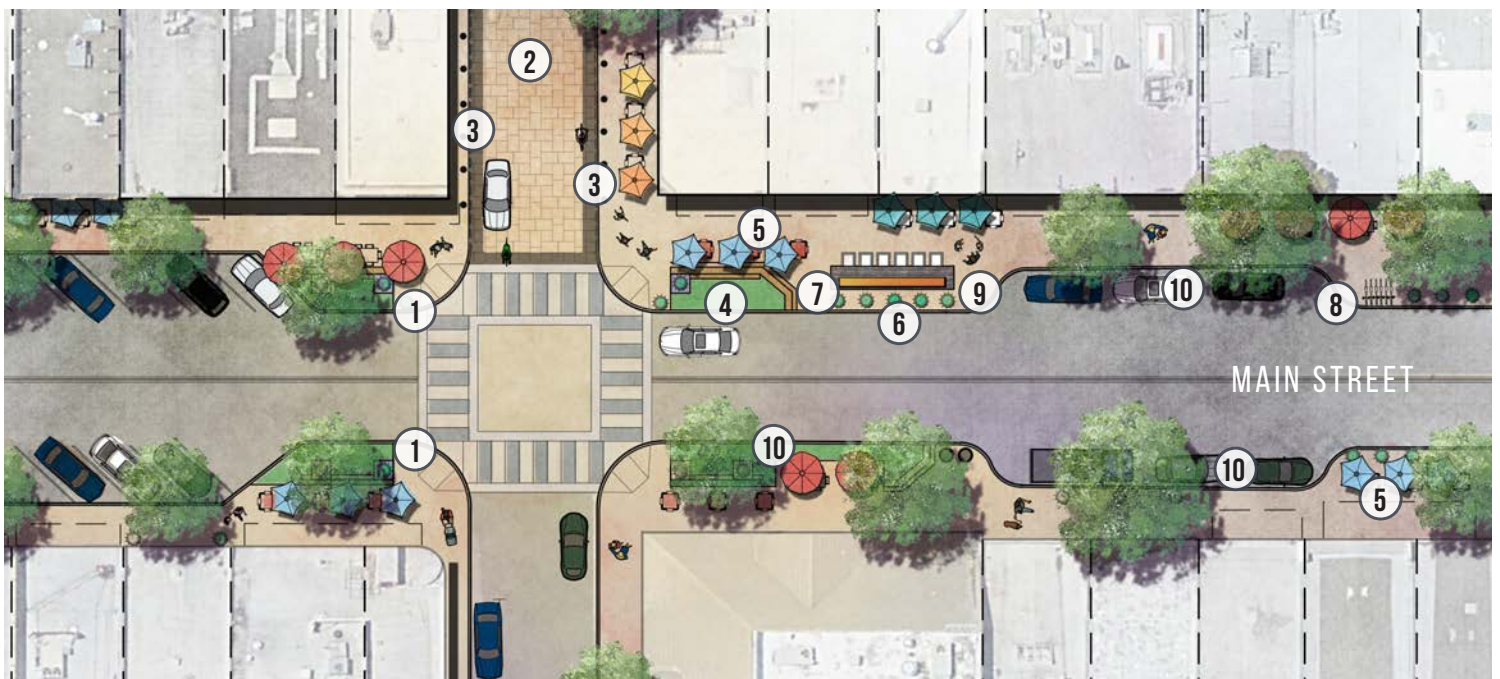


Figure 18: Downtown streetscape character with shared streets, activity nodes, dropoff area, furnishings, and accent paving.

PARKING FACILITIES

The proximity and availability of centralized public parking serving the Downtown area has been advantageous to past growth and development. However, given the small lot sizes, older buildings, and high and inflexible parking requirements, newer development in Downtown has been limited. The City's currently high parking requirements and high land costs forces any new development to be of a size and bulk that many residents feel erode the Downtown's village character. In addition, larger macro trends of decreasing private automobile use, indicating less need for parking, coupled with rideshare services such as Lyft and Uber, and ongoing development of autonomous vehicles all share in the need for modified parking requirements. While automobile use and parking demands continue to evolve, the City should ensure the ongoing availability of parking Downtown in the interim in a manner more consistent with other comparable cities. The Downtown Parking Management Plan, adopted in 2013, identified several priorities for parking management in Downtown. These priorities align with this Vision Plan and should continue to be implemented going forward.



Existing Parking Plaza 7, looking east.

7 CIRCULATION AND PARKING

As shown in Figure 19, the existing parking plazas are the focal point of integrating new structured parking within Downtown, with a few existing at-grade parking lots also maintained. As above ground parking structures are developed, they should be designed with flexibility in mind to allow for adaptive reuse in the future if parking demands change. Additionally, electric vehicle charging stations should be integrated into parking facilities. They should also be designed with commercial or office on the ground floor to minimize the aesthetic impacts of the structure and continue to activate the adjacent sidewalks with retail and office activity.

The Vision Plan has strategically located the parking facilities to be conveniently accessed from San Antonio Road and First Street, minimizing traffic through Downtown. In total, the City should anticipate the need to construct a total of 775 new above ground and underground parking spaces to accommodate existing development and future growth as envisioned as part of this Vision Plan. In addition to parking within the Downtown area, the City should consider the Civic Center as an option to develop employee designated parking that would free up additional parking spaces for business customers.



Example of parking structure designed to minimize aesthetic impacts of structure.

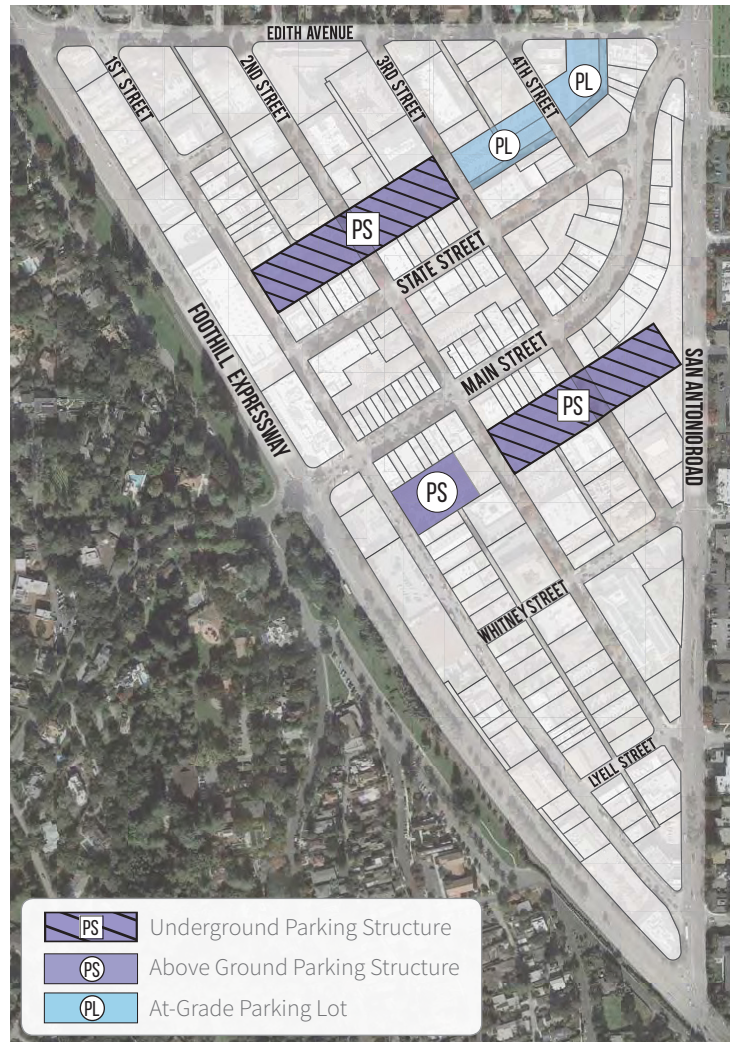


Figure 19: Location of Future Parking Facilities

PARKING MANAGEMENT

To better manage the existing and future parking facilities within Downtown, the City should continue to implement the recommendations of the Downtown Parking Management Plan. This Vision Plan strives to manage and direct employee parking to free up parking spaces for customers, create revenue for future facilities, and reduce one of the primary barriers to attract redevelopment in Downtown. Recommendations include:

- Incrementally increase “white dot” permits from \$36 per year to \$72 per month in two or three steps;
- Adopt an in-lieu fee option of \$25,000 per required space;
- Incorporate short-term, drop off spaces for rideshare services (Uber/Lyft); and
- Implement multimodal policies that discourage single-use automobile trips.

Fees collected as part of parking management should be used to fund the construction of new above and below ground parking structures as well as other parking facilities within the Downtown area.

While this Vision Plan does not address expanding the existing Parking District, the City should consider proposals to add properties to the Parking District, whereby adding a property would be of benefit to both the City and an applicant.

PARKING POLICY RECOMMENDATIONS

The following parking policy recommendations support the enhancement of vitality within the Downtown. Amendments to the City’s existing Zoning Ordinance would be required to implement these parking policy recommendations. Action items related to these Parking Policy Recommendations can be found within the Implementation Chapter of this document.

1) Update Parking Requirements for Downtown Uses (retail, office, and service uses).

Inside Existing Parking District

- Up to FAR 1.0: No parking requirement (no change)
- In excess of FAR 1.0: Two (2) spaces per 1,000 sf for all commercial and office uses
- Consider reduction of parking requirements for the residential portion of mixed-use projects, particularly those constructing workforce housing units

Outside Existing Parking District

- 2.5 spaces per 1,000 sf for all commercial and office uses
- Consider reduction of parking requirements for the workforce residential portion of mixed-use project or for standalone workforce housing projects

2) Exempt new restaurants within “Downtown Dining Hub” from all parking requirements to attract more dining and outdoor dining Downtown.

3) Consider reduction in parking requirement for outdoor dining located elsewhere in the Downtown Core.

4) Reduce required parking for hotel uses to 0.8 per guest room. Hotel location is suggested on top of the underground parking structure. Hotel parking demand will be higher in the evening, complementing the daytime parking use of nearby commercial and office.

5) Exempt live theater from all parking requirements. The location of the live theater is adjacent to and over a proposed parking structure. The theater parking demand will be higher in the evening, complementing the daytime parking use of the commercial and office.



8 - SUSTAINABILITY

SUSTAINABILITY

Los Altos adopted a Climate Action Plan in December 2013 that outlines strategies to reduce citywide emissions for both new and existing development to ensure the long-term sustainability of the City. This Vision Plan document includes and intends to further the implementation of many of these strategies to align with the City’s overarching goal of reducing greenhouse gas emissions. Some of the Climate Action Plan and sustainable strategies integrated within the Vision Plan include:

- Providing safe and convenient alternatives to driving;
- Maximizing energy efficiency and leveraging opportunities to generate energy from renewable resources;
- Eliminating unnecessary resource consumption; and
- Valuing and supporting community projects that conserve natural resources and contribute to increased quality of life in Los Altos.



Alternative forms of transportation, such as bicycling, reduce the need for single trip automobile use.



9 - IMPLEMENTATION

IMPLEMENTATION

The Downtown Vision Plan will be implemented over a 20-year time frame as feasible. The plan will be implemented through both public and private investment. Many components could be grant funded due to their pedestrian and bicycle friendly nature. The plan components have been categorized into three phases in response to community priorities, costs, and the goal of adding vitality to Downtown. If Phase 2: Mid-Term or Phase 3: Long-Term items can be funded and parking provided, they could be moved to an earlier implementation phase.

ACTION PLAN/PHASING

The following action items discussed elsewhere in this Vision Plan document have been organized below in three phases to allow for the short, mid, and long-term implementation of the Downtown Vision.

PHASE 1: SHORT-TERM (1-5 YEARS)

- Implement land use and parking policy recommendations;
- Implement height recommendations;
- **Prepare First Street streetscape plan;**
- Design/plan for primary entry features and elements;
- Implement “Downtown Dining Hub”;
- Design/install bicycle enhancements;
- Implement parking management recommendations;
- Install neighborhood connections – *Lower cost improvements such as signage and crossing enhancements;* and
- **Study expansion of parking district and feasibility of public parking at the Civic Center.**

PHASE 2: MID-TERM (5-10 YEARS)

- Construct parking facilities (*above or below ground facilities*);
- Install Downtown Central Plaza Short-Term Vision (*Parking Plaza 5*);
- Design/install façade improvements and renovations along San Antonio Road;
- Design/plan for activity nodes;
- **Implement First Street streetscape plan;**
- Install shared streets (*2nd and 3rd Street*);
- Construct affordable housing; and
- **Design and install pedestrian bridge connection to Civic Center.**

PHASE 3: LONG-TERM (10+ YEARS)

- Construct parking facilities;
- Install Downtown Plaza Long-Term Vision;
- Construct roundabout (this will require a circulation study);
- Design/plan for paseos;
- Construct live theater (*Parking Plaza 2*);
- Construct hotel (*Parking Plaza 2*); and
- Construct office (*Parking Plaza 3*).

RECOMMENDED AMENDMENTS

It is recommended that the City create a comprehensive or specific plan for Downtown to more precisely capture the Vision Plan recommendations and fine tune land uses, standards, and guidelines for the Downtown. Implementation of the short-term action can be accomplished through Zoning Ordinance amendments. This Vision Plan becomes the primary guidance document to guide change in Downtown, replacing the Downtown Design Plan.

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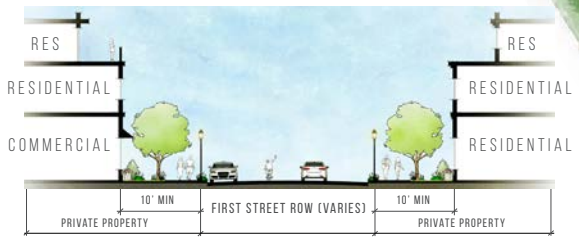


10 - VISION POSTER

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A FIRST STREET SECTION | STREETScape ENHANCEMENTS & BUILDING SETBACKS



B ACTIVITY NODE EXAMPLE | FIREPIT, OUTDOOR DINING, DROPOFF SPACES, & ENTERTAINMENT NODE



DISTRICT LEGEND

- FIRST STREET
- EDITH AVENUE RESIDENTIAL
- MAIN AND STATE STREET (DOWNTOWN CORE)
- SAN ANTONIO ROAD (LOWER TRIANGLE)

0 50' 100' 200'
SCALE: 1" = 100'-0"
(24" X 36")

C DOWNTOWN CENTRAL PLAZA SHORT-TERM VISION | OUTDOOR DINING, EVENT SPACE, & PLAY STRUCTURES



SITE PLAN LEGEND

- ① AFFORDABLE HOUSING
- ② UNDERGROUND PARKING STRUCTURE WITH OFFICE
- ③ DOWNTOWN CENTRAL PLAZA (SHORT-TERM)
- ④ DOWNTOWN PLAZA (LONG-TERM)
- ⑤ PRIMARY ENTRY FEATURES
- ⑥ ABOVEGROUND PARKING STRUCTURE WRAPPED WITH OFFICE OR COMMERCIAL ON GROUND FLOOR
- ⑦ OFFICE USES
- ⑧ ROUNDABOUT
- ⑨ FACADE IMPROVEMENTS & PEDESTRIAN CONNECTION
- ⑩ PEDESTRIAN BRIDGE
- ⑪ SHARED STREETS
- ⑫ LIVE-THEATER
- ⑬ BOUTIQUE HOTEL

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11 - APPENDIX

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11 - APPENDIX A

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ECONOMIC VITALITY STRATEGY OPTIONS FOR DOWNTOWN LOS ALTOS

Prepared for:
City of Los Altos
RRM Design Group

Submitted by:



Date February 28, 2017
Project # 1702.057

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General and Limiting Conditions

Every reasonable effort has been made to ensure that the data and information contained in this report are accurate as of the date of this study. However, factors exist that are outside the control of Land Econ Group (LEG) that may affect the estimates and forecasts contained herein. This study is based upon research information, estimates, assumptions and forecasts developed by LEG from independent research efforts and knowledge of the industry. LEG does not assume responsibility for inaccurate information provided by the clients, the client's agents and representatives, or other data sources used in the preparation of this study. The report is based upon information current as of February 2017. LEG has not undertaken any updates of its research since such date.

Because future events and circumstances, many of which are not known or predictable as of the date of this study, may affect the estimates contained therein, no warranty or representation is made by LEG that any of the projected values or results contained in the study will actually be achieved.

I. Executive Summary

Downtown Strengths

Downtown Los Altos enjoys strengths and positive attributes that few smaller downtowns are able to match:

- It is located very near the heart of Silicon Valley. Over the past half century, the economic revolution initiated in this valley has increased global productivity and created enormous local wealth. The economy of this valley, after a period of recession, is now undergoing strong expansion.
- The market area for Downtown Los Altos is the City of Los Altos and the Town of Los Altos Hills. These municipalities are the two wealthiest in Santa Clara County with incomes and home values higher than Palo Alto, Cupertino, Los Gatos, Sunnyvale and Mountain View.
- Downtown retail sales has climbed steadily from \$100 million in 2009 to an estimated \$148 million in 2016. Restaurant sales have approximately doubled over this same period.
- With office rents in the \$5.00 to \$6.00 per square foot range, office demand is strong.
- Residential and hotel demand are also strong in the downtown.
- Downtown is the ideal size to function as a pedestrian district.

Challenges and Constraints

While downtown's strengths are the envy of most every small city across the country, it does have a number of challenges and constraints:

- Neighboring cities are developing new office, retail, restaurant and residential projects in strong regional locations, like the intersection of El Camino Real and San Antonio Road in Mountain View, to compete for sales and tenants.
- The growing success of E-commerce retail has limited the expansion potential of brick and mortar retail stores. E-commerce retail sales in the US has increased from under \$100 in 2000 to over \$1,200 in 2016 on a per capita basis.
- With a majority of the downtown retail buildings constructed before 1970, many retail spaces are too deep and ceiling heights too low to effectively attract contemporary retail tenants.

- Contemporary personal fitness tenants, such as yoga or Tai Chi studios, day spas, martial arts classes and kinder gyms are not permitted in much of downtown.
- Retail rents have declined since mid 2014 and office rents have declined since early 2016.

Parking Requirements and Downtown Vitality

The combination of high parking requirements, high land cost and the efficiency of larger parking garages forces new development to be of a size and bulk that many residents feel erode the downtown's village character. Despite some world-class strengths, downtown's challenges and constraints have limited its ability to add substantial vitality during this period of rapid regional economic expansion.

- Village scale expansion of small properties within the Downtown Parking District is impossible because expansion beyond an FAR of 1.0 requires additional parking on site, and small lot sizes make underground garages inefficient and financially unfeasible.
- Outside the Parking District, new development must satisfy suburban style parking requirements. (As a specific example, the primary reason that Downtown Los Altos does not have many high quality restaurants despite its affluence is because its parking requirement for restaurant development is five times that of Downtown Santa Barbara and three times that of Downtown San Luis Obispo. In addition, the employee related requirements penalize higher quality and more service intensive restaurants.)
- In contrast to Los Altos' goal of providing convenient parking everywhere, many smaller cities that have vibrant downtowns promote a philosophy of parking once and visiting multiple destinations by walking. For example, a person who visits an office, a bank, a coffee shop, a drug store and a restaurant in a small downtown needs only one parking space rather than the four or five in accordance to suburban style requirements. In mixed-use downtowns, where many short trips are shifted from driving to walking, the district-wide parking demand is greatly reduced.
- The emergence and growing popularity of ride sharing services like Lyft and Uber is likely to reduce future parking demand. Based upon a 2016 survey of over 34,000 ride sharing passengers who responded in 20 metropolitan areas (tabulated by LEG), 57 percent indicated that they likely would use their private automobiles less and 42 percent indicated that they would less likely own a private automobile because of the availability of ridesharing services.

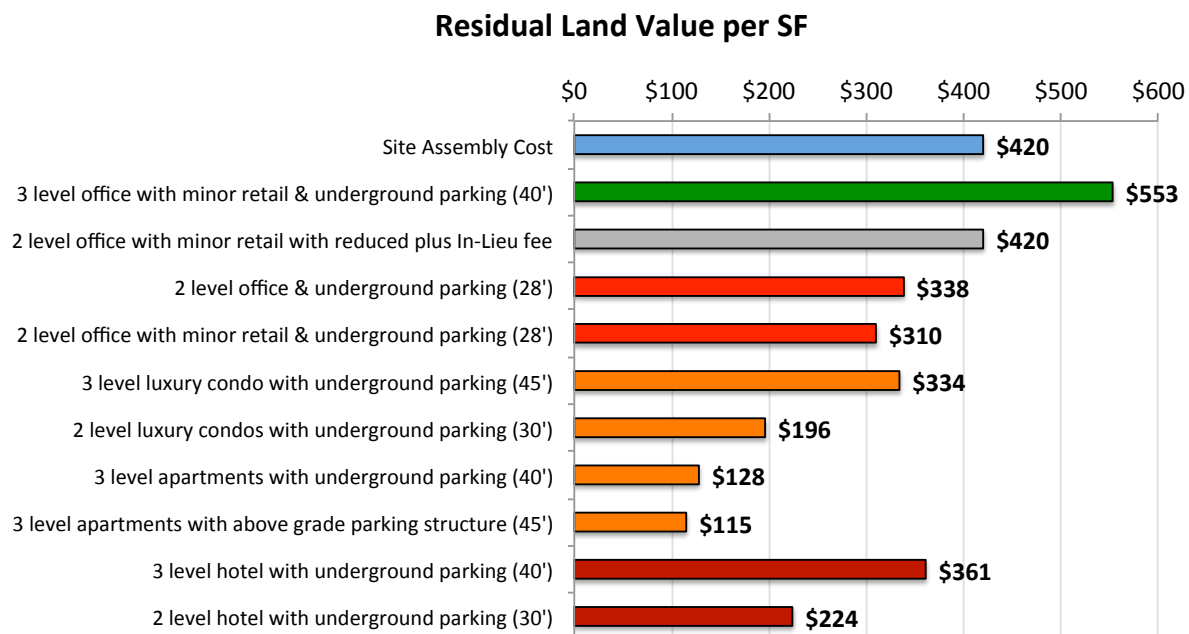
Height Limits and Development Feasibility

We tested the impact of building height limits on redevelopment feasibility with our development pro forma feasibility model. This model compares the "residual land value" supportable by a development

project against the cost of assembling the redevelopment site. Residual land value is the amount of land value that a developer can afford to pay considering its projected revenues less all development cost, including the developer’s expected return.

The site assembly cost in downtown is estimated at \$400 to \$420 per square foot based upon one-story retail buildings available on the market in Los Altos and Mountain View, which are assumed to be purchased for clearance and redevelopment. Eight hypothetical development scenarios were examined assuming different uses and building heights. Two different land parcel sizes were tested. The findings are summarized in Figure 1 below. A three-story office building with minimum retail and underground parking with a height of approximately 40 feet is the only development scenario that was found to be clearly feasible. A two-story office building scenario was found to be marginally feasible, if its parking requirement was reduced to 2.5 spaces per 1,000 square feet plus if a Parking In-lieu Fee of \$25,000 per stall was applied for the requirement that exceeded the capacity of a one-level underground garage. All others were found to be not feasible.

Figure 1: Development Feasibility and Building Heights



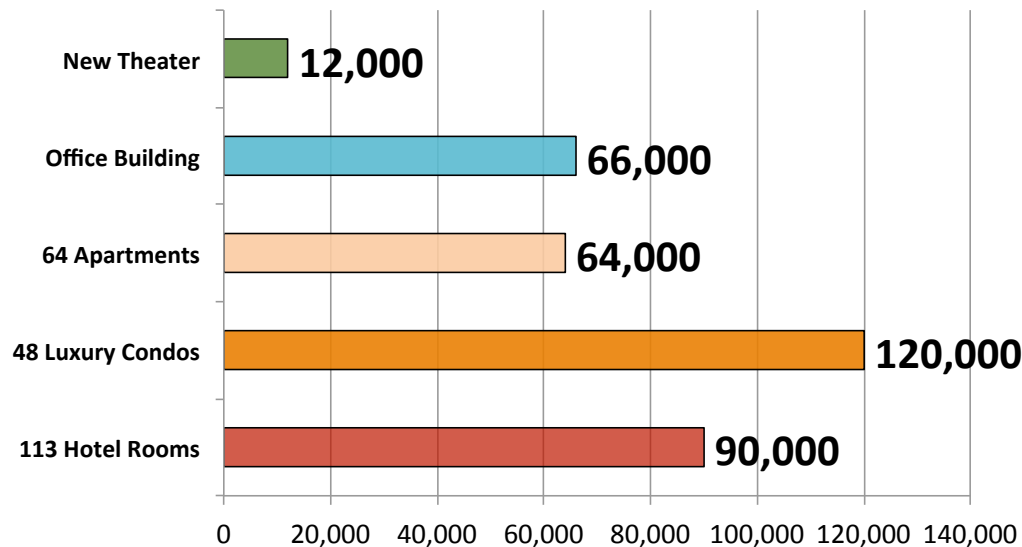
Source: Land Econ Group

Options to Increase Downtown Vitality

LEG has made estimates of the amount of each type of new development that is required to add \$1 million in new retail sales in the Downtown (Figure 2). As shown, it would require a new office building of 66,000 square feet or 64 new apartments (1,000 SF each) or 48 luxury condominiums (2,500 SF each)

or 113 new hotel rooms to achieve a comparable level of retail and restaurant sales gain to that of a new performing arts theater downtown of 12,000 square feet.

Figure 2: Estimated Amount of Building SF Needed for One Million Dollar Gain in Downtown Sales



Source: Estimates by Land Econ Group

Policy Recommendations

The following seven recommendations are designed to enhance the vitality of Downtown Los Altos by 15 to 20 percent over a five to eight year period after implementation. They are also designed to encourage smaller scale incremental change that allows Downtown Los Altos to modernize while keeping the essence of its village character.

Permit Contemporary Fitness and Personal Service Type Uses

Permit these uses along State Street and perpendicular streets but maintain the key blocks of Main Street for retail and restaurant use. This change reduces the duration of retail vacancies, adds pedestrian activity in the downtown, enhances retail sales, protects property interests and does not degrade village character.

Overhaul Downtown Parking Requirements

Los Altos can learn from downtowns with the level of pedestrian vitality desired such as Burlingame, Los Gatos, San Luis Obispo and Santa Barbara.

- Suggest 2.0 to 2.5 parking spaces per 1,000 square feet of office, retail, restaurant or personal service use. The single standard facilitates re-leasing of vacant space to maintain vitality. Eliminating per employee requirements removes the development cost penalty for higher service restaurants.

- Suggest 0.8 to 1.0 parking spaces per hotel room. Employees are able to purchase annual permits at nominal cost. Eliminating employee requirements removes the development cost penalty for higher quality and higher service hotels.
- Institute a Parking In-Lieu Fee at \$25,000 to \$30,000 per space. The In-lieu Fees allows smaller properties to develop or redevelop. The money collected would accumulate in a Downtown Parking Fund and be used later to construct addition parking in or near the downtown as such parking is needed.
- As parking demand grows in the downtown core, use permits, pricing and enforcement to shift employee parking to the areas less convenient for shoppers and restaurant patrons.

Move Forward with New Downtown Theater

Relative to the amount of new building mass added the proposed new theater has very strong sales impact on restaurants in the downtown.

- Since a large majority of its patronage is in the evenings or on weekends, when parking downtown is not constrained, we suggest that the parking requirements for the new theater be waived. Having theater patrons park throughout the downtown has a greater impact on pedestrian vitality than having them drive in and out of a dedicated parking garage.
- Proceed with detailed feasibility study if needed. It is common for municipal performing arts centers to require an annual operating subsidy to help cover maintenance and utilities. This issue should be addressed in the feasibility study.
- Initiate a fund raising campaign. Given the affluence of the community, we expect the entire project development cost to be covered by private donations raised through a well-conceived fund raising campaign.

Preserve Buildings and Landmarks of Historic Importance

The architectural character of some of Los Altos' long-standing buildings contributes to its village character and provide downtown with a unique sense of place that is important for long-term vitality. It is time for Los Altos to formally identify those buildings and initiate the process of historic preservation. A state level historic designation prevents demolition and limits renovation options for the property owner, but can also confer tax benefits.

Add Public Spaces or Facilities that Enhance Sense of Place

The addition of public spaces, public facilities and events will bring more people downtown. The actual sales impact will depend upon the type of facility and crowd peaking characteristics of the events. An extreme peak in attendance leads to pedestrian and parking congestion that can diminish retail sales, but a series of events that have moderate and more even attendance can enhance downtown sales.

Permit Three Story Buildings at Select Locations with Top Floor Setback

As the financial analysis shows, under current parking requirements a two story height limit essentially restrict all new development even with the recommended changes in parking requirements. Elevating the height limit from 30 to 40 feet at selected locations with top floor set backs would add vitality to the downtown by allowing selected three-story office buildings to be developed.

Institute Downtown Design Review

Downtown's village character is not simply an issue of building height but very much an issue of building design, as well. It is time that Los Altos created a Downtown Design Review Committee to ensure that future projects of any significant scale reflects the community's desired character.

II. Introduction

Downtown Los Altos is the community shopping district that has served both the City of Los Altos and the Town of Los Altos Hills since 1950s. It is now being buffeted by economic crosscurrents including more competition from neighboring cities, E-commerce displacing brick and mortar retail stores, a booming Silicon Valley economy and increasing affluence of its market area residents. With concerns that its vitality is waning, the City has engaged a consultant team led by RRM Design Group to prepare a Vision Plan and an Economic Vitality Strategy for its downtown. Land Econ Group (LEG) is the real estate and land planning economics subconsultant serving on the RRM team. This economics analysis examines the demographic and market forces driving change as well as the regulatory policies protecting the community from overly abrupt transition. This analysis provides the foundation for the planning alternatives to be evaluated by the Los Altos community in order to articulate its future vision for the downtown.

LEG has designed this analysis to serve two important but partially conflicting objectives:

- Increase the economic vitality of the downtown by approximately 20 percent.
- Maintain and enhance the village character of Downtown Los Altos so cherished by many of its residents.

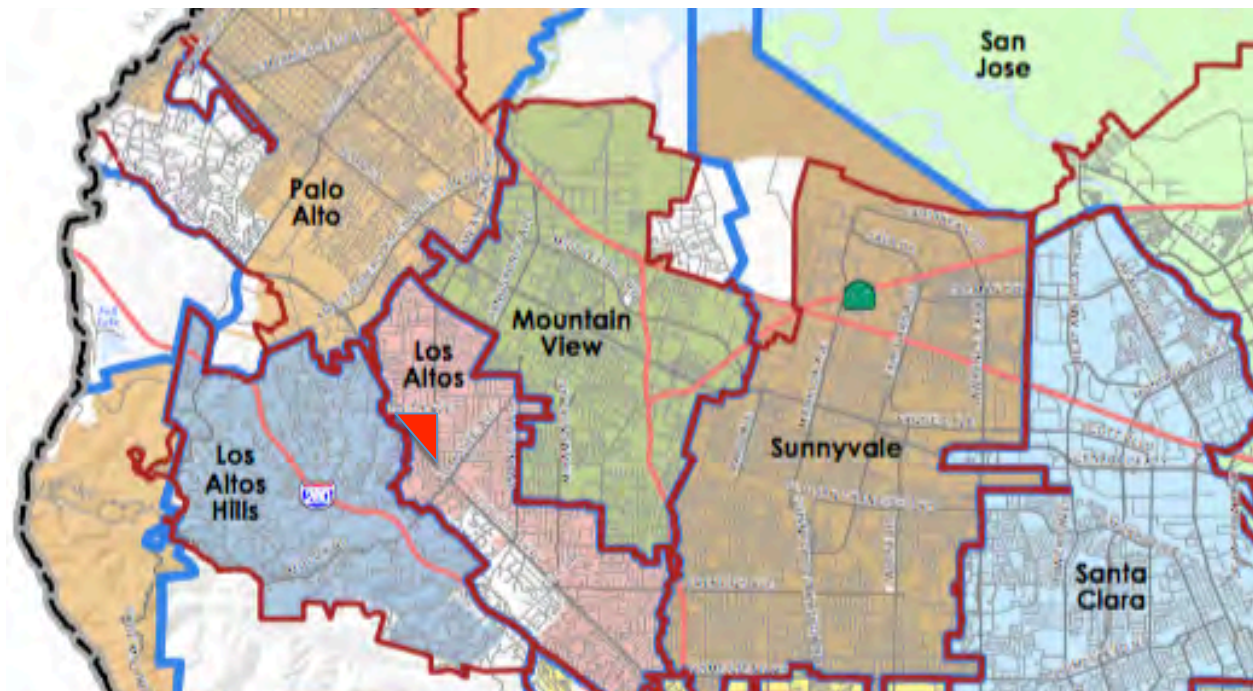
This study is prepared by the Principals of LEG with William “Bill” Lee serving as chief author/analyst and Tanya Chiranakhon serving as the primary researcher and key analyst. Jennifer Quinn, Economic Development Manager of the City of Los Altos, provided invaluable assistance by facilitating primary research and supplying insight and key data.

III. The Key Strengths of Downtown Los Altos

A Booming Silicon Valley Economy

Downtown Los Altos is located near the heart of Silicon Valley (Figure 3). Shockley Semiconductor, a small business credited with initiating the silicon chip industry, was started just over one mile away at the intersection of San Antonio Road and El Camino Real. Stanford Industrial Park, now Stanford Research Park, the birthplace of Silicon Valley, is only two miles from Downtown Los Altos. Silicon Valley has experienced over four decades of globally unparalleled economic innovation and expansion, creating enormous wealth for many in the valley. This long-term economic expansion has oscillated through volatile cycles; however, since the Great Recession of 2008 and 2009, it has been on a robust expansion cycle.

Figure 3: Downtown Los Altos and Surrounding Communities



As shown in Table 1 below, since the trough of the recession in 2010, non-farm employment in Santa Clara County has increased by 172,400 with the most significant increase in the professional and business services sector (54,700), the education and health services sector (29,400) and the information technology sector (28,300). This strong job growth has powered demand for office space, housing, retail shops, restaurants and hotels. In the process it has driven up the price of real estate of all types.

Table 1: Growth of Santa Clara County Employment Since Great Recession

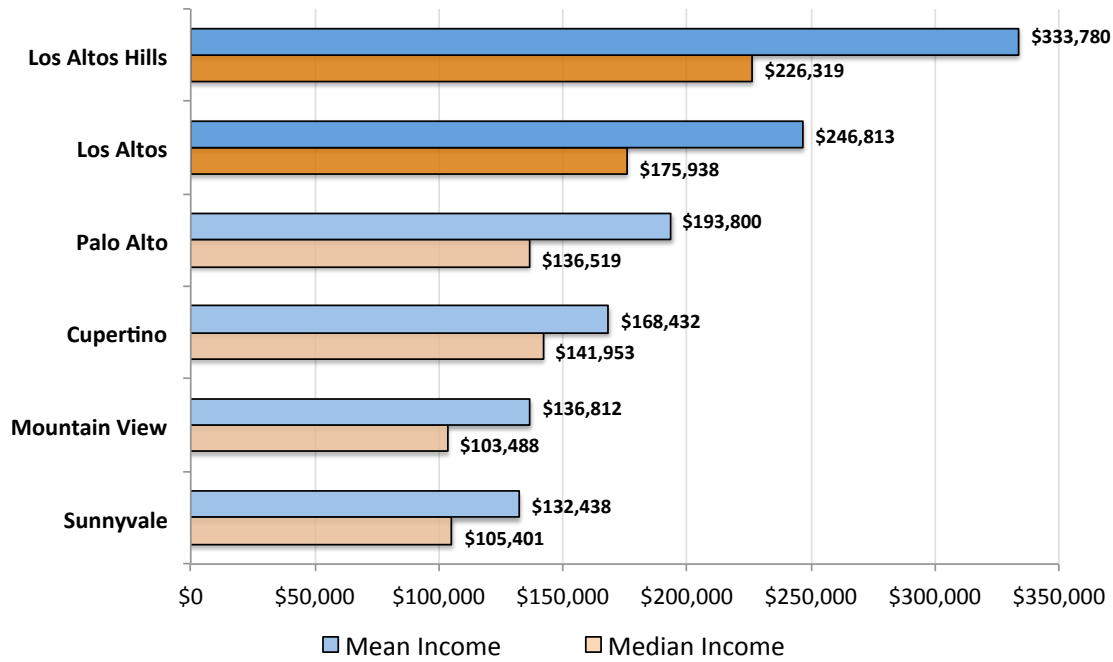
	2010	2011	2012	2013	2014	2015	2010 - 2015	
							Abs Change	CAGR
Total Nonfarm	856,200	877,100	911,100	947,000	987,400	1,028,600	172,400	3.7%
Annual Change	-2,300	20,900	34,000	35,900	40,400	41,200		
Annual Percentage Change	-0.3%	2.4%	3.9%	3.9%	4.3%	4.2%		
Natl Resources, Mining and Constr	31,600	31,100	34,100	36,700	38,800	42,300	10,700	6.0%
Manufacturing	149,000	152,600	153,300	153,100	155,900	159,400	10,400	1.4%
Wholesale Trade	34,600	33,600	34,600	35,900	36,100	36,000	1,400	0.8%
Retail Trade	76,800	79,700	81,900	82,500	83,900	84,900	8,100	2.0%
Transp, Warehousing and Utilities	11,700	11,800	12,700	13,700	14,400	15,000	3,300	5.1%
Information	46,400	51,200	54,100	58,600	66,200	74,700	28,300	10.0%
Financial Activities	30,800	32,100	33,000	33,500	34,300	35,000	4,200	2.6%
Professional and Business Services	160,200	166,000	177,200	190,100	201,800	214,900	54,700	6.1%
Educational and Health Services	126,000	128,600	135,700	142,600	148,700	155,400	29,400	4.3%
Leisure and Hospitality	73,800	76,300	81,300	86,300	90,700	94,500	20,700	5.1%
Other Services	23,900	24,100	24,400	25,000	26,000	26,700	2,800	2.2%
Government	91,500	89,900	88,700	89,000	90,600	89,900	-1,600	-0.4%

Source: California Employment Development Department, Labor Market Information Division

A Market Area of Exceptional Affluence

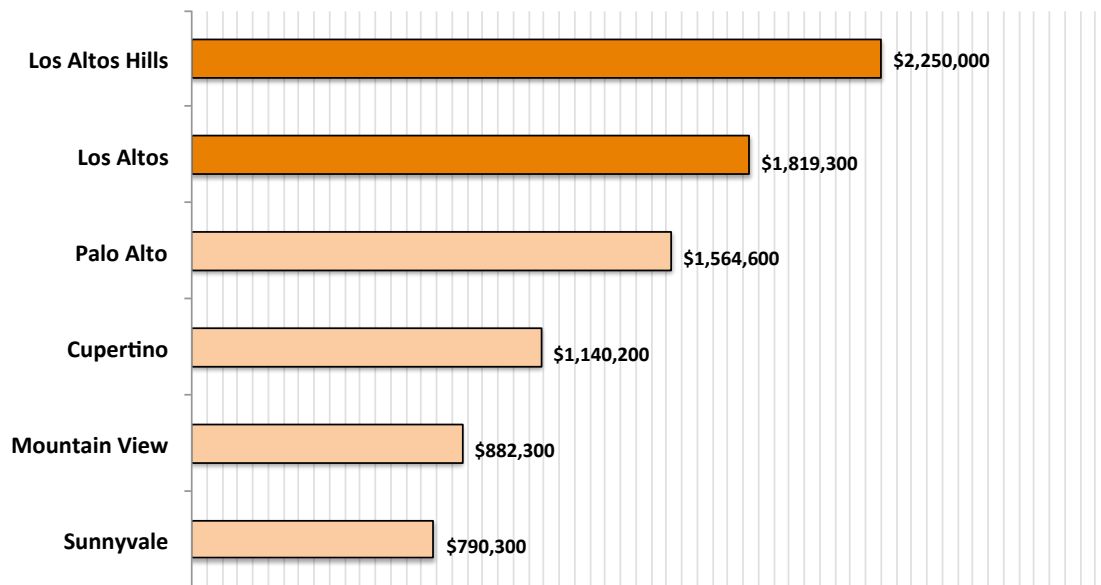
The unparalleled long-term expansion of the Silicon Valley economy, plus the recent accelerated job and income growth, has made the communities of Los Altos and Los Altos Hills not only the wealthiest communities in Silicon Valley, but also some of the wealthiest in all of the United States (see Figure 4 and Figure 5). Downtown Los Altos is the local shopping district that serves these two communities. As shown in Figure 2, the Town of Los Altos Hills and then the City of Los Altos are the highest income municipalities in Silicon Valley, higher than either Palo Alto or Cupertino. Also the substantial difference between the mean (arithmetic average) household income and the median (midpoint) household income indicate that there are large numbers of extremely wealthy households in these communities. The physical appearance of Downtown Los Altos and its tenant profile do not seem to have kept pace with the growing and world-class affluence of its market area. In the next sections of this report, some of the explanations will be explored.

Figure 4: Comparison of 2015 Household Income in Selected Silicon Valley Cities



Source: American Communities Survey of Census Bureau

Figure 5: Comparison of 2015 Median Home Prices in Selected Silicon Valley Cities



Source: American Communities Survey of Census Bureau

Sales History Indicates Solid Increase

Since the Great Recession, the retail sector in Downtown Los Altos has performed well. Based upon the city’s sales tax data and adjusting for the fact that groceries for home consumption and prescription drugs are not taxed, the estimated retail sales in downtown has grown from \$100 million in 2009 to \$147 million in 2015 (Table 2). This 47 percent gain in six years is about three times the rate of inflation in the Bay Area.

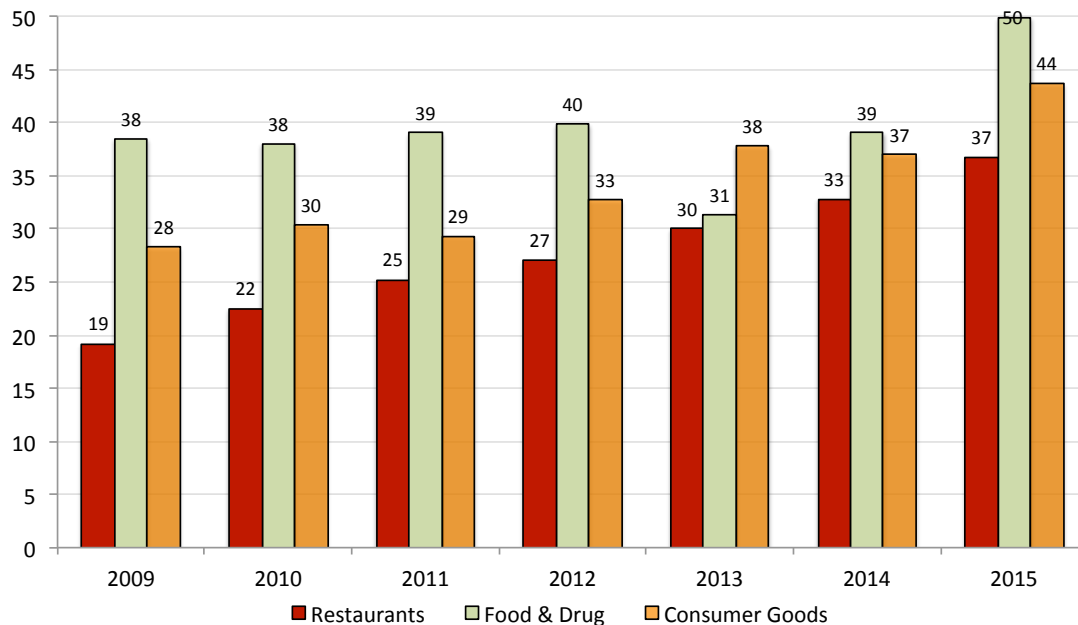
Table 2: Estimated Downtown Los Altos Retail Sales by Store Type (Millions of Dollars)

	2008	2009	2010	2011	2012	2013	2014	2015	Sales Gain 2009-15
Autos and Transportation	0.7	2.5	1.9	2.1	1.8	2.4	1.9	1.8	-0.7
Building and Construction	3.7	3.4	3.0	3.3	3.5	4.0	4.2	3.5	0.1
Business and Industry	2.2	1.7	2.0	0.9	1.0	0.8	0.8	1.2	-0.5
Food and Drugs*	39.9	38.5	38.0	39.0	39.8	31.3	39.0	49.8	11.4
Fuel and Service Stations	7.9	6.8	8.3	10.3	11.8	11.5	11.4	10.2	3.4
General and Consumer Goods	36.9	28.3	30.4	29.3	32.7	37.8	37.0	43.7	15.4
Restaurants	20.3	19.2	22.5	25.2	27.0	30.0	32.8	36.7	17.5
Total	\$111.6	\$100.3	\$106.0	\$110.0	\$117.6	\$117.8	\$127.1	\$146.9	\$46.6
Annual Growth	-4.7%	-10.1%	5.7%	3.8%	6.9%	0.1%	8.0%	15.6%	46.5%

*Adjusted by a factor of 3 to reflect groceries and prescription drugs not being taxable

Source: HDL Companies

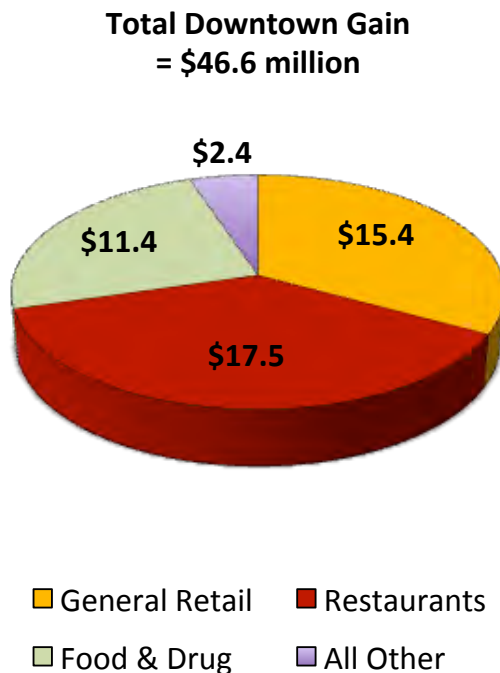
Figure 6: High Growth Retail Sectors in Downtown



Source: HDL Companies

As presented in Table 2 and highlighted in Figure 6 above, the restaurant sector in the downtown has essentially doubled in revenue from 2009 to 2015. The strong operators, like Los Altos Grill, are prospering. For the food and drug store sector, the Safeway redevelopment was noticeable in 2013 as sales dropped from \$40 million in 2012 to \$31 million. Once the new Safeway was completed, sales rebounded to \$39 million in 2014 and \$50 million in 2015. The consumer goods sector, which includes personal services, has shown steady sales increase as well. The graph in Figure 7 illustrates that of the downtown's \$46.6 million in estimated sale increase, the largest portion went to restaurants at \$17.5 million, followed by general retail at \$15.4 million and then groceries and drug stores at \$11.4 million. All other retail, primarily automotive retail, service station sales and business related retail, accounted for only \$2.4 million of the sales increase.

Figure 7: Distribution of Downtown Sales Gain from 2009 to 2015



Source: HDL Companies

The City of Los Altos as a whole also experienced retail sales increase during this six-year period (Table 3). Of the \$66.6 million in sales gain, 70 percent was achieved by the downtown (Figure 8).

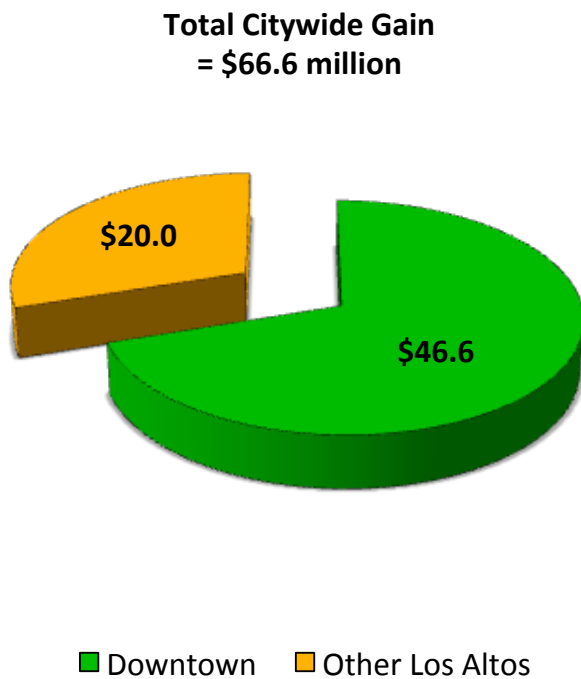
Table 3: Estimated City of Los Altos Retail Sales by Store Type (Millions of Dollars)

	2008	2009	2010	2011	2012	2013	2014	2015	Sales Gain 2009-15
Autos and Transportation	2.1	3.7	3.2	3.0	2.5	3.2	2.5	2.6	- 1.1
Building and Construction	6.8	4.9	3.6	3.7	4.0	4.3	4.7	3.9	- 1.1
Business and Industry	32.4	22.0	20.0	19.5	14.9	10.3	10.3	12.4	- 9.5
Food and Drugs*	123.1	112.5	115.7	116.7	121.6	116.1	127.2	146.0	33.5
Fuel and Service Stations	42.0	33.2	39.4	48.1	50.2	48.1	45.7	39.7	6.5
General and Consumer Goods	57.3	44.5	46.1	43.8	46.6	53.1	50.0	56.9	12.5
Restaurants and Hotels	43.0	41.0	44.8	49.3	52.4	56.6	61.2	66.7	25.7
Transfers and Unidentified	0.0	0.0	0.0	0.0	0.0	0.0	0.1	0.1	-
Grand Total	\$306.9	\$261.8	\$272.8	\$284.1	\$292.2	\$291.6	\$301.6	\$328.5	\$66.6
Annual Growth	-1.6%	-14.7%	4.2%	4.1%	2.9%	-0.2%	3.4%	8.9%	
Downtown Share of City Sales	36.4%	38.3%	38.9%	38.7%	40.2%	40.4%	42.2%	44.7%	70.0%

*Adjusted by 3 times to reflect groceries and prescription drugs not paying sales tax

Source: Estimated from City Sales Tax Data provided by HDL Companies

Figure 8: Downtown Share of Citywide Retail Sales Gain



Source: HDL Companies

Occupied Retail and Office Space Downtown Have Increased

The amount of occupied retail space in the downtown has grown since the recession as well. As shown in Table 4 below, occupied retail space dropped from 576,000 square feet in 2008 to 547,000 square feet in 2010 during the trough of the recession. It has grown to 640,000 square feet by 2016. Much of this growth was achieved in 2014 when the new and larger Safeway was completed. While the longer term trend has been solid, the recent trend is causing concern with vacancies increasing and average triple net rent (net of maintenance, insurance and property tax) decreasing during the past two years.

Table 4: Trends in Occupancy of Downtown Retail Space

Quarter	Inventory Bldgs	Inventory SF	Occupied SF	Occupancy %	Net Absorption SF Direct	NNN Rent Direct	Sales in Millions	Sales per SF
2007 Q4	130	580,237	575,837	99.2	-900	\$2.95	\$117.2	\$203
2008 Q4	131	582,858	576,008	98.8	4,021	\$3.15	\$111.6	\$194
2009 Q4	131	582,858	556,832	95.5	-3,005	\$2.84	\$100.3	\$180
2010 Q4	131	582,858	547,133	93.9	-486	\$2.83	\$106.0	\$194
2011 Q4	131	582,858	567,014	97.3	909	\$2.83	\$110.0	\$194
2012 Q4	131	582,858	558,914	95.9	-2,762	\$2.96	\$117.6	\$210
2013 Q4	131	582,858	564,975	96.9	746	\$3.61	\$117.8	\$208
2014 Q4	133	661,657	637,218	96.3	11,860	\$4.44	\$127.1	\$200
2015 Q4	133	661,657	642,899	97.2	-3,257	\$3.67	\$146.9	\$229
2016 Q4	133	661,657	640,417	96.8	-6,064	\$3.52	N A	N A

Source: CoStar

The market for office space in the Downtown Los Altos is very similar to that of retail space. According to the data provider CoStar and shown below in Table 5, the amount of occupied office space climbed from 324,000 square feet in 2009 to 406,000 square feet by the end of 2016. However, rents have fallen and occupancy decreased this past year as more competition has emerged from Mountain View.

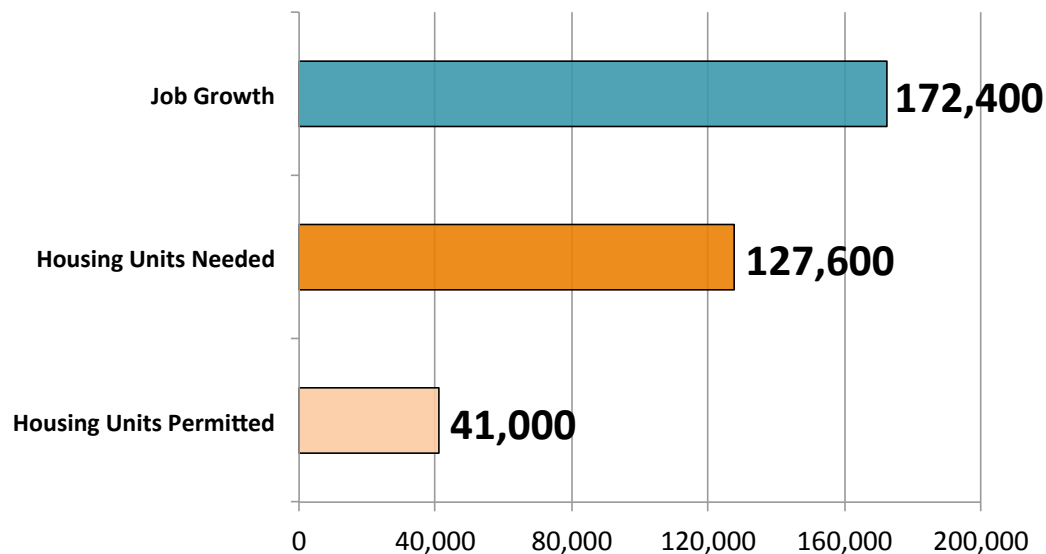
Table 5: Trends in Occupancy of Office Space Downtown

Quarter	Inventory		Occupied SF	Occupancy %	Net	Office Gross Rent Direct
	Bldgs	Inventory SF			Absorption SF Direct	
2007 Q4	51	351,335	332,246	94.6	-13,835	\$3.37
2008 Q4	51	351,335	341,927	97.3	834	\$3.72
2009 Q4	51	351,335	324,259	92.3	1,397	\$3.64
2010 Q4	51	351,335	336,950	95.9	1,917	\$3.22
2011 Q4	51	351,335	331,783	94.4	-2,795	\$3.77
2012 Q4	53	422,391	396,437	93.9	9,214	\$4.14
2013 Q4	53	422,391	412,988	97.8	11,644	\$4.27
2014 Q4	53	422,391	408,003	96.6	170	\$4.60
2015 Q4	53	422,391	412,127	97.6	8,573	\$5.42
2016 Q4	53	422,391	406,325	96.2	595	\$5.34

Source: CoStar

Silicon Valley Housing Market Not Keeping Pace with Job Growth

Because of the time lag between job growth and housing production, the cities in Santa Clara County are suffering from a severe housing shortage. The result has been escalating home sales prices and apartment rents. As shown in Figure 9 below, from 2010 through 2015 the county added 172,400 jobs, but only 41,000 units of housing were permitted. In order to maintain the jobs versus housing balance that existed in 2010, 127,600 housing units need to be developed to accommodate this strong level of job growth.

Figure 9: Housing Units Needed to Maintain Jobs v Housing Balance in County 2010 to 2015

Source: CA Employment Development Department, HUD and ABAG

The result of this housing shortage has been escalating home prices and apartment rents to the benefit of homeowners but to the detriment of new homebuyers and renters. The number of apartment units in Los Altos has grown from 667 units in 2007 to 1,017 units by the end of 2016. Rent has climbed by about 50 percent during this period and the average units size has declined as new project have smaller units in attempt to keep costs down. However, this past year both average rent per unit and per square foot have fallen in the city (Table 6), as new countywide housing production appears to be making inroads into the demand backlog.

Table 6: Apartment Market Trends in Los Altos

Quarter	Inventory Bldgs	Inventory Units	Inventory Avg SF	Effective Rent Per Unit	Effective Rent Per SF	Vacancy %	Occupied Units
2007 Q4	37	667	1,040	\$1,694	\$1.86	3.5	651
2008 Q4	37	667	1,040	\$1,722	\$1.89	5.1	643
2009 Q4	38	745	1,040	\$1,574	\$1.72	4.6	724
2010 Q4	38	745	1,040	\$1,725	\$1.89	2.2	735
2011 Q4	38	745	1,040	\$1,850	\$2.03	2.2	735
2012 Q4	38	745	1,040	\$2,018	\$2.22	2.8	732
2013 Q4	40	825	1,040	\$2,114	\$2.33	2.4	814
2014 Q4	40	825	1,040	\$2,253	\$2.49	3.1	810
2015 Q4	41	992	899	\$2,743	\$3.04	3.6	975
2016 Q4	42	1,017	909	\$2,530	\$2.80	4.3	996

Source: CoStar

Hotel Market Has Been Strong

The hotel market in Los Altos has been strong as well, as measured by transient occupancy tax (TOT) collections. Hotel room revenue has increased every year since FY 2001-02 with the exception of FY 2008-09 when it dropped by over 15 percent due to the recession. As shown in Table 7 below, hotel room revenue has more than doubled since that recession year. This market strength is reflective of the booming Silicon Valley economy and the fact that Downtown Los Altos provides hotel guests with a safe and pleasant pedestrian environment in the evenings.

Table 7: Citywide Transient Occupancy Tax and Hotel Room Revenue

Fiscal Year	TOT	TOT Rate	Room Revenue	
			(Millions)	Annual % Change
2001-02	\$254,887	10.0%	\$2.5	--
2002-03	\$633,861	10.0%	\$6.3	148.7%
2003-04	\$945,649	10.5%	\$9.0	42.1%
2004-05	\$1,057,995	11.0%	\$9.6	6.8%
2005-06	\$1,260,279	11.0%	\$11.5	19.1%
2006-07	\$1,469,867	11.0%	\$13.4	16.6%
2007-08	\$1,525,090	11.0%	\$13.9	3.8%
2008-09	\$1,289,722	11.0%	\$11.7	-15.4%
2009-10	\$1,345,855	11.0%	\$12.2	4.4%
2010-11	\$1,517,579	11.0%	\$13.8	12.8%
2011-12	\$1,782,018	11.0%	\$16.2	17.4%
2012-13	\$1,946,484	11.0%	\$17.7	9.2%
2013-14	\$2,168,556	11.0%	\$19.7	11.4%
2014-15	\$2,450,488	11.0%	\$22.3	13.0%
2015-16	\$2,608,368	11.0%	\$23.7	6.4%

Source: City of Los Altos

Downtown is Ideal Size for Pedestrian District

Based upon the experience of having studied a number of smaller downtowns in detail, LEG is of the opinion that Downtown Los Altos has the physical attributes to be a very vibrant pedestrian district. As illustrated in Figure 10, the key attributes include:

- The size of the downtown triangle is such that all parts are essentially within a five-minute walk of the center and walking from one corner to another is rarely more than ten minutes.
- The street system layout is such that traffic moves at moderate speeds.
- The street dimensions and block sizes are friendly to pedestrians.
- Some of the key sidewalk improvements are already in place.
- The existence of a large number of centralized public parking spaces is essential for a good pedestrian downtown. While only about half of the land area is in the parking district, the spaces in the district serve the entire downtown.

Figure 10: Downtown Walking Distances and Parking District



Source: Downtown Parking Management Plan 2013, CDM Smith

IV. Challenges and Constraints to Downtown Vitality

While Downtown Los Altos enjoys many positive attributes, it also faces a number of challenges and constraints. The key challenges and constraints are summarized here and discussed in greater detail in this report section.

- There is growing competition from neighboring cities, particularly Mountain View.
- E-commerce is eliminating many brick & mortar retail stores.
- Older downtown retail buildings are not well suited to contemporary retail tenant needs.
- Los Altos has zoning restrictions that prevent contemporary physical fitness tenants from leasing vacant retail spaces.
- Downtown parking requirements for new development inhibit small scale incremental change essential to maintaining village character.
- The two-story building height limit, in combination with high land cost and high parking requirements, render redevelopment unfeasible.

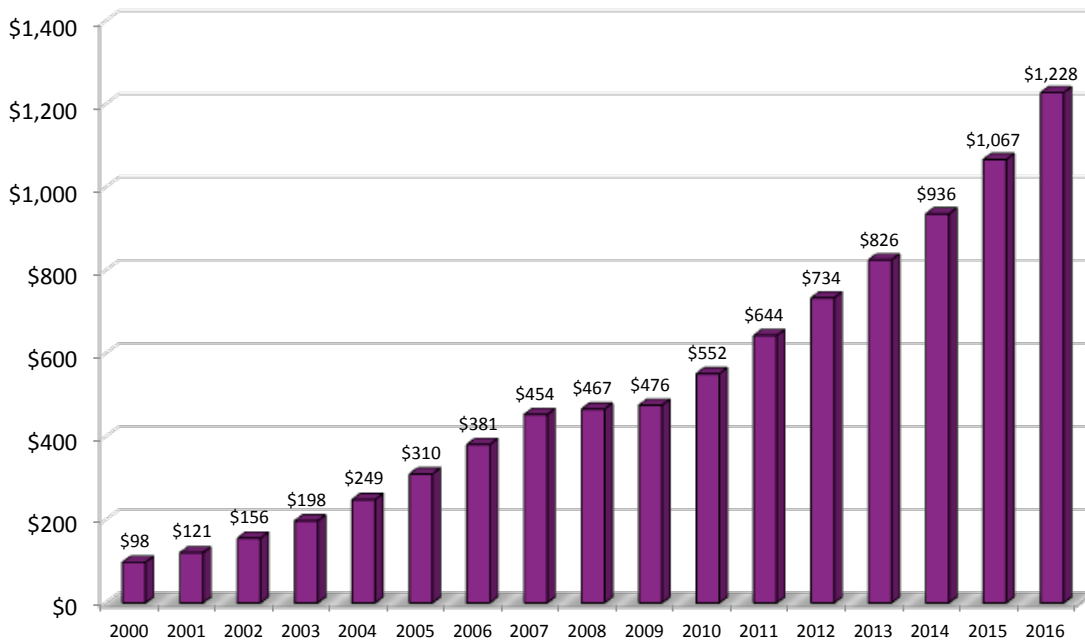
Competition from Other Cities

As Los Altos debates the future of its downtown, neighboring cities are developing new shopping districts and office concentrations that are siphoning local sales and tenants. For example, a long struggling retail center at San Antonio Road and El Camino Real in Mountain View is being redeveloped. Now called the Village at San Antonio Center, it has just completed Phase 1 that includes a new Safeway supermarket and 330 residential apartments built over shops and restaurants. Phase 2 will add 400,000 square feet of office space, a 167-room hotel, an eight-screen cinema and 80,000 square feet of additional shops and restaurants. In the last two and half years, Mountain View has added 1.4 million square feet of new office space.

E-Commerce Growth Eliminating Brick & Mortar Stores

Because of the dramatic emergence of E-commerce or on-line shopping, many regional shopping centers and downtown retail districts are struggling. According to Census Bureau estimates, E-commerce sales in the US have climbed from under \$100 per capita in 2000 to \$1,228 in 2016 (Figure 11). The average household in the US, assuming 2.6 persons, would have spent nearly \$3,200 in on-line purchases last year. Given the affluence and sophistication of the Los Altos and Los Altos Hills population, the per person amount could be considerably higher in this market.

Figure 11: Growth in Per Capita E-Commerce Sales in US



Source: US Census Bureau

The Wall Street Journal published an article at the end of 2016 indicating that the market value of Amazon is now higher than that of Walmart, Target, Best Buy, Macy’s, Kohl’s, Nordstrom, JC Penney and Sears combine (Figure 12 below).

Figure 12: Amazon Dominant in Market Value



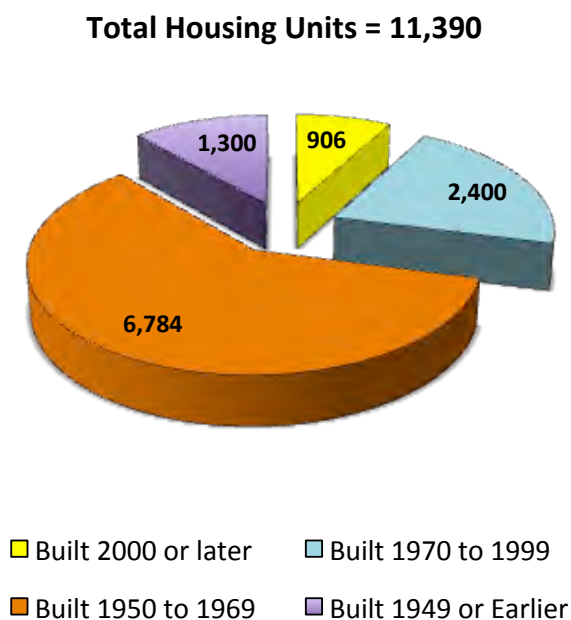
Source: Wall Street Journal

Vallco, the regional shopping mall in Cupertino, has had a difficult time competing against the Stanford Shopping Center to the northwest and Valley Fair/Santana Row to the southeast. Sand Hill Property Co. has recently announced that it will close all of its retail stores while keeping its cinema, ice skating rink and bowling alley open. The Benihana restaurant next to the ice rink will also remain open for the term of its lease. The voters of Cupertino voting down a proposition by Sand Hill Property Co. to redevelop the mall into a major concentration of offices, residential and restaurants with a park on top precipitated this action. The growing popularity of on-line shopping no doubt contributed to this closure decision.

Growing Obsolescence of Downtown Buildings

A majority of the housing in Los Altos was built between 1950 and 1970, and over 70 percent of the stock was built before 1970 (Figure 13). The retail buildings in the downtown would have mostly been built during this period as well. These older buildings typically have heights of 10 to 12 feet, whereas contemporary retail tenants now require a minimum floor height of 15 or 16 feet. The depth of many of these older buildings is 100 feet, whereas contemporary retail tenants prefer a depth of 40 to 60 feet because of improved logistics. They do not need the extra 40 to 60 feet in depth, which was primarily used for storing inventory, and do not wish to pay rent for that space. Any attempt to update these buildings will trigger Title 24 Building Energy Efficiency Standards that are costly to implement.

Figure 13: Age of Los Altos Housing Stock



Source: Census Bureau

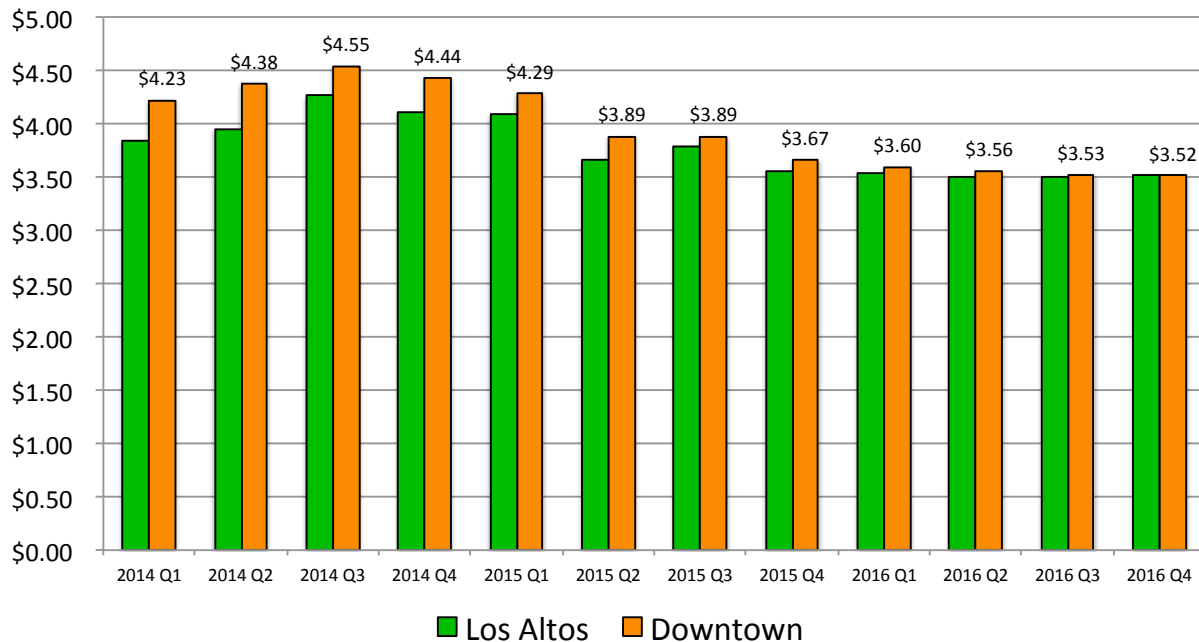
Popular New Personal Services Tenants Not Permitted

As downtown property owners face increasing competition from E-commerce and neighboring cities for retail tenants, their ability to lease to new and popular physical fitness services type tenants are restricted by the Los Altos Zoning Code. As other retail districts lose shops, they are backfilling with fitness studios, day spas, yoga or Tai Chi classes, martial arts studios and kinder gyms. These new tenants pay rent to facilitate building and property maintenance and bring additional people into the district. For much of the Downtown Los Altos, property owners do not have this flexibility. As a consequence, storefront spaces remain vacant longer resulting in a lower level of downtown vitality.

Retail and Office Rents Falling

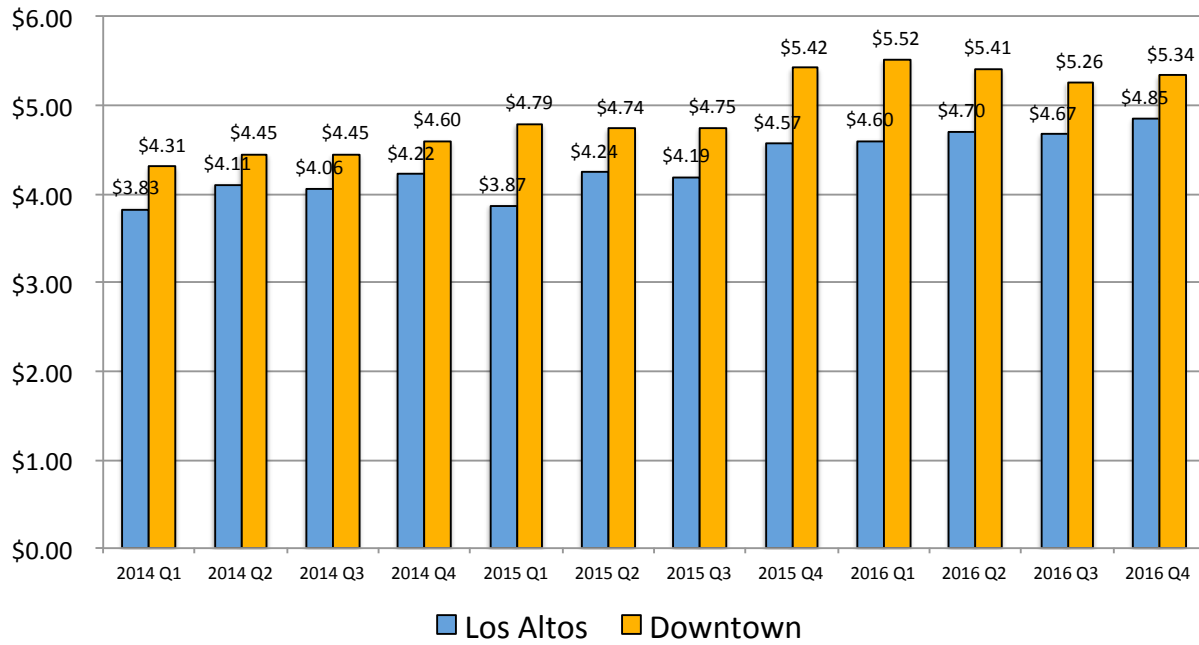
While the long-term trend since the recession has been strong, a closer examination of the last two year indicate that both retail and office rents in downtown are declining (Figure 14 and Figure 15). These declines can be attributed to the forces cited above, including competition from neighboring cities, the E-commerce juggernaut, older building in Los Altos not being competitive and restrictions on contemporary personal services tenants.

Figure 14: Quarterly Retail Rents in Downtown Los Altos



Source: CoStar

Figure 15: Quarterly Office Rents in Downtown Los Altos



Source: CoStar

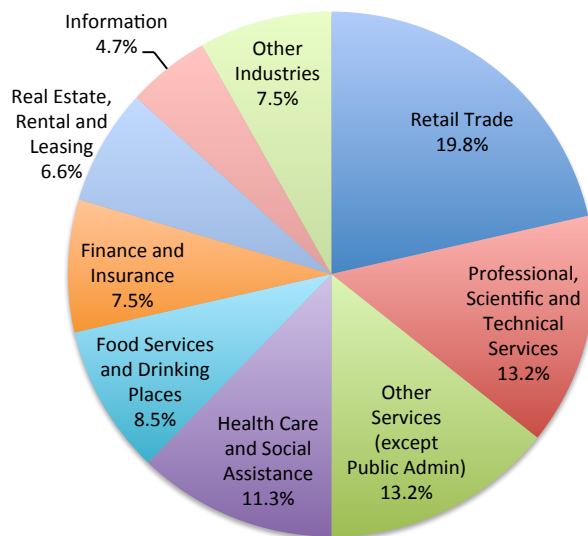
IV. Downtown Businesses Survey

In order to better understand the perspectives and requirements of downtown business owners and operators, a survey of downtown businesses was conducted with the assistance of the City. LEG designed the online survey to gain a better understanding of downtown's strengths, weaknesses, opportunities and threats. The online survey was sent to business owners by e-mail (as identified by employee parking permits) and to the Los Altos Chamber of Commerce and Los Altos Village Association (LAVA), an association with over 160 members comprised of merchants and property owners focused on promoting downtown businesses, for distribution to their membership. The City also canvassed the downtown area and distributed postcards with a link to the online survey. This section summarizes the 98 survey responses received between February 7 and 28, 2017.

Profile of Survey Respondents

Of the Downtown Los Altos Business Survey respondents, retail trade businesses represented the largest proportion, at approximately 20 percent. Professional, scientific, technical and other services made up a combined 26 percent of survey respondents. Businesses classified as health care and social assistance made up about 11 percent and food service and drinking places were less than nine percent.

Figure 16: Survey Respondents by Industry Classification (NAICS)



"Other Industries" includes: Management of Companies and Enterprises; Arts, Entertainment and Recreation; Manufacturing; Wholesale Trade; Educational Services; and Accommodation

Source: Downtown Los Altos Business Survey, Land Econ Group

In terms of business tenure in Downtown Los Altos, nearly 41 percent of survey respondents' businesses have been located in downtown for less than six years, of which over a third have been there less than two years. Approximately 31 percent have been in downtown between six to ten years. The remaining 28 percent have been there for more than 20 years. In terms of business size by number of employees, survey respondents were overwhelmingly micro businesses, defined as having fewer than 10 employees, amounting to 74 percent. Another 19 percent of respondents were small businesses, having 11 to 25 employees, and six percent were medium businesses, with 26 to 50 employees. Only one percent of respondents had over 50 employees. The full-time and part-time employee split among respondent businesses was approximately 60 percent full-time and 40 percent part-time.

Downtown Businesses Outlook

Survey respondents were asked about their business outlook and expected changes in employment and facility needs in the near future. Business outlook was generally strong, with 68 percent of respondents reporting "very strong" or "moderately strong" outlook at their downtown location. Approximately 26 percent of the respondents indicated "neutral" business outlook and only six percent responded that their business outlook was "moderately weak" or "very weak." Despite the strong business outlook of so many businesses in Downtown Los Altos, only 41 percent of respondents expected an increase in employment at this location over the next two years. Approximately 55 percent expected no employment change and the remaining four percent expected reduced employment over the next two years. In terms of facility size, 70 percent of respondents did not expect any change in their facility needs in the next five years. Just over 16 percent indicated that their business would likely need to expand facilities, with approximately one third of those needing to relocate to a larger site. Of the balance of respondents seven percent indicated their business may move out of downtown, five percent indicated they may cease operations and one percent anticipated a need to reduce facility size over the next five years.

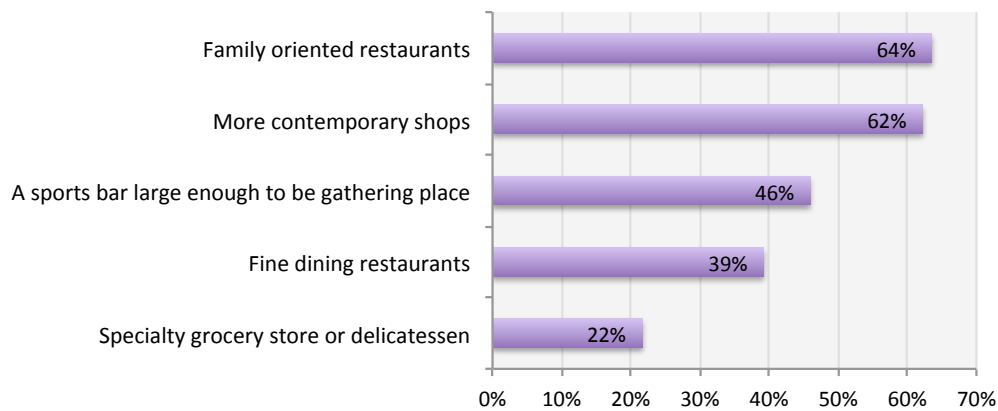
Nearly 56 percent of respondents either "strongly agree" or "agree" with the statement: "Being in Downtown Los Altos is critically important to my business." About 23 percent were neutral on the statement and responded that they "neither agree nor disagree," and the remaining 21 percent of respondents did not agree that a downtown location was important to their business.

Business Perspective on What is Needed in Downtown

Survey respondents also addressed their perspective on how to improve the business climate in Downtown Los Altos. Two thirds of respondents agreed or strongly agreed that more vitality in Downtown Los Altos is needed for their business to thrive. Fewer than 15 percent of respondents disagreed. An even greater proportion recognized that Downtown Los Altos would be improved with

more restaurants, stores, and services, with over 76 percent agreeing or strongly agreeing. Among those, when asked to rate the three types of businesses that would be most needed, the highest proportion chose family oriented restaurants and contemporary shops, each with over 60 percent of responses. The next most popular selection was a sports bar large enough to be a gathering place, which attracted 46 percent of responses.

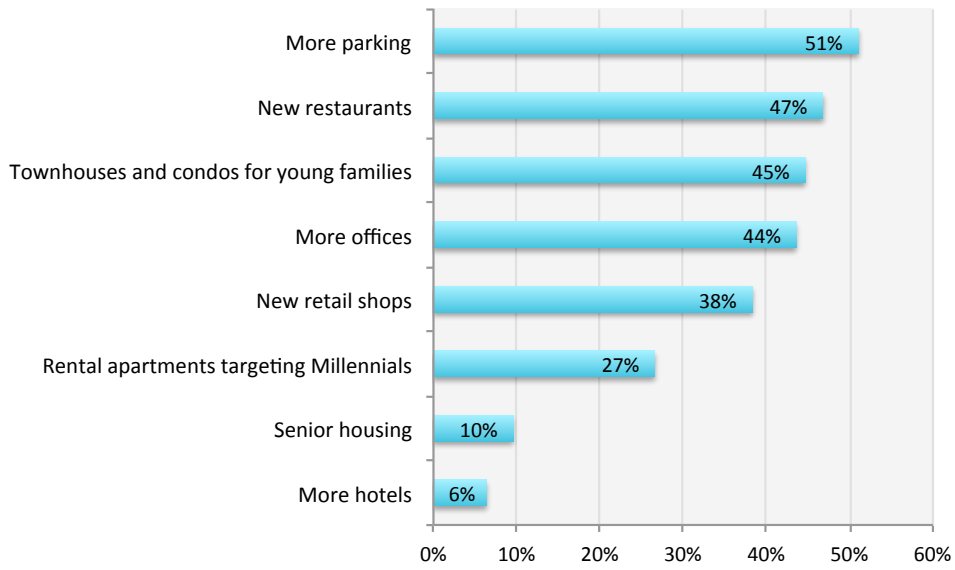
Figure 17: Types of Additional Stores or Services Needed in Downtown Los Altos



Source: Downtown Los Altos Business Survey, Land Econ Group

When asked what additions to Downtown Los Altos would best fuel vitality, the three most popular choices were more parking, new restaurants, townhouses and condos for young families, and more offices, each attracting more than 40 percent of respondents. More parking was the favorite, with over half the respondents answering that more parking would increase vitality. This reflects some businesses that commented in the survey they frequently receive feedback from customers that lack of parking is a problem. However, other businesses that rely more on foot traffic indicated they would like to make the environment more welcoming for customers that are already living or working in Downtown Los Altos to spend more time there. In summary, the collective outlook for Downtown Los Altos businesses is one of optimism with two-thirds of the respondents indicating their outlook is moderately strong to very strong.

Figure 18: Additions In and Around Downtown That Would Be Most Helpful in Increasing Vitality



Source: Downtown Los Altos Business Survey, Land Econ Group

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V. Parking Requirements, Building Height Limits and Development Feasibility

The properties in the downtown are segregated into those in the Parking District and those that are not. Parking requirements also differ for new development and redevelopment.

Properties in the Parking District

When initially implemented, the Los Altos Downtown Parking District worked well in providing centralized parking for shoppers, restaurant patrons and employees. It covered about half of the downtown area and provided free 3-hour parking for all customers. For employees who need all day parking, an annual permit can be purchased for \$36, which allowed them to park in the District spaces, located more to the periphery of downtown. Those policies remain intact today.

For the properties included in the District, no additional parking was required as long as their built space did not exceed the land area of their parcel. However, if the owners wish to expand the improved portion of their property beyond an FAR of 1.0, they are required to meet the City's parking requirements on site. Since most of the properties in the District are small with narrow lots, parking under the building is not possible because the circulation ramps would make the subterranean garage inefficient and prohibitively expensive. Because of this parking requirement, a retail store owner is unable to add a second story as small tenant office space; and a coffee shop owner cannot add a mezzanine level to accommodate peak business conditions. Small-scale incremental expansion of the downtown by long time small property owners is essentially impossible. Such small-scale change would have maintained the area's village character while adding vitality.

Properties Outside the Parking District

In the downtown, but outside the Parking District, the City's parking requirements can be described as suburban in character. For example, the following are direct quotes from Los Altos Parking Requirements, Section 14.74.110 – Commercial Uses in CRS/OAD, OA, CN, CD < CD/R3, CRS and CT Districts:

- For intensive retail uses and personal services, not less than one parking space for each two hundred (200) square feet of net floor area (or 5 spaces per 1,000 SF);
- For bars, cafes, nightclubs, restaurants, and soda fountains, one parking space for every three employees, plus one space for every three seats provided for patrons, and such additional

parking spaces as may be prescribed by the commission. (This amounts to 8 to 14 spaces per 1,000 SF with higher quality restaurants with more staff facing a higher parking requirement);

- For hotels and motels, one parking space for every three employees, plus one additional space for each sleeping room or suite, and additional parking spaces as prescribed in subsection A of this section for any store, service establishment, shop, or studio located on the site, and additional parking spaces as prescribed in subsection C of this section for any bar, cafe, nightclub, restaurant, or soda fountain located on the site. (This amounts to 1.2 to 1.4 spaces per guest room with higher quality hotels with more staff per guest room facing a higher parking requirement.)
- For theaters and auditoriums, one parking space for every four seats, plus one additional space for every three employees. (If a theater is primarily for evening use, there is no shortage of parking in the downtown during that period.)

These parking requirements reflect the City's long standing goal "to provide access to convenient parking for downtown customers, employees and visitors," which was the first goal recapped in the *Downtown Parking Management Plan of the City of Los Altos*, prepared by CDM Smith in May of 2013.

In contrast, many smaller cities that have vibrant downtowns promote a philosophy of parking once and visiting multiple destinations by walking. For example, a person who visits an office, a bank, a coffee shop, a drug store and a restaurant in a small downtown needs only one parking space rather than the four or five in accordance to suburban style requirements. Excessive parking convenience promotes automobile usage rather than pedestrian vitality. A number of smaller California cities with active pedestrian downtowns treat their parking requirements very differently from Los Altos:

- Santa Barbara has a downtown parking requirement of two spaces per 1,000 square feet of commercial use, covering retail, office, restaurants and essentially all commercial uses. Properties in the Downtown Parking Assessment Districts were exempt from parking requirements.
- For restaurant uses in the downtown, San Luis Obispo sets a maximum of one space per 350 square feet or 2.9 spaces per 1,000 square feet.
- In Downtown Burlingame, ground floor retail, personal service and food establishments are exempt from parking requirements.
- Downtown Los Gatos has parking requirements that are lower than Downtown Los Altos.

Portland, Oregon, a city often cited as the best example of pedestrian vitality and friendliness, has a cap on the maximum number of parking spaces that can be built in its downtown.

Los Altos' historic strategy of providing centralized public parking within its Downtown Parking District was a sound strategy. However, during the past decade or two, downtown has expanded beyond the

Parking District into the entire triangle bounded by San Antonio Road, Foothill Expressway and West Edith Avenue. Downtown Los Altos would likely gain 10 to 20 percent in pedestrian vitality without substantial public investment, if the City would update of its parking requirements, to be more consistent with those of the smaller downtowns enjoying great pedestrian vitality, such as Burlingame, Los Gatos, Santa Barbara and San Luis Obispo.

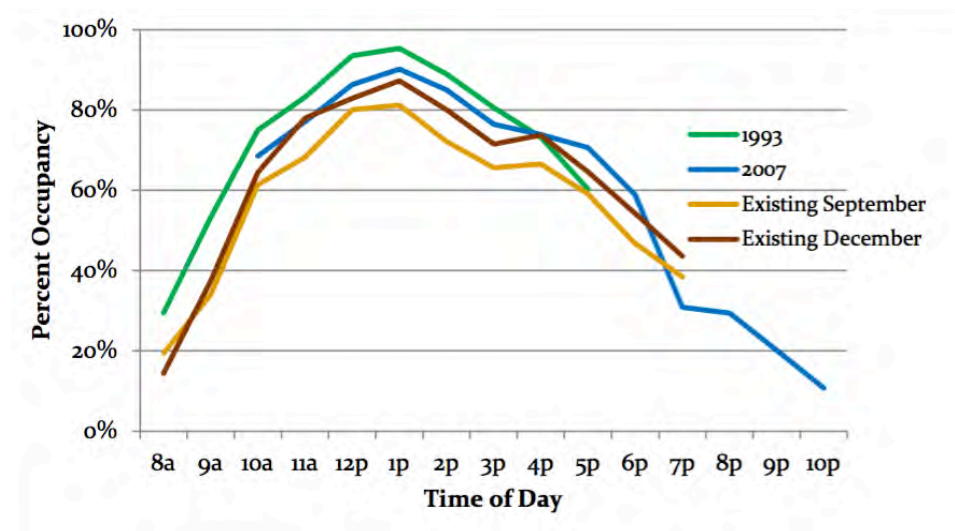
Parking Requirements Erode Village Character

Given the small lot sizes, older buildings and high and not very flexible parking requirements, development in Downtown Los Altos has been limited to those organizations that are extremely well capitalized and can assemble properties to create sufficient land area to construct an efficient above grade or subterranean garage. Examples include Safeway, The Packard Foundation and Los Altos Community Investment (LACI). The combination of high parking requirements, high land cost and the efficiency of larger parking garages forces new development to be of a size and bulk that many residents feel erode the downtown’s village character.

Future Parking Demand

Los Altos came of age during the golden era of the automobile when single family homes and suburban shopping centers proliferated. A half century later, with the build up of traffic congestion, on-line shopping and ride sharing services, America’s romance with the private automobile and associated parking convenience may be fading. According to the City’s last *Downtown Parking Management Plan*, peak hour parking demand in the downtown has not been increasing (Figure 19). In fact, the September 2012 tabulation by CDM Smith is lower than the 2007 count, which was lower than the 1993 count.

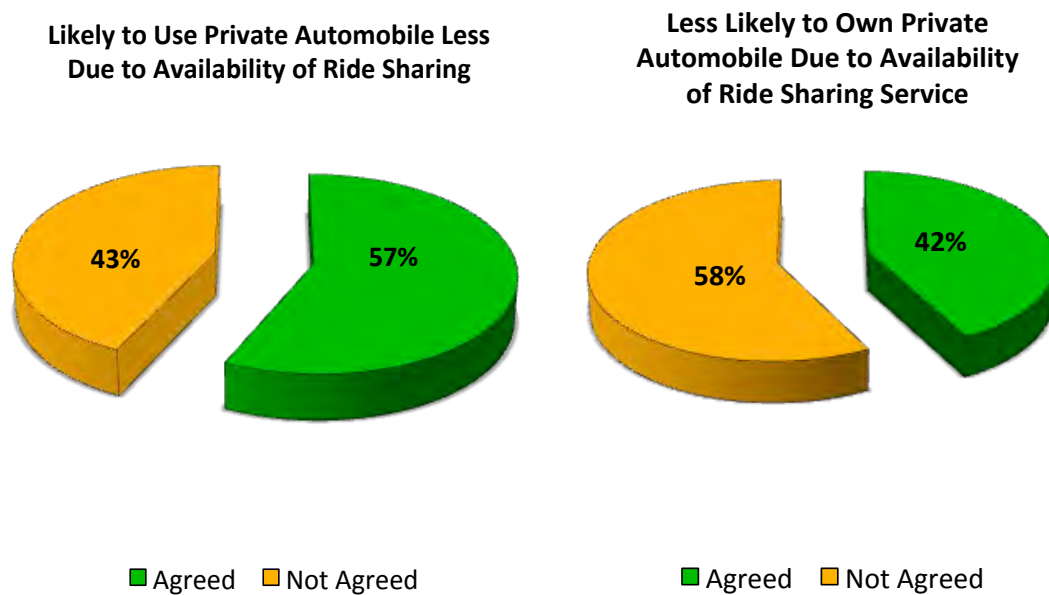
Figure 19: Downtown Off Street Parking Occupancy Trend



Source: Downtown Parking Management Plan 2013, CDM Smith

This trend of decreasing private automobile use, indicating less need for parking, was borne out by an early 2016 survey performed by one of the major ride sharing companies and tabulated and analyzed by LEG. The survey was sent to passengers in 20 US metropolitan areas and received over 34,000 responses. It found that 57 percent of the passengers either agreed or strongly agreed with the statement “I am less likely to use a private automobile due to the availability of ride sharing.” It also found that 42 percent of these passengers either agreed or strongly agreed with this statement “I am less likely to own a private automobile due to the availability of ride sharing service.” These responses are graphed in Figure 20 below.

Figure 20: Survey of Over 34,000 Ride Sharing Passengers



While Los Altos is not likely at the leading edge of this type of behavior change, it would be reasonable to anticipate a 10 or 15 percent decline in parking demand over the next decade if no substantial square footage is added downtown. Or conversely, if downtown activity expands by 10 or 15 percent, parking demand may remain at today's level.

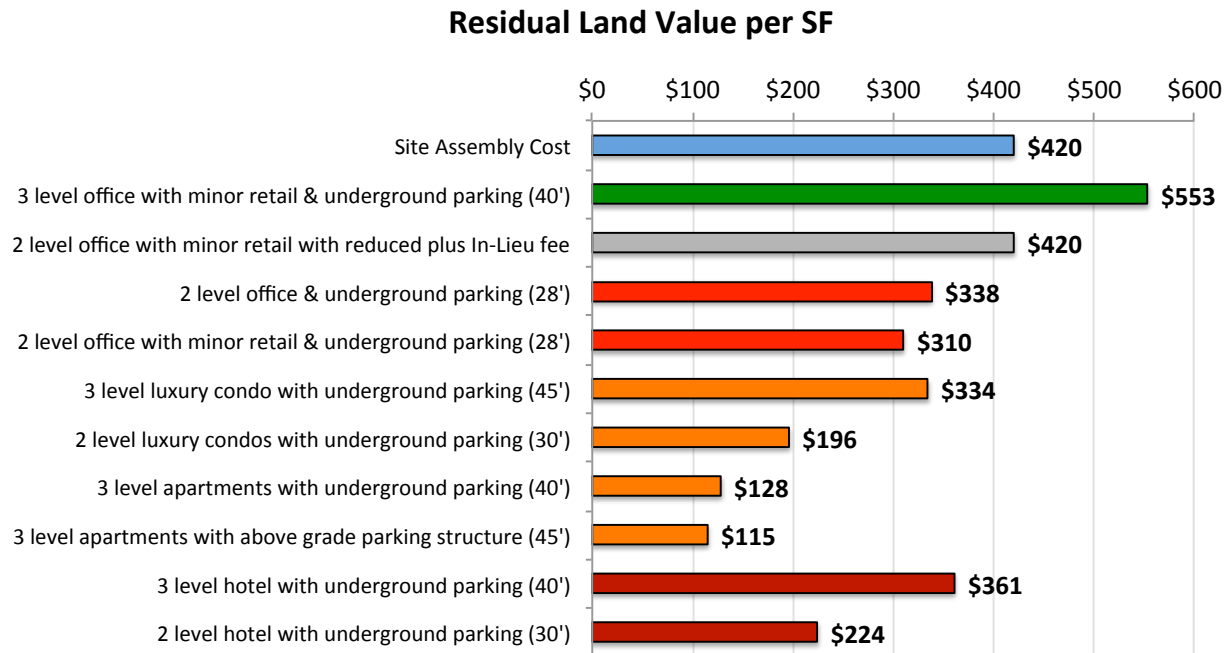
Building Heights and Development Feasibility

The impact of building height limits on redevelopment feasibility can be tested with the application of LEG's development feasibility model. This model compares the “residual land value” supportable by a development project against the cost of assembling the redevelopment site. Residual land value is the amount of land value that a developer can afford to pay considering its projected revenues less all development cost, including the developer's expected return. The developer moves forward with the project only if the project's residual land value exceeds the cost of assembling the site.

This model was used to examine the projected cash flow over a 12-year time span and considered a large number of variables to estimate residual land value:

- 1) Land parcel size,
- 2) Net rentable or salable area by land use,
- 3) Number of floors and the height of each floor,
- 4) Gross building area,
- 5) Number of units,
- 6) Number of parking spaces by type and associated cost,
- 7) Rent or sales price per square foot,
- 8) Absorption schedule,
- 9) Rate of rent increase,
- 10) Project capitalization rate,
- 11) Direct building construction cost,
- 12) Direct parking construction cost by space type,
- 13) Indirect construction cost,
- 14) Construction interest,
- 15) Long term takeout financing,
- 16) Project operating cost and revenue, and
- 17) The developer's required rate of return.

The site assembly cost in downtown is estimated at \$400 to \$420 per square foot based upon one-story retail buildings available on the market in Los Altos and Mountain View, which are assumed to be purchased for clearance and redevelopment. LACI staff has indicated that this cost is more like \$450 per square foot. In order for a new redevelopment project to be financially feasible in Downtown Los Altos, it must be able to generate a residual land value of not less than \$420 per square foot. Eight hypothetical development scenarios were examined assuming different uses and building heights. Two different land parcel sizes were tested. The actual pro formas and development scenario assumptions are detailed in Appendix B, and the findings are presented in Figure 21 below.

Figure 21: Development Feasibility and Building Heights

Source: Land Econ Group

The findings presented in the bar graph above can be summarized as follows:

- A three story office building with minimum retail and underground parking with a height of approximately 40 feet is the only development scenario that was found to be feasible with a residual land value of \$553 per square foot.
- A two-story office building with minor retail and an assumed height of 28 feet was found to be marginally feasible, if its parking requirement was reduced to 2.5 spaces per 1,000 square feet and those spaces that could not be accommodated in a single-level underground garage was satisfied with the payment of a Parking In-lieu Fee at \$25,000 per space.
- All other scenarios were found to be unfeasible.
- Depending upon the intended use, land parcels size and shape, the land value difference between a 30 and a 40 to 45 feet height limit is in the range of \$120 to \$220 per square foot with the higher height limit providing the greater value.
- Due to higher parking requirements and lower per square foot rents, including retail space diminishes project feasibility.
- Neither three story apartments nor three story luxury condominiums were found to be feasible because of high site assembly and parking construction cost.

Within the Parking District redevelopment is restricted because small lot sizes render on-site parking for building expansion impractical, and no other option is available. Outside the Parking District the combination of high site assembly cost, 30-foot height limit and suburban style parking requirements essentially renders any redevelopment financially unfeasible.

VI. Principles and Options to Increase Vitality and Maintain Village Character

Principles

Based upon past experience in cities with values and characteristics similar to Los Altos, LEG has developed a set of principles for enhancing vitality while maintaining village character. We have employed downtown retail sales as the key variable representing vitality since no other metrics is readily available. Our principles and their implications are discussed below.

Use Existing Built Space Efficiently and Intensely

If the downtown were able to gain additional retail and restaurant sales without changes to the size and bulk of its building stock, its village character would be maintained. To satisfy this principle, when a tenant leaves and a space becomes vacant, the building owner should have good flexibility to re-lease to a new tenant. Given the competition from neighboring cities and E-commerce retailers, true retail store tenants are not numerous. The older retail buildings that have insufficient floor heights and excessive depth further restrict downtown's appeal. This principle suggests that restriction on contemporary fitness personal services type tenants be permitted in more of the downtown. It also suggests that the differences in parking requirements between commercial uses (e.g. stores, services and restaurants) be eliminated to facilitate ease of re-leasing.

Encourage Small Scale Incremental Change by Existing Property Owners

Part of Los Altos' village character is defined by its long time small property owners and business operators. As the community has prospered in recent years, its small property owners in the Parking District have been unable to undertake small-scale upgrades and expansions to keep pace with the growing affluence of their market place. They are handcuffed by inflexible parking requirements and strict enforcement of Title 24 energy efficiency standards. These property owners should have the ability to modernize and add a second floor to their buildings. The solution here is more contemporary parking requirements and a reasonable Parking In-lieu Fee to satisfy parking demand that cannot be accommodated on-site. The current parking requirements inhibit small-scale change by long time owners important to maintaining village character.

Further Centralize Parking into Public Facilities in lieu of Requiring Extensive Private Parking

The Parking District has worked well in the past for a one-story retail district covering approximately half of the land area in the downtown. With the recent growth of the Silicon Valley economy and the escalating affluence of the market area, the City's city's historic parking policies are inhibiting

downtown's transformation into a more vibrant and contemporary mixed-use village. Other smaller cities that have good pedestrian vitality promote the principle of parking once and walking to multiple destinations. In contrast, Los Altos' goal has been to provide convenient parking at all destinations. In mixed-use downtowns, where many short trips are shifted from driving to walking, the district-wide parking demand is greatly reduced. In addition, the reduction in land area for parking lots and driveways places stores and restaurants into a more compact area that facilitates walking. In summary, Los Altos' long-standing goal of convenient parking at all destinations contradicts its stated goal of more downtown pedestrian vitality. As Downtown Los Altos has evolved from a community shopping district into more of a mixed-use village, its parking policies needs to keep pace.

As a specific example, the primary reason that Downtown Los Altos does not have many high quality restaurants despite its world-class affluence is because its parking requirements for restaurant development are five or six time that of Downtown Santa Barbara and three times that of Downtown San Luis Obispo. In addition, the employee related requirements penalize higher quality and more service intensive restaurants.

Promote New Development that Have High Retail Sales Impact per SF of New Building Area

Different types of land uses have different impacts on downtown retail and restaurant sales. The principle is for Los Altos to select the uses that maximizes sales impact per square foot of new building area. This comparison will be discussed under options.

Add Public Spaces, Facilities and Events

The addition of public spaces, public facilities and events in the downtown will increase vitality without adding much building bulk which tends to erode its village character. The selection of such public spaces and amenities is a matter of community preference to be discovered through the visioning process.

Options

The options to enhancing downtown liveliness, while maintaining village character by minimizing the height and bulk of new buildings, are based upon an analysis of new downtown retail and restaurant sales generated by different types of land development.

New Performing Art Theater Downtown

The Los Altos Stage Company was incorporated in 1995 and has been producing live theater performances in town since that date. Its performances are held in old school maintenance building in the civic center campus that is in poor exterior condition. The theater has 100 seats and stages approximately 135 event-days/evenings per year. At an assumed average attendance to be 80 percent of capacity, 50 percent of the attendees visiting the downtown for meals or drinks associated with the theater event, and an average expenditure of \$50, the current theater patrons generates an estimated \$270,000 in mostly restaurant and food service sales in the downtown. If an additional ten percent is

added for the sales of performers, theater staff and volunteers, the current theater impact on downtown sales would be approximately \$297,000.

In 2014, a group of community leaders proposed a new theater of approximately 190 seats with a 12,000 square feet overall size to be located in the downtown (Figure 22). With the excitement generated by a new building, we assume that the number of event-days/evenings would increase to 200 per year. At an assumed average attendance of 80 percent of capacity, 70 percent of the attendees visiting the downtown for meals or drinks, an average expenditure of \$55 per attendee, and including the impact of performers and staff, the new theater would generate an estimated \$1.29 million in downtown sales. The net gain mostly during the evening hours would be approximately \$1 million (Table 8).

Figure 22: Concept Illustration for New Downtown Theater



Source: A Theater and parking Garage for Downtown, Presentation to City Council June 10, 2014

Table 8: Estimated New Downtown Theater Impact on Downtown Sales

	Existing Theater	New Theater
Seating Capacity	100	190
Estimated Event Days/Evenings	135	200
Estimated Attendance @ 80% of Capacity	10,800	30,400
Estimated Percentage of Attendees Patronizing Downtown	50%	70%
Average Spending for Meals/Drinking/Incidentals	\$50	\$55
Theater Patron Sales Impact on Downtown	\$270,000	\$1,170,400
Add 10% for Performer and Staff Impact	\$297,000	\$1,287,440
Gain in Downtown Sales Due to New Theater Patrons/Performers/Staff		\$990,440

Source: LEG estimates based upon interview with Executive Director of Stage Company

This new 12,000 square foot theater will generate approximately \$1 million in additional downtown sales, almost entirely in restaurants, bars and coffee shops. This \$1 million in new sales represents a 2.7 percent increase in downtown restaurant sales and only a 0.7 percent increase in total downtown retail sales.

New Office, Residential or Hotel Development

The next step in the analysis is to determine at what levels of office, residential or hotel development would we achieve a comparable \$1 million in additional downtown sales. When 2015 citywide retail sales of \$329 million is divided by the population of Los Altos (30,500) and that of Los Altos Hills (8,600), each resident in these two communities account for \$8,400 in sale of which 45 percent is in downtown Los Altos (Table 3). The countywide per capita retail sales generation is approximately \$15,000, indicating that Los Altos is experiencing considerable leakage to surround areas like Stanford Shopping Center, the automobile dealerships along El Camino Real and Stevens Creek Boulevard and workplace related spending throughout the county and beyond. While this \$8,400 per resident is a benchmark for estimation, a number of other factors needs to taken into consideration:

- Approximately 3,000 employees work in Downtown Los Altos, 1,700 in the retail sector and 1,200 in the office sector and 100 or more in other sectors. Their spending needs to be considered.

- The residents living near or in the downtown would tend to make a higher proportion of their retail purchases downtown.
- Those of higher income, including employees in expensive new office buildings or residents buying or renting new housing in the downtown, would tend to have higher spending.

Taking all these factors into consideration, LEG has made estimates of the amount of each type of new development required to add \$1 million in new retail sales in the downtown (Table 9). As shown, it would require a new office building of 66,000 square feet or 64 new apartments (1,000 SF each) or 48 luxury condominiums (2,500 SF each) or 113 new hotel rooms to achieve a comparable level of retail and restaurant sales gain. As illustrated in Table 10, a five percent gain in downtown sales would require 490,000 square feet of new office space or 475 new apartment units (475,000 square feet) or 352 new luxury condominiums (880,000 square feet) or 863 new hotel rooms (690,000 square feet).

Table 9: Estimated Amount of New Development Needed for Additional Million in Downtown Sales

	Theater	Office	Apartments	Luxury Condos	Hotel
Square Footage of Development	12,000	66,000	64,000	120,000	90,000
Number of Units	1	1	64	48	113
Employees		200			90
Residents or Patrons			154	134	84
Local Spending per Person per Year		6,000	9,000	12,000	1,858,078
Downtown Los Altos Share		80%	70%	60%	50%
Sales Gain per Office Worker or Resident		4,800	6,300	7,200	
Downtown Sales Increase		\$960,000	\$967,680	\$967,680	\$929,039
Add New Retail Employee Spending	\$990,440	\$988,800	\$996,710	\$996,710	\$956,910
As Percent of 2015 Downtown Sales	0.7%	0.7%	0.7%	0.7%	0.7%

Source: Estimated by Land Econ Group

Table 10: Estimated Amount of New Development Needed to Achieve Five Percent Increase in Sale

	Office	Apartments	Luxury Condos	Hotel
Square Footage of Development	490,000	475,000	880,000	690,000
Number of Units	5	475	352	863
Employees	1,485			690
Residents or Patrons		1,140	986	647
Local Spending per Person per Year	6,000	9,000	12,000	14,245,266
Downtown Los Altos Share	80%	70%	60%	50%
Sales Gain per Office Worker or Resident	4,800	6,300	7,200	
Downtown Sales Increase	\$7,127,273	\$7,182,000	\$7,096,320	\$7,122,633
Add New Retail Employee Spending @ 3%	\$7,341,091	\$7,397,460	\$7,309,210	\$7,336,312
As Percent of 2015 Downtown Sales	5.0%	5.0%	5.0%	5.0%

Source: Estimated by Land Econ Group

Restructuring Parking Goals, Policies and Requirements

Either as an alternative or as a supplemental strategy to enhancing downtown sales and pedestrian vitality, a comprehensive restructuring of the City's downtown parking goals, policies and requirements would likely lead to smaller scale incremental change over time that is more in keeping with the community's desire to maintain downtown's village character. The next section covers LEG's recommendations for enhancing vitality while keeping the downtown's village character.

VII. Recommendations

The following seven recommendations are designed to enhance the vitality of Downtown Los Altos by 15 to 20 percent over a five to eight year period after implementation. They are also designed to encourage smaller scale incremental change that allows Downtown Los Altos to modernize while keeping the essence of its village character.

Permit Fitness Uses in Select Locations

Permit contemporary fitness and personal service type uses along State Street and perpendicular streets but maintain the key blocks of Main Street for retail and restaurant use. This change reduces the duration of retail vacancies, adds pedestrian activity in the downtown, enhances retail sales, protects property interests and does not degrade village character.

Overhaul Downtown Parking Requirements

Learn from downtowns with the level of pedestrian vitality desired by Los Altos.

Suggest 2.0 to 2.5 spaces per 1,000 square feet of office, retail, restaurant or personal service use. The single standard facilitates re-leasing of vacant space to maintain village liveliness. Eliminating per employee requirements removes development cost penalty against higher service restaurants.

Suggest 0.8 to 1.0 spaces per hotel sleeping room. Employees are able to purchase annual permits at a nominal cost. Eliminating employee requirements removes development cost penalty against higher quality and higher service hotels.

Institute a Parking In-Lieu Fee at \$25,000 to \$30,000 per space. The In-lieu Fees allows smaller properties to develop or redevelop. The money collected would accumulate in a Downtown Parking Fund and be used later to construct addition parking in or near the downtown as such parking is needed.

As parking demand grows in the downtown core, use permits, pricing and enforcement to shift employee parking to the areas less convenient for shoppers and restaurant patrons.

Move Forward with New Downtown Theater

Relative to the amount of new building mass added, the proposed new theater has very strong sales impact on restaurants in the downtown.

- Since a large majority of its patronage is in the evenings or on weekends, when parking downtown is not constrained, we suggest that the parking requirements for the new theater be

waived. Having theater patrons park throughout the downtown has a greater impact on vitality than having them drive in and out of a dedicated parking garage.

- Proceed with detailed feasibility study if needed. It is common for municipal performing arts centers to require an annual operating subsidy to cover maintenance and utilities. This issue should be addressed in the feasibility study.
- Initiate a fund raising campaign. Given the affluence of the community, we expect the entire project development cost to be covered by private donations raised through a well-conceived fund raising campaign.

Preserve Buildings and Landmarks of Historic Importance

The architectural character of some of its long-standing buildings contributes to Los Altos's village character. Those buildings or landmarks provide downtown a unique sense of place that is important for long-term vitality. It is time for Los Altos to formally identify those buildings and initiate the process of historic preservation. A state level historic designation prevents demolition and limits renovation options for the property owner, but can also confer tax benefits.

Add Public Spaces or Facilities that Enhance Sense of Place

The addition of public spaces, public facilities and events will bring more people downtown. The actual sales impact will depend upon the type of facility and crowd peaking characteristics of the events. An extreme peak in attendance leads to pedestrian and parking congestion that can diminish retail sales, but a series of events that have moderate and more even attendance can enhance downtown sales.

Permit Three Story Buildings at Select Locations with Top Floor Setback

The financial analysis shows that under current parking requirements a two-story height limit essentially restrict all new development and even with the recommended changes in parking requirements. Elevating the height limit from 30 to 40 feet at selected locations with top floor set back would add vitality to the downtown by allowing selected three-story office buildings to proceed.

Institute Downtown Design Review

Downtown's village character is not simply an issue of building height but very much also an issue of building design. It is time that Los Altos created a Downtown Design Review Committee to ensure that future projects of any significant scale reflects the community's desired character.

ECONOMICS AND FISCAL EVALUATION OF ALTERNATIVE VISIONS FOR DOWNTOWN LOS ALTOS

Prepared for:
City of Los Altos
RRM Design Group

Submitted by:
 **LAND ECON GROUP**

Date December 28, 2017
Project # 1702.057

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General and Limiting Conditions

Every reasonable effort has been made to ensure that the data and information contained in this report are accurate as of the date of this study. However, factors exist that are outside the control of Land Econ Group (LEG) that may affect the assumptions, estimates and forecasts contained herein. This study is based upon research information, estimates, assumptions and forecasts developed by LEG from independent research efforts and knowledge of the industry. LEG does not assume responsibility for inaccurate information provided by the clients, the client's agents and representatives, or other data sources used in the preparation of this study. The report is based upon information current as of November of 2017. LEG has not undertaken any updates of its research since such date.

Because future events and circumstances, many of which are not known or predictable as of the date of this study, may affect the estimates contained therein, no warranty or representation is made by LEG that any of the projected values or results contained in the study will actually be achieved.

I. Executive Summary

Alternatives Defined

In order to gain community feedback and to provide a basis for economic and fiscal evaluation, the RRM team has formulated four alternative future scenarios for Downtown Los Altos. These alternatives are presented in Figure 1 through Figure 4 and discussed in greater detail in the vision document. All of the alternatives assume the following changes to current zoning and parking requirements for the downtown.

- Revise zoning code to permit contemporary service uses by right, like:
 - Fitness studios and day spas
 - Yoga and Tai Chi studios
 - Martial arts classes and kinder gyms
 - Wine bars and beer gardens
 - Permit office use and/or residential or office lobby space on the ground floor, with the exception of the first 40 feet in depth for the current retail/restaurant spaces with frontage on Main and State Streets
 - Also prohibit office uses for frontage on Downtown Central Plaza
- Update parking requirements for Downtown commercial uses (retail, office and service)
 - Inside Parking District
 - Up to FAR 1.0 – No parking requirement (no change)
 - In excess of FAR 1.0 – 2.0 spaces per 1,000 SF for all commercial uses (retail, restaurants and services)
 - In Lieu Fee Option - \$25,000 per required space
 - Price of “White Dot” Permits increased from \$36 per year to \$72 per month in two or three steps
 - In Downtown but outside Parking District
 - 2.5 spaces per 1,000 SF for all commercial uses
 - In Lieu Fee Option - \$25,000 per required space
- Hotel use to be 0.8 spaces per guest room

Figure 1: Alternative One



Figure 2: Alternative Two



Figure 3: Alternative Three

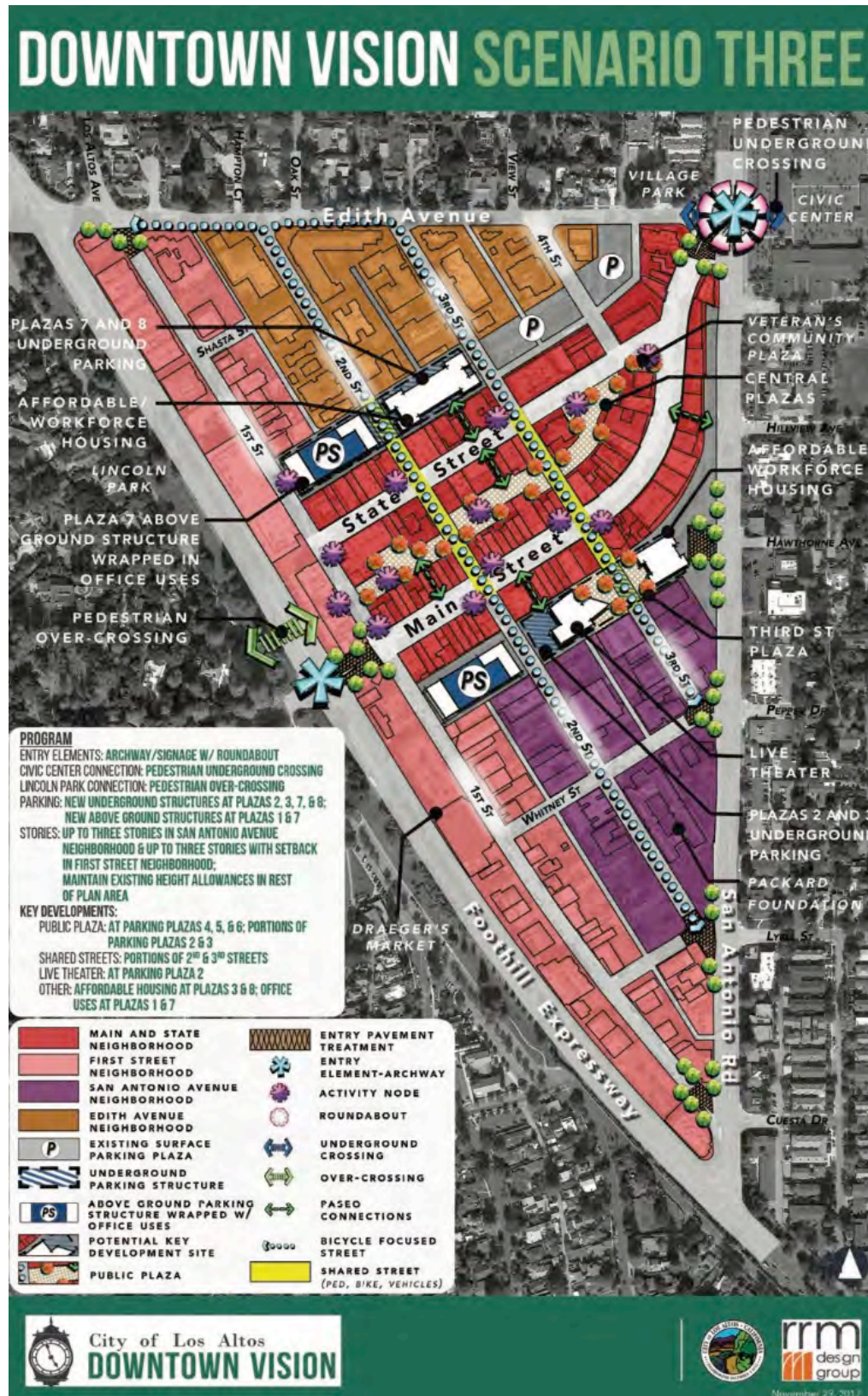
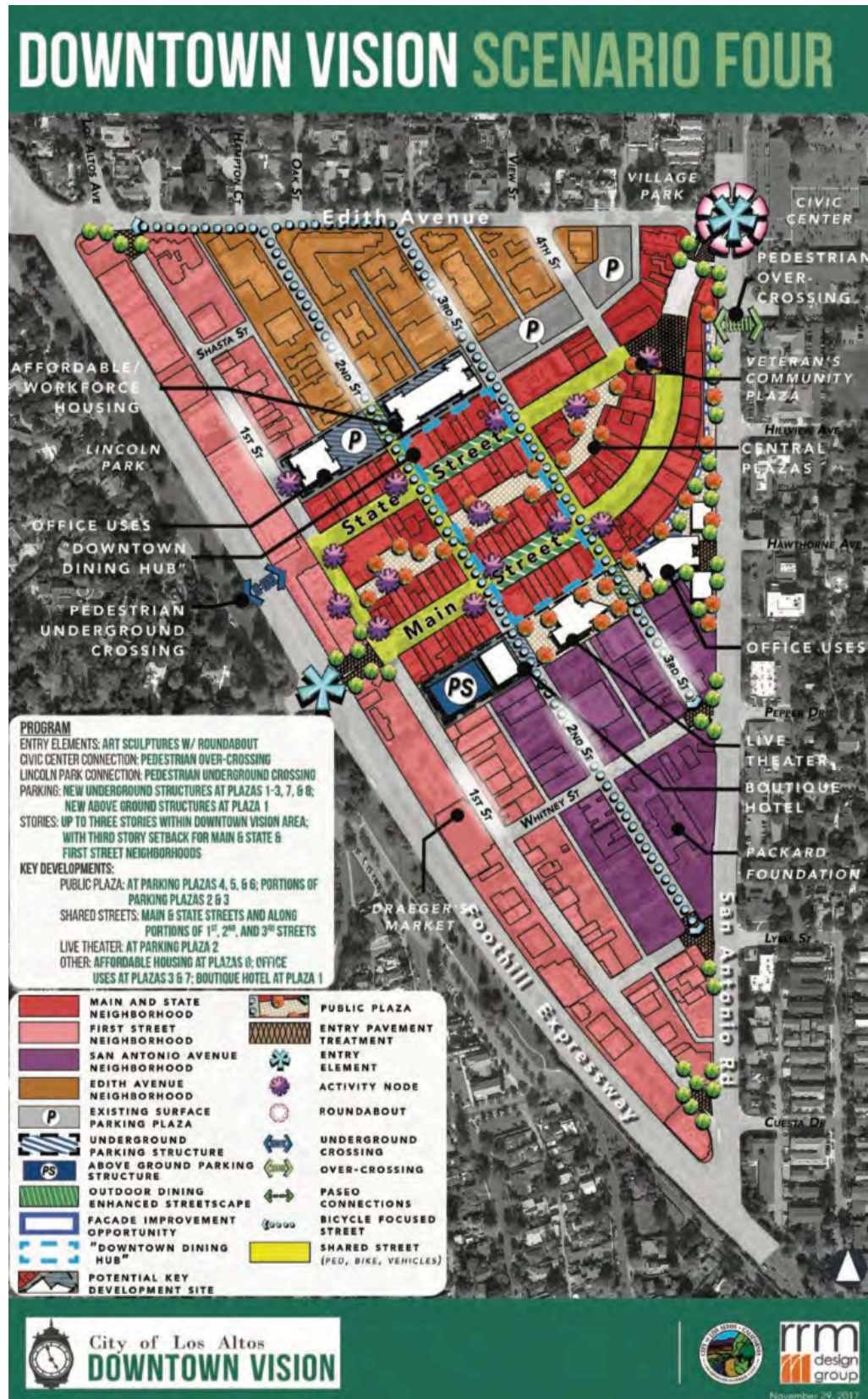


Figure 4: Alternative Four



Since the alternatives assume different levels of public improvements and amenities and varying height limits for different neighborhoods of downtown, they are projected to elicit different levels of real estate market response. The estimated development responses for the next ten years (2018 to 2028) are shown in Table 1 below. As shown, the amount of development expected increases from approximately 200,000 total square feet for Alternative One to 650,000 square feet for Alternative Four as zoning heights are increased and public amenities constructed.

Table 1: Estimated Ten-Year (2018-28) Development Impact of the Alternatives

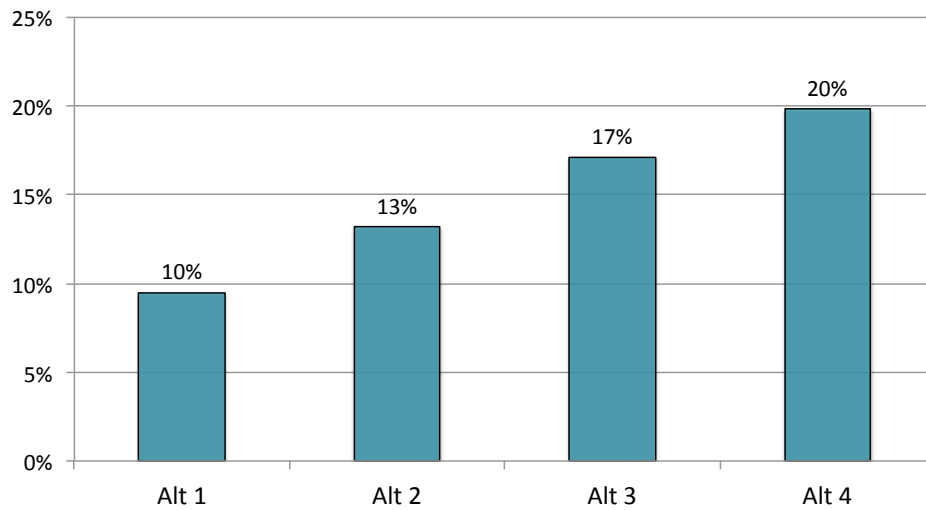
Alternatives	Office Space	Condos	Afford Apts	Live Theater	Hotel	New Retail or Restaurant	Less Old Retail	Total SF
Alternative 1	120,000	75,000				30,000	24,000	201,000
Alternative 2	175,000	75,000	50,000	12,000		35,000	28,000	319,000
Alternative 3	300,000	100,000	60,000	12,000		45,000	40,500	476,500
Alternative 4	425,000	125,000	60,000	12,000	40,000	50,000	60,000	652,000

Source: Land Econ Group

Vitality as Measured by Retail Sales

Since there is no rigorous and quantifiable measure of vitality available for Downtown Los Altos, LEG decided to use retail sales in the general retail, food and drug and restaurant sectors as a reasonable proxy for vitality. As shown in Table 1 above, while we favor the use of retail sales as the measure of vitality, a majority of the new development downtown over the next decade is projected to be office development. Development is a market driven private sector endeavor that carries considerable financial risk, and office is likely to be the highest economic use for most but not all downtown properties over the next decade.

Using the factors developed in the *Economic Vitality Strategy Options for Downtown Los Altos* study submitted in February of 2017 that estimated retail sales generation by gross square footage of new development for different land uses, the percentage of retail sales or downtown vitality gain by alternative is shown below in Figure 5. The alternatives that provide more public investment in infrastructure and amenities and permit more zoning height, result in more vitality gain.

Figure 5: Estimated Percentage Gain in Downtown Vitality in Next Decade as Measured by Retail Sales

Capital Cost of Public Improvements

Public improvements come at a public cost. The construction costs by alternative are shown in Figure 6 below, with the dominant cost being public parking. The balance is largely public plaza, street and sidewalk improvement costs. The comparison of public improvement cost to return as measured by annual retail sales gain suggests that as investment increases the rate of return does not increase in a constant proportion (see Figure 7). Without substantial office and residential development in the market area around downtown, such as in the Civic Center area and/or along the San Antonio Road or El Camino Real corridors, increasing the public investment above a certain cost range (approximately \$50 to \$70 million) will likely continue to enhance vitality but not in direct proportion to the amount of investment.

The City's operating surplus has been committed, and it does not currently have funding for this level of downtown improvement. However, the City does own an 18-acre campus at Civic Center. Depending upon the level of development intensity permitted, the real estate asset value of this campus could be worth \$200 to \$350 million. Replacement of facilities, such as a new library and city hall, would need to come out of that value. However, should the City wished to fully capitalize on this real estate asset with a public/private development approach, it is likely that sufficient funds could be made available for the improvement of downtown.

Figure 6: Estimated Public Improvement Cost by Alternative (Millions of Dollars)

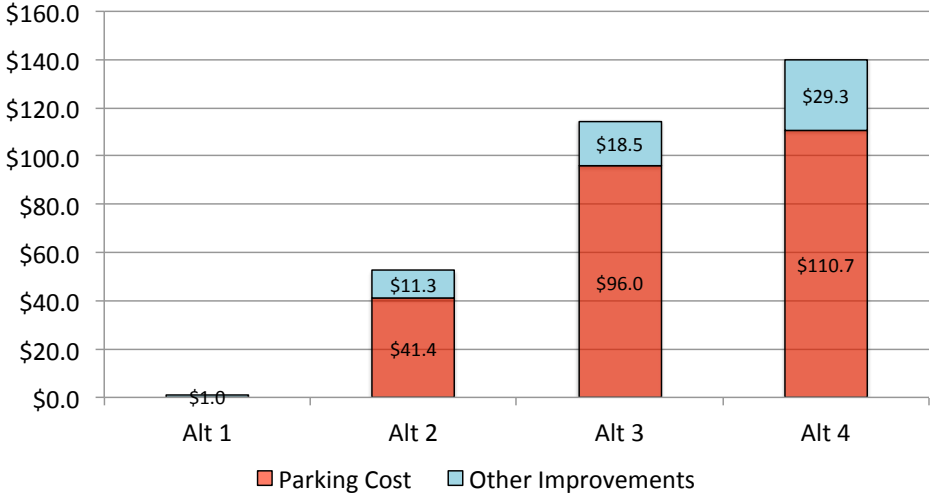
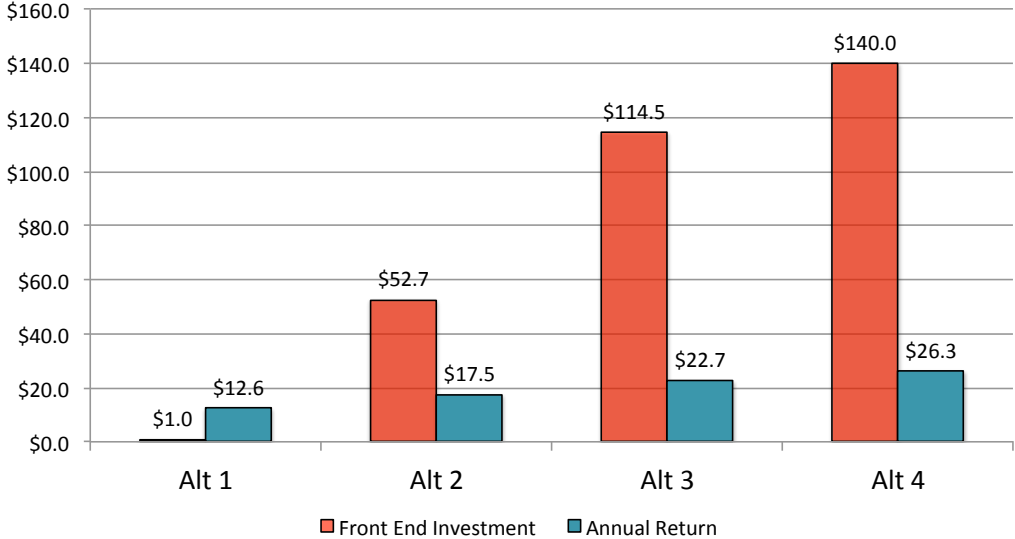


Figure 7: Investment Cost versus Annual Sales Gain in the Downtown (Millions of Dollars)

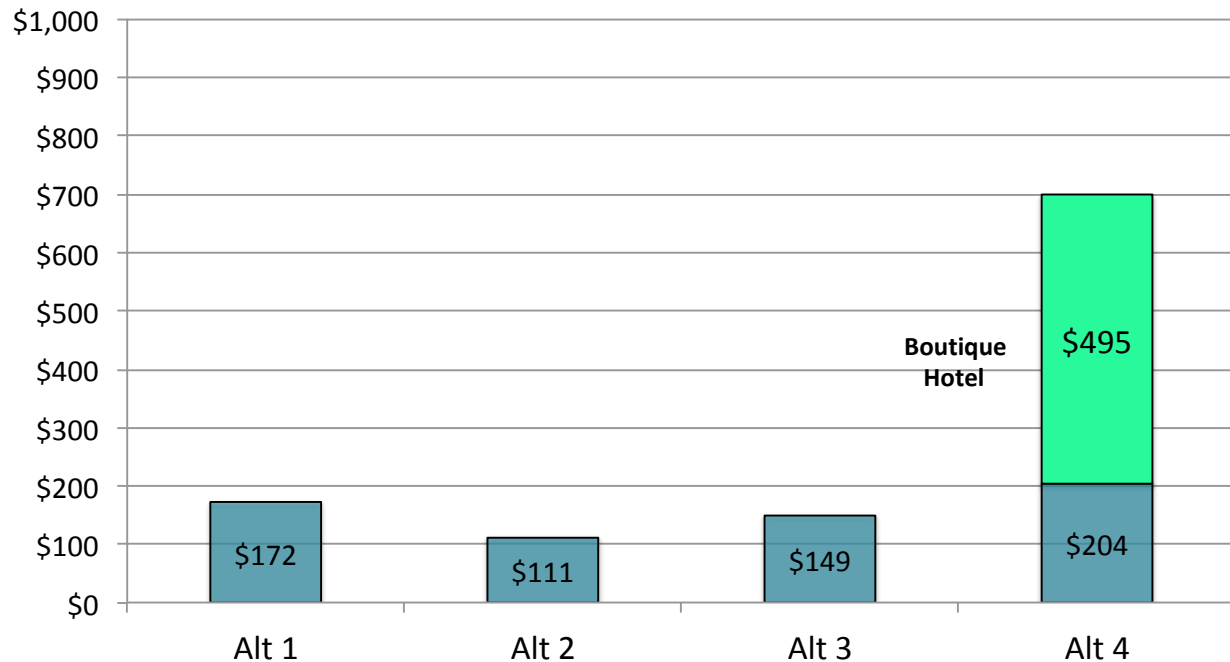


Impact of the Alternatives on the City’s General Fund Operation

In addition to estimating vitality gain and infrastructure investment required, the fiscal impact on Los Altos’ General Fund was also compared for the four alternatives. This fiscal analysis represents a one-year snapshot of Los Altos General Fund operations in 2028, assuming the projected developments have all been built over the ten-year period. Key General Fund revenue line items include property tax, sales tax, other taxes, licenses, permits and fees. Major General Fund expenditure line items include public

safety (fire and police), public works, recreation services, community development and administrative services.

Figure 8: General Fund Operating Impact of the Alternatives in 2028 (Thousands of Dollars)



Source: Estimates by Land Econ Group

The fiscal analysis indicates that the alternatives do not vary significantly with the exception of Alternatives Four, which includes a boutique hotel. The range of variation from \$111,000 to \$204,000, excluding the hotel, on an annual operating budget approaching \$40 million suggests that the on-going General Fund fiscal consideration should not play a decisive role in the selection of alternatives. This fiscal analysis does provide one other important lesson. A second boutique hotel could be included in any alternative that permits three-story development at the hotel site, and it would generate \$500,000 in annual transient occupancy tax revenue that would flow directly into the General fund. This analysis assumes a 67-room boutique hotel; a larger hotel would likely generate proportionately more revenue.

Recommendations from the Economics Perspective

The following seven recommendations are designed to enhance the vitality of Downtown Los Altos by 15 to 20 percent over the next ten years. They are also designed to encourage smaller scale incremental change that allows Downtown Los Altos to modernize while keeping the essence of its village character.

Permit Contemporary Fitness and Personal Service Type Uses by Right

Permit these uses along State Street and perpendicular streets but maintain the key blocks of Main Street, between First and Third Streets, for retail and restaurant use. This change reduces the duration of retail vacancies, adds pedestrian activity into the downtown, enhances retail sales, protects property interests and does not degrade village character.

Update Downtown Parking Requirements

Los Altos can learn from downtowns with the level of pedestrian vitality it desires, such as Burlingame, Los Gatos, San Luis Obispo and Santa Barbara. LEG recommends that Los Altos update its parking requirements for Downtown Commercial Uses (Retail, Office and Services) inside the Parking District to the following:

- Up to FAR 1.0 – No parking requirement (no change)
- In excess of FAR 1.0 – 2.0 spaces per 1,000 SF for all commercial uses
- In-Lieu Fee Option - \$25,000 per required space
- Price of “White Dot” Permits increased from \$36 per year to \$72 per month in two or three steps

In Downtown but outside the Parking District, the recommended revision would be as follows:

- 2.5 spaces per 1,000 SF for all commercial uses
- In-Lieu Fee Option - \$25,000 per required space

The single standard facilitates re-leasing of vacant space to maintain vitality. Eliminating per employee requirements removes the development cost penalty for higher service and higher quality restaurants.

The parking requirement for hotel use is recommended to be 0.8 spaces per guest room for all of the Downtown. The In Lieu Fee option would apply to hotels as well. The elimination of per employee requirements removes the development cost penalty for higher quality and higher service hotels that have more employees per guest room. Employees, or employers on their behalf, should be able to purchase “White Dot” permits at reasonable cost. The additional monies collected would accumulate in a Downtown Parking Fund, as supplemental revenue to the Parking In Lieu Fee collections and to parking citation revenue, and be used later to construct addition parking in or near the downtown as such parking is needed, including the provision of additional employee parking within the Civic Center campus.

The In-Lieu Fee recommendation at \$25,000 per stall in light of the estimated underground parking cost of \$60,000 per stall can be viewed from four perspectives:

- First, the difference is a subsidy to stimulate redevelopment and add vitality without altering the current zoning envelop and therefore maintain “village character.”

- Second, not all new public parking spaces need to cost \$60,000. The use of mechanical stackers even in an underground garage can lower the per stall cost to well under \$20,000. Such stackers are better suited for all day employee parking than for short-term visitor parking.
- Third, additional surface parking can be developed on the Civic Center campus across San Antonio Road for likely well under \$10,000 per stall without counting land cost, and pricing and/or enforcement strategies can be used to encourage downtown employees to use these more remote public lots.
- Fourth, some additional surface spaces may also be gained by restriping selected Parking District lots.

LEG views the changes to the City's Downtown Parking Requirements as its most important recommendation because it best serves the community's dual objectives of increasing vitality while maintaining village character. Shared private parking arrangements between likely adjacent property owners are certainly encouraged and would increase effective supply, and the City is encouraged to recognize formal private sharing agreements in satisfying zoning requirements.

Move Forward with New Downtown Live Theater

Relative to the amount of new building mass added, the proposed new live theater will have a very strong evening sales impact on restaurants in the downtown. Since a large majority of its patronage will be during the evenings or on weekends, when parking downtown is not constrained, we suggest that the parking requirements for the new theater be waived. Having theater patrons park throughout the downtown has a greater impact on pedestrian vitality than having them drive in and out of a dedicated parking garage under the theater. Given the affluence of the community, we expect the entire theater project cost, including construction and operation and maintenance, to be covered by private donations through a sophisticated fund raising campaign.

Add Public Spaces that Serve as Los Alto's "Living Room"

Los Altos currently lacks a central public space that defines the center of the community. LEG supports the creation of such a space to serve as the community's "living room." The addition of one or more public spaces will bring more people downtown, especially if activities are programmed on a regular basis.

Permit Three Story Buildings at Select Locations with Top Floor Setback

As the previous financial analysis has shown, a two-story height limit essentially restricts all new development even with the recommended changes in parking requirements. Elevating the height limit to three stories at selected locations with top floor set backs would add vitality to the downtown by allowing selected three-story office, hotel or residential buildings to be developed.

Promote a Second Boutique Hotel in the Downtown

A second and slightly larger boutique hotel in the downtown, in addition to the Enchante, will serve several objectives. Firstly, it will enhance local restaurant patronage and add evening activity. Secondly, the transient occupancy tax is a highly productive source of General Fund revenue. Thirdly, unlike office development, hotels generate relatively minor amounts of traffic during the peak commute hours when congestion is most severe. To attract such a hotel development, Los Altos Downtown will very likely need to increase the zoning height to three or more stories at the hotel site.

Permit Office Use on the Ground Floor at Selected Locations

Since many of the retail spaces in the downtown were built in an earlier era when on-site inventory storage was more important, these spaces are now too deep for contemporary retailing and difficult to lease. For such spaces, LEG recommends that office use be permitted in the rear, provided that the first 40 or 50 feet from the retail front is maintained for retail, restaurant or contemporary service uses. Such buildings would have two fronts, a retail front facing Main or State Street, and an office front facing parking plazas or alleys. However, there should one notable exception. If a central plaza is developed as the community living room, all ground floor frontages on that plaza should be restricted to retail and restaurant uses.

II. Introduction

Downtown Los Altos is the community shopping district that has served both the City of Los Altos and the Town of Los Altos Hills since 1950s. It is now being buffeted by economic crosscurrents including more competition from neighboring cities, E-commerce displacing brick and mortar retail stores, a booming Silicon Valley economy and increasing affluence of its market area residents. With concerns that its vitality is waning, the City has engaged a consultant team led by RRM Design Group to prepare a Vision Plan and an Economic Vitality Strategy for its downtown. Land Econ Group (LEG) is the real estate and land planning economics subconsultant on the RRM team. This economics analysis evaluates the four Vision Alternatives formulated by the RRM Design Group team. Its objective is to inform City policy decisions regarding the future of Downtown Los Altos in combination with other inputs such as the attitudes and preferences of local citizens and property owners. A map of the Downtown Project Area with the Parking District Lots is shown on the next page in Figure 9.

The economics analysis compares the Vision Alternatives along three interrelated dimensions:

- 1) The amount of additional vitality generated in the downtown using projected retail sales increase as an index for measuring vitality gain.
- 2) The investment versus return relationship between the cost of new infrastructure and amenities as compared to the gain in vitality.
- 3) The General Fund operating impacts.

This study is prepared by the Principals of LEG with William “Bill” Lee serving as chief author/analyst and Tanya Chiranakhon providing the fiscal analysis and modeling. RRM provided the preliminary cost estimates for the public improvements and amenities other than parking development cost, which were estimated by LEG.

Figure 9: Downtown and Parking District Lots



Source: RRM Design

III. The Vitality Gain of Downtown Vision Alternatives

Projected Development and Estimated Vitality Gain by Alternative

In order to gain community feedback and to provide a basis for economic and fiscal evaluation, the RRM team has formulated four alternative future scenarios for Downtown Los Altos. These alternatives are summarized in Figure 1 through Figure 4 in the Executive Summary and discussed in greater detail elsewhere in the vision document. All of the alternatives assume the following changes to current zoning and parking requirements for the downtown because these changes serve the community's dual objectives of adding vitality while maintaining village character. This set of baseline assumptions for all four alternatives do not assume any alterations to the current zoning in terms of permitted building heights.

- Revise zoning code to permit contemporary service uses by right, like:
 - Fitness studios and day spas
 - Yoga and Tai Chi studios
 - Martial arts classes and kinder gyms
 - Wine bars and beer gardens
 - Permit office use and/or residential or office lobby space on the ground floor, with the exception of the first 40 feet in depth for the current retail/restaurant spaces with frontage on Main and State Streets
 - Also prohibit office uses for frontage on Downtown Central Plaza
- Update parking requirements for Downtown commercial uses (retail, office and service)
 - Inside Parking District
 - Up to FAR 1.0 – No parking requirement (no change)
 - In excess of FAR 1.0 – 2.0 spaces per 1,000 SF for all commercial uses
 - In Lieu Fee Option - \$25,000 per required space
 - Price of “White Dot” Permits increased from \$36 per year to \$72 per month in two or three steps
 - In Downtown but outside Parking District
 - 2.5 spaces per 1,000 SF for all commercial uses
 - In Lieu Fee Option - \$25,000 per required space
- Hotel use to be 0.8 spaces per guest room

Since the alternatives assume different levels of public improvements and amenities and varying height limits for different neighborhoods of downtown, they are projected to elicit different levels of real estate market response. LEG's projected development responses for the next ten years (2018 to 2028) are shown in Table 1. These development forecasts were informed by detailed financial modeling that compared the capitalized value of properties based upon existing rents with residual land value of the same property given the zoning height permitted for each alternative. This comparison was used to estimate the probability of redevelopment for selected key properties. As shown in Table 1 in the Executive Summary, the amount of development expected increases from approximately 200,000 square feet for Alternative One to 650,000 square feet for Alternative Four. LEG estimates that the current building stock downtown totals 1.4 million square feet, so the alternatives represent a 14 to 46 percent increase in built square footage.

Since there is no rigorous and quantifiable measure of vitality available for Downtown Los Altos, LEG decided to use retail sales in the general retail, food and drug and restaurant sectors as a reasonable proxy variable. Local property owners have advanced the idea of using estimated daytime population as accommodated by additional development as a measure of vitality gain. We favor retail sales over daytime population for three reasons:

- Downtown currently has reasonable vitality during the workday lunch hours but lacks vitality during evenings and weekends. Using daytime population directly related to the quantity of development skews the measure in favor of office development, which admittedly is the highest and best economic use for most properties downtown. However, additional office development will further intensify lunch hour activity but add little to weekday evening and weekend vitality. Many CBDs of American cities were dominated by office development during the 1970s and 1980s, and they were very quiet during evenings and weekends.
- Strategies that attract local residents to visit downtown more frequently, such as central gathering space or a performing arts center, will result in increased retail sales particularly during evenings and weekends but may not add substantially to daytime population as measured by additional development. Such an approach does not fully recognize the added attraction power of public spaces and amenities.
- Since downtown Los Altos has a substantial parking resource that is under-utilized during evenings and weekends, strategies that take advantage of this under-utilized resource provide better overall economics for the community. Office development requires all day parking while strategies to increase retail sales can be targeted to exploit this resource.

While we favor the use of retail sales as a measure of vitality, a majority of the new development projected for the downtown over the next decade is office development simply because of market economics. Using the factors developed in the *Economic Vitality Strategy Options for Downtown Los Altos* study submitted in February of 2017 that estimated retail sales generation by gross square footage

of new development by land use, recapped in Table 2, the percentage retail sales or downtown vitality gain by alternative is shown below in Tables 3 through Table 6. The alternatives that provide more public investment in infrastructure and amenities and permit additional zoning height create more vitality gain, and a comparison is provided in Table 7.

Table 2: Estimated Downtown Sales Gain per 1,000 SF of New Development

	Office	Apartments	Luxury Condos	Hotel
Square Footage of Development	66,000	64,000	120,000	90,000
Number of Units	1	64	48	113
Employees	200			90
Residents or Patrons		154	134	84
Local Spending per Person per Year	6,000	9,000	12,000	1,858,078
Downtown Los Altos Share	80%	70%	60%	50%
Sales Gain per Office Worker or Resident	4,800	6,300	7,200	
Downtown Sales Increase	\$960,000	\$967,680	\$967,680	\$929,039
Include New Retail Employee Spending	\$988,800	\$996,710	\$996,710	\$956,910
Sales Increase per SF of New Development	\$14.98	\$15.57	\$8.31	\$10.63

Source: LEG's *Economic Vitality Strategy Options for Downtown Los Altos* February 28, 2017

Table 3: Estimated Downtown Retail Sales Gain for Alternative 1

Alternative 1	Office Space	Condos	New Retail or Restaurant*	Less Old Retail	Total
Expected New Development (2018 to 2028)	120,000	75,000	30,000	24,000	201,000
Downtown Sales Increase per SF	\$14.98	\$8.31	\$498.20	\$200.00	
Total Downtown Sales Gain	\$1,797,818	\$622,944	\$14,946,000	\$4,800,000	\$12,566,762
Estimated 2016 Downtown Retail Sales**					\$132,804,000
Percentage Gain					9.5%

*Adjusted for double counting of contribution from new office and residential development

** Includes only food, drug, general and consumer goods and restaurants

Source: Land Econ Group

Table 4: Estimated Downtown Retail Sales Gain for Alternative 2

Alternative 2	Office Space	Condos	Workforce Apartments	Live Theater	New Retail or Restaurant*	Less Old Retail	Total
Expected New Development (2018-28)	175,000	75,000	50,000	12,000	35,000	28,000	319,000
Downtown Sales Increase per SF	\$14.98	\$8.31	\$15.57		\$517.00	\$200.00	
Total Downtown Sales Gain	\$2,621,818	\$622,944	\$778,680	\$990,440	\$18,095,000	\$5,600,000	\$17,508,882
Estimated 2016 Downtown Retail Sales**							\$132,804,000
Percentage Gain							13.2%

*Adjusted for double counting of contribution from new office and residential development and impact of public plazas

** Includes only food, drug, general and consumer goods and restaurants

Source: Land Econ Group

Table 5: Estimated Downtown Retail Sales Gain for Alternative 3

Alternative 3	Office Space	Condos	Workforce Apartments	Live Theater	New Retail or Restaurant*	Less Old Retail	Total
Expected New Development (2018-28)	300,000	100,000	60,000	12,000	45,000	40,500	476,500
Downtown Sales Increase per SF	\$14.98	\$8.31	\$15.57		\$522.50	\$200.00	
Total Downtown Sales Gain	\$4,494,545	\$830,592	\$934,416	\$990,440	\$23,512,500	\$8,100,000	\$22,662,493
Estimated 2016 Downtown Retail Sales**							\$132,804,000
Percentage Gain							17.1%

*Adjusted for double counting of contribution from new office and residential development and impact of public plazas

** Includes only food, drug, general and consumer goods and restaurants

Source: Land Econ Group

Table 6: Estimated Downtown Retail Sales Gain for Alternative 4

Alternative 4	Office Space	Condos	Workforce Apartments	Live Theater	Hotel	New Retail or Restaurant*	Less Old Retail	Total
Expected Development (2018-28)	425,000	125,000	60,000	12,000	40,000	50,000	60,000	652,000
Downtown Sales Increase per SF	\$14.98	\$8.31	\$15.57		\$10.63	\$570.00	\$200.00	
Total Downtown Sales Gain	\$6,367,273	\$1,038,240	\$934,416	\$990,440	\$425,293	\$28,500,000	\$12,000,000	\$26,255,662
Estimated 2016 Downtown Retail Sales**								\$132,804,000
Percentage Gain								19.8%

*Adjusted for double counting of contribution from new office and residential development and impact of public plazas

** Includes only food, drug, general and consumer goods and restaurants

Source: Land Econ Group

Table 7: Comparison of Ten-Year Development and Vitality Gain

	Alt 1	Alt 2	Alt 3	Alt 4
Projected Development in SF (2018-28)	201,000	319,000	476,500	652,000
Estimated Downtown Sales Gain	\$12,566,762	\$17,508,882	\$22,662,493	\$26,255,662
Percentage Gain in Retail Sales	9.5%	13.2%	17.1%	19.8%

Source: Land Econ Group

Investment Cost by Alternative

In addition to assuming changes in parking requirements and zoning heights, each alternative also assumes a set of investments in infrastructure and/or amenities. RRM Design has illustrated these in the vision document, and their costs are summarized below in Table 8.

Table 8: Preliminary Estimate of Public Improvement Cost by Alternative (\$1,000)

	Alt 1	Alt 2	Alt 3	Alt 4
Public Infrastructure or Amenitiy Improvements				
Primary Entry Element	\$1,000	\$1,200	\$1,400	\$1,600
Primary Entry Mounment		50	300	400
Public Central Plaza		1,000	2,400	3,600
Third Street Plaza			1,100	1,400
Pedestrian Overcrossing - San Antonio/Edith		3,400		3,400
Pedestrian Undercrossing - San Antonio/Edith			5,200	5,200
Pedestrian Undercrossing - Foothill		5,600		5,600
Pedestrian Overcrossing - Foothill			3,800	
Roundabout - San Antonio/Edith			4,300	4,300
Shared Streets				2,400
Pedestrian Streetscape				1,400
Subtotal Infrastructure and Amenities	\$1,000	\$11,250	\$18,500	\$29,300
New Parking Garages for Replacement Parking				
Parking - Underground at \$60,000 per stall		\$41,400	\$82,800	\$103,500
Parking - Above Ground at \$30,000 per Stall			13,200	7,200
Subtotal Parking Garages	\$0	\$41,400	\$96,000	\$110,700
Total Cost by Alternative	\$1,000	\$52,650	\$114,500	\$140,000

Source: RRM Design

As shown, the capital costs vary widely from \$1 million in Alternative One to \$140 million in Alternative Four. Alternatives Two, Three and Four all remove surface parking from the Parking District lots to accommodate the creation of new public gathering spaces. This lost parking plus the parking required to accommodate new development would be built in new public garages, with most of the spaces built in below grade garages at an estimated \$60,000 per stall. As a consequence, a majority of the capital cost in Alternatives Two, Three and Four is for the construction of public parking garages.

The comparison of public improvement cost to return as measured by annual retail sales increase suggests that as investment increases the rate of return does not increase in a constant proportion (see Figure 7 in Executive Summary). Without substantial office and residential development in the market area around downtown, such as in the Civic Center area and/or along the San Antonio Road and the El Camino Real corridor, increasing the public investment above a certain cost range (approximately \$50 to \$70 million) will likely continue to enhance vitality but not in direct proportion to the amount of investment.

IV. General Fund Operating Impact Comparison

In addition to estimating vitality gain and infrastructure investment required, the fiscal impact on Los Altos' General Fund was also examined for the four alternatives. This fiscal analysis represents a one-year snapshot of Los Altos General Fund operations in 2028 assuming the projected developments have all been built in the next ten years. Key General Fund revenue line items include property tax, sales tax, other taxes, licenses, permits and fees. Major General Fund expenditure line items include public safety (fire and police), public works, recreation services, community development and administrative services. The amount of incremental development projected for each of the four alternatives for the 2018 to 2028 timeframe is recapped in Table 9 below, and the translation of this new development into new population and employment is shown in Table 10.

Table 9: Amount of New Development by Alternative

	Alternative 1	Alternative 2	Alternative 3	Alternative 4
Net New Development				
Residential Units				
Condos ¹	38	38	51	63
Workforce Apts ¹		60	71	71
Commercial or Cultural SF				
Office	120,000	175,000	300,000	425,000
Retail ²	6,000	7,000	4,500	-10,000
Live Theater		12,000	12,000	12,000
Hotel				40,000
Hotel Units				67

¹ Average unit sizes of 2,100SF for condominiums and 900SF for workforce apartments

² New retail or restaurant square footage less old retail square footage

Source: Land Econ Group

Table 10: Projected New Population and Employment Downtown in 2028

		Alternative 1	Alternative 2	Alternative 3	Alternative 4
Net New Development	Ratios				
Residential Population	Per Unit				
Condos	2.2	83	83	111	139
Workforce Apts	2.7	0	161	193	193
Total New Residential Population		83	244	304	332
Employment	Per 1,000 SF				
Office	3.4	408	595	1,020	1,445
Retail	2.9	17	20	13	-29
Live Theater	1.0	0	12	12	12
Hotel (per room ¹)	1.1	0	0	0	73
Total New Employment		425	627	1,045	1,501

¹ 600 gross square feet per hotel room

Source: Land Econ Group

Because employees tend to spend less time in the city and will therefore place a lower per person burden on municipal services as compared to residents, each employee is estimated to impose one-third of the service cost burden as compared to one resident. In addition, intergovernmental and other municipal revenue sources are often related more directly to resident population than to the number of employees. Based upon a large body of practice, we have assigned a service weight of 1.00 to each additional resident and a service weight of 0.33 to each additional employee. The total Los Altos “resident equivalent” population is then currently 35,900 as shown in Table 11 below. This resident equivalent population growth is used to calculate the change in selected General Fund revenue and expense line items.

Table 11: Los Altos Resident Equivalent Service Population

	Key Demographic Characteristics	Service Weight	Service Population
Population	31,060	1.00	31,060
Employment	14,666	0.33	4,840
Total Resident Equivalent Population			35,900

Source: ESRI Business Analyst 2017; US Census and LEG

General Fund Revenues and Expenditures

The detailed methodology used to estimate General Fund revenues by line item are shown Table 12. While some line items are estimated by service population, Property Tax, Sales and Use Taxes, Transient Occupancy Tax and Real Property Transfer Tax are estimated based upon the type, value and amount of new development. The methodology used to estimate General Fund expenditures are detailed in Table 13, and all of the line item estimates are based upon service population, and each line item has a fixed versus variable portion. This is because certain cost items, like city hall space or fire truck depreciation are not that sensitive to minor incremental changes in total Los Altos service population as represented by the Downtown Vision Alternatives.

Table 12: General Fund Revenue Forecasting Method by Line Item

General Fund Revenue	Amount	Method	Gross Per Service Population	Fixed	Variable	Net Per Additional Service Population
Property Tax	\$18,775,472	Development	--	--	--	--
Sales Tax	\$3,195,628	Development	--	--	--	--
Utility Users Tax	\$2,672,236	Service Population	\$74.44	15%	85%	\$63.27
Other Taxes	\$3,921,510					
Transient Occupancy Tax	\$2,608,368	Development	--	--	--	--
Business Licenses	\$520,687	Service Population	\$14.50	75%	25%	\$3.63
Real Estate Transfer Tax	\$617,355	Development	--	--	--	--
Motor Vehicle License Tax	\$12,119	Service Population	\$0.34	15%	85%	\$0.29
Building Development	\$162,981	Service Population	\$4.54	15%	85%	\$3.86
Licenses, Permits and Fees	\$3,699,597	Service Population	\$103.05	15%	85%	\$87.60
Grants and Donations	\$8,480	Not Applicable	--	--	--	--
Charges for Services	\$4,568,228	Not Applicable	--	--	--	--
Fines and Forfeitures	\$242,889	Not Applicable	--	--	--	--
Interests and Rentals	\$451,355	Not Applicable	--	--	--	--
Other	\$179,406	Service Population	\$5.00	50%	50%	\$2.50
Total Revenues	\$41,636,311					\$161.14

Source: City of Los Altos, Comprehensive Annual Financial Report FY ending June 30, 2016 with estimates by Land Econ Group

Table 13: General Fund Expenditure Forecasting Method by Service Population

General Fund Expenditures	Amount	Method	Gross Per		Net Per Additional	
			Service Population	Fixed	Variable	Service Population
Public Safety	\$16,195,290	Service Population	\$451.13	15%	85%	\$383.46
Public Works	\$4,858,636	Service Population	\$135.34	15%	85%	\$115.04
Recreation	\$2,422,823	Service Population	\$67.49	10%	90%	\$60.74
Community Development	\$6,052,100	Service Population	\$168.58	15%	85%	\$143.30
Admin/Community Services	\$4,851,512	Service Population	\$135.14	20%	80%	\$108.11
Total Expenditures	\$34,380,361					\$810.64

Source: City of Los Altos, Comprehensive Annual Financial Report FY ending June 30, 2016 with estimates by Land Econ Group

Four of the more significant General Fund revenue line items are determined by new development; they are summarized below and calculated in detail in the associated tables:

- **Property Tax Revenue** – This is calculated by multiplying the amount of each type of new development against the projected per square foot assessed value of such development. A one percent property tax rate, as prescribed by Proposition 13, is then applied to compute total incremental property tax revenue. The City’s allocation of 11.7 percent is then applied to the gross tax revenue to estimate new property tax revenue generated by. Because the other 88.3 percent of the property tax dollar flows to the school district, the community college district, the transit district, Santa Clara County and other special districts, Los Altos’ property tax gain from new development is modest (see Table 14). In addition, new workforce housing built by non-profit developers does not generate property tax.
- **Sales Tax** – The sales tax gain by alternative was estimated in the foregoing assessment of vitality. This fiscal analysis applied that previous estimate. Residents of new workforce housing will generate new retail sales and sales tax on par with dwellers of market rate apartments.
- **Transient Occupancy Tax** – Hotels generate a room tax or transient occupancy tax (TOT) that is 11 percent in Los Altos. Alternative Four includes a new boutique hotel of 67 rooms. Assuming an average occupancy rate of 74 percent and an average effective room rate of \$250, this new hotel generates \$495,000 in General Fund revenue (see Table 15). This hotel could be in any alternative that would permit three stories to achieve feasibility. A larger hotel would generate proportionately more TOT revenue.
- **Real Estate Transfer Tax** - The new development assumed for each alternative will have ownership turn over with time, and a Real Estate Transfer Tax is applied at the time of that turn over. For the City, this tax rate is \$0.55 per \$1,000 of transaction value. The assessed value of

the new development, the average annual turnover rate and the application of the tax rate are all calculated in Table 16.

The aggregated General Fund revenue impacts are shown in Table 17 and the aggregated Expenditure impacts in Table 18. The fiscal impact by alternative is then summarized in Table 19. The operating fiscal impacts of the alternatives range from a low of \$111,000 in Alternative Two to a high of \$699,000 in Alternative Four. The boutique hotel, which is only in Alternative Four, accounts for \$495,000 of the revenue balance in that alternative. Without the hotel, Alternative Four would only have a positive balance of only \$204,000. This fiscal analysis provides two lessons to Los Altos decision makers. First, a second boutique hotel is worthy of consideration in any selected alternative, but it would very likely require a minimum of three stories to be financially feasible. Second, with an annual operating budget approaching \$40 million, the variation by alternative is in the one percent range. Fiscal impact is a consideration in the selection of alternatives, but hardly a decisive one.

Table 14: Estimated Property Tax Generation by Alternative

	Alternative 1				Alternative 2			
	Value per Unit or SF	Units or SF	Total Assessed Value	Gross Property Tax @ 1%	Units or SF	Total Assessed Value	Gross Property Tax @ 1%	
Total Development by 2028								
Residential Units								
Condos	\$2,100,000	38	79,545,455	795,455	38	79,545,455	795,455	
Workforce Apts (Non Profit)	Not Taxable	0	0	0	60	0	0	
Total Residential Units		38	\$79,545,455	\$795,455	97	\$79,545,455	\$795,455	
Commercial SF								
Office	\$550	120,000	66,000,000	660,000	175,000	96,250,000	962,500	
Retail	\$425	6,000	2,550,000	25,500	7,000	2,975,000	29,750	
Live Theater	Not Taxable	0	0	0	12,000	0	0	
Hotel	\$525	0	0	0	0	0	0	
Total Commercial		126,000	\$68,550,000	\$685,500	194,000	\$99,225,000	\$992,250	
Total by 2028			\$148,095,455	\$1,480,955		\$178,770,455	\$1,787,705	
City of Los Altos General Fund Share 11.7%				\$173,272			\$209,161	
Total Development by 2028								
Residential Units								
Condos	\$2,100,000	51	106,060,606	1,060,606	63	132,575,758	1,325,758	
Workforce Apts (Non Profit)	Not Taxable	71	0	0	71	0	0	
Total Residential Units		122	\$106,060,606	\$1,060,606	135	\$132,575,758	\$1,325,758	
Commercial SF								
Office	\$550	300,000	165,000,000	1,650,000	425,000	233,750,000	2,337,500	
Retail	\$425	4,500	1,912,500	19,125	-10,000	-4,250,000	-42,500	
Live Theater	Not Taxable	12,000	0	0	12,000	0	0	
Hotel	\$525	0	0	0	40,000	21,000,000	210,000	
Total Commercial		316,500	\$166,912,500	\$1,669,125	467,000	\$250,500,000	\$2,505,000	
Total by 2028			\$272,973,106	\$2,729,731		\$383,075,758	\$3,830,758	
City of Los Altos General Fund Share 11.7%				\$319,379			\$448,199	

Source: Estimates by Land Econ Group

Table 15: Estimated Transient Occupancy Tax for Boutique Hotel

	Alternative 1	Alternative 2	Alternative 3	Alternative 4
Number of Hotel Rooms	0	0	0	67
Occupancy Rate ¹	74%			
Annual Occupied Room Nights	0	0	0	18,007
Average Daily Rate ¹	\$250			
Annual Revenue	\$0	\$0	\$0	\$4,501,667
Transient Occupancy Tax (TOT) Rate	11.0%			
Total Annual TOT Revenues	\$0	\$0	\$0	\$495,183

Source: City of Los Altos with estimates by Land Econ Group

Table 16: Estimated Real Estate Transfer Tax from New Development in 2028

Development by 2028	Alternative 1				Alternative 2			
	Total Assessed Value	Avg Annual % Sold	Amount Subject to Real Estate Transfer Tax	Real Estate Transfer Tax @ \$0.55 per \$1,000 of Value	Total Assessed Value	Avg Annual % Sold	Amount Subject to Real Estate Transfer Tax	Real Estate Transfer Tax @ \$0.55 per \$1,000 of Value
Residential Units								
Condos	79,545,455	12%	9,545,455	5,250	79,545,455	12%	9,545,455	5,250
Affordable Apts	0	0%	0	0	0	0%	0	0
Total Units	\$79,545,455	12%	\$9,545,455	\$5,250	\$79,545,455	12%	\$9,545,455	\$5,250
Commercial SF								
Office	66,000,000	10%	6,600,000	3,630	96,250,000	10%	9,625,000	5,294
Retail	2,550,000	10%	255,000	140	2,975,000	10%	297,500	164
Live Theater	0	0%	0	0	0	0%	0	0
Hotel	0	8%	0	0	0	8%	0	0
Total Commercial	\$68,550,000	10%	\$6,855,000	\$3,770	\$99,225,000	10%	\$9,922,500	\$5,457
Total by 2028	\$148,095,455			\$9,020	\$178,770,455			\$10,707
Development by 2028	Alternative 3				Alternative 4			
	Total Assessed Value	Avg Annual % Sold	Amount Subject to Real Estate Transfer Tax	Real Estate Transfer Tax @ \$0.55 per \$1,000 of Value	Total Assessed Value	Avg Annual % Sold	Amount Subject to Real Estate Transfer Tax	Real Estate Transfer Tax @ \$0.55 per \$1,000 of Value
Residential Units								
Condos	106,060,606	12%	12,727,273	7,000	132,575,758	12%	15,909,091	8,750
Affordable Apts	0	0%	0	0	0	0%	0	0
Total Units	\$106,060,606	12%	\$12,727,273	\$7,000	\$132,575,758	12%	\$15,909,091	\$8,750
Commercial SF								
Office	165,000,000	10%	16,500,000	9,075	233,750,000	10%	23,375,000	12,856
Retail	1,912,500	10%	191,250	105	-4,250,000	10%	-425,000	-234
Live Theater	0	0%	0	0	0	0%	0	0
Hotel	0	8%	0	0	21,000,000	8%	1,680,000	924
Total Commercial	\$166,912,500	10%	\$16,691,250	\$9,180	\$250,500,000	10%	\$24,630,000	\$13,547
Total by 2028	\$272,973,106			\$16,180	\$383,075,758			\$22,297

Source: Estimates by Land Econ Group

Table 17: General Fund Revenue Impact of Downtown Alternatives by 2028

General Fund Revenue	Alternative 1			Alternative 2			
	Net per Additional Service Population @ 100% Weight	Net per Additional Service Employment @ 33% Weight	Total General Fund Revenue Impact	New Pop	New Emp	Total General Fund Revenue Impact	
New Population or Employment				83	425	244	627
Revenue Line Items							
Property Tax	--	--	\$173,272				\$209,161
Sales Tax	--	--	\$125,668				\$175,089
Utility Users Tax	\$63.27	\$20.88	\$14,155	\$5,273	\$8,882	\$15,441	\$28,539
Other Taxes							
Transient Occupancy Tax	--	--	\$0				\$0
Business Licenses	\$3.63	\$1.20	\$811	\$302	\$509	\$885	\$1,636
Real Estate Transfer Tax	--	--	\$9,020				\$10,707
Motor Vehicle License Tax	\$0.29	\$0.09	\$64	\$24	\$40	\$70	\$129
Building Development	\$3.86	\$1.27	\$863	\$322	\$542	\$942	\$1,741
Licenses, Permits and Fees	\$87.60	\$28.91	\$19,596	\$7,300	\$12,297	\$21,377	\$39,511
Other	\$2.50	\$0.82	\$10,245	\$208	\$351	\$610	\$10,245
Total Revenues			\$353,694				\$476,757
General Fund Revenue	Alternative 3			Alternative 4			
	Net per Additional Service Population @ 100% Weight	Net per Additional Service Employment @ 33% Weight	Total General Fund Revenue Impact	New Pop	New Emp	Total General Fund Revenue Impact	
New Population or Employment				304	1,045	332	1,501
Revenue Line Items							
Property Tax	\$0.00	--	\$319,379				\$448,199
Sales Tax	\$0.00	--	\$226,625				\$262,557
Utility Users Tax	\$0.00	\$0.00	\$41,052	\$19,232	\$21,820	\$20,990	\$52,323
Other Taxes							
Transient Occupancy Tax	\$0.00	--	\$0				\$495,183
Business Licenses	\$0.00	\$0.00	\$2,353	\$1,102	\$1,250	\$1,203	\$2,999
Real Estate Transfer Tax	\$0.00	--	\$16,180				\$22,297
Motor Vehicle License Tax	\$0.00	\$0.00	\$186	\$87	\$99	\$95	\$237
Building Development	\$0.00	\$0.00	\$2,504	\$1,173	\$1,331	\$1,280	\$3,191
Licenses, Permits and Fees	\$0.00	\$0.00	\$56,835	\$26,626	\$30,209	\$29,059	\$72,438
Other	\$0.00	\$0.00	\$10,245	\$760	\$862	\$829	\$10,245
Total Revenues			\$675,358				\$1,369,668

Source: Estimates by Land Econ Group

Table 18: General Fund Expenditure Impact by Alternative by 2028

	Net per Additional Service Population @ 100% Weight	Net per Additional Service Employment @ 33% Weight	Alternative 1			Alternative 2			Alternative 3			Alternative 4		
			New Pop	New Emp	Total General Fund Exp Impact	New Pop	New Emp	Total General Fund Exp Impact	New Pop	New Emp	Total General Fund Exp Impact	New Pop	New Emp	Total General Fund Exp Impact
General Fund Expenditures			83	425	244	627	304	1,045	332	1,501				
New Population or Employment														
Expenditure Line Items														
Public Safety	\$383.46	\$126.54	\$31,955	\$53,830	\$93,582	\$79,379	\$116,559	\$132,241	\$248,800	\$127,210	\$189,895	\$317,105		
Public Works	\$115.04	\$37.96	\$9,587	\$16,149	\$28,075	\$23,814	\$34,968	\$39,673	\$74,641	\$38,163	\$56,969	\$95,133		
Recreation	\$60.74	\$20.04	\$5,062	\$8,527	\$14,823	\$12,574	\$18,463	\$20,947	\$39,410	\$20,150	\$30,079	\$50,230		
Community Development	\$143.30	\$47.29	\$11,941	\$20,116	\$34,971	\$29,664	\$43,557	\$49,418	\$92,975	\$47,538	\$70,963	\$118,501		
Admin/Community Services	\$108.11	\$35.68	\$9,009	\$15,177	\$26,385	\$22,380	\$32,863	\$37,284	\$70,147	\$35,866	\$53,539	\$89,405		
Sub-Total Expenditures			\$181,353		\$365,645		\$525,973		\$670,373					
Total Expenditures			\$181,353		\$365,645		\$525,973		\$670,373					

Source: Estimates by Land Econ Group

Table 19: Summary of Fiscal Impact of Downtown Alternatives

	Alternative 1	Alternative 2	Alternative 3	Alternative 4
Estimated General Fund Revenue Impact	\$353,694	\$476,757	\$675,358	\$1,369,668
Estimated General Fund Expenditure Impact	(181,353)	(365,645)	(525,973)	(670,373)
Net City of Los Altos General Fund Impact	\$172,341	\$111,112	\$149,386	\$699,295

Source: Land Econ Group

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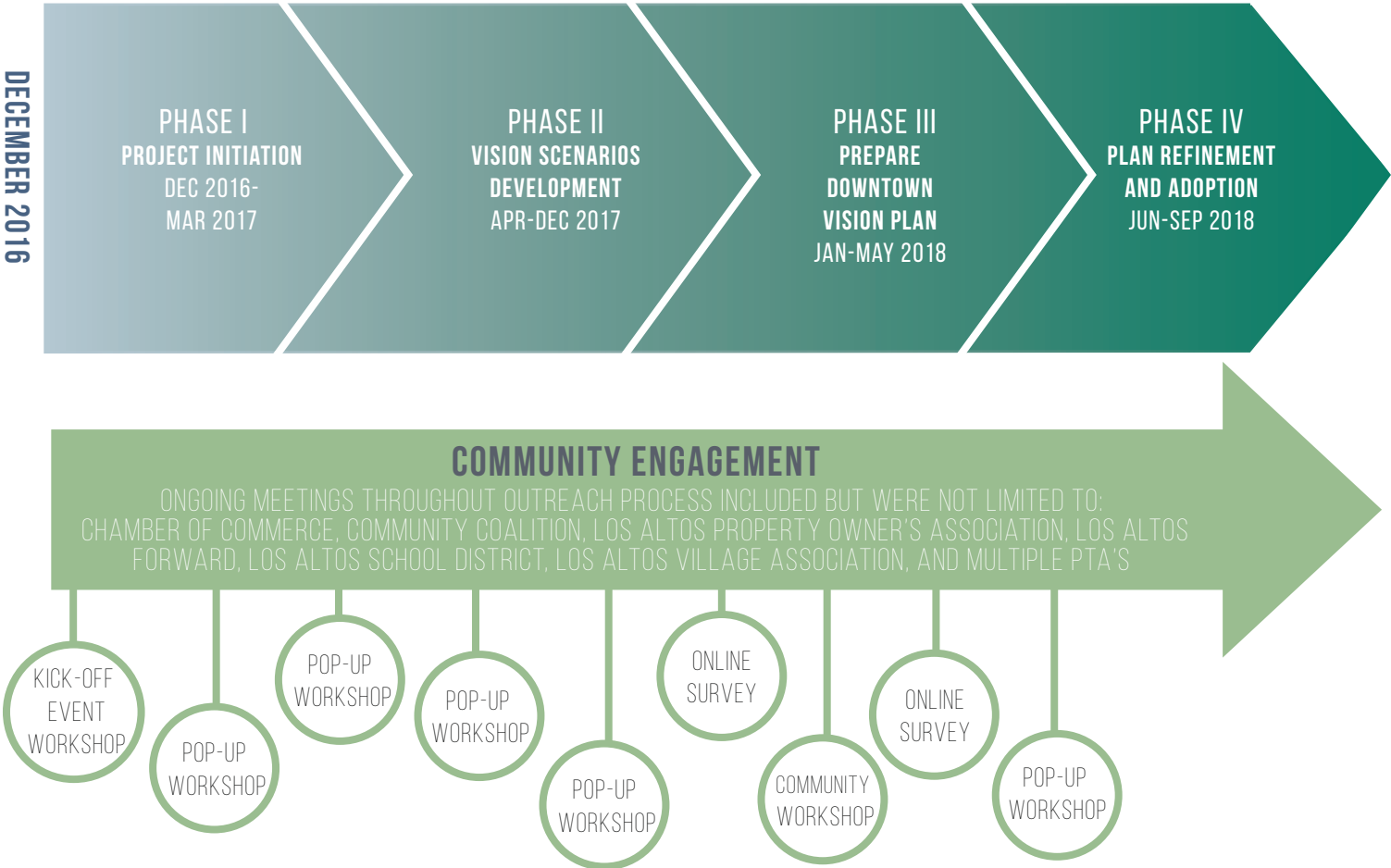


11 - APPENDIX B

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COMMUNITY ENGAGEMENT PROCESS

This Vision Plan reflects the community’s preferred vision for the future of Downtown Los Altos. The community’s preferred vision evolved after an extensive outreach process that included a broad spectrum of community engagement opportunities including stakeholder meetings, community group meetings, community workshops, pop-up workshops at community functions, committee meetings, and City Council meetings. In addition to in-person meetings, the community was contacted through mailed and emailed postcards, a project website was prepared and two online questionnaires were conducted at key stages of the community engagement process. The multiple platforms provided residents and stakeholders with alternative methods of providing input on their vision for the future of Downtown and ensured that all who wanted to engage in the process were given the opportunity. In total, approximately 30 events and two online questionnaires were undertaken during the community engagement process.



Timeline graphic displaying outreach process.

Many key themes were identified by the community that are represented in the preferred vision plan and the four alternative scenarios leading to the preferred plan. The following highlights the attributes that the community was collectively most supportive of:

Supported Key Attributes:

- Preserve the existing unique character of Downtown Los Altos;
- Increase the activity and vitality of Downtown during the day and evening hours;
- Encourage a variety of local dining opportunities including a greater variety of restaurants and outdoor dining;
- Include plazas that provide a central area for the community to congregate, places and activities for youth, and outdoor dining;
- Strengthen the pedestrian-friendly and walkability of Downtown with wider sidewalks, shared streets, activity nodes and paseos and encourages foot traffic that can support local business;
- Incorporate opportunities for a live theater, hotel, office, affordable housing, and mixed use with residential;
- Enhance bicycle safety and access to and through the Downtown area;
- Highlight entry features into the Downtown area with public art;
- Strengthen pedestrian connection to the Civic Center, and possibly to Lincoln Park, with a pedestrian overcrossing; and
- Increase parking access and efficiency in Downtown through signage and conveniently placed parking areas, above ground and below ground parking structures.



Los Altos Community Center workshop.



Los Altos farmers market pop-up workshop.

The purpose of the Community Engagement Plan for the Downtown Los Altos visioning effort was to ensure that balanced and effective communication occurred through inclusive community-wide outreach and engagement activities throughout the duration of the project. The objective of the comprehensive engagement plan was to embrace the following goals:

- Provide access to a wide range of individuals targeting all areas of Los Altos, and widespread demographics to provide input into the visioning process;
- Inform the community about the purpose of the Downtown Vision Plan and clearly describe the process, impacts, trade-offs and benefits of project options or scenarios;
- Engage the community and stakeholders at key milestones throughout the visioning process; and
- Use the input gathered to inform the preparation of a Vision for the Downtown area range in scenarios that will help guide the implementation of the community's vision.

The following is a comprehensive summary of the engagement tools implemented and the range of activities/meetings that were hosted throughout the project. There were approximately 30 events or meetings held and two online questionnaires distributed.

Date and Time	Event	Location	Activities
Tuesday and Wednesday, April 4 and 5, 2017	Kick-off and Workshop Flier Distribution	Distributed throughout the City	Flier announcing kick-off event and upcoming workshops mailed to every mailbox in the City. Also distributed fliers and announcements of kick-off event and upcoming workshops at coffee shops, grocery stores, and other locations with community bulletin boards. Also mailed notices to all owners of property within the City but with out of town addresses.
Wednesday, April 5, 2017	Chamber of Commerce Government Affairs Committee	First Republic Bank Conference Room	Announced Kick-off event and handed out flier of upcoming events and activities. Answered questions
Thursday, April 6, 2017	Chamber of Commerce	Email distribution	Chamber of Commerce distributed flier of kick-off event and upcoming workshops
Friday, April 7, 2017	Community Coalition Meeting	Los Altos Library	Provided overview on Kick-off event – answered questions – distributed handouts on upcoming workshops and the website.



Wednesday, April 12, 2017	Los Altos Property Owners Downtown	Towne Crier Conference Room	Staff attended meeting of the group and provided announcement of upcoming kick-off event, future events, answered questions, took some input on vision and passed out fliers
Wednesday, April 12, 2017	Los Altos Forward	Broad distribution across City	Distributed flier on Visioning kick-off meeting and upcoming workshops
Wednesday, April 12, 2017	Los Altos Property Owners Downtown	Broad Range of Locations	Provided fliers on Kick-off event and future workshops
Friday, April 14, 2017	Los Altos School District	Flier distribution throughout schools and through parents – including those in Mountain View	Provided fliers on Kick-off event and future workshops
Tuesday, April 18, 2017	Kick-off Event / Community Workshop #1	Downtown Los Altos - Veterans Community Plaza and State and Main Streets	Advertised Kick-off Event TODAY – where people go and how they get there FUTURE – how vibrancy is defined (sliding scale) and opportunities for improvement
Wednesday, April 19, 2017	Los Altos Chamber of Commerce Board of Directors	State Farm Insurance Conference Room	Provided update on kick-off event and future workshops – answered questions
Wednesday, April 19, 2017	Los Altos Village Association (LAVA)	First Republic Bank Conference Room	Provided update on kick-off event and future workshops – answered questions
Friday, April 21, 2017	Community Coalition Meeting	Los Altos Library	Presentation on past outreach efforts, feedback on the kick-off event, upcoming events and activities, and answered questions.
Thursday, April 27, 2017	Los Altos Public Arts Commission	Redwood Conference Room, Los Altos City Hall	Informational session – and obtain Community input.
Saturday, April 29, 2017	Junior Olympics Pop-Up Workshop	Mountain View High School	Advertised Pop-up Workshop Interactive exercises included a Live/Work Map, Future Opportunities and Vibrancy Scale Maps.



MAY 2017

Wednesday, May 3, 2017	Los Altos Chamber of Commerce – Government Affairs Meeting	First Republic Bank Conference Room	Informational session to provide overview and update on project and events – and obtain community input
Thursday, May 4, 2017	Farmer’s Market Pop-up Workshop	Downtown Los Altos	Advertised Pop-up Workshop Interactive exercises included a Live/Work Map, Future Opportunities and Vibrancy Scale Maps.
Tuesday, May 16, 2017	Loyola PTA Meeting	Loyola Elementary School – 770 Berry Ave	Informational session to provide overview and update on project and events – and obtain community input
Wednesday, May 17, 2017	Main Library Pop-up Workshop	Main Library	Advertised Pop-up Workshop Interactive exercises included a Live/Work Map, Future Opportunities and Vibrancy Scale Maps.
Wednesday, May 17, 2017	Grant Park Senior Center Pop-up Workshop	Grant Park	Advertised Pop-up Workshop Interactive exercises included a Live/Work Map, Future Opportunities and Vibrancy Scale Maps.
Thursday, May 18, 2017	Blach PTA Meeting	Blach Intermediate (7-8) School - 1120 Covington Rd	Informational session to provide overview and update on project and events – and obtain community input
Thursday, May 18, 2017	Gardner Bullis PTA Meeting	Gardner Bullis Elementary School - 25890 Fremont Rd	Informational session to provide overview and update on project and events – and obtain community input
Friday, May 19, 2017	Santa Rita PTA Meeting	Santa Rita Elementary School - 700 Los Altos Ave	Informational session to provide overview and update on project and events – and obtain community input

JUNE 2017

Friday, June 2, 2017	Los Altos Community Coalition Meeting	Los Altos Library, Orchard Room	Informational session to provide overview and update on project and events – and obtain community input
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July 2017	Questionnaire #1	Distribute Postcards to every mailbox in the City (hard copies at City Hall) and Online Questionnaire	Intended to gain an understanding of perception of the Downtown area today and the type of environment would like to see in the Downtown area in the future
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AUGUST 2017

August 22, 2017	City Council Meeting	City Hall	Review engagement summary and vision scenarios
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SEPTEMBER 2017

Wednesday, September 6, 2017	Los Altos Chamber of Commerce – Government Affairs Meeting	First Republic Bank Conference Room	Update on project and events – explained next steps and purpose of future scenarios
Friday, September 8, 2017	Community Coalition Meeting	Los Altos Library	Update on project and scenarios – next steps answered questions and obtained input.

NOVEMBER 2017

Wednesday, November 15, 2017	Los Altos Village Association (LAVA)	First Republic Bank Conference Room	Update on project and scenarios – next steps - answered questions.
Wednesday, November 29, 2017	Community Workshop #2	Los Altos Youth Center (LAYC)	Advertised Community Workshop to provide project update and gather input on Downtown Vision Scenarios

DECEMBER 2017

December 2017	Questionnaire #2	Distribute Postcards to every mailbox in the City (hard copies at City Hall) and Online Questionnaire	Gauge the community's support for a range of attributes and level of activity that are represented in four different Vision Scenario Alternatives that were prepared based on community input, city council direction, and the land use and market/economic analyses.
Friday, December 15, 2017	Community Coalition Meeting	Los Altos Library	Overview of WS#2 presentation and exercise and answer questions.
Friday, December 15, 2017	Meeting with LAPOD – Los Altos Property Owners Downtown	Los Altos Town Crier Conference Room	Overview of WS#2 presentation and exercise and answer questions



JANUARY 2018

Wednesday, January 31, 2018	Grant Park Senior Center - Pop-up Workshop	Grant Park	Advertised Pop-Up Workshop Overview of materials presented at WS #2 and exercise to gather input in Elements Matrix
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FEBRUARY 2018

Wednesday, February 28, 2018	Presentation to the Los Altos Complete Streets Commission	Los Altos City Council Chambers	Overview of project to date and presentation on the scenarios and next steps in the process
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MARCH 2018

Friday, March 2, 2018	Los Altos High School Pop-up	Los Altos High School ASB Leadership Group	Advertised Pop-Up Workshop Overview of materials presented at WS #2 and exercise to gather input in Elements Matrix.
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MAY 2018

Monday, May 14, 2018	Presentation at the Annual Dinner of the Los Altos Property Owners Downtown	ASA Restaurant – Downtown Los Altos	Status Update – Shared elements of the Vision Plan, Next Steps – Answered Questions
Tuesday, May 22, 2018	City Council Meeting	City Hall	Review engagement summary and preferred plan

DOWNTOWN LOS ALTOS VISION | KICK-OFF EVENT SUMMARY

Tuesday, April 18, 2017: 5-7pm | Veterans Community Plaza, Downtown Los Altos

Attendees:

COMMUNITY MEMBERS

Approximately 200 workshop participants

CITY OF LOS ALTOS

Jeannie Bruins, City Council Member

Chris Jordan, City Manager

Jon Biggs, Community Development Director

Erica Ray, Public Information Coordinator

David Kornfield, Planning Services Manager

Zachary Dahl, Planning Manager

Jennifer Quinn, Economic Development Manager



RRM DESIGN GROUP

Debbie Rudd

Matthew Ottoson

PLAN TO PLACE

Dave Javid



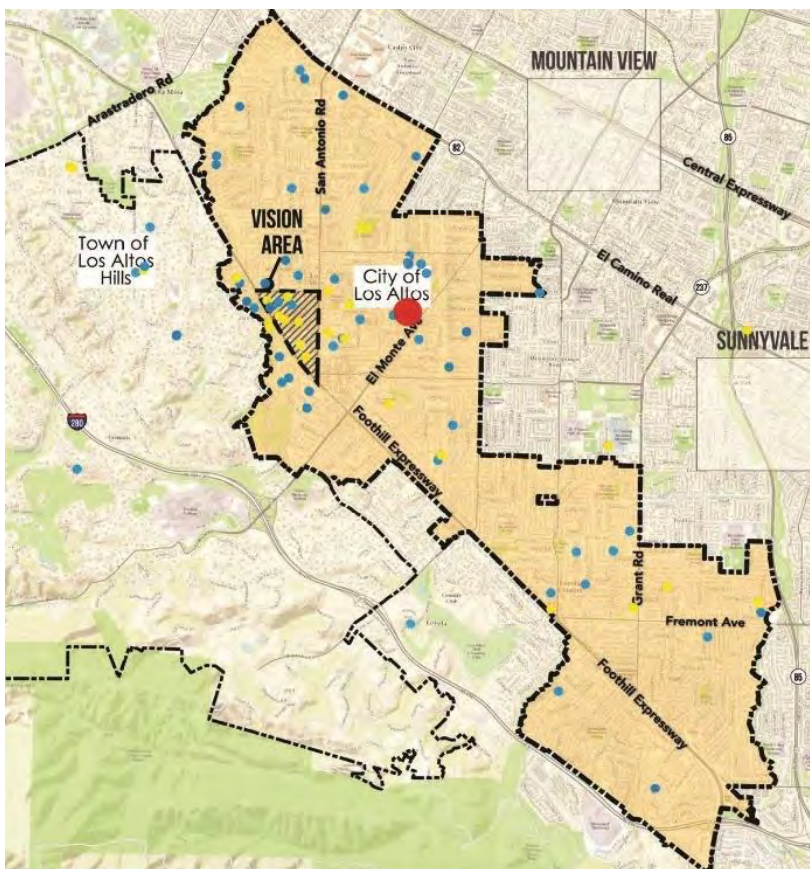
Summary Memo

Approximately 200 community members attended the kickoff event for the Downtown Los Altos Vision project held on Tuesday, April 18, 2017, from 5-7:00 p.m. at the Veterans Community Plaza in Downtown. The objective of the Kickoff Event encouraged discussion and brainstorming through interactive and hands-on exercises pertaining to the vision area. The event provided information to community members about the planning and visioning process to encourage feedback on opportunities and concerns. The format of the workshop included several participatory exercises located at five different stations that were intended to involve community members and gain a greater understanding of their opinions and input regarding Downtown Los Altos. Each of the stations posed questions to participants that helped frame the exercise, with additional direction provided regarding interaction with the station boards. Questions posed to community members included:

- *Where do you live and/or work?*
- *How do you get to and around downtown, and where do you typically park?*
- *What destinations do you visit most in Downtown and why?*
- *What future destinations, uses, and/or public spaces would entice you to go Downtown?*
- *What is your vision for Downtown's future vitality or vibrancy?*

Station #1: Where do you live and/or work?

Community members were asked to use dots to designate where they live and where they work on a regional, project area context map. Blue dots were used to designate where participants live and yellow dots where participants worked. While no formal quantification of responses was tallied, the Station #1 map provides for a baseline of where event participants live and/or work within the community in order to ensure that over the life of the engagement process, all Los Altos neighborhoods are adequately reached as part of the community engagement efforts. As workshops and pop-up events continue to occur, the live/work maps will be compared to ensure adequate coverage of each neighborhood within the community.



Station #2: How do you travel to and around Downtown, and where do you typically park?

Community members were provided five (5) modes of travel – walk, bicycle, drive, rideshare, and public transit – and asked to mark their preferred route of travel to Downtown. Each mode of travel was color coordinated to provide context to their preferred route of travel. Participants could provide additional information about the route they indicated using sticky notes.

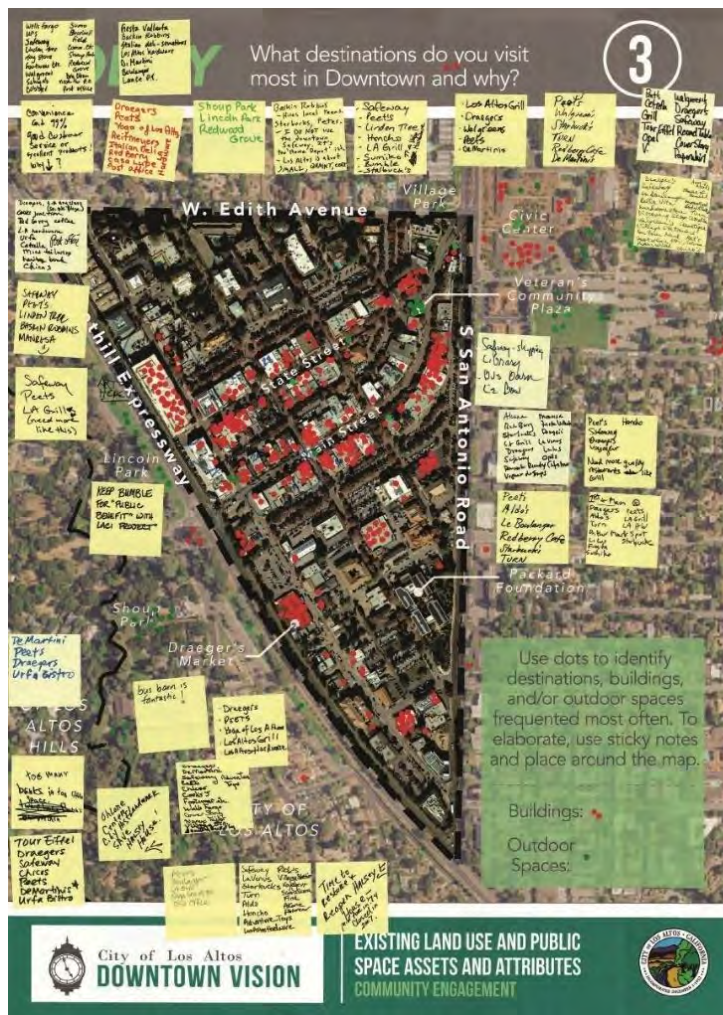


Based on community member feedback, Main Street, State Street, and First Street/Los Altos Avenue were the most heavily utilized within the Downtown area. Both West Edith Avenue and San Antonio Road were also indicated as being frequently utilized by participants. The intersection of West Edith Avenue/San Antonio Road/Main Street was identified as a focal point for entering Downtown from the east and the Foothill Expressway/Main Street intersection from the west. Walking, bicycling, and driving were the dominate modes of travel, with rideshare and public transit showing minimal to no utilization by participants.



Station #3: What destinations do you visit most in Downtown and why?

Community members were asked to use colored dots to identify destinations, buildings, and/or outdoor spaces frequented most often within the Downtown. Red colored dots were utilized to identify buildings, while green dots were representative of outdoor spaces. For buildings, the most frequented places in Downtown were located primarily along Main Street, State Street, and First Street. The top building locations most frequented by participants were Safeway, Red Berry Coffee/Spot A Pizza Place/The American Italian Deli, and Draeger’s Market. For outdoor spaces, the most frequented locations in Downtown were the Veteran’s Community Plaza followed by several outdoor dining/seating areas located along Main Street and State Streets.





Station #4: What future destinations, uses, and/or public spaces would entice you to go Downtown?

At Station #4, community members were provided sticky notes and asked to identify future uses, buildings, and/or public spaces that would entice them to go Downtown more often. Comments generally indicated that a greater diversity of restaurants, community amenities, and recreational uses would draw them to Downtown more often. Other prevalent comments included providing additional locations or uses for teenagers to hang out at. Primary drawbacks of allowing additional uses and/or public spaces indicated by community members included the potential for increased traffic and decreased pedestrian safety, with the need for additional stop signs and parking also necessary. The following is a scan of all the written comments from participants.





TOMORROW

What future destinations, uses, and/or public spaces would entice you to go Downtown?

4



City of Los Altos
DOWNTOWN VISION

FUTURE OPPORTUNITIES FOR IMPROVEMENT
COMMUNITY ENGAGEMENT

More Public Art High Public Art more that light up an intersection create conversation	Free WiFi downtown	Have an app for Los Altos BIZ	Encourage more San Antonio	Bring Adaptive Parking Committee recommendations forward!	Reduce amount of land used for parking change to parking garage/barn	Remove cars from downtown. Pedestrian only.	PRIVE 1st Street
Downtown Green Fast Casual Restaurants	make it easier to get business location to have walk cycle route to public transit	Move our Library downtown	Please put library downtown	Anything to do after dining?	A neighborhood bar and cafe	retail that stays open till 8pm	retail that stays open till 8pm
Reduce the Quality of Community space turn friendly quality space	Green economy (re-use space) Dog Run - large dog park site of VE in downtown	First ST Green Park & more green	seats park	Community Pool	DownTown Green + space +	More Green! Underground parking	Have a Los Altos History App + tours
DOG PARK NEEDED	Community Space Downtown	Cafe community meeting space	interconnected bike lanes places green space in top	SHATE PARK Dog Park	Dog park	Upgrade Community Center	SHATEBAND PARK + DOG PARK
higher quality restaurants more variety	More outside seating restaurants	more restaurants	Reasonably Priced casual Restaurants (family)	Burger Joint	Another dog park (in park)	Less parking more green space	Water sidewalks more restaurants
A Family-run Cafe that has live folk music/jazz etc.	offer a restaurant for seniors	need more restaurants like LA Grill	Mexican Food!!!	More great restaurants - increase b or high quality	More casual FRIENDLY restaurants (like Boardwalk)	Good flavor - Fried Restaurant!	Better Quality Restaurants + shops!
Apple Store	allow more companies to locate in downtown	bring a (kind of) specialty shop downtown so people don't have to drive to other places to shop	Book store	LEAD salons - more retail	Seaphone Old Man	more dining variety	underground parking lot for senior center
Post office on Main Street	Trying to get some transportation alternatives	Business Bridge (get more transit multi purpose for family/friend)	Theater	More theater (more stage)	Men's CLOTHING STORES	More dining variety	More dining variety
Discourage traffic from being repositioned for other transportation	No over the top parking in the neighborhood	Don't reduce the amount of parking	I like shops to reduce cars on street	FIX PARKING PROBLEM	Better ways to get downtown from train station, that doesn't involve parking	More dining variety	More dining variety
Restaurant/dining options for teens	More houses no more weeds	Remainder of houses on the lines empty when not occupied - more multi-use	KEEP TREES + Views - low buildings	More historical buildings	Please clean up the landscapes!	SAVE THE TREES (our last remnant)	Jump Greens on summer!
SPONSOR TECHNOLOGY + SMARTPHONE PROBABLY	MORE FLOWERS	More history built in design, feature activities	Fix the roof of City buildings	People in front of buildings - get the kids on edge of dance	No more traffic on 1st street!! (No office buildings)	One way streets for safer biking/walking	More dirt streets - one way street
Allow 3 story buildings to have more office space, which will support retail!	NO 8 tall buildings like Satecity	Jump into by restaurants	Higher Density - more vibrant activity - appeal to all generations	Keep downtown walking	space for teenagers -	less hangout spots (hangout, air hockey, pool, etc)	What are the Old LA hangouts?
Substance use program for neighborhood use. Library downtown.	like large, not multi-story	allow water buildings!	Keep height of buildings in all downtown	Better bike ramps + ped crossing	SMART PEDESTRIAN FRIENDLY SPACE DEVELOPMENT.	MANAGING PANTS FOR SMALLER STREET.	More dirt streets - one way street
outdoor sidewalk dining	Wider sidewalks safer sidewalks, more seats (not enough!)	Clean up the clutter on the sidewalks so the sidewalks are usable in sun weather!	Better safer more walk crosswalks + some 4-way stops	Stop sign at each intersection or plan street	bicycle pumps!	Do NOT have library downtown	Make library downtown near open space (green area)
							More Library



Station #5: What is your vision for Downtown's future vitality or vibrancy?

At Station #5, community members were provided with a sticky dot and asked to indicate their ideal level of future activity within the Downtown on a scale of minimal activity to very active. The scale of activity ranges included minimal activity, balance of activity, and very active, with in between activity range options also available. Participants were also provided the opportunity to elaborate on their ideal level of activity choice through the utilization of sticky notes that were then affixed to the board.

Based on placement of sticky dots, approximately 38 community members indicated that they desired a very active Downtown environment, 7 wanted somewhere between a very active and a balance of activity, 13 chose a balance of activity, 1 desired somewhere between a balance of activity and minimal activity, and 4 wanted minimal activity. Twelve additional sticky dots were placed at Station #5 in association with sticky notes that did not have clear association with any of the activity choices; therefore, they were not included within the final totals included above. Though people wanted more activity Downtown, they indicated that they did not want to be as active as Palo Alto or Mountain View. Los Gatos was the most highly referenced example for the desired level of vitality and vibrancy for Downtown Los Altos.

Those participants who chose to elaborate on their decision generally indicated that diverse, high quality retail would be the most attractive for Downtown, especially restaurants or cafes, that would aid in enhancing vitality or vibrancy. Parks and plazas also ranked highly, especially when paired with entertainment related uses (theaters, movie nights, bowling) or public amenities (new library or community center) in also enhancing vitality or vibrancy.

Community members also again indicated that they would like to see more teen-oriented uses and a better nightlife overall. A significant criticism was that most restaurants closed too early, and that there were not enough family-friendly options available. Participants also indicated

that they wanted to reduce the height and scale of future development to preserve scenic vistas, encourage parking along the boundary of the Downtown, and provide underground parking with plazas/green space above as part of ensuring future vitality or vibrancy. The following is a scan of all the written comments from participants.

TOMORROW

What is *your* vision for Downtown's future vitality or vibrancy?

5

Place a dot on the scale below identifying your ideal level of activity in the Downtown.

MINIMAL ACTIVITY

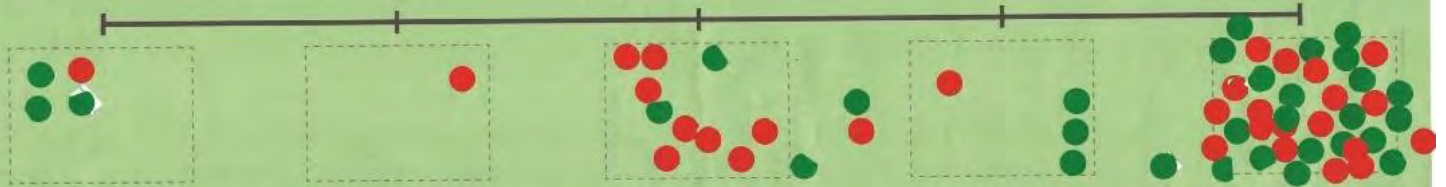
Minimal night life, limited opportunities for additional residential or office uses.

BALANCE OF ACTIVITY

Some night life, restaurants stay open later, some opportunities for additional residential, retail, or office uses.

VERY ACTIVE

More night life, restaurants stay open late, more opportunities for residential, retail, or office uses, regular public events



Elaborate on your choice above by using sticky notes and placing them below. What are the advantages or drawbacks for these levels of activity?



City of Los Altos
DOWNTOWN VISION

**DOWNTOWN VITALITY
AND VIBRANCY**
COMMUNITY ENGAGEMENT



DOWNTOWN LOS ALTOS VISION

April 18, 2017 - Kickoff Event

Summary Memo: Appendix

The following information is the summation of information received from community members at the Kickoff Event from each station.

Station #2

Today – How do you travel to and around Downtown, and where do you typically park?

Station #2 Comments

The following bullet points are a collation of the additional information provided by community members regarding travel routes to Downtown. Those items that were repeated or that received a 'check mark' on the same sticky note, indicative of agreement with the statement, are provided below with a (#) after the text.

Modes of Travel

- Park different locations each time (3)
- Walk (2)
- Walk six miles to work and home
- Usually bike into town
- Park car at the Edith/San Antonio intersection and walk from there
- Drive and bike
- Drive through the plazas behind State Street
- Occasionally walk
- Car only
- Car to plaza or Safeway parking
- Travel by park path in plaza

General Transportation Related Comments

- Network of Class 4 (dedicated) bike lanes needed (2)
- Fix intersection of Edith Avenue/San Antonio Road with a roundabout (2)
- Need frequent transport to train/light rail, with a shuttle to the Downtown for non-drivers
- Need a better bike route from the Civic Center to the Downtown
- Promote more of a walking culture. Discourage driving if you live less than a ½ mile away and are mobile
- Put cars underground on San Antonio Road to link the Downtown and community center
- Improve bike and pedestrian friendliness along Main and State
- Shuttle between Downtown South Los Altos, El Camino Hospital, and schools—would serve seniors and students, reducing traffic
- Connect “new” civic center to Downtown (make walkable)
- Provide better connection to City Hall

- Dedicated bike lane to connect bike trails
- Participant would bike if it was safer
- Make 1st, 2nd, and 3rd Street one way to create bike lanes and easier path for bikes
- Traffic is too fast at the intersection of Foothill Expressway/San Antonio Road
- Carto Plaza, like on Parma

Station #3

Today – What destinations do you visit most in Downtown and why?

Station #3 Comments

The information provided below contains the top responses provided by community members indicating the destinations they visit most Downtown. Responses were indicated via sticky dots provided to participants. Red colored dots identified buildings, while green dots were utilized to identify outdoor spaces.

Buildings

The top three responses or most highly trafficked destinations/buildings included:

- Safeway (28)
- Shops along Main Street, to the east of 3rd Street, including Red Berry Coffee, Spot A Pizza Place, and The American Italian Deli (27)
- Draeger's Market (23)

Outdoor Spaces

The top three responses or highly trafficked outdoor spaces included:

- Veterans Community Plaza at Main and State Streets (8)
- Outdoor seating areas in front of Chase Bank (Main Street) (1)
- Outdoor seating areas outside Costume Bank (State Street) (1)

Station #4

Tomorrow - What future destinations, uses, and/or public spaces would entice you to go Downtown?

Station #4 Comments

The information provided below contains all of the responses provided by community members indicating their ideal level of activity in Downtown. Responses were provided via sticky notes and have been categorized into major themes. Those items that were repeated or that received a 'check mark' on the same sticky note, indicative of agreement with the statement, are provided below with a (#) after the text. The top three responses for future destinations, uses, and/or public spaces that would entice community members to go Downtown more often include:

- More diverse restaurants (16)
- Community green space (15)
- Theater (14)
- Less pricey dining options (14)

Restaurants

- More diverse restaurants (16)
 - Like LA Grill (5)
 - Vegan restaurant
- Less pricey dining options (14)
 - Bagel store
 - Family oriented (9)
 - Fast casual
- More outdoor dining settings (6)
- Family run café (4)
- Burger joint (3)

Community Amenities

- Community green space (15)
 - Picnic/dining spaces
 - Along 3rd Street
 - Parking underground
- Dog park (10) (some people indicated that they wanted this outside of Downtown)
- Free Wi-Fi downtown (8)
- Skate park (6)
 - Somewhere between Loyola and downtown
- 1st Street Green Project
- Community pool (5) (some people indicated that they wanted this outside of Downtown)
- Los Altos app (5)
- Public art (4)
- Improve community center (3)
- Community meeting space/café (3)
- Community square
- Multi-purpose spaces for evening/dance

Theater

- Theater (14)

Retail/Commercial

-
- Fewer salons, more retail (11)
 - Bookstore (7)
- More chain stores to bring foot traffic (8)
 - Sephora/Old Navy (3)
 - Affordability
 - Bring a limited number of high quality chain stores
 - Apple/GAP/Athletica (5)
 - AG Ferrari

- Men's clothing store
- Allow companies to locate in downtown perimeter to increase foot traffic (2)
- Move post office on Main Street
- Business bridges

Teen Hangouts

- Space for teenagers (13)
 - Bowling, foosball, bocce, etc.
- Restaurant and dining options for teens (5)

Pedestrians and Bicycles

- Stop signs at Main Street (12)
- Make sidewalks wide enough for restaurants (7)
- Bulb outs by restaurants (5)
- Safer crosswalks (4)
 - Four-way stops
- Provide bike lanes (2)
- Clean sidewalks of clutter
- Smart, pedestrian friendly/scale development
- Bike pumps

Library

- Move the library downtown (10)
 - Near pkg. 8 (2)
 - Only if it brings more foot traffic
- Don't move library downtown (9)

Nightlife

- More activities for after dinner (10)
 - Accessible by 45+ (6)
 - Retail open until 9pm

Traffic and Parking

- Underground parking with plaza on top (9)
- Connective civic center to main downtown core (5)
- One-way streets (5)
 - Make Main St. one way from Foothill and State one way to Foothill
 - Make 1st, 2nd, and 3rd one way
- Parking problems (3)
 - Jams at Edith and San Antonio; First and Main
 - Don't reduce the amount of parking
- No overflow of parking into neighborhoods (2)
- Change land used for parking to pedestrian only/greenspace (2)
- Remove cars from downtown (2)

- Provide other means of getting downtown
- Bridge over San Antonio
- Bring Citywide parking committee recommendations forward
- Repave 1st street
- No more traffic on 1st Street

Development Standards

- Keep building height in line with downtown character (5)
- No tall buildings (4)
 - Like Safeway
- Higher density leads to more vibrant activity
- Allow taller buildings
- Allow 3 stories to generate more office space
- Manage rents to support small businesses

Aesthetics

- Save the trees (5)
- Bring back old lamp posts (3)
- Clear up landscaping (3)
- More flowers (2)
- Need architectural guidelines (2)
- Fix city hall roof
- More history built into design features and activity
- Showcase technology and sustainable practices
- Temporary greens each summer
- Keep views
- Permanent lighting on roof lines, gables and windows to emphasize diverse building size (small LEDs)

Station #5

Tomorrow – What is your vision for downtown’s future vitality or vibrancy?

The information provided below contains all of the responses provided by community members indicating their ideal level of activity in Downtown beyond placement of the initial sticky dots. Responses were provided via sticky notes and have been categorized into major themes, indicating their ideal level of future activity within Downtown on a scale of minimal activity to very active. The scale of activity ranges included minimal activity, balance of activity, and very active, with in between activity rang options also available. Participants were also able to elaborate on their ideal level of activity choice through the utilization of sticky notes that were then affixed to the exhibits. Those items that were repeated or that received a ‘check mark’ on the same sticky note, indicative of agreement with the statement, are provided below with a (#) after the text. The top three responses for future Downtown vitality or vibrancy include:

- *Increase diversity of retail (18)*
- *Recreational land use opportunities (16)*
- *Green space (15)*

Station #5 Comments

Retail Commercial

- Increase diversity of retail (18)
 - Athletic shop, frozen yogurt, Boba tea (5), Jamba Juice
 - Move Bus Barn to downtown (3)
 - Full storefronts filled with vibrant, fun things (2)
 - More reasons to go downtown other than dining, such as bowling/game nights
 - Affordable retail, such as Earthworks
 - Gap, Old Navy, J. Crew—places that are affordable for children’s clothes
- Recreational land use opportunities (16)
 - Bowling (6)
 - Ice skating, more fun stuff
 - Plazas, restaurants, cafes, sidewalks, art
 - Places for kids
- More office to support retail and residential (7)
- Co-working space or maker space (3)
- No more giant buildings/development (3)
 - Limit to small offices, residential, more casual restaurants and a bookstore
 - Keep and renovate the old buildings. New development equals higher commercial rent equals places like Subway, T-Mobile. Prevent a corporate ghetto
- No more high traffic office buildings

Community Amenities

- Green space (15)
 - Don't locate across Foothill for Central plaza
 - Improve Veterans plaza off Main Street
- Downtown plaza or park (8)
 - Children's water play area
- Community gathering areas (3)
 - Parks with food and drink carts
- Skateboard park (4)
 - Across Foothill near Chaucer
- Dog park (4)
 - In the park at San Antonio and Edith
- Community room in the triangle (3)
- Walkable connection to Civic Center site (3)
- Community pool
- Mitchell Park for community center model (café, tennis courts, etc.)

Similar Downtowns

- Like Los Gatos (13)
- Not the same as everywhere else (4)
 - Not Mountain View or Palo Alto
- Like Willow Glen (3)
 - Branding using signage, maps, and guides
- Model Castro Street in Mountain View (3)
 - It's so fun to walk around on Castro or University with family in the evening
- Like San Carlos (2)
- Saratoga loves its history
- Danville looks great (2)

Nightlife

- Restaurants should open later (12)
 - Open till 11 pm at least
 - Restaurants stay open after 10 pm—12 or later for bars (4)
 - Don't want to go to Palo Alto or Mountain View for nightlife (3)
 - Downtown is totally dead after 8
 - Like Noe Valley
- Late night dining options (6)
 - Need more popular restaurant to open till 12 pm
- More to do after dining (3)

- Things to do after dining
 - Piano bar (3)
 - Games for adults like bocce, darts, mini bowling (2)

Teen Hangout

- Teen hangout downtown—the shop park is not a destination (12)
 - Pool, shuffle board, foosball, air hockey, ping pong, etc. (9)
- Teen-friendly stores/food—they have money to spend (6)
 - Sephora, malt shop
- Place for kids to go while parents go downtown to eat and shop (2)

Restaurants

- Provide great, diverse dining (11)
 - Family friendly restaurants
 - Casual healthy restaurants like Pluto's (2)
 - E.g. Enchante and Honcho
 - Mexican food
- Keep Bumble (4)
 - Architectural style
 - Family friendly atmosphere and outdoor dining
- Outdoor eating and drinking (4)
- Redwood City-movie/restaurant block (3)
- Carmel—better mix of food and drink/casual

Library

- Bring the library downtown (9)
 - Move to 1st Street greens (4 yes, 3 no)
 - Could include a theater (2)
 - Could use old library as community center (2)
 - Could stay open until 9:00
 - The County pays for library services and soft costs

Aesthetics

- Preserve mountain vistas (7)
- How will you keep Los Altos quaint? (4)
- Informal, open, friendly, walkable, interesting
- Value our cultural assets and architectural standards (2)
 - Maintain village charm
- New modern architecture as Packard Found
- Pretty-up the city with flowers

- Fake green is ok, but don't give up too much to get it
- Incentivize merchants to pick up trash in vicinity of their establishments
- Put a roof on city hall

Traffic and Parking

- Take cars underground with plaza on top (6)
 - Lost parking under plaza 8,9,20,1,2,3
 - White Dot Parking Program
- Parking garage is good
- Bring parking committee recommendations forward—rationalize parking ratios
- Need a free downtown shuttle
- No parking overflow to adjacent neighborhoods
- In-lieu parking
- Support retail business (a low traffic use)

Development Standards

- Balanced approach. Good setbacks (7)
- Below 3 story buildings (6)
 - The 1-2 story shops allow the sky/mountains to be part of the shopping experience. Please do not build higher
 - More activities, restaurants, cafes without tall buildings. Keep the mountain views
 - We have enough 3 story buildings
- 3-story buildings (2)
 - Allow on State and Main
 - Allow 3 story offices supporting retail
 - 1st Street and San Antonio—step back 3rd floor
- Bigger downtown space foot prints accommodate retailers. Restaurants can invest (3)
- Strictly maintain existing parking ratios, lot configurations, stall sizes, etc. (2)
- Minimal development (2)
 - No more development
- Engage public/private development of Plaza 1,2,3 Drive under 3 (2)
- No development leads to slow downtown death
- Don't require a permit to power wash, just set hours

Community Events

- More community events (5)
 - E.g. holiday parade, pet parade, Easter egg hunt
 - Movie nights every week during summer (7)
- Very active for all ages (3)

- Nightlife, music, fun family events, movie nights, plays
- Limbo contests

Theater

- Theater (6)

Pedestrians and Bicycles

- Close Main or State for pedestrian use only (4)
- Village centric, bike and pedestrian friendly downtown (2)
- Need more feet on the street to save/support retail (2)
- Outside seating areas (2)
- Sidewalk cleaning—power wash
- Wider sidewalks to encourage outdoor seating, more vitality, cafes
- Don't need more feet on the street
- Street kiosks

General Comments

- Disappointed to see 1st and Main out of business. So many good memories with friends and family. Would like it back, Steins would be nice (3)
- Housing for teachers and city staff (3)
- More apartments and condos will be the ruin of this town. Keep commercial rents low, and we'll have interesting businesses pop up (2)
- Land lords and merchants need to hire a tenant coordinator (2)
- I live in the Hills. Los Altos is my downtown and commercial center. I like a lively downtown that has balance between social activities and small city/village feel. Avoid condo development and traffic at all costs (2)
- Live within our means
- Is there going to be an online engagement for more residents? There is a silent majority. Please reach out to them

DOWNTOWN LOS ALTOS VISION | POPUP WORKSHOP #1 SUMMARY

Saturday, April 29, 2017 8:00 am – 2:00 p.m. | Mountain View High School

Attendees:

COMMUNITY MEMBERS

Approximately 200 workshop participants

CITY OF LOS ALTOS

*Jon Biggs, Community Development
Director*

RRM DESIGN GROUP

Debbie Rudd



Summary Memo

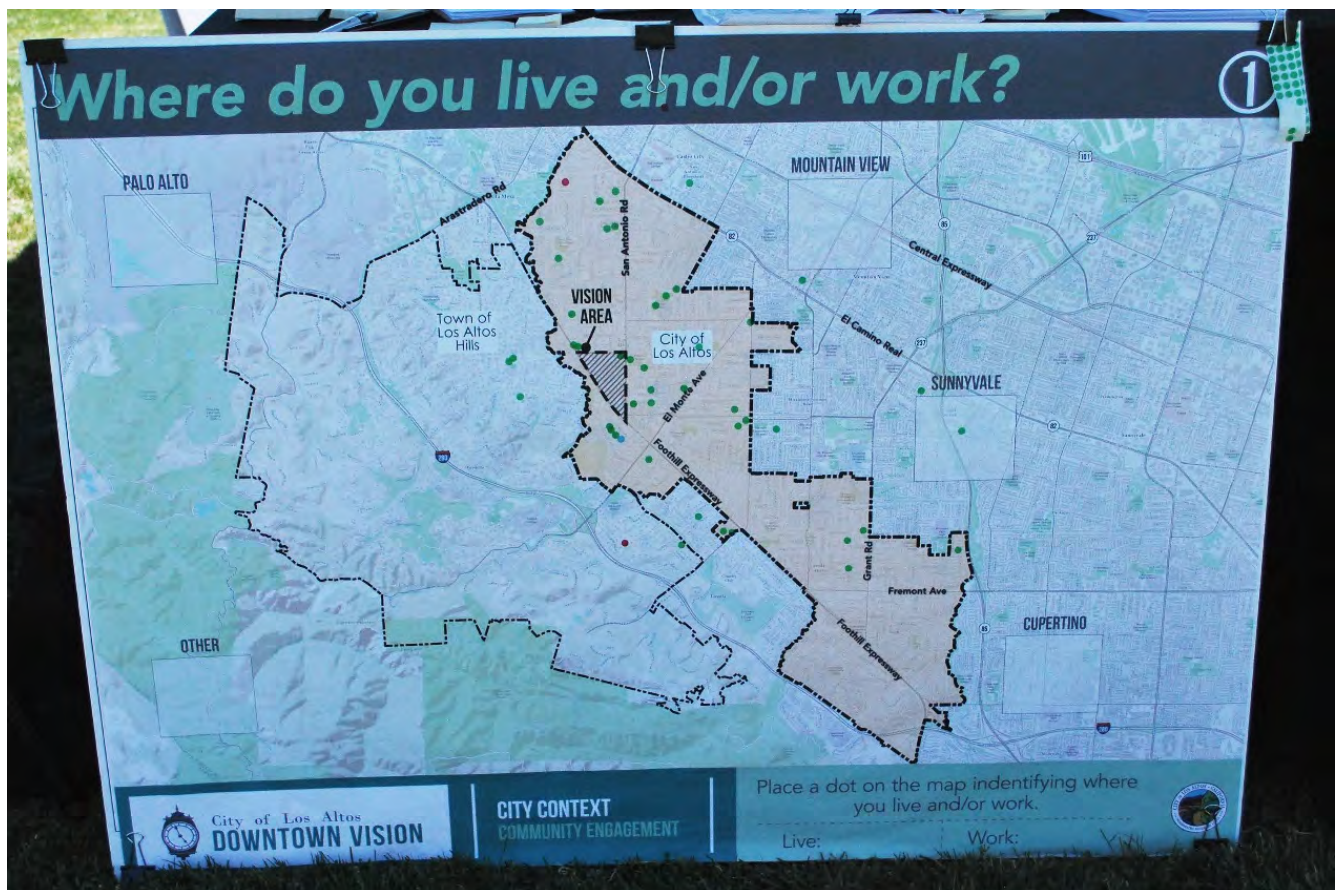
On Saturday, April 29, 2017 Jon Biggs, with the City of Los Altos and Debbie Rudd, with RRM Design Group conducted a popup workshop at the Junior Olympics event located at Mountain View High School. Approximately 200 community members attended the mini workshop. This was a great event to have the opportunity to hear from parents with young families and high school aged children. The format of the workshop included several participatory exercises to involve community members and to gain information at the various stations to collect opinions and input regarding Downtown Los Altos. Participants were invited to engage in a series of questions and asked to respond in several interactive exercises, responding to the following questions:

- *Where do you live and/or work?*
- *What destinations do you visit most in Downtown and why?*
- *What future destinations, uses, and/or public spaces would entice you to go Downtown?*
- *What is your vision for Downtown's future vitality or vibrancy?*

The following is a short summary of the input received organized by topic. Following the topic section, an Appendix has been provided detailing all input and comments that were received at the workshop.

Where do you live?

Participants were asked to use dots to designate where they live on a regional, city-wide, project area context map. Green dots were used to designate where participants live. As indicated below, it appears most of the participants either live in central and northern Los Altos with a few in Los Altos Hills and surrounding communities. Although no formal quantification of responses was tallied, the map provides a baseline of where workshop participants live. To ensure that over the course of the project the entire Los Altos community is given the opportunity to engage in the outreach process, as workshops and pop-up events continue to occur the live/work maps will be reviewed and compared to ensure adequate coverage of the community.



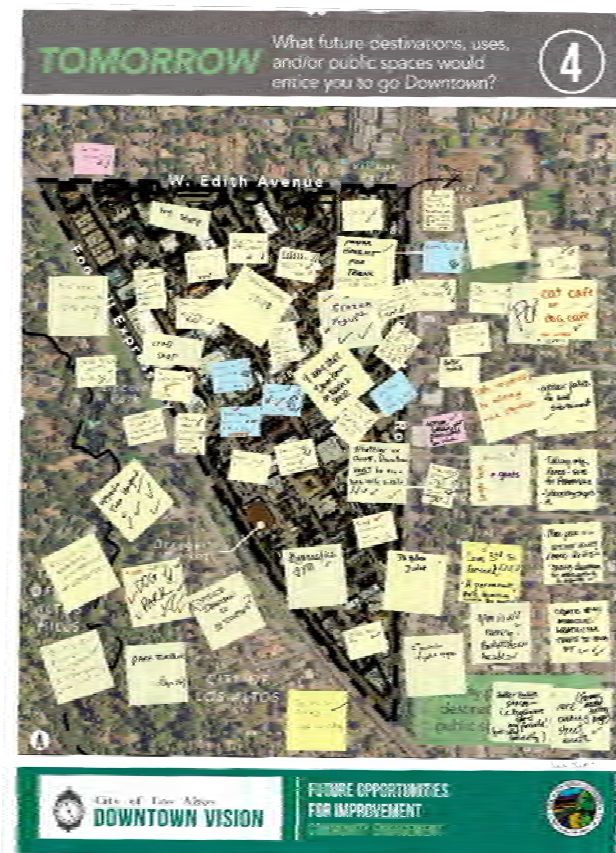
What destinations do you visit most in Downtown and why?

Participants were asked to use colored dots to identify destinations, buildings, and/or outdoor spaces frequented most often. Red and yellow colored dots were utilized to identify buildings, while green and blue dots were utilized to identify outdoor spaces. For buildings, the most frequented locations in Downtown were primarily located along Main Street and State Street with the top locations identified as Safeway, Draeger’s Market, Peet’s Coffee, Red Berry Coffee, and Urfa Bistro. For outdoor spaces, the most frequented locations in Downtown were several outdoor dining/seating areas located along First and Second, Main, and State Streets.



What future destinations, uses, and/or public spaces would entice you to go Downtown?

Participant responses at this station displayed interest in introducing a diversity of restaurants/bars, community amenities, and recreational activity into Downtown. Teen-oriented spaces were also a focus of the discussion, in addition to a better and more present nightlife scene, however – the importance of the small-town feel in Los Altos was also desired to be kept. The increased awareness and emphasis on the pedestrian in Downtown is significant, with stop signs in specific areas stressed, parking recommended to be moved to the periphery of Downtown, or provided underground parking with plazas/green space above.



What is your vision for Downtown’s future vitality or vibrancy?

Overall, based on the placement of the sticky dots, participants indicated that an active Downtown environment was highly desirable, with very few people expressing interest in a minimal amount of activity Downtown. Comments generally indicated that a diverse, range of retail and restaurants is a highly-desired use of development in Downtown. Parks and plazas, especially when paired with recreation (theaters, movie nights, bowling) and/or public amenities (streetscaping) were in support. Participants wanted to see more teen-oriented spaces and a greater nightlife presence. An area of interest to be expanded in the Downtown was for hours of operation to be extended and a variety of dining options be available. Burlingame, Danville, Los Gatos, Mountain View, and Palo Alto were several of the comparison City’s referenced for Downtown Los Altos. Reducing automobile traffic to create a more pedestrian-friendly downtown, minimizing cars when possible and emphasizing the pedestrian were also noted.



DOWNTOWN LOS ALTOS VISION

April 29, 2017 – Pop Up Workshop #1

Summary Memo: Appendix

The following information is the summation of information received from community members at the Junior Olympics Pop Up Workshop Event from each station.

What destinations do you visit most in Downtown and why?

Comments

Using sticky dots, participants were asked to record the locations they frequent most, buildings they like, and outdoor spaces they enjoy. Red and yellow colored dots were utilized to identify buildings, while green and blue dots were utilized to identify outdoor spaces. Except for several outlying uses, buildings, and outdoor spaces, most of the dots were concentrated along State and Main Streets, especially between 2nd and 3rd Streets.

Participants recorded places and destinations of interest that revolve and are oriented around restaurants and cafes. Places to eat are highly regarded and desired. Minimal outdoor spaces were specified, however those that were often connected to those buildings and locations community members were already going to. This indicates the importance of connection and linkages of outdoor space to those destinations downtown. The most highly frequented buildings and outdoor spaces are recorded below. Those items with more than one response have the total number of similar replies provided at the end of the response.

Buildings

The top three responses or highly trafficked destinations/buildings included:

- *State, 2nd/3rd Streets, and Plaza Central block (13)*
- *Shops along Main Street, to the east of 3rd Street, including Red Berry Coffee (9)*
- *State, 1st/2nd Streets, and Plaza Central (2)*

Outdoor Spaces

The top three responses or highly trafficked outdoor spaces included:

- *Outdoor dining areas outside Lulu's and Mikado eateries (2)*
- *Outdoor dining areas outside Tin Pot Creamery and Honcho (2)*
- *Outdoor dining areas outside Urfa Bistro (2)*

What future destinations, uses, and/or public spaces would entice you to go Downtown?

Comments

The information provided below contains all the responses provided by community members indicating their ideal destinations, uses, and public spaces in Downtown. Responses were provided via sticky notes and have been categorized into major themes. Those items with more than one response have the total number of similar replies provided at the end of the response. The top five responses include:

- *Community Amenities – Public pool (18)* Many participants expressed that this could or should be located near downtown but not in downtown.
- *Restaurants and Bars – Jamba Juice (18)*
- *Community Amenities – Dog park (15)* Some participants expressed that this could or should be located near downtown but not in downtown.
- *Community Amenities – Movie Theater (11)*
- *Nightlife – Pub/bar (11)*

Community Amenities

- Public Pool (18) (near downtown)
- Dog park (15) (near downtown)
- Movie theater (11)
- Love 3rd Street Green (9)
- Study spaces for students and comfortable places to lounge (9)
- Parks for kids (8)
- Civic center (5)
- More public art (5)
- Outdoor pockets for small entertainment (5)
- Green space or plaza would be nice (2)
- Gymnastics gym (3)
- Arcades (2)
- Power outlets on benches (solar powered) (2)
- Basketball gym

Restaurants and Bars

- Jamba Juice (18)
- Frozen yogurt shop (7)
- Cafes with sidewalk seating and convert to a bar space (5)
- Cat or dog café – see KitTea in San Francisco (5)
- New restaurants (4)
- Outdoor dining (3)
 - More like Europe (2)
- Wine bar (3)

- Outdoor lounge bar/jazz (2)
- Grab and go dinner food/restaurants, i.e. I heart Teriyaki from Seattle
- Real French bakery
- Outdoor café and entertainment instead of bank at State and Main Streets
- Donuts

Nightlife

- Pub/bar (11)
- Open in evening (6)
 - Housing downtown for more activity in evening

Community Events

- More evening street events (Farmers Market lasting longer) (2)
- Farmers Market

Retail/Commercial

- Bookstores (4)
- Stuffed animal shop (2)
- Better basic stores (i.e. hardware stores rather than specialty)
- Clothing stores
- Better retail
- Theater
- Craft shop
- Outdoor espresso/gelato carts – seasonal ok

Teen Hangouts

- Upgrade teen hangout (7)
- Create an attractive location for teens to hang out (6)
- Proper hangout for teens Downtown, rather than at Shoup Park (3)

Pedestrians and Bicycles

- More room for foot and bike traffic (4)
- Connection across San Antonio, Foothill, etc. (bridges, better walking conditions, and more crosswalks (2)
- More pedestrian friendly
- Provide bicycle lanes and bicycle racks
- Bicycle lanes for kids

Similar Downtowns or examples

- SF Exploratorium
- Ketchum, Idaho

Traffic and Parking

- Delivery only roads – save for pedestrians

- Move parking to outskirts of Downtown to force people to walk
- 4 way stops on State and Main Street
- Stop sign at Main Street and 2nd (Starbucks)
- Underground parking with parks, tables, etc. above

Aesthetics

- Village-style crosswalks (bricks/pavers) to look more pedestrian friendly (3)

General Comments

- Whatever we choose, Downtown must be economically viable. (7)
- Preserve small-town feel (2)
- Interesting shops
- Cats roaming to manage mice population
- Girl Scouts Silver Award bench

What is your vision for downtown's future vitality or vibrancy?

Level of Activity

Based on placement of sticky dots, approximately 30 community members indicated that they desired a very active Downtown environment, 15 wanted somewhere between a very active and a balance of activity, 10 chose a balance of activity, 4 desired somewhere between a balance of activity and minimal activity, and 1 wanted minimal activity.

Comments

The information provided below contains all the responses provided by community members indicating their ideal level of activity in Downtown. Responses were provided via sticky notes and have been categorized into major themes. Those items with more than one response have the total number of similar replies provided at the end of the response. The top five responses include:

- *Teen Hangout – More hangout spaces and options for teenagers (9)*
- *Nightlife – Something to do after (6)*
- *Retail/Commercial – Bookstore for adults (5)*
- *Retail/Commercial – Theater (4)*
- *Community Amenities – Downtown Park (4)*

Teen Hangout

- Older kid's hangout (9)

Nightlife

- Something to do after dinner (6)
- Keep nightlife with restaurants, ice cream and yogurt shops; no bars please (3)
- Dinner and activities (2)

- More nightlife (lounge bar, wine bar, events) (2)
- Stores open later
 - Open until 11 p.m.
 - Coffee shops and restaurants that open later
 - Not Mountainview, but open in evening

Retail Commercial

- Bookstore for grown-ups (5)
- Theater – Live
 - No big chain theaters (4)
- Bookstore/café combo (3)
- Less spa/nail salons (3)
- Retail for teens so they don't always go to the mall (3)
- Get a few destination stores (1):
 - Pottery Barn
 - Restoration Hardware
 - Banana Republic
 - Sephora
 - Gap
- More stores open for start-ups and entrepreneurs
- More fashion stores
- Need a great bookstore for all ages
- More modern retail
- More business (like university at Palo Alto)

Community Amenities

- Downtown Park (not Shoup or Lincoln Park) for kids to use while parents shop/eat (4)
- Bowling (3)
- Ping pong (3)
- No skateboard park (2)
- Skateboard park (2)
- Greenery (flowers, trees, etc.)
- Grass areas for kids to run around could be nice
- Public plazas for public gatherings to hold concerts or movies in the park
- Social dance studio

Similar Downtowns

- Dinner theater in Mountain View, Palo Alto, and Los Gatos are great
- Emulate what has been done in other local towns:

- Burlingame
- Danville
- Los Gatos

Restaurants and Bars

- Blue Line Pizza (3)
- Bring Jamba Juice back (3)
- Food truck night – once a week (3)
- Better restaurant selection (2)
- Frozen yogurt shops (2)
- Like Panchos for adults (2)
- Brew pub
- More restaurants

Library

- Love the library

Aesthetics

- Greenery (flowers, trees, etc.)

Traffic and Parking

- Minimize traffic and cars (2)
- Enlarge area that is closed for parking
- Four-way stop at Main and State Streets
- Keep car traffic low

Community Events

- Small, live music (2)

Pedestrians and Bikes

- Pedestrian- focus (2)

General Comments

- Keep the small-town feel (3)
- Not Noise but people living

DOWNTOWN LOS ALTOS VISION | POP-UP WORKSHOP #2 SUMMARY

Thursday, May 4th, 2017: 4-8pm | Farmers Market, Downtown Los Altos

Attendees:

COMMUNITY MEMBERS

Approximately 120 workshop participants

CITY OF LOS ALTOS

*Jon Biggs, Community Development
Director*

RRM DESIGN GROUP

Bret Stinson

PLAN TO PLACE

Dave Javid



Summary Memo

Approximately 120 community members attended the second Pop-up Workshop event for the Downtown Los Altos Vision project held on Thursday, May 4, 2017, from 4-8:00 p.m. at the Downtown Farmers Market along State Street, between 2nd and 4th Streets. The format of the workshop included several participatory exercises located at three different stations, intended to engage community members, and achieve a greater understanding of their opinions and input regarding the future of Downtown Los Altos. Each of the stations posed questions to participants that framed the exercise, with additional direction provided regarding interaction with the station boards. Questions posed to community members included:

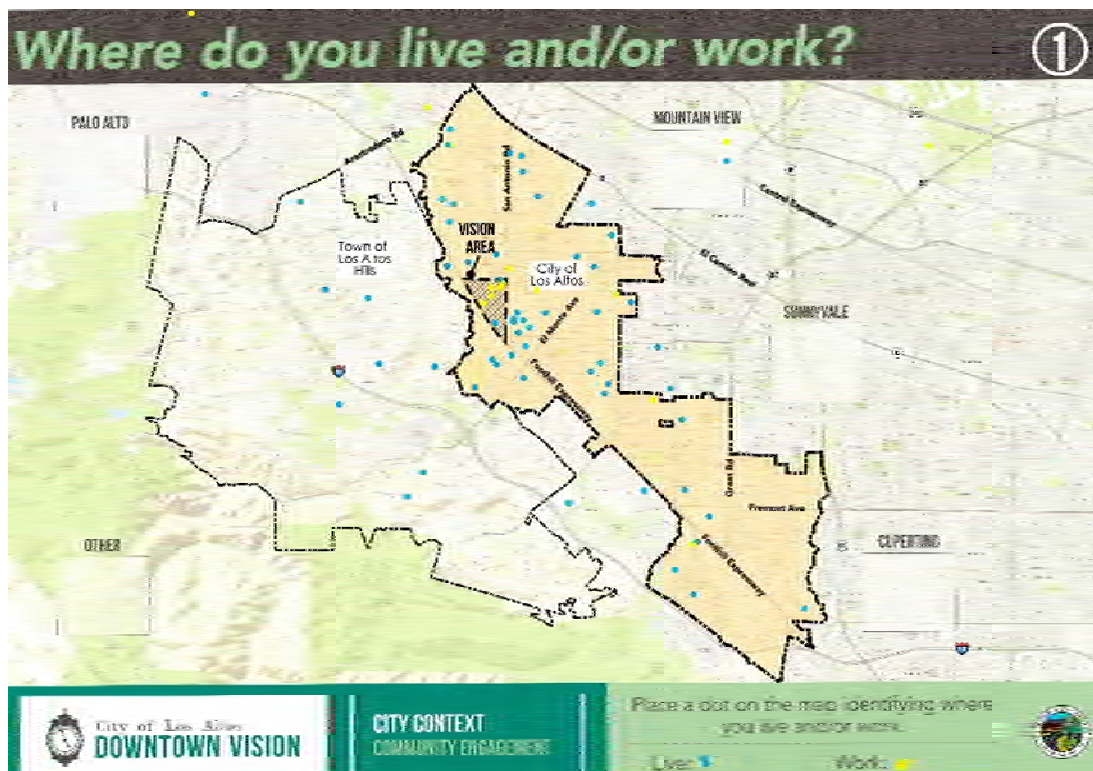


- *Where do you live and/or work?*
- *What future destinations, uses, and/or public spaces would entice you to go Downtown?*
- *What is your vision for Downtown's future vitality or vibrancy?*

The following is a short summary of the input received organized by topic. Following the topic section, an Appendix has been provided detailing all input and comments that were received at the workshop.

Where do you live and/or work?

Community members were asked to use dots to designate where they live and where they work on a regional, city-wide, project area context map. Blue dots were used to designate where participants live and yellow dots indicated where participants work. As shown below, a cross section of participants from across the City were engaged at the Farmer’s Market event, including residents from many individual neighborhoods. Although no formal quantification of responses was tallied, the map provides a baseline of where workshop participants live and/or work. To ensure that over the course of the project the entire Los Altos community is given the opportunity to engage in the process, as workshops and pop-up events continue to occur the live/work maps will be reviewed and compared to ensure adequate coverage.





What future destinations, uses, and/or public spaces would entice you to go Downtown?

Participants were provided sticky notes and asked to identify future uses, buildings, and/or public spaces that would entice them to go Downtown more often. Comments generally indicated a desire for underground parking, allowing taller building heights, additional restaurants integrated within Downtown, and community amenities such as a live or movie theater that would draw visitors Downtown more frequently. Other recurring comments included constructing a pedestrian bridge over Foothill Expressway, expanding shopping options, as well as providing more recreational related uses, such as a skate park and/or dog park. There were also several alternative viewpoints, which identified that a live theater or movie theater was not needed Downtown, that underground parking was unnecessary, and that building heights should be maintained at their current level.

also look at view from above - photograph with the street	Strict limit on building heights	Road Calming measures, PPA drive to street	Retail-only First Floor	IMPROVE BIKE PARKING + COMMINGLES @ Foothill	Reduce on bike resources with TriValley	More sidewalks + bike lanes	Speed bumps on Park!	↑ Park (do the other hand)	MONIE THEATRE (do the other hand)	UNDERGROUND POWER LINES!!!
Indoor Music Venue	Sports Bar w/ live music	INCUBATOR OFFICE SPACE W/WORKER TRASH	Later night entertainment	Library & outdoor parking with no hanging cars, needs to be accessible	Make Theater Downtown	Places being built are not people want people + more resources in streets	Underground Parking	More shops and ones	NO 3 story Buildings!	FAMILY CENTER/AM THEATRE
Underground Parking, Reducing only main st.	UNDERGROUND PARKING, more play spaces	Underground Parking Park Space - covered by car - people can't get in	DANCE CLUB - RESTAURANTS	Swimming Pool	Carve out parking spaces!	NO EXCLUSIVITY PLACES LIKE HIROSHI	KEEP BUILDING! But keep it current look! No more old buildings!	More bike parking/bike	SOULFUL FOR TEENS TO BE	UNUSUAL TO BE SPECIALTY STORES AT THE MAIN ST. INTERSECTION. A CENTER TRAIL. A CENTER TRAIL. A CENTER TRAIL.
PEDESTRIAN OVER SAN ANTONIO	BEATIFIC RESIDENTIAL	MORE PARKING - AM UNDERGROUND	YOUNG ADULTS SPACE! Places to go!	More GREEN SPACE! PLEASE!!	Any new build: keep them 10-12 stories, no taller. Exp. commercial buildings.	NO MORE PARKS	2-3 story + 4-5 story + 6-7 story + 8-9 story + 10-12 story	LET'S GET ON WITH THIS + DO IT	STORIES TO STAY OPEN TO MAKE FOR SALE SPACES! PARKING!	SHUTTER FROM ✓ BUTTER FROM ✓
Keep Boutique + Women's Boutique	CHILDREN'S BOUTIQUE + Women's Boutique	1st STREET GREEN!	Place - NO 1st STREET GREEN!	Pedestrian safe space more green (My kid's)	BETTER RESTAURANTS OUTDOOR SEATING	MORE EVENTS LIKE FAMILIES THROUGH	NO MORE more a building, more activity, more green!	ROUND-A-BOUT CENTRAL + STATE ST.	Di Wills Restaurant (Use a building) BUSH KIDNEY TRUCK STOP	Fountain (water table) in the town square
MAKE LIFE BETTER	COMMUNITY HISTORY MUSEUM	HOUSING ISSUE LABOR!	Foothill!! Bridge underground or overpass	Allow 3-story construction	YES! A V PARK FOR GYM/CLUB!	NO MORE more a building, more activity, more green!	ROUND-A-BOUT CENTRAL + STATE ST.	Di Wills Restaurant (Use a building) BUSH KIDNEY TRUCK STOP	Fountain (water table) in the town square	SHUTTER FROM ✓ BUTTER FROM ✓
Bowling + Food	underground parking, more play spaces	NO COMMUNITY HISTORY MUSEUM	FOOD COURT	Base Ball all ages can play!	State Park Gym	2-3 story + 4-5 story + 6-7 story + 8-9 story + 10-12 story	Ped. bridge over Foothill Exp. Main St.	Music Theater	ESPACIOUS BIKE PARKING	MORE ART + WINE FESTIVALS
TEAM TO FORM THE HOES + CULTURAL	More restaurants	Dog park (shut park w/ dog)	MAKE SEASON CENTER. Year was very sunny	Pedestrian only Main St.	more restaurants that are not just pizza space used w/ dog	dog park next to public in Los Altos?	MORE LIVE MUSIC	ALL BUILDINGS BECOME COURTYARD	MORE COMMUNITY SPONSORED LEARNING	FOOD & LIVE MUSIC VENUE
ENHANCE COMMUNITY CENTER SPACE	Public Plaza, relationships, civic center, community center, public space	COFFEE STORE!	Theater in Film w/ live performance	Class Room or space in to public - but even only	Outdoor restaurant like Cafe Barone	MORE EVEN SIDEWALK SPACES + OUTDOOR RESTAURANTS	LIBRARY DOWNTOWN	Two small schools w/ parking, more space, more space, more space!	RAISE BUILDING HEIGHTS TO 12 STORIES, LIKE PARIS	Pedestrian walks in Downtown Triangle area

What is your vision for Downtown's future vitality or vibrancy?

Participants responses generally indicated that additional retail was desired Downtown, especially restaurants or cafes. Office spaces to be utilized by startups or small offices were highly also suggested. Public amenities, specifically a live theater venue that could be an adaptive space, was also highly ranked.

Participants also showed interest in more outdoor seating, referencing the Cities of Menlo Park and Mountain View as examples of how outdoor seating could be expanded into parking and sidewalk areas, making the areas more inviting. Additional housing in the Downtown areas was encouraged in order to support Downtown, as well as expanded retail uses in Downtown. Alternatively, there were opposing views of whether not Downtown should have an increased nightlife, with some participants supporting more shops, restaurants, and cafes open later, while others participants opposing this idea. Participants expressed the need to provide a maximum building height for future development, encourage additional transit to Downtown to help address the parking problem, and create pedestrian only streets to encourage a more pedestrian-oriented environment.



DOWNTOWN LOS ALTOS VISION

May 4th, 2017 - Farmers Market Pop-up Workshop #2

Summary Memo: Appendix

The following information is the summation of information received from community members at the Farmers Market Pop-up Workshop from each station.

What future destinations, uses, and/or public spaces would entice you to go Downtown?

Comments

The information below is a direct transcription of the participants' input indicating their ideal destinations, uses, and public spaces in Downtown. Responses were provided via sticky notes and have been categorized into major themes. Those items with more than one response have the total number tally at the end of the response. The top three responses for future destinations, uses, and/or public spaces that would entice community members to go Downtown more frequently include:

- *Underground parking (15)*
- *More/better restaurants (11)*
- *Movie theater Downtown (10)*

Traffic and Parking

- Parking
 - Underground parking (15) with park on top (2)
 - No overflow parking (4)
 - No underground parking (3)
 - Parking structures (2)
 - More parking needed (2)
 - Parking street meters (2)
 - Central Park parking plazas
 - Parking/unloading for Uber
- Traffic calming
 - 4- way stop signs at State Street and 3rd, as well as State Street and 2nd (Starbucks intersection) (7)
 - Speed humps on Edith Avenue
 - Road calming measures – people drive too fast
 - Round-a-bout at entry at State Street
- Close Main Street or State Street to traffic; pedestrian only (2)
- Foothill Expressway to Main Street - right hand turn lane

Restaurants

- More/better restaurants (11)
 - Don't need another Italian/pizza place
- More sidewalk spaces and outdoor tables for restaurants (6)
- No exclusionary places like Hiroshi (3)
- Outdoor restaurant like Café Borrone (2)
- Boba place, like Teaspoon in Los Altos
- Coffee shops
- Replace an Italian food place with Thai food
- Need more people to frequent restaurants
- Would love to see the bank at the Main and State street intersection become a coffee house like Café Borrone in Menlo Park to attract more people for outside visits

Theater/Music Venue

- Movie theater Downtown (10)
 - A small, classic one
- Food and live indoor music venue (4)
- Theater for films and/or live performances (2)
- No movie theater

Community Amenities

- Park/open/green spaces (5)
 - For gathering
 - Permanent green space
 - More green space please (3)
 - No more parks
- Shuttle from South Los Altos and for seniors (3)
- 1st Street green (2)
- Community/family gathering space(s), centrally located (2)
 - Indoor playground
 - Family activities
 - More community events
 - Fountain/water feature in the town square
- Incubator office space (2)
- Swimming pool (2)
- Enhance community center space
- Housing
 - More residential
 - Workforce housing
- Educational/art opportunities
 - Connection to the History Museum
 - Museum/Exploratorium
 - Temporary and/or permanent facilities for kids and culture

- Popup local artist stage - rotating
- No 1st Street green
- Love the permanent fake grass park – 3rd Street green
- No downtown M.V or P.A. for Los Altos
- Make a senior center
- Better use of Hillview Community Center
- Public/Private Partnerships or Civic Center to generate funds for Civic Center programs
- Post Office open later

Retail/Commercial

- More shops (7) and cafes (4)
- Recreational
 - Skate park (6) and dog park (7)
 - Skate park especially for teens (4)
- Boutiques (3)
- Recreational
 - Bocce ball – all ages can play (3)
 - Bowling and food
- Billiards
- Cookie store
- Children’s and Women’s Boutique
- Retail paseo on central plaza
- Specialty stores
- True Food Kitchen, like at Stanford Shopping Center
- Hard to find workers/employees for businesses
- Office bring more people and more people = less vacancies in stores

Teen Hangouts

- Add more casual seating (lounge/sofas) for teenagers (2)
- Places for teens to be

Pedestrians and Bicycles

- Turn several streets into pedestrian malls (5)
 - Main Street
 - Better utilization of Plaza Central Area/corridor – building frontage to be developed at the back of buildings
 - Linear pedestrian mall/paseo with underground parking
 - Behind Main Street buildings to the southeast (stressed at a lesser degree)
- Pedestrian bridge
 - Foothill Expressway bridge underground or overpass (7)
 - Especially at Main Street
 - Over San Antonio (3)
 - Better connection between Civic Center area and Downtown

- San Antonio is a barrier right now to the Downtown area
- More sidewalks and bicycle lanes/better infrastructure all around (2)
 - Improve bicycle facilities and pedestrian crossings along Foothill
 - More bicycle racks/lockers (2)
 - Efficient bicycle parking
- Parklets, for bicycles and people, not cars
- Safe crossings and routes
- 1st and Main Street (entrance into Safeway parking lot) safer pedestrian access

Library

- Library Downtown (6)
- Expand existing library

Nightlife

- More evening activities/ later night entertainment options (3)
- Sports bar with live music (3)
- More life
- Dance club
- Young adults need places to go
- Stores need to stay open later
- Too quiet
 - Things aren't open late – a discouragement to new businesses (word on the street is not to develop in Los Altos)
- Stores close to soon
- Live music
- Bar

Development Standards

- Building Heights
 - Keep building heights at current levels (3)
 - Allow 3-story construction (2)
 - Raise building height limits to four stories, like Paris
 - Strict limit on building heights
 - No four-story buildings
 - Any new buildings keep them at 1 or 2 stories & pretty, especially Spanish architecture
- Retail-only on first floor (2)
- Avoid heights like Palo Alto
- Low density and growth
- No more mega buildings
- Need more setbacks
- No more Safeway style streets

Community Events

- Fun events (3)
- More events like Farmers Markets (2)
 - Farmers Market year-round (2)
- More art and wine festivals

Aesthetics

- Keep rustic – true and class to original (2)
- More train themes to pay homage
- No unsightly blacktop jungles
- Underground power lines

General Comments

- Look at Truckee Children’s Discovery Museum, called Kid Zone Museum (2)
- Housing issue
- Not Palo Alto or Mountain View – remember the way you model here
- “880 rule” safety for kids + elderly – good for all
- More vibrancy
- “Feet on the street”
- Too many for sale signs
- More mixed-use
- More activities
- Be more like Mountain View
- Tunnels, private funding
- Save the 6 redwood trees at Area 151 and Bumble

What is your vision for downtown's future vitality or vibrancy?

Level of Activity

Based on the placement of sticky dots, approximately 16 community members indicated that they desired a very active Downtown environment, 22 wanted somewhere between a very active and a balance of activity, 15 chose a balance of activity, 3 desired somewhere between a balance of activity and minimal activity, and 3 wanted minimal activity.

Comments

The information below is a direct transcription of the participants' input. Responses were provided via sticky notes and have been categorized into major themes. Those items with more than one response have the total number tally at the end of the response. The information provided below contains all of the responses provided by participants indicating their ideal level of activity in Downtown beyond placement of the initial sticky dots. The top three responses for future Downtown vitality or vibrancy include:

- *More retail (5)*
- *More office space (4)*
- *Live theater - adaptive space, like Mountain View Performing Arts (4)*
- *More cafes/restaurants (4)*

Retail/Commercial

- More retail (5)
 - Keep retail and advertise Los Altos as a wonderful shopping area (like Los Gatos or Carmel)
 - Develop creative plan to keep retail
- More office space (4)
 - For startups and small offices
 - Keep small
- No more offices (2)

Community Amenities

- More lounges and outdoor seating (3)
- Housing (3)
 - More housing to increase growth of Downtown and support retail
 - Good sized condos
 - Condos above the community center
- Park/open space (2)
 - Only if fully funded by City
 - Provide Downtown for businesses
- Recreational

- Outdoor gym
- Community building activity
- More family events

Similar Downtowns

- Live theater (adaptive space – like Mountain View Performing Arts) (4)
- Like Mountain View (3)
 - Menlo Park and Mountain View allow cafes to spill out into the parking areas – makes the whole town inviting.
- More like Palo Alto
- Like Los Gatos
- More like Saratoga than Mountain View

Nightlife

- More shops, restaurants, and cafes open later (2)
- More outdoor dancing and live music (2)
- More fun
- Need some nightlife
- More neighborhood bar/hangouts (like Honcho)
- Don't want Downtown to become a night spot

Restaurants

- More cafes/restaurants (4)

Library

- Better library
 - More variety of books
- Bigger or second library
- Keep where it is but maybe add a second floor – weird to put it Downtown

Traffic and Parking

- More parking
- More transit routes to Downtown to help with the parking problem
- Preserve all existing parking

Development Standards

- Buildup - allow three stories
 - If the amount of green space increases
- All new buildings to be restricted at 35 feet height maximum
- Historic district

- Los density parks in town

Outreach

- Enhanced visibility of the process

Pedestrians and Bicycles

- Main Street and State Street – pedestrian only to encourage cafes and restaurants (3)
- More sidewalks

General Comments

- Growing economy
- “Let’s rock!”
- More vibrant (2)
 - Without Sunnyvale high rises, but with Sunnyvale attentions to historic district
- More college grads and young families moving to Los Altos
- Downtown for all ages
- Los Altos is a small, quiet town, which is part of its charm and why I chose to live here
Restaurants, vibrancy, etc. are great, but only if it can be balanced with a sense of community (versus Palo Alto, which is overcrowded and full of commuters) – a balance is necessary (2)
- Don’t like Council decision – need more citizen views first.
- Think of more creativity with solutions, as opposed to copying what S.F. has done (i.e. SF has done greens + parklets). Let’s be different.
- Keep the calm of the area. Think Oasis that works for residents, workers, residents, workers & visitors but keep residents first.
- Don’t make us a destination
- Get the police station out of the Hillview area

DOWNTOWN LOS ALTOS VISION | POP-UP WORKSHOP #3 SUMMARY

Wednesday, May 17th, 2017: 10:00 a.m. – 12:00 p.m. | Los Altos Main Library

Attendees:

COMMUNITY MEMBERS

Approximately 50 workshop participants

CITY OF LOS ALTOS

Jon Biggs, Community Development Director

RRM DESIGN GROUP

Matthew Ottoson

PLAN TO PLACE

Dave Javid



Summary Memo

On Wednesday, May 17, 2017 Jon Biggs, with the City of Los Altos and Matthew Ottoson, with RRM Design Group, as well as Dave Javid with Plan to Place conducted a pop-up workshop at the Los Altos Main Library. Approximately 50 community members attended the small hands-on workshop. The workshop followed the format of previous engagement efforts and included multiple interactive exercises to engage participants at the various stations to collect opinions and input regarding Downtown Los Altos. Workshop participants were invited to respond to the following questions:

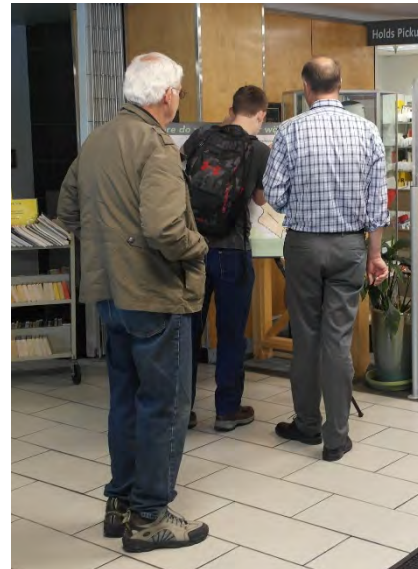


- *Where do you live and/or work?*
- *What future destinations, uses, and/or public spaces would entice you to go Downtown?*
- *What is your vision for Downtown's future vitality or vibrancy?*

The following is a short summary of the input received organized by topic. Following the topic section, an Appendix has been provided detailing all input and comments that were received at the workshop.

Where do you live and/or work?

Community members were asked to use sticky dots to specify where they live and/or where they work on a regional and city-wide project area context map. Blue dots were used to designate where participants live and yellow dots where participants work. As shown below, it appears most of the participants at this event either live or work in our near the downtown area. Although no formal quantification of responses was tallied, the map provides a baseline of where workshop participants live and/or work. To ensure that over the course of the project the entire Los Altos community is given the opportunity to engage in the process, as workshops and pop-up events continue to occur the live/work maps will be reviewed and compared to ensure adequate coverage.



What future destinations, uses, and/or public spaces would entice you to go Downtown?

Participant responses highlighted a variety of interests pertaining to the future of the Downtown area. Specifically, removing the 2-story height limit was supported by many participants, while as some expressed the desire in keeping the height limit at 2-stories (see the Appendix for a breakdown). Participants also expressed interest in increased hours of operation for restaurants in the evening to promote and encourage greater opportunities for night life in Los Altos. Traffic and parking was the next most discussed topic. Some supported exploring underground parking while others thought that parking may not be an issue and those visiting the downtown area should be encouraged to walk there when possible.



4

- 05/17 MAIN LIBRARY OFF. PLAP
- 4-way stops on State + Main would make them much more like and ppl. friendly
- more public space ✓
- BRING LIBRARY TO 4th STREET
- Remove 2 story limit - well designed 3 story buildings are most viable. ✓✓✓✓✓
- A pedestrian bridge would be great! ✓
- Please consider "fixing" 18th St. so that the Library & City Hall can integrate better into Downtown. The parking on 18th St. could help serve Downtown!
- well designed 3-4 story buildings with timber facades ✓
- underground parking please!! ✓✓✓
- info kiosks ✓
- SAFETY IMPROVEMENTS
- public green ✓
- Downtown for all ages & economic activities - variety of business + services ✓
- Better restaurants open late ✓✓
- Community Ctr to provide social space for seniors ✓
- more teen friendly businesses ✓
- Been parking in courtyard especially employ parking ✓
- usable park downtown ✓✓
- more pedestrian friendly → no cars on Main St ✓
- Community center more representative of youth/teen ✓
- teen friendly activities
- BRAND CYCLE SHOP
- BUS STOP WITH BETTER ACCESS TO MAIN ST.
- UNDERGROUND UNDEVELOPED SAN ANTONIO @ CENTER AREA ✓
- Keep Community downtown street and buildings ✓
- ALLOW THE BUILDING PARK ON FIAT ST. ✓
- City recreation fitness, performing arts center
- Open with diverse group fitness classes, fun & wide array of services. - less & small personal training & private fitness facilities
- Lincoln Park is not a family friendly park - FOOTBALL CROSSING IS A PROBLEM ✓
- Keep limit to 2 stories high so we have sunlight!
- more restaurants & shops. - less services (mail, salon, etc)
- Parking is not a big problem... just need a little more ✓
- affordable housing - density - density in parking lot ✓✓
- Downtown should have more diversity of stores that attract families - Places for kids & teens - More restaurants that are open late ✓
- "playgrounds" in downtown - Park instead of parking downtown.

DOWNTOWN LOS ALTOS VISION

May 17, 2017 – Pop-Up Workshop #3

Summary Memo: Appendix

The following information is the summation of information received from community members at the Los Altos Main Library Pop-Up Workshop Event from each station.

What future destinations, uses, and/or public spaces would entice you to go Downtown?

Comments

The information below is a direct transcription of the participants' input indicating their ideal destinations, uses, and public spaces in Downtown. Responses were provided via sticky notes and have been categorized into major themes. Those items with more than one response have the total number tally at the end of the response. The top four responses include:

- *Development Standards – Remove 2-story height limit – well-designed 3-story buildings are most viable (7)*
- *Nightlife – Restaurants open later (7)*
- *Traffic and Parking – Parking is not a big problem, just walk a little (6)*
- *Traffic and Parking – Underground parking (6)*

Development Standards

- Remove 2-story height limit – well-designed 3-story buildings are most viable (7)
- Well-designed 3-4 story buildings with wider sidewalks (3)
- Keep easement between buildings and street (2)
- Keep height limit of buildings to 2-stories to maintain sunlight

Nightlife

- Restaurants open later (7)

Traffic and Parking

- Parking is not a big problem, just walk a little (6)
- Underground parking (6)
- Consider 'fixing' Edit to San Antonio so that the library and City Hall can integrate better into Downtown. The parking on that side could help serve Downtown. (3)
- More parking space (3)
- Better parking agreement, especially employee parking (2)
- Bus stop with better access to Main Street
- Safety improvements or middle island at San Antonio and Edith

Community Amenities

- Downtown for all ages and economic categories, with a variety of businesses and services (4)
- Affordable housing Downtown; possibly in parking lot (3)
- Allow the building and park on 1st Street (3)
- Less services, i.e. nail and/or hair salons (3)
- Public green (3)
- Usable park Downtown (3)
- Community center to provide social space for seniors (2)
- Information kiosks (2)
- Lincoln Park is not a family-friendly park; crossing at Foothill is a problem (2)
- Bring library Downtown with parking structure
- City recreation, fitness, meeting, and/or performing arts center
- Gym with diverse range of group fitness classes, pool, and wide array of services
- Less and small personal training and focused fitness facilities
- Playground in Lincoln Park rather than parks Downtown

Restaurants and Bars

- Better restaurants (4)
- Restaurants with good quality (2)
- More restaurants

Retail/Commercial

- Board game shop
- Downtown should have more diversity of stores that are for families
- More shops

Teen Hangouts

- Make the community center more representative of youth and teens (3)
- Teen-friendly activities/businesses (3)
- Places Downtown for kids and teens (2)

Pedestrians and Bicycles

- Pedestrian bridge would be great (3)
- 4-way stop signs on State and Main Streets would make them more bicycle and pedestrian friendly (2)
- Make Downtown more pedestrian-friendly; no cars on Main Street
- Underpass under San Antonio at Central Area with park

What is your vision for Downtown's future vitality or vibrancy?

Level of Activity

Based on the placement of sticky dots, approximately 11 community members indicated that they desired a very active Downtown environment, 5 wanted somewhere between a very active and a balance of activity, 3 chose a balance of activity, 3 desired somewhere between a balance of activity and minimal activity, and 1 wanted minimal activity.

Comments

The information below is a direct transcription of the participants' input indicating their desired level of activity in Downtown. Responses were provided via sticky notes and have been categorized into major themes. Those items with more than one response have the total number tally at the end of the response. The top five responses include:

- *Community Amenities – More family-oriented (4)*
- *Community Amenities – Access for seniors and teens to Downtown (3)*
- *Community Amenities – Need information kiosks Downtown (3)*
- *Retail Commercial – Retail shops to stay open later (3)*
- *Similar Downtowns/Examples – Los Gatos and Mountain View (3)*

Community Amenities

- More family-oriented (4)
 - (e.g. a gym)
- Access for seniors and teens to Downtown (3)
- Need information kiosks Downtown (3)
 - In Downtown square
- Activity for all ages (2)
- Fitness needed
 - Soul cycle
 - Hot yoga
- Meeting venue open to the public
 - (e.g. a place to host wine tasting)

Retail Commercial

- Retail shops stay open later (11 a.m. – 7 p.m.) (3)
- Small stores; personal service

Similar Downtowns/Examples

- Los Gatos (3)

- Mountain View (3)
- Castro Street in Mountain View; quaint, village feel (2)
- Carmel
- Milpitas
- More bars, restaurants, and nightlife like Palo Alto
- More like Los Altos Bar and Grill
- News appeal like Nantucket, Carmel

Development Standards

- Four stories on 1st Street ok (2)
- Taller buildings ok; more than 2-stories ok (2)
- 2-stories only
- Architectural guidelines that guide design
- Can go beyond 2-story to create density with local population
- Single and 2-story only

Traffic and Parking

- Better transit options (2)
- Parking issues over-exaggerated

Aesthetics

- Create critical mass

Teen Hangout

- More variety for teens – restaurants, activities, and things to do

Nightlife

- Encourage night life with live music
- More places that stay open later
- More happy hours
- Live music
- Pub or place to socialize later

Restaurants and Bars

- More and variety of restaurants (2)
- Restaurants that are open later (2)

Community Events

- More community events and activities

Pedestrians and Bicycles

- Provide bicycle access for youth

General Comments

- Convenience (3)
- Current parks close to Downtown Los Altos do not encourage gathering
- Differentiate
- Encourage high school to town horse ok, as in the 4th of July Parade
- Missed opportunity on tax revenues to support quality businesses
- More of a mix
- Need to a draw to help survive
- Need activity to keep businesses alive
- Participate or perish – need to compete with surroundings
- Public safety
- Retain and keep small-town feel and quality
- Unique quality
- Create a Downtown mood app. People can check different times when they want to visit. The mood will be dependent of the combination of current activities and crowd sourced data about location, traffic, parking, shopping, sales, events, and/or local market, etc. Rewards could be encouraged when community members bring in out of town guests into shops.
- Ensure that any Downtown expansion plans contain measures that have teeth to prevent overflow parking and cut-through traffic in the adjoining single-family neighborhoods. “parking in-lieu” does not provide additional parking for many years. Please don’t create the problems that now plague other cities, such as Palo Alto and/or Mountain View.

DOWNTOWN LOS ALTOS VISION | POP-UP WORKSHOP #4 SUMMARY

Wednesday, May 17th, 2017: 1 – 4:00 p.m. | Grant Park Community Center

Attendees:

COMMUNITY MEMBERS

Approximately 50 workshop participants

CITY OF LOS ALTOS

Jon Biggs, Community Development Director

RRM DESIGN GROUP

Matthew Ottoson

PLAN TO PLACE

Dave Javid



Summary Memo

On Wednesday, May 17, 2017 Jon Biggs, with the City of Los Altos and Matthew Ottoson, with RRM Design Group, as well as Dave Javid with Plan to Place conducted a popup workshop at Grant Park Community Center. Approximately 50 community members attended the small hands-on workshop. The workshop followed the format of previous engagement efforts and included multiple interactive exercises to engage participants at the various stations to collect opinions and input regarding Downtown Los Altos. Workshop participants were invited to respond to the following questions:

- *Where do you live and/or work?*
- *What future destinations, uses, and/or public spaces would entice you to go Downtown?*
- *What is your vision for Downtown's future vitality or vibrancy?*



The following is a short summary of the input received organized by topic. Following the topic section, an Appendix has been provided detailing all input and comments that were received at the workshop.

Where do you live and/or work?

Participants were asked to use sticky dots to designate where they live and where they work on a regional, project area context map. Blue dots were used to designate where participants live and yellow dots where participants worked. As shown below, it appears most of the participants at this event live in the South Los Altos neighborhoods. Although no formal quantification of responses was tallied, the map provides a baseline of where workshop participants live and/or work. To ensure that over the course of the project the entire Los Altos community is given the opportunity to engage in the process, as workshops and pop-up events continue to occur the live/work maps will be reviewed and compared to ensure adequate coverage.



What future destinations, uses, and/or public spaces would entice you to go Downtown?

Participant’s interest at this station included the desire for a variety of destinations and amenities. Introducing a theater Downtown captured a majority of the comments received. An interest to explore new development standards was also supported, including the potential to designate State and Main Streets as a historic district. The input received showed a conflict of opinion over the height limit Downtown, whether it should remain at 2-stories or if exceptions should be allowed (e.g., it was suggested that 4-story height limits be approved on 1st Street). The preservation of the small-town feel in Los Altos was also desired to be kept by many. An increased emphasis on making Downtown a place that people want to work was also expressed.



DOWNTOWN LOS ALTOS VISION

May 17, 2017 – Pop-Up Workshop #4

Summary Memo: Appendix

The following information is the summation of information received from community members at the Grant Park Community Center Pop Up Workshop Event from each station.

What future destinations, uses, and/or public spaces would entice you to go Downtown?

Comments

The information provided below contains the responses provided by community members indicating their ideal destinations, uses, and public spaces in Downtown. Responses were provided via sticky notes and have been categorized into major themes. Those items with more than one response have the total number of similar replies provided at the end of the response. The top four responses include:

- *Development Standards – No more than 2-stories (7)*
- *Theater – Unique theater showing art and independent films (4)*
- *Development Standards – Designate Main and State Streets a historic district (4)*
- *Development Standards – Allow 4-stories on 1st Street (3)*

Development Standards

- No more than 2-stories (7)
 - No high rises
 - Help to abate traffic congestion
- Designate Main and State Streets a historic district (4)
- Allow 4-stories on 1st Street (3)

Theater

- Unique theater showing art and independent films (4)
- Movie theatre showing first run movies – have available for the community

Community Amenities

- Need more services (2)
 - Medical
 - Dental
 - Eye
- Park in Downtown
- Economical store
- More dog-friendly Downtown with dog park on Foothill

Restaurants and Bars

- Better restaurants (2)
- Restaurants with good quality (2)

Nightlife

- Keep shops open past 6 p.m. in the evening

Retail/Commercial

- Bargain retail (2)

Teen Hangouts

- More children friendly establishments

Pedestrians and Bicycles

- Pedestrian bridge connecting Downtown to Community Center (3)
- More bicycle opportunities (2)
 - Allow for parents to bike to school with children
- Safe connections between south side of Los Altos to teen centers (2)
- Pedestrian bridge connecting Lincoln Park to State Street
- Bike Boulevard on 2nd Street connecting Los Altos Avenue to Cuesta Drive
- Bicycle-friendly in and to Downtown
- Continuously protected bicycle lanes so teens can get to Downtown and school safely.

Traffic and Parking

- Shuttle service for Downtown that is free and travels from the Senior Center (4)
- Need more parking spaces (3)
- Parking structures needed (2)
 - North of State Street, between 2nd and 3rd Streets
 - South of Main Street, between 2nd and 3rd Streets
- Provide parking on-site
- Los Altos resident parking privileges – parking permits

Aesthetics

- More building presence on San Antonio

General Comments

- Activate Main at San Antonio with more shops and restaurants (2)
- Downtown takes time to get to – a lot of your day is dedicated to making the trip.
- Businesses with good employee benefits – create a location people want to work at.

What is your vision for Downtown's future vitality or vibrancy?

Level of Activity

Based on placement of sticky dots, approximately 3 community members indicated that they desired a very active Downtown environment, 4 wanted somewhere between a very active and a balance of activity, 12 chose a balance of activity, and 2 desired somewhere between a balance of activity and minimal activity. No participants indicated they wanted minimal activity within Downtown.

Comments

The information provided below contains the responses provided by community members indicating their ideal level of activity in Downtown. Responses were provided via sticky notes and have been categorized into major themes. Those items with more than one response have the total number of similar replies provided at the end of the response. The top five responses include:

- *Development Standards – No more than 2- stories, “canyon effect” (7)*
- *Community Amenities – Affordable housing Downtown (5)*
- *Traffic and Parking – Community shuttle to Downtown (3)*
- *Aesthetics – Don’t want Santana Row Downtown; 2 stories ok (3)*
- *Traffic and Parking – More buses for kids, seniors, etc. (3)*

Development Standards

- No more than 2- stories, “canyon effect” (7)
- Allow 4-stories on 1st street (3)
- Preserve views
- Design guidelines that links architecture -- character
- Variety in setbacks and lots of landscaping
- Concentrate activity along El Camino Real
- Keep heights the same

Community Amenities

- Affordable housing Downtown (5)
 - Firemen and nurses
 - For all ages
- All services need to stay on El Camino Real (Closer to Los Altos)
- Activities for active seniors (50's - 60's)
- Spaces to protect patrons from elements

Traffic and Parking

- More buses for kids, seniors, etc. (3)
- Need parking near restaurants for seniors
- Parking not an issue
 - Don't give up outdoor lots - trees and nature

- Community shuttle to Downtown (3)
- Parking fees to developers for parking structure

Aesthetics

- Don't want Santana row Downtown (3)
 - 2 stories ok
- Architecture like Enchanté Boutique Hotel on San Antonio
 - Given the location

Teen Hangout

- Activities for young adults; places to congregate

Nightlife

- Places that stay open later - restaurants

Retail Commercial

- Unique stores not found in other cities
- High-end shops with nice town feel
- Retail uses are challenged
- More shops and convenient stores

Community Events

- Expand concerts in park
- More events to draw people to Downtown (progress off 3rd Street green)

Restaurants and Bars

- Retain a restaurant that caters to families with small children/ infants – amenities
- More kid-friendly and night restaurants

Similar Downtowns/Examples

- Like Castro; street walkable (2)
- More spaces for events like Redwood City or Sunnyvale (2)
- Mountain View (2)
 - Bookstores
 - Coffee shops
 - Restaurants
- Would rather go to Sunnyvale for affordability (2)
- Mountain View more spots in 1 location
- A Carmel atmosphere
- Like Los Gatos - retail stores with more storefront
- Art (with parking), theatre like Palo Alto for dinner and show

- Like Sunnyvale, more convenience
- Lawn bowling (e.g. San Jose)

Pedestrians and Bicycles

- More walkable like mountain view (3)
- More bike opportunities for kids to schools (2)

General Comments

- Downtown is too expensive, need more affordable options (2)
- Don't want cars and traffic that urban development brings
- Keep Downtown viable for next generation
- Fun of downtown gone
 - Cute shops are gone
- Education helps us understand
- Not like Sunnyvale or Mountain View; too much congestion and density

Downtown Vision



What type of environment would you like to see in the Downtown area in the future?

Responses

1. Which of the following best describes Downtown Los Altos for you? (Check up to three)

		%	Count
A Village		40.4%	626
Charming		37.2%	577
Compact		19.6%	304
Small Town		54.6%	847
Dated		28.2%	438
Boring		23.5%	364
Attractive		21.5%	334
Stagnant		30.8%	478
Busy		6.8%	105

2. How frequently do you visit Downtown? (Check only one)

		%	Count
Daily		22.5%	349
A few times a week		55.2%	855
Once a month		18.2%	282
A few times a year		3.9%	60
Never		0.2%	3

3. What activities bring you Downtown most frequently? (Check all that apply.)

		%	Count
Events (e.g. farmers market, festivals, etc.)		58.2%	904

Downtown Vision

What type of environment would you like to see in the Downtown area in the future?






		%	Count
Kid activities		10.0%	156
Classes (e.g. yoga, Pilates, martial arts, etc.)		10.7%	166
Services (e.g. bank, nail/hair salon, dry cleaners, etc.)		64.8%	1006
Coffee/snack/ice cream		59.0%	916
Lunch		49.5%	769
Dinner		56.9%	883
Grocery shopping		63.6%	988
Other shopping		36.0%	559
Medical		5.7%	89
Meet friends		43.3%	672
Work		7.7%	120
Other		12.4%	193

4. Why do you shop/dine at places OTHER than Downtown? (Check all that apply.)






		%	Count
Better grocery store		26.7%	415
Outlet stores		9.0%	140
Easier and more convenient parking		23.3%	362
For services I cannot get Downtown		53.4%	828
To find items I cannot get Downtown		64.9%	1007
More activities and events		19.3%	300
More options for entertainment		37.5%	582

Downtown Vision





What type of environment would you like to see in the Downtown area in the future?

		%	Count
More shops and restaurants open later		49.3%	765
More stores and restaurants in one place		24.5%	381
Variety of restaurants		61.4%	953
To access national retailers (e.g. Apple, Gap, Macy's, Old Navy, etc.)		45.4%	705
Other		15.7%	244

5a. What is your perception of Downtown Los Altos TODAY? (Check only one)

		%	Count
Too quiet		33.3%	514
Just right		23.2%	358
Quiet		34.4%	531
Active		8.4%	130
Lively		0.7%	11

5b. What do you want Downtown Los Altos to be in the future? (Check only one)

		%	Count
Quieter than now		1.8%	27
Like it is now		20.8%	320
Not as quiet as now (e.g. similar to the level of activity in Downtown Menlo Park)		24.6%	378
Active (e.g., similar to the level of activity in Downtown Los Gatos, Burlingame, or Carmel)		37.3%	574

Downtown Vision

What type of environment would you like to see in the Downtown area in the future?

		%	Count
Lively (e.g., similar to the level of activity in Downtown Palo Alto or Mountain View)		15.5%	238

6. What would entice you to go Downtown more often? (Check your top five preferences.)





		%	Count
Easier/safer way to get Downtown from Library and Community Center		10.6%	164
More bicycle friendly routes		10.5%	161
Evening entertainment options		48.9%	753
More high-end restaurants		18.5%	285
More outdoor dining		41.4%	638
Greater variety of restaurants		59.9%	922
More casual family restaurants		41.3%	636
Microbrew/wine bar/gastropubs		35.5%	547
More coffee shops		7.4%	114
More community gathering spaces		19.9%	307
More events (e.g. farmers market, festivals, etc.)		21.6%	333
More gym/yoga/martial arts studios		4.1%	63
More parking		26.0%	400
Movie theater		28.6%	441
Theater for live performances		20.2%	311
Other		18.2%	281

7. In the next 20 years, what primary uses would you like to see Downtown mixed in with commercial






Downtown Vision

What type of environment would you like to see in the Downtown area in the future?





uses? (Check all that apply.)

		%	Count
Put housing above stores and restaurants		55.1%	781
Add offices above stores and restaurants		52.7%	747
Add standalone housing (apartments or condos)		20.9%	297
Other		26.4%	374

8a. In the future, how tall should we allow buildings to be? (Check only one)

		%	Count
No change in height – maintain building heights similar to today		18.3%	282
Mostly 2 stories (approximately 30 – 35 feet)		36.3%	560
Mostly 3 stories (approximately 45 feet)		27.3%	421
Allow buildings taller than 3 stories		7.5%	115
Other		10.7%	165

9. In thinking about parking Downtown, what would you prefer? (Check all that apply.)

		%	Count
Above ground parking structure		14.6%	225
Below ground parking structure		32.4%	498
Both above and below ground parking structures		49.9%	768
Enhanced parking management (parking meters and enforcement)		6.4%	99

Downtown Vision








What type of environment would you like to see in the Downtown area in the future?

		%	Count
No additional parking is necessary		14.8%	228
Other		14.2%	219

10. Name three other Downtowns, and the features or attributes of each, that you would like to see incorporated in a vision for Downtown Los Altos.

Answered	1,186
Skipped	368




11. Your Age Group

		%	Count
< 18		0.5%	8
18-29		1.5%	23
30-39		7.4%	114
40-49		21.5%	332
50-64		37.4%	577
65-74		20.5%	317
75+		11.2%	173



12. Your Gender

Downtown Vision

What type of environment would you like to see in the Downtown area in the future?

		%	Count
Female		59.7%	920
Male		37.9%	584
No answer		2.4%	37

13. Do you have children (under 18 years old) living at home?

		%	Count
Yes		37.2%	575
No		60.1%	928
No answer		2.7%	41

14. Where do you live and/or work in Los Altos?

Dark Blue – North Los Altos

		%	Count
Live		35.0%	539
Work		11.4%	175

Bright Yellow – Old Los Altos

		%	Count
Live		9.2%	142
Work		1.8%	28

Brown – Central Los Altos

		%	Count
Live		15.6%	241
Work		4.7%	73

Downtown Vision

What type of environment would you like to see in the Downtown area in the future?

Light Blue – Rancho Neighborhood

		%	Count
Live		3.8%	59
Work		0.8%	12

Lime Green – Loyola Corners

		%	Count
Live		2.6%	40
Work		1.2%	18

Teal Green – The Highlands

		%	Count
Live		5.5%	84
Work		0.8%	13

Purple – South Los Altos

		%	Count
Live		9.6%	148
Work		1.4%	21

Bright Red – Country Club

		%	Count
Live		2.8%	43
Work		0.5%	8

Light Peach – Los Altos Hills

		%	Count
Live		11.2%	172
Work		1.8%	28

Downtown Vision

What type of environment would you like to see in the Downtown area in the future?

Gray – Unincorporated areas

		%	Count
Live		1.8%	28
Work		0.5%	7

Other

		%	Count
Live		1.0%	15
Work		7.6%	117

Live

Average

Total

Count 171

Skipped 1,383

Work

Average

Total

Count 473

Skipped 1,081

16. To ensure the accuracy of this questionnaire, please provide your address in the box below. (Address information will remain confidential and will not be used for any solicitation or marketing purposes).



Answered 1,391

Downtown Vision

What type of environment would you like to see in the Downtown area in the future?

Skipped 163

17. How long have you lived in Los Altos?

		%	Count
0-5 years		15.0%	228
6-10 years		12.3%	187
11-15 years		11.6%	177
16-20 years		11.0%	168
21-25 years		11.4%	173
> 25 years		38.7%	588

Email (Email address information will remain confidential and will not be used for any solicitation or marketing purposes).

Answered 1,140

Skipped 414

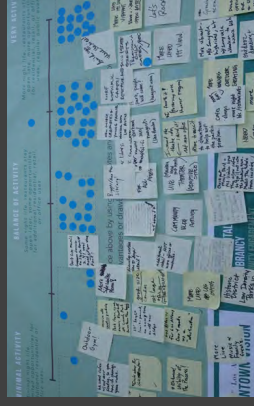
Community Engagement



CITY COUNCIL MEETING – AUGUST 22, 2017

Summary of Community Engagement

- Total of 22 Meetings and Pop-Up Workshops have been held thus far, including:
 - Stakeholder/One-On-One Interviews
 - Kickoff Event/Workshop
 - Jr. Olympics, Farmer's Market, Main Library, and Grant Park Pop-Ups
 - Chamber Meetings
 - PTA Meetings
 - Community/Committee Meetings



Community Questionnaire

- Postcard delivered to every mailbox in Los Altos and Los Altos Hills
- Survey period occurred from June 12, 2017 to July 7, 2017
- Included questions related to Downtown Today and Downtown in the Future
- Total of 1,544 respondents



City of Los Altos
DOWNTOWN VISION

COMMUNITY QUESTIONNAIRE
PROVIDE INPUT ON THE FUTURE OF DOWNTOWN!

SUBMIT BY
JULY
7TH
2017

PLEASE FILL OUT THE ONLINE COMMUNITY QUESTIONNAIRE USING THE FOLLOWING LINK:
www.losaltosca.gov/OpenCityHall

If you would prefer to fill out a hard copy of the questionnaire, please call (650) 947-2750 and ask to receive a copy through the mail or pick one up in person at the Community Development Department front counter located at Los Altos City Hall - 1 N. San Antonio Road, Los Altos.

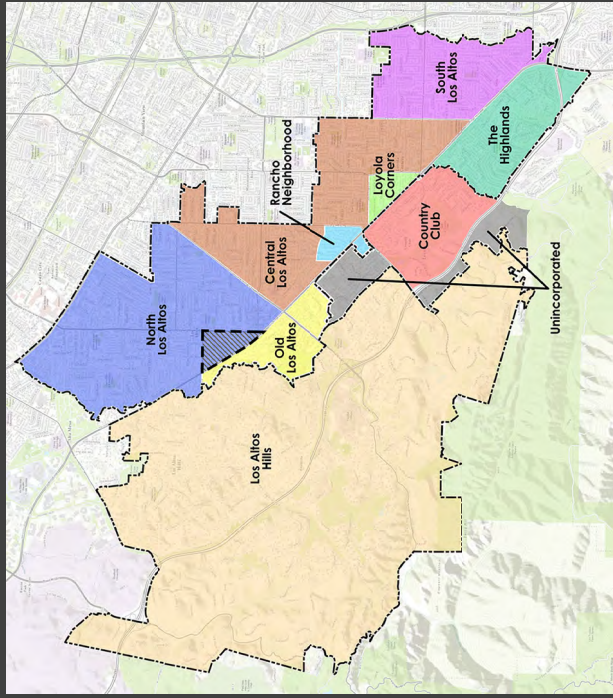
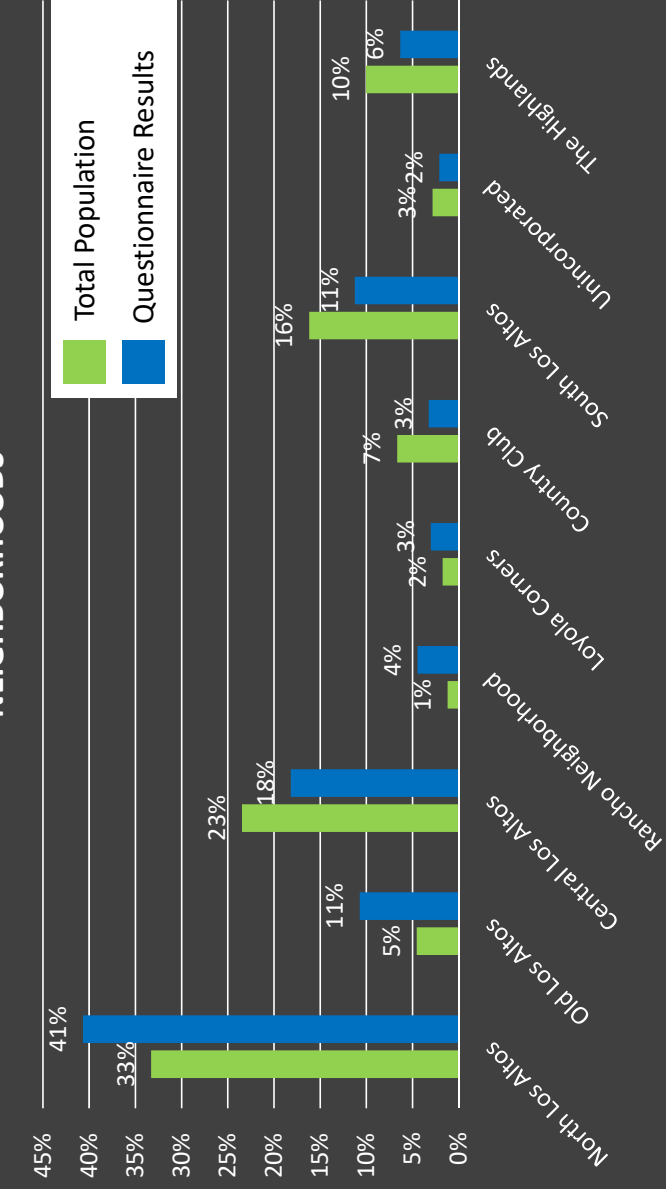
FOR MORE INFORMATION VISIT:
www.losaltosca.gov/DowntownVision
To sign up for notifications or ask questions:
DowntownVision@losaltosca.gov

The Los Altos Downtown Vision Plan is a city-led effort to collaborate with the Los Altos community. The input received through this questionnaire along with analyses and input through community engagement events, will be utilized to collectively shape a vision for the future of Downtown.



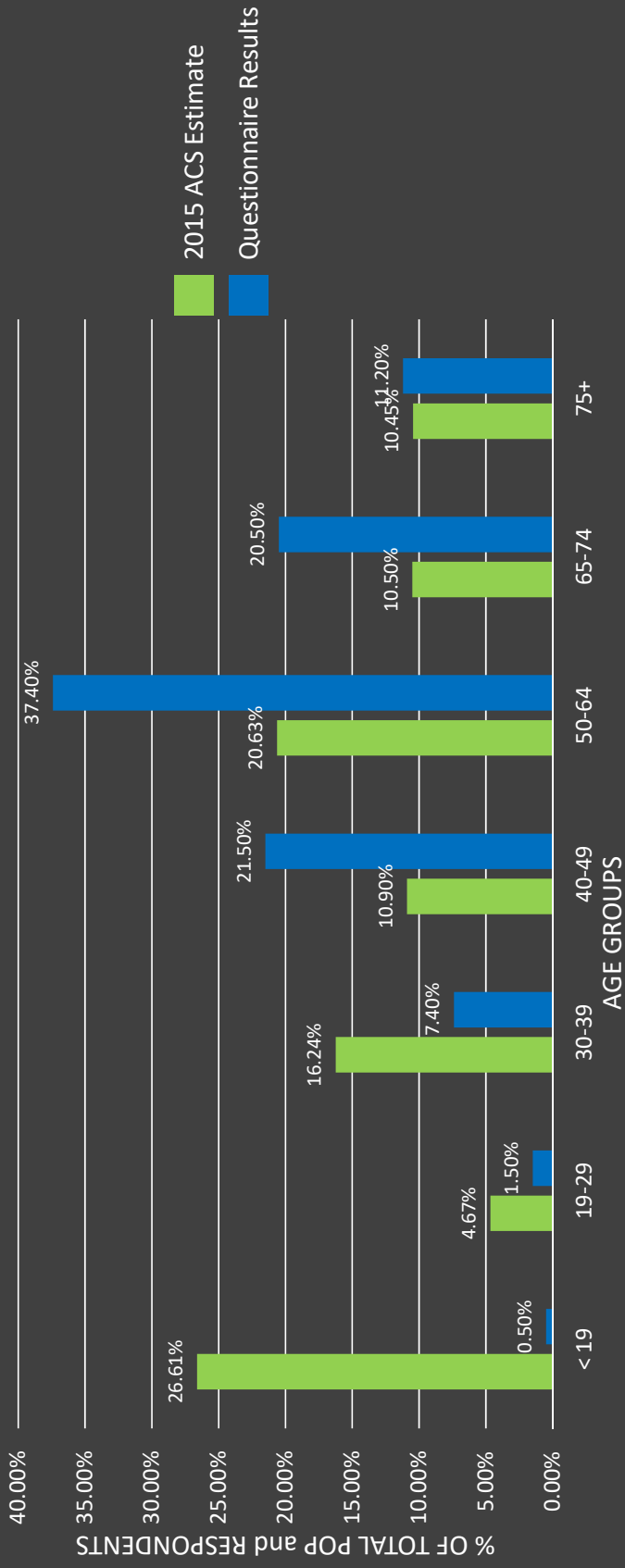
Respondents by Neighborhood

NEIGHBORHOODS



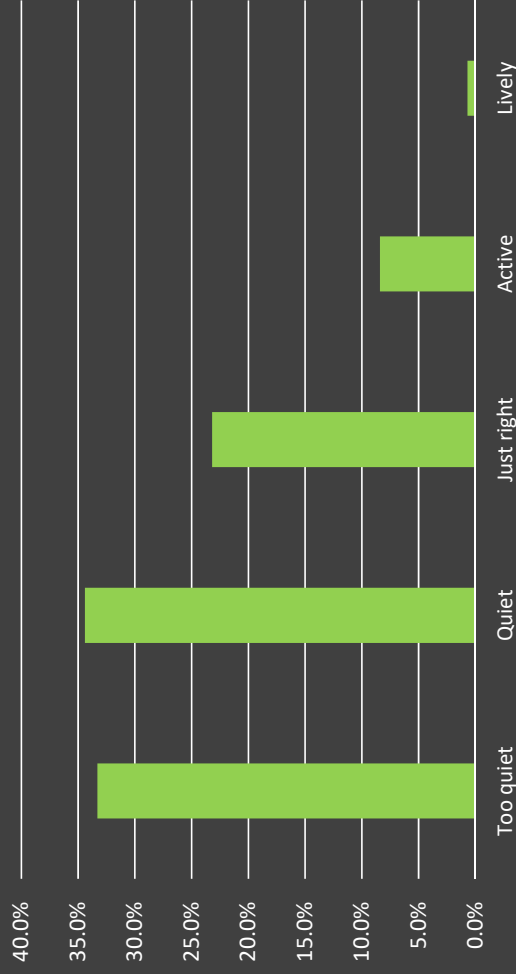
Respondents by Age

AGE DEMOGRAPHICS

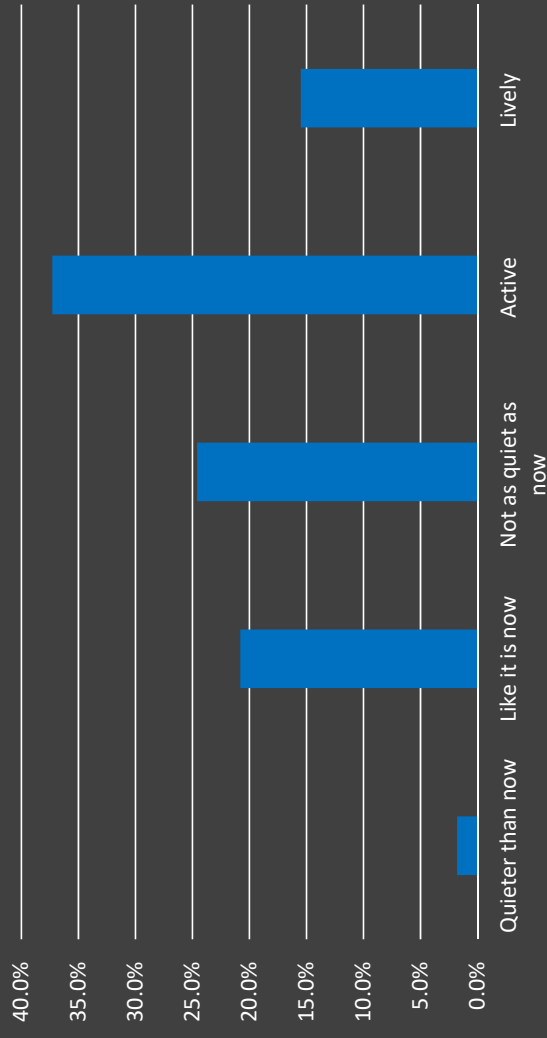


What We Heard

Perception of Downtown Los Altos TODAY



Desire for Downtown Los Altos in the FUTURE



What We Heard

What would entice you to go Downtown more often? (Top 10 answers)

1. Greater variety of restaurants
2. Evening entertainment options
3. More outdoor dining
4. More casual family restaurants
5. Microbrew/wine bar/gastropubs
6. Movie theater
7. More parking
8. More events (e.g. farmers market, festivals, etc.)
9. Theater for live performances
10. More community gathering spaces



What We Heard

Name three other Downtowns, and the features or attributes of each, that you would like to see incorporated in a vision for Downtown Los Altos. (Top 5 answers)

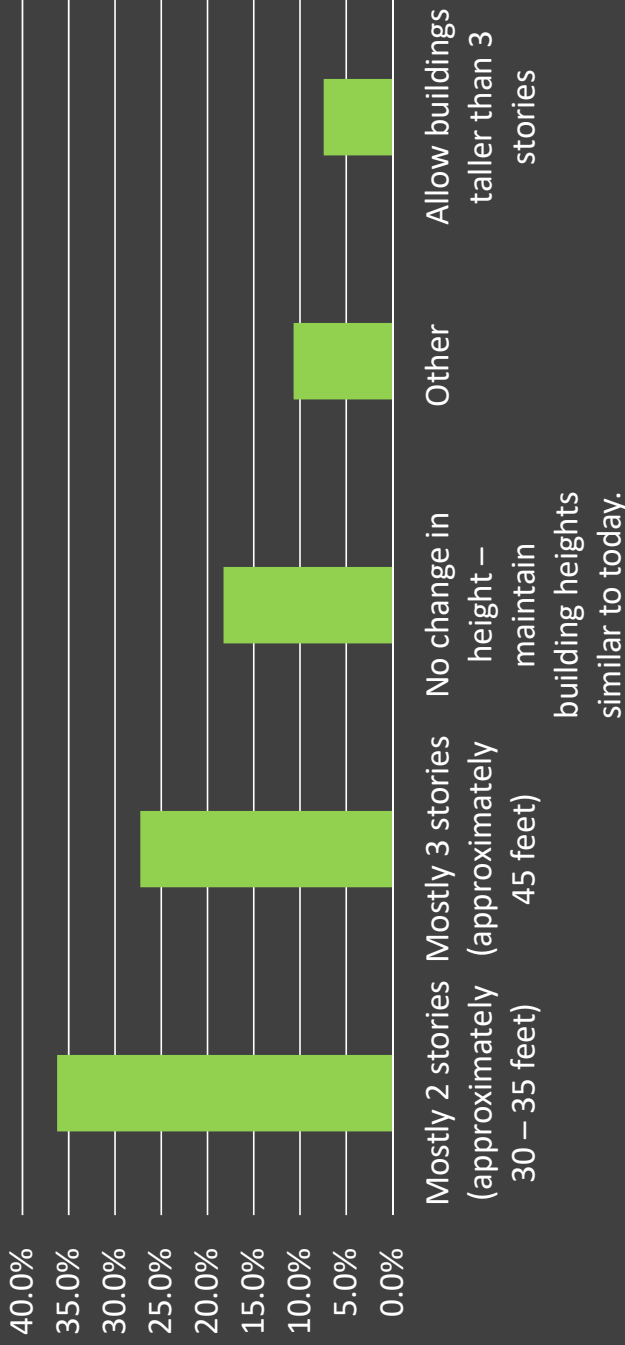
1. Los Gatos
2. Mountain View
3. Palo Alto/Stanford
4. Menlo Park
5. Burlingame

Features or Attributes:

- *Better/Unique/Mix/Diversity/Affordable Shops + Restaurants*
- *More accessible parking*
- *Movie and Live/Performing Arts Theater*
- *Pedestrian-friendly environment*
- *Plazas*
- *Parks/Open Space*

What We Heard

How tall should we allow buildings to be Downtown?



Other suggestions include:

- Mix of building heights
- Mix of 2-3 stories
- Locate taller structures away from State and Main Streets
- Step back upper floors
- Well-articulated buildings

LOS ALTOS DOWNTOWN VISION | Community Workshop #2 Summary

Wednesday, November 29, 2017: 6-8 p.m. | Los Altos Youth Center, Los Altos

Attendees:

COMMUNITY MEMBERS

Approximately 85 workshop participants

CITY OF LOS ALTOS

*Jon Biggs, Community Development
Director*

Zach Dahl, Planning Services Manager

*David Kornfield, Planning Services
Manager*

RRM DESIGN GROUP

Debbie Rudd

Scott Martin

Matthew Ottoson

PLAN TO PLACE

Dave Javid

LAND ECON GROUP

Bill Lee

Summary Memo

Approximately 85 community members attended Community Workshop #2 for the Downtown Los Altos Vision project held on Wednesday, November 29th, 2017, from 6-8:00 p.m. at the Los Altos Youth Center (LAYC). The format of the workshop included a formal presentation by the project team, including project overview and summary of the project's community engagement efforts to date, in addition to review of the Downtown Vision Scenarios, and an economic analysis of each scenario.

A small group/table breakout exercise followed the presentation, providing community members in attendance a forum for discussion and brainstorming of the four Vision Scenarios. The four Vision Scenarios as well as a matrix outlining the individual program elements of each scenario were provided at each table to collect community feedback on the attributes that each group found most appropriate.



Included below is a summary table representing the preferences from each table collected at Workshop #2. Following the group exercise each group picked a speaker to report on the key takeaways that were identified. Participants did not choose one preferred scenario as part of the exercise, rather were given the flexibility to choose key program elements from each scenario. It should be noted that while community members may have selected individual program elements from one particular scenario, many had omissions and/or alternations of portions of these individual elements.



As depicted below in the summary of the input received both on the matrix and through written comments, it appears that those in attendance support a generally higher degree of change in the Downtown area. While many wanted to keep the entry features simple, there was support for an enhanced pedestrian experience (e.g., paseos, dining hub and activity nodes) and safer bicycle connections. The majority of the workshop participants also supported the potential for more development activity in the Downtown to allow for new uses such as affordable/workforce housing, a live theater, and a hotel. Lastly, many participants were open to exploring increased building heights (up to three stories) and parking structures to accommodate existing and potential future developments.

The following are some of the written comments received followed by the summary table representing the input received on the program element matrix:

- Dining Hub is a great idea
- Bringing back the Los Altos movie theater would be good
- Outdoor seating is a big plus
- Yes on Plaza spine, dining Hub, shared streets, bike Focus streets
- Love roundabouts please! No Arch way, Monument / Gateway is good
- Please include interactive art into activity nodes and paseos and crossings and cross-unders and entryways, roundabouts, parking plazas, more art!
- Workforce housing - yes!
- Places for teens and kids - please!
- Three-story buildings on State and Main
- Less retail in future in downtown probably
- More paseos
- Professional public artist call for art for all placemaking spaces and crosswalks
- Move Library downtown
- Higher density - use FAR not height

- Roundabouts are very attractive
- Lights in underground are critical
- The handicap must be considered
- The entry features (archways, bridge columns, underpass, special paving) is a waste of money
- No bridges over San Antonio - save our view of the hills!
- Add/solve parking before you take any away
- Why so conservative?
- Why all this talk of parking when self-driving cars will be here soon?
- Think kids on bikes don't mix well with cars. Need dedicated bike lanes perhaps on 2nd Street
- Paseo's aren't useful, too much land and closed feeling
- Main and state should be two-story to keep Village character

As the outreach process continues, additional feedback received at pop-up workshops, community meetings, online, and other community engagement events will be considered as a whole when identifying a preferred scenario and moving forward through the Downtown Vision process.

Summary Table

PROGRAM ELEMENTS	SCENARIO 1	SCENARIO 2	SCENARIO 3	SCENARIO 4
Entry Elements				
Archway/Signage	-	-	2	-
Art Sculptures	-	-	-	4
Enhanced Paving/Landscaping Treatment	4	0	3	4
Roundabout	-	-	4	4
Pedestrian Connection to Civic Center				
At-Grade Crossing	2	-	-	-
Overcrossing at San Antonio/Edith	-	-	-	-
Underground Crossing at San Antonio/Edith	-	-	2	-
Overcrossing at San Antonio/Library	-	-	-	8
Pedestrian Connection to Lincoln Park				
At-Grade Crossing	1	-	-	-
Underground Crossing at Foothill/State	-	1	-	-
Over-Crossing Along Foothill	-	-	6	-
Underground Crossing at Foothill/State	-	-	-	3
Paseo Connections				
N/A	3	-	-	-
Few in key locations on Main/State Streets	-	3	-	-
Balanced integration along Main/State Streets	-	-	4	-
Numerous Paseos Along Main/State Streets	-	-	-	3
Outdoor Dining "Dining Hub" Enhanced Streetscape				
N/A	-	4	-	-
On Main/State Streets, between 2nd and 3rd Streets	-	-	-	9

Bicycle Focused Street(s)				
<i>N/A</i>	-	-	-	-
<i>On 2nd Street</i>	-	-	-	-
<i>On 2nd and 3rd Streets</i>	-	-	5	2
Shared Streets				
<i>N/A</i>	1	-	-	-
<i>Along Portions of 2nd and 3rd Streets</i>	-	-	4	-
<i>On Main/State Streets, between 1st and 4th Streets; and along portions of 2nd and 3rd Streets.</i>	-	-	-	6
Public Plaza(s)				
<i>N/A</i>	2	-	-	-
<i>Parking Plaza 5; Portions of Parking Plaza 2</i>	-	3	-	-
<i>Parking Plazas 4, 5, & 6 - Programmed; Portions of Parking Plazas 2 & 3</i>	-	-	2	-
<i>Parking Plazas 4, 5, & 6 - Programmed; Portions of Parking Plazas 2 & 3; Along Portions of San Antonio Road</i>	-	-	-	5
Activity Nodes				
<i>N/A</i>	2		-	-
<i>Focused on Main/State Streets</i>	-	-	3	-
<i>Expand Beyond Main/State Streets</i>	-	-	-	6
Parking Plazas/ Parking Structures				
<i>Maintain Existing Parking Plazas</i>	2	-	-	-
<i>Maintain Existing Parking Plazas; New Underground Parking Structure at Parking Plazas 2 & 3</i>	-	1	-	-
<i>Maintain Existing Parking Plazas; New Underground Parking Structure at Plazas 2-3 & 7-8; Above Ground Structure at Parking Plazas 1 & 7</i>	-	-	4	-
<i>Maintain Existing Parking Plazas; New Underground Parking Structure at Plazas 1-3 & 7-8; Above Ground Structure at Parking Plazas 1</i>	-	-	-	4
Façade Improvement Opportunity				
<i>Along San Antonio Road</i>	3		6	
Stories				
<i>Maintain Existing Heights in Downtown</i>	3	-	-	-
<i>Up to Three Stories in San Antonio Neighborhood; Maintain Existing Heights in Rest of Downtown</i>	-	-	-	-
<i>Up to Three Stories in San Antonio Neighborhood w/ Upper Story Setbacks in First Street Neighborhood; Maintain Existing Heights in Rest of Downtown</i>	-	-	3	-
<i>Up to Three Stories in all of Downtown with Upper Story Setbacks in First Street and Main & State Neighborhoods</i>	-	-	-	6
Other Uses				
<i>Affordable/Workforce Housing</i>	2	1	0	3
<i>Boutique Hotel</i>	2	0	0	6
<i>Live Theater</i>	2	1	0	7
<i>Office Uses</i>	2	0	0	5

Downtown Vision Workshop #2 Online Questionnaire

Which attributes of the four Vision Scenarios do you support?

Responses

1. Which of the following proposed Entry Elements do you support? (check all that apply)

	%	Count
a. Enhanced Paving and Landscaping Treatments (Scenario 1)	51.4%	279
b. Monument Columns/Signage and Landscaping Treatments (Scenario 2)	32.2%	175
c. Archways/Signage and Landscaping Treatments (Scenario 3)	29.1%	158
d. Art Sculptures and Landscaping Treatments (Scenario 4)	47.5%	258
e. Roundabouts (Scenarios 3 and 4)	36.1%	196
Other	9.4%	51

Please describe what you like about the Entry Element(s) you selected or why you did not select any:

Answered 336
 Skipped 233

all also **altos** antonio **archway** archways **art** **columns** do don
 downtown elements enhanced **entry** feel good landscaping **like**
 look **los** **monument** monuments **more** much other paving
 roundabout roundabouts s san **sculptures** t than them they
think too town **traffic** way

Downtown Vision Workshop #2 Online Questionnaire

Which attributes of the four Vision Scenarios do you support?

2. Which of the following proposed Pedestrian Connections to the Civic Center do you support? (check all that apply)

		%	Count
a. Enhanced At-Grade Crossing (Scenario 1)	<div style="width: 52.3%; height: 15px; background-color: #007bff;"></div>	52.3%	287
b. At-Grade and Over-Crossing at San Antonio/Edith (Scenario 2)	<div style="width: 30.6%; height: 15px; background-color: #007bff;"></div>	30.6%	168
c. At-Grade and Underground Crossing at San Antonio/Edith (Scenario 3)	<div style="width: 16.8%; height: 15px; background-color: #007bff;"></div>	16.8%	92
d. At-Grade and Over-Crossing at San Antonio and the Library (Scenario 4)	<div style="width: 45.2%; height: 15px; background-color: #007bff;"></div>	45.2%	248
Other	<div style="width: 5.3%; height: 15px; background-color: #007bff;"></div>	5.3%	29

Please describe why you support the Pedestrian Connections you selected or why you did not select any:

Answered 341






Skipped 228

antonio at-grade **bridge** center civic cross **crossing**
 crossings do don downtown edith feel from grade **library like**
 make more need **over** over-crossing **pedestrian** pedestrians
 people s safe **safer safety san** so t they **think too** town traffic under
underground very

3. Which of the following proposed Pedestrian Connections to Lincoln Park do you support? (check all that apply)

Downtown Vision Workshop #2 Online Questionnaire

Which attributes of the four Vision Scenarios do you support?

		%	Count
a. Enhanced At-Grade Crossing (Scenario 1)		51.1%	272
b. At-Grade and Underground Crossing at Foothill/State (Scenario 2)		15.4%	82
c. At-Grade and Over-Crossing along Foothill (Scenario 3)		47.4%	252
d. At-Grade and Underground Crossing at Foothill/State (Scenario 4)		16.0%	85
Other		5.5%	29

Please describe why you support the Pedestrian Connections you selected or why you did not select any:



Answered 301
 Skipped 268

above any area at-grade bridge cross **crossing** crossings do
 don downtown edith **expressway** foothill from like lincoln main
 more much need other **over over-crossing** park **pedestrian**
 pedestrians **people** s safe **safety** same see **street** t than think
traffic **underground** very

4. Do you support the following Outdoor Dining Enhanced Streetscape ('Dining Hub' with restaurant incentives) concept?

Downtown Vision Workshop #2 Online Questionnaire

Which attributes of the four Vision Scenarios do you support?

		%	Count
a. On Main and State Streets, between 2nd and 3rd Streets (Scenario 4)		88.8%	438
Other		13.4%	66

Please describe why you support the Outdoor Dining Enhanced Streetscape concept or why you did not select it:

Answered 297

Skipped 272

all also altos area better community **dining** do don **downtown**
 eat **great hub** idea **like los** love main **more need** nice options
outdoor outside parking people restaurants s so
 space street support t **think town** traffic very way weather what

5. Which of the following Bicycle Focused Street concept(s) do you support? (check all that apply)

		%	Count
a. On 2nd Street (Scenario 2)		40.0%	175
b. On 2nd and 3rd Streets (Scenarios 3 and 4)		55.1%	241
Other		21.7%	95

Please describe why you support the Bicycle Focused Street concept(s) you selected or why you did not select any:

Answered 252





Skipped 317

Downtown Vision Workshop #2 Online Questionnaire

Which attributes of the four Vision Scenarios do you support?

2nd all altos better **bicycle** bicycles bicyclists **bike** bikes **cars**
 cyclists do **don** downtown encourage **focused** friendly like
 los make more need **one** parking **people** ride **S** safer see so
street streets support **t** they think through too town traffic

6. Which of the following Shared Street(s) concept(s) do you support? A Shared Street is a pedestrian-focused street that is flexible, allowing for vehicular, bicycle, and pedestrian circulation as well as temporary event street closures. (check all that apply)

		%	Count
a. Along Portions of 2nd and 3rd Streets (Scenario 3)		40.0%	213
b. Along Main and State Streets and Along Portions of 2nd and 3rd Streets (Scenario 4)		53.6%	285
c. None		19.4%	103
Other		7.0%	37

Please describe why you support the Shared Streets concept(s) you selected or why you did not select any:

Answered 253
 Skipped 316

2nd 3rd **all** altos area bikes **cars** concept do **don** downtown from
 great idea just **like** los love **main** make makes **more** only parking
 pedestrian pedestrians **people** s see **shared** state street
streets t think too town **traffic** very walk

Downtown Vision Workshop #2 Online Questionnaire

Which attributes of the four Vision Scenarios do you support?

7. Which of the following Public Plaza concept(s) and locations do you support? (check all that apply)

		%	Count
a. Parking Plaza 5 and Portions of Parking Plaza 2 (Scenario 2)		35.9%	153
b. Parking Plazas 4, 5, and 6 (central core) and Portions of Parking Plazas 2 and 3 (Scenario 3)		41.1%	175
c. Parking Plazas 4, 5 and 6 (central core), Portions of Parking Plazas 2 and 3, and Along Portions of San Antonio Road (Scenario 4)		46.2%	197
Other		18.1%	77

Please describe why you support the Public Plaza concept(s) and locations you selected or why you did not select any:

Answered 235

Skipped 334

all altos antonio chess dining **do** don downtown gathering go good
idea like los **more** much need outdoor park **parking**
people ping plaza plazas pong **public** s san see so
space spaces **support** t they **think** too very what where

8. Which of the following Activity Node concepts do you support? (check all that apply)

		%	Count
a. Public Art with Seating Areas		59.5%	326
b. Fire Rings with Seating Areas		51.1%	280

Downtown Vision Workshop #2 Online Questionnaire

Which attributes of the four Vision Scenarios do you support?

		%	Count
c. Small Areas for Live Music	<div style="width: 69.3%; height: 15px; background-color: #007bff;"></div>	69.3%	380
d. None of the Above	<div style="width: 9.5%; height: 15px; background-color: #007bff;"></div>	9.5%	52
Other	<div style="width: 7.7%; height: 15px; background-color: #007bff;"></div>	7.7%	42

Please describe why you support the Activity Node concept(s) you selected or why you do not support it:

Answered 215
Skipped 354



activity all altos area areas art community could don downtown
fire gathering good great idea like live los more music need
nice nodes out **people** place public ring **rings** s seating see small so
space t they think too town

9. Which of the following Parking Plazas or Parking Structure concept(s) do you support? (check all that apply)

		%	Count
a. Maintain all Existing Parking Plazas - no change (Scenario 1)	<div style="width: 16.5%; height: 15px; background-color: #007bff;"></div>	16.5%	88
b. Maintain most of the Existing Parking Plazas and add a new Underground Parking Structure at Parking Plazas 2 and 3 (Scenario 2)	<div style="width: 33.8%; height: 15px; background-color: #007bff;"></div>	33.8%	180

Downtown Vision Workshop #2 Online Questionnaire

Which attributes of the four Vision Scenarios do you support?

		%	Count
c. Maintain a few of the Existing Parking Plazas, add New Underground Parking Structures at Parking Plazas 2, 3, 7, and 8, and add new Above Ground Parking Structures at Parking Plazas 1 and 7 (Scenario 3)		32.5%	173
d. Maintain a few of the Existing Parking Plazas, add New Underground Parking Structures at Parking Plazas 1, 2, 3, 7, and 8, and add a new Above Ground Parking Structure at Parking Plaza 1 (Scenario 4)		39.4%	210
Other		10.3%	55

Please describe why you support the Parking Plaza or Parking Structure concept(s) and locations you selected or why you did not select any:

Answered 237

Skipped 332




above all altos better cars do don downtown expensive from
ground just like los make **more** much **need** other
parking people plazas public s SO some **space** spaces
structure structures support t than they think town
underground up use want

10. Do you support the Façade Improvement Opportunity for better street presence and pedestrian orientation along San Antonio Road (Scenario 4)? Improvements could include architectural details (e.g. new materials/color and/or projecting/recessed elements) to enhance buildings along San Antonio

Downtown Vision Workshop #2 Online Questionnaire

Which attributes of the four Vision Scenarios do you support?

Rd.

	%	Count
a. Yes 	64.6%	331
b. No 	27.3%	140
Other 	8.0%	41





Please describe why you support the Façade Improvement Opportunity or why you do not support it:

Answered 214

Skipped 355

along altos antonio area back better building buildings do don
 downtown facade from improvements inviting like look
 los main make money more most need nice now owners parking pedestrian
 people road s san see street t they think town what

11. Do you support the addition of Other Uses in the Downtown Vision Scenarios, and if so where?
 (check all that apply)

	%	Count
a. Live Theater – Parking Plaza 2 (Scenarios 2, 3, and 4) 	59.8%	286
b. Affordable/Workforce Housing - Parking Plaza 8 (Scenarios 2 and 4) 	49.4%	236
c. Affordable/Workforce Housing - Parking Plazas 3 and 8 (Scenarios 2 and 4) 	44.4%	212
d. Office Uses – Parking Plazas 1 and 7 (Scenario 3) 	38.5%	184

Downtown Vision Workshop #2 Online Questionnaire

Which attributes of the four Vision Scenarios do you support?

		%	Count
e. Office Uses – Parking Plazas 3 and 7 (Scenario 4)		36.0%	172
f. Boutique Hotel - Parking Plaza 1 (Scenario 4)		38.5%	184
Other		10.9%	52

Please describe why you support the Other Uses in the Downtown or why you do not support them:

Answered 239

Skipped 330




- affordable all also altos another area boutique bring buildings
 community could do don downtown hotel hotels housing
 like live los more need needs office one other parking
 people s so space support t theater they town traffic use
 workforce

12. When considering building heights throughout the Downtown area, how tall or how many stories do you think buildings should be, and where should the tallest buildings be located? (check all that apply)

		%	Count
a. Maintain Existing Heights Currently in Downtown (30 feet for Commercial or Mixed-Use and 35 feet for Standalone Residential) (Scenario 1)		25.6%	142
b. Up to Three Stories in the San Antonio Neighborhood and Maintain Existing Heights in the Rest of Downtown (Scenario 2)		23.1%	128

Downtown Vision Workshop #2 Online Questionnaire

Which attributes of the four Vision Scenarios do you support?




		%	Count
c. Up to Three Stories in the San Antonio Neighborhood, Up to Three Stories with Upper Story Setbacks in First Street Neighborhood, and Maintain Existing Heights in the Rest of Downtown (Scenario 3)		31.0%	172
d. Up to Three Stories in all of Downtown with Upper Story Setbacks in the First Street and Main and State Street Neighborhoods (Scenario 4)		43.5%	241
Other		5.6%	31

Please describe why you support the Building Height concept(s) and locations you selected or why you did not select any:

Answered 234
 Skipped 335





3 altos antonio **area building buildings** density do don
downtown feel first from go **height heights** housing like look **los**
main more need office people s san so space **stories** story
street t tall taller think **town** up village want

13. Your Age Group


		%	Count
< 18		0.5%	3
18-29		0.9%	5
30-39		6.0%	34

Downtown Vision Workshop #2 Online Questionnaire




Which attributes of the four Vision Scenarios do you support?

		%	Count
40-49		30.0%	169
50-64		39.0%	220
65-74		18.1%	102
75+		5.5%	31

14. Your Gender



		%	Count
Female		60.7%	340
Male		36.6%	205
No answer		2.7%	15

15. Do you have children (under 18 years old) living at home?

		%	Count
Yes		49.5%	278
No		49.3%	277
No answer		1.2%	7

16. Where do you live and/or work in Los Altos?

Dark Blue – North Los Altos

		%	Count
Live		41.2%	233
Work		14.9%	84

Bright Yellow – Old Los Altos

Downtown Vision Workshop #2 Online Questionnaire



Which attributes of the four Vision Scenarios do you support?

		%	Count
Live		12.4%	70
Work		2.7%	15


Brown – Central Los Altos

		%	Count
Live		12.4%	70
Work		5.7%	32



Light Blue – Rancho Neighborhood

		%	Count
Live		3.2%	18
Work		1.1%	6

Lime Green – Loyola Corners

		%	Count
Live		1.8%	10
Work		1.4%	8

Teal Green – The Highlands

		%	Count
Live		3.2%	18
Work		0.2%	1

Purple – South Los Altos

		%	Count
Live		8.7%	49
Work		1.8%	10

Downtown Vision Workshop #2 Online Questionnaire

Which attributes of the four Vision Scenarios do you support?

Bright Red – Country Club

		%	Count
Live		1.8%	10
Work		0.4%	2

Light Peach – Los Altos Hills

		%	Count
Live		11.2%	63
Work		0.7%	4

Gray – Unincorporated areas

		%	Count
Live		1.6%	9

Other

		%	Count
Live		1.4%	8
Work		5.7%	32

17. To ensure the accuracy of this questionnaire, please provide your address in the box below. (Address information will remain confidential and will not be used for any solicitation or marketing purposes).

Answered	486
Skipped	83







**94022 94024 altos antonio avalon ave avenue ca court
covington ct dr drive el guadalupe hawthorne hills hillview lah lane leaf In
los mountain n orange palm place rd road s san st street terrace**

Downtown Vision Workshop #2 Online Questionnaire

Which attributes of the four Vision Scenarios do you support?

university view w way wessex

18. How long have you lived in Los Altos?

		%	Count
0-5 years		15.5%	87
6-10 years		17.8%	100
11-15 years		12.1%	68
16-20 years		14.4%	81
21-25 years		11.2%	63
> 25 years		29.0%	163

Live

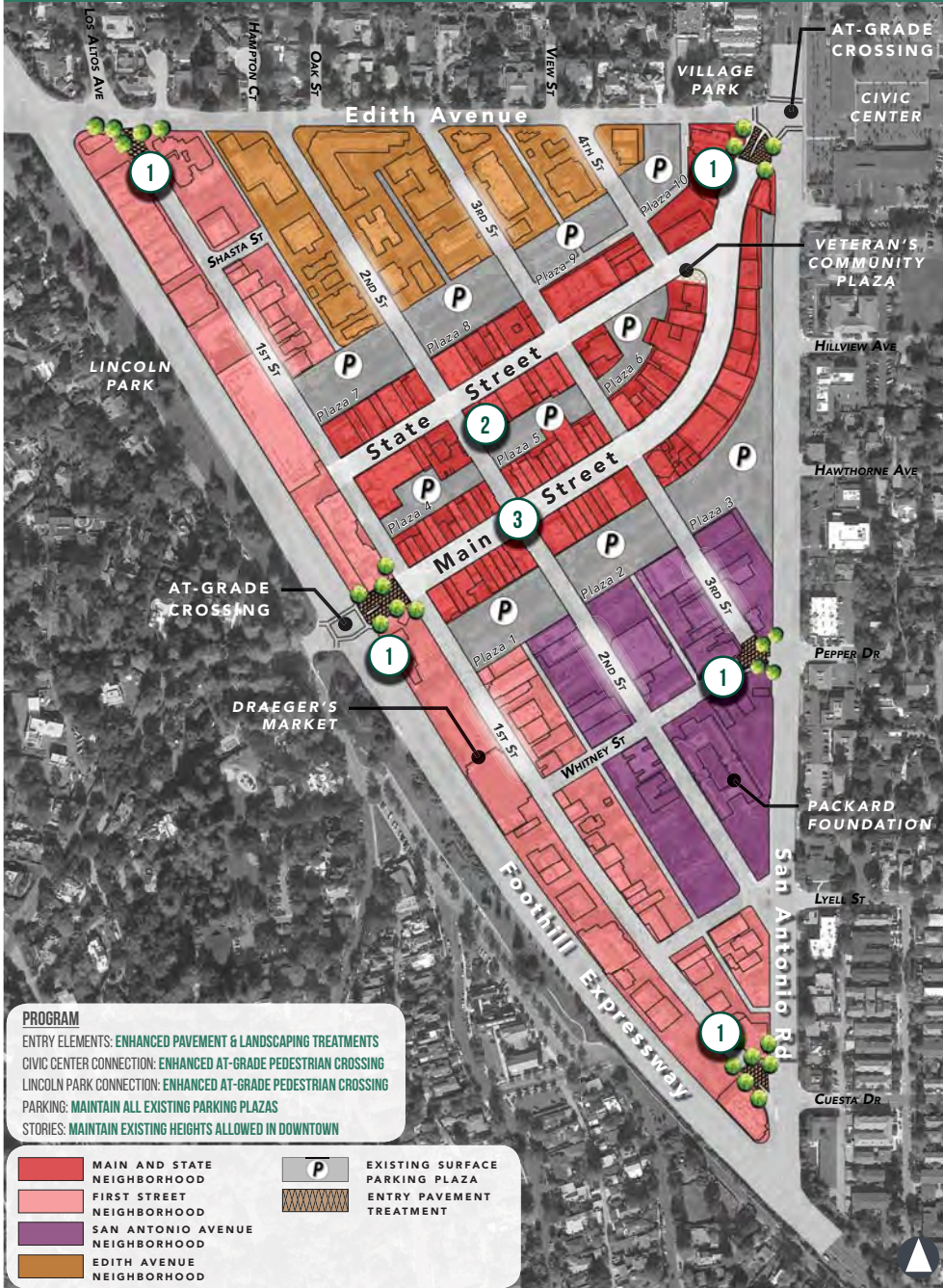
Average	93078.78
Total	8,749,405.00
Count	94
Skipped	475

Work

Average	93905.18
Total	17,278,553.00
Count	184
Skipped	385

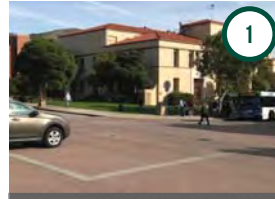
Email (Email address information will remain confidential and will not be used for any solicitation or marketing purposes).

DOWNTOWN VISION SCENARIO ONE

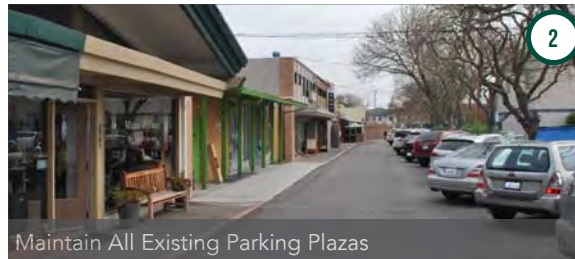


PROGRAM
 ENTRY ELEMENTS: ENHANCED PAVEMENT & LANDSCAPING TREATMENTS
 CIVIC CENTER CONNECTION: ENHANCED AT-GRADE PEDESTRIAN CROSSING
 LINCOLN PARK CONNECTION: ENHANCED AT-GRADE PEDESTRIAN CROSSING
 PARKING: MAINTAIN ALL EXISTING PARKING PLAZAS
 STORIES: MAINTAIN EXISTING HEIGHTS ALLOWED IN DOWNTOWN

- MAIN AND STATE NEIGHBORHOOD
- FIRST STREET NEIGHBORHOOD
- SAN ANTONIO AVENUE NEIGHBORHOOD
- EDITH AVENUE NEIGHBORHOOD
- P EXISTING SURFACE PARKING PLAZA
- ENTRY PAVEMENT TREATMENT



Enhanced Entry Paving Treatments



Maintain All Existing Parking Plazas

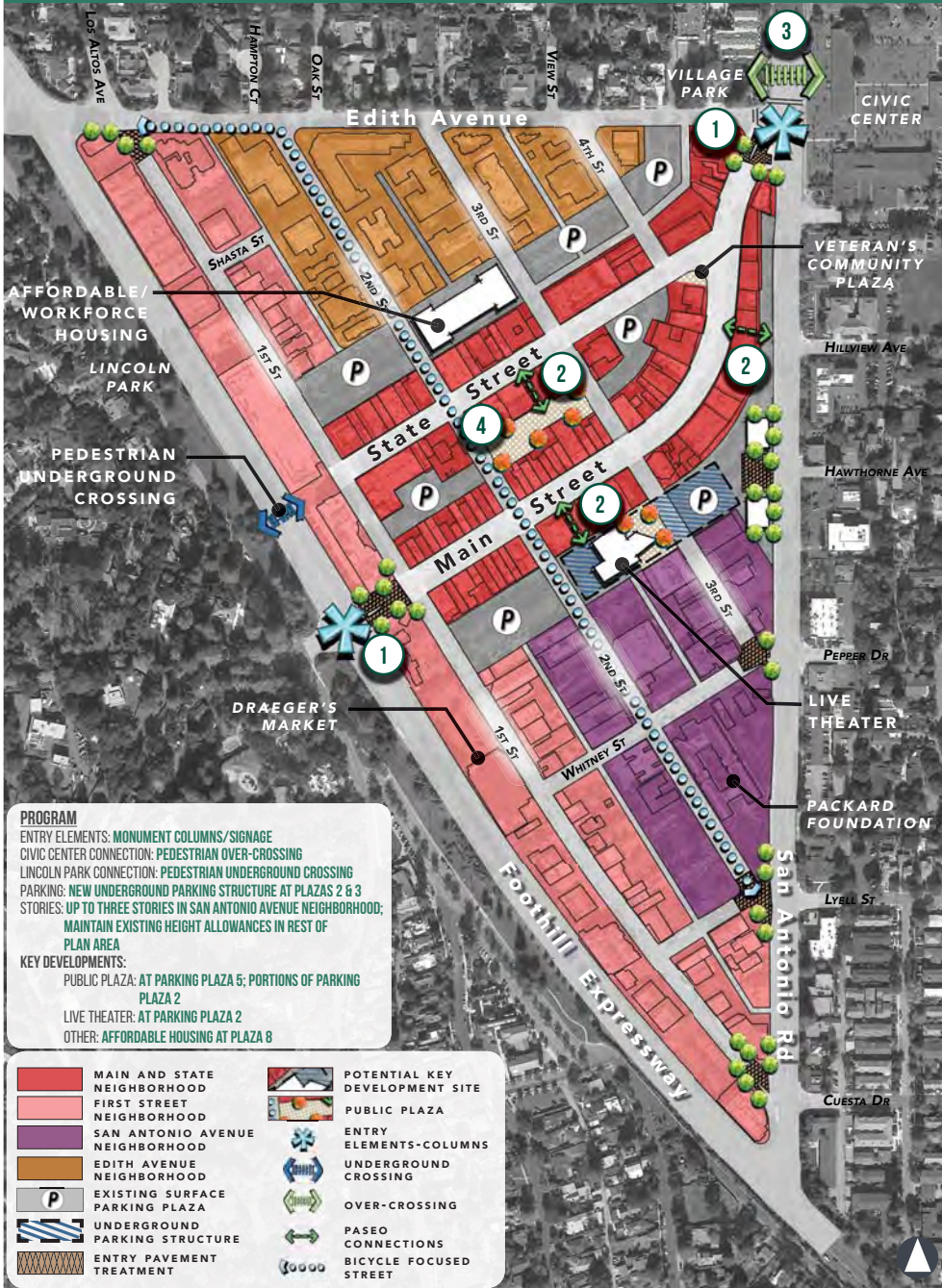


Conceptual 2-Story Building on Main Street



Conceptual Development Over 10- to 20-Years

DOWNTOWN VISION SCENARIO TWO



Entry Monument



Pedestrian Paseo



Conceptual Pedestrian Over-Crossing

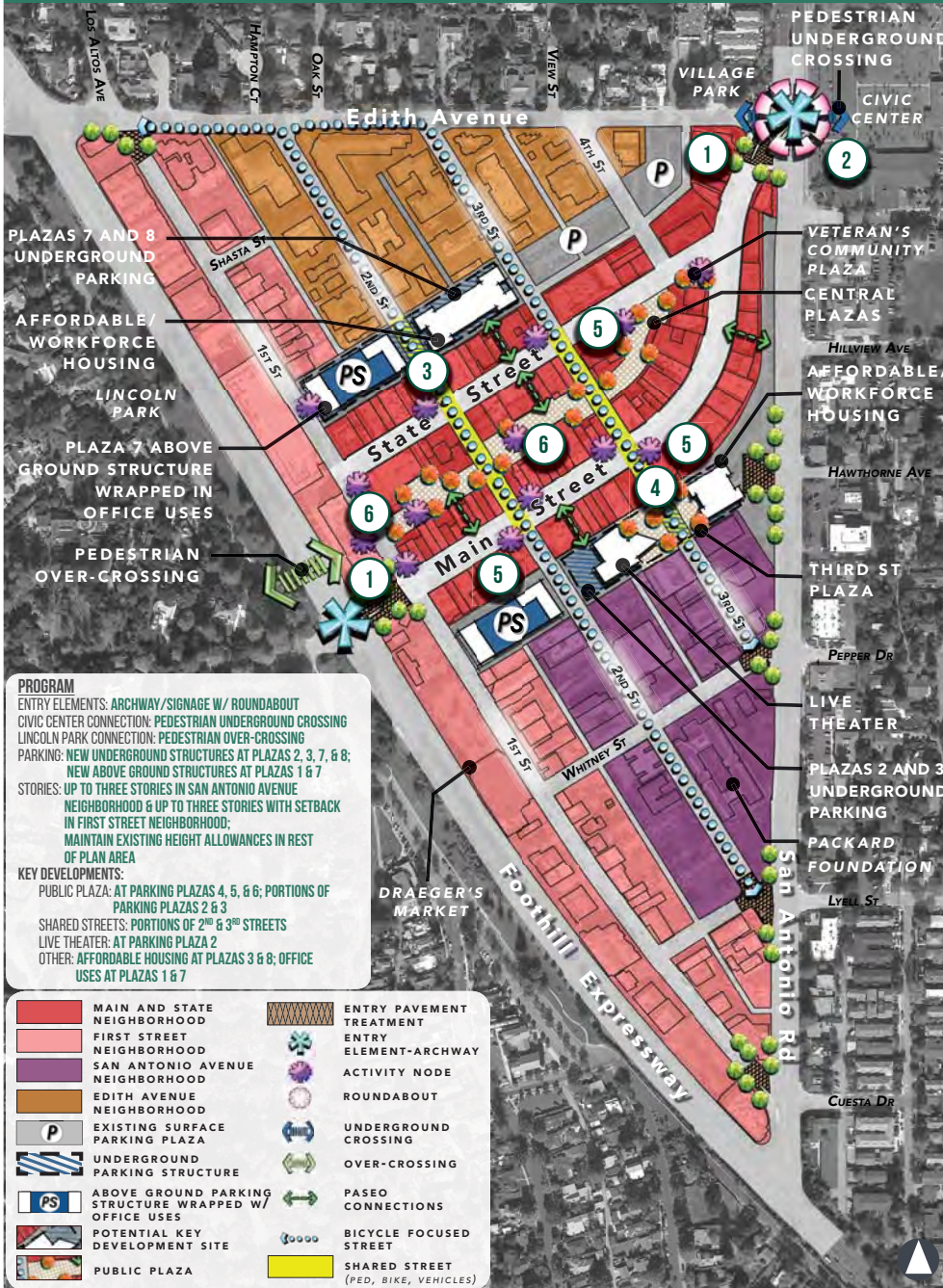


Conceptual Central Public Plaza



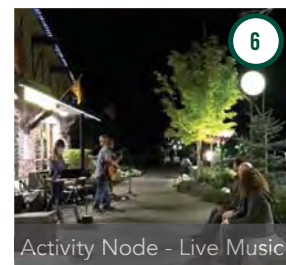
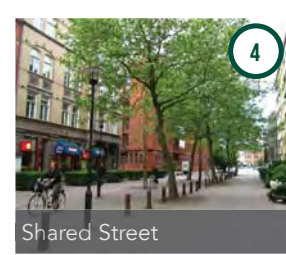
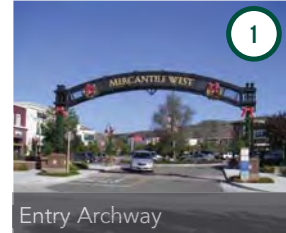
Conceptual Development Over 10- to 20-Years

DOWNTOWN VISION SCENARIO THREE



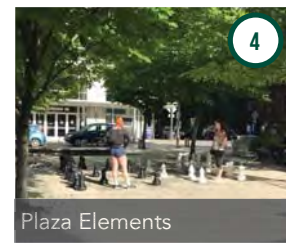
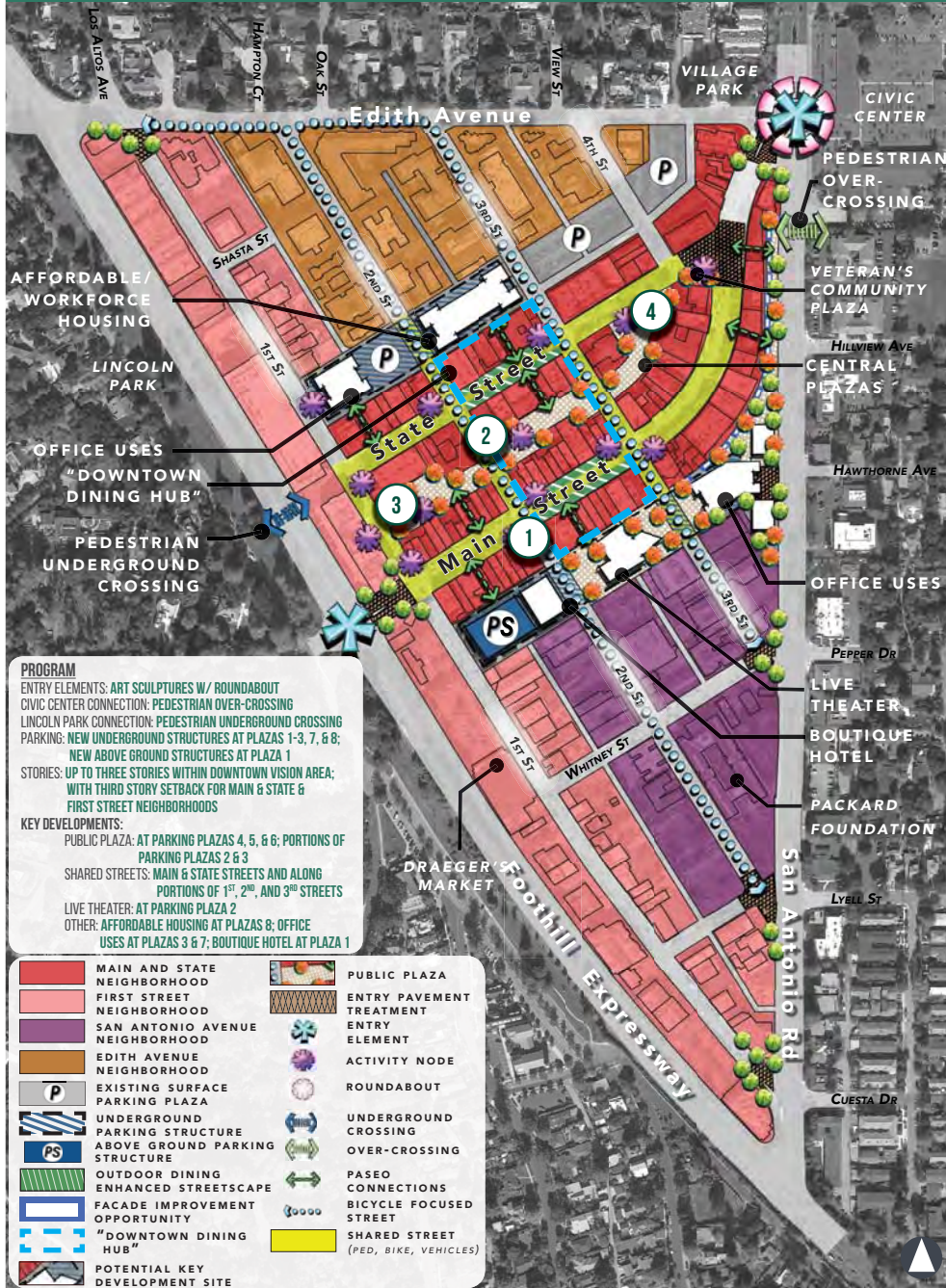
PROGRAM
 ENTRY ELEMENTS: ARCHWAY/SIGNAGE W/ ROUNDABOUT
 CIVIC CENTER CONNECTION: PEDESTRIAN UNDERGROUND CROSSING
 LINCOLN PARK CONNECTION: PEDESTRIAN OVER-CROSSING
 PARKING: NEW UNDERGROUND STRUCTURES AT PLAZAS 2, 3, 7, 8 & 8;
 NEW ABOVE GROUND STRUCTURES AT PLAZAS 1 & 7
 STORIES: UP TO THREE STORIES IN SAN ANTONIO AVENUE NEIGHBORHOOD & UP TO THREE STORIES WITH SETBACK IN FIRST STREET NEIGHBORHOOD;
 MAINTAIN EXISTING HEIGHT ALLOWANCES IN REST OF PLAN AREA
KEY DEVELOPMENTS:
 PUBLIC PLAZA: AT PARKING PLAZAS 4, 5, 6; PORTIONS OF PARKING PLAZAS 2 & 3
 SHARED STREETS: PORTIONS OF 2ND & 3RD STREETS
 LIVE THEATER: AT PARKING PLAZA 2
 OTHER: AFFORDABLE HOUSING AT PLAZAS 3 & 8; OFFICE USES AT PLAZAS 1 & 7

	MAIN AND STATE NEIGHBORHOOD		ENTRY PAVEMENT TREATMENT
	FIRST STREET NEIGHBORHOOD		ENTRY ELEMENT-ARCHWAY
	SAN ANTONIO AVENUE NEIGHBORHOOD		ACTIVITY NODE
	EDITH AVENUE NEIGHBORHOOD		ROUNDABOUT
	EXISTING SURFACE PARKING PLAZA		UNDERGROUND CROSSING
	UNDERGROUND PARKING STRUCTURE		OVER-CROSSING
	ABOVE GROUND PARKING STRUCTURE WRAPPED W/ OFFICE USES		PASEO CONNECTIONS
	POTENTIAL KEY DEVELOPMENT SITE		BICYCLE FOCUSED STREET
	PUBLIC PLAZA		SHARED STREET (PED, BIKE, VEHICLES)



Conceptual Development Over 10- to 20-Years

DOWNTOWN VISION SCENARIO FOUR



LOS ALTOS DOWNTOWN VISION | Grant Park Pop-Up Workshop Summary

Wednesday, January 31, 2018: 12-2 p.m. | Grant Park Community Center, Los Altos

Attendees:

COMMUNITY MEMBERS

Approximately 30 workshop participants

CITY OF LOS ALTOS

Jon Biggs, Community Development Director

Zach Dahl, Planning Manager

RRM DESIGN GROUP

Debbie Rudd

PLAN TO PLACE

Dave Javid



Summary Memo

On Wednesday, January 31, 2018, the City hosted a second pop-up workshop at Grant Park Community Center to review the four (4) Downtown Vision Plan scenarios. Approximately 30 community members attended the pop-up workshop, held from 12 to 2 pm. The workshop followed the format of the previous workshop held on November 29, 2017 but no formal presentation of the project was given. Rather, City staff and the consultant team were available to walk community members through the information, including the economic analysis of the four (4) scenarios, boards representing key attributes of each of the four (4) Downtown Vision scenarios, a matrix outlining the individual scenario elements for feedback, as well as additional boards that were provided as informational tools. The additional boards illustrated some of the concepts outlined in the Downtown Vision scenarios in more detail, such as shared streets, bicycle-focused streets, public plazas, activity nodes, and façade improvement opportunities. Hard copies of the PowerPoint presentation given at the November 29th, 2017 workshop were also available for review.

Included below is a summary table representing the preferences from community members in attendance at the Grant Park Pop-Up. Participants did not choose one preferred scenario as part of the exercise, rather were given the flexibility to choose key program elements from each scenario. It should be noted that while community members may have selected individual program elements from one particular scenario, many had omissions and/or alternations of portions of these individual elements.

From the input received, participants are open to change in the Downtown area, related to specific elements that also preserve the existing character. Participants generally favored

simple entry features that connect with nature and overcrossings over both Lincoln and Foothill. Almost all the participants support the integration of paseos and a “dining hub” and activity nodes that prioritizes pedestrian circulation. The majority of participants would rather explore underground parking versus above ground parking. Lastly, many supported affordable/workforce housing in the Downtown area, yet there was a mixed consensus on building heights, with approximately half of the participants interested in exploring three stories if accompanied with wider sidewalks, with setbacks at upper stories.



The following are some of the written comments received followed by the summary table representing the input received on the program element matrix:

- No archway signage over San Antonio
- Something similar to Downtown Redwood City
- No underground crossing – would attract crime and homeless
- Like over-crossing at library that lines up with Downtown
- More diverse restaurant options with outdoor dining
- Love to see golf cart type shuttle in central area
- Public plaza should have an open space with grass, small shops and restaurants facing it
- 4-5 story buildings on Parking Plazas 1 and 2 with underground parking structure – relocated City offices here and convert existing space to park
- Screen rooftop equipment on San Antonio
- Move buildings on San Antonio to sidewalk – cannot see signage
- All building should be setback
- Ground floor setbacks and/or wider sidewalks, especially on First Street, needed
- No three-stories!
- Maintain rural, historic feeling like Downtown Saratoga, Los Gatos
- Do not block view of mountains
- Three-stories okay with setback
- Public restrooms
- No underground parking
- Update minimum lot size!
- Improve public transportation to Downtown

As the outreach process continues, additional feedback received at pop-up workshops, community meetings, online, and other community engagement events will be considered as a whole when identifying a preferred scenario and moving forward in the Downtown Vision process.

Summary Table

PROGRAM ELEMENTS	SCENARIO 1	SCENARIO 2	SCENARIO 3	SCENARIO 4
Entry Elements				
Archway/Signage	-	-	1	-
Art Sculptures	-	-	-	1
Enhanced Paving/Landscaping Treatment	4	0	1	1
Roundabout	-	-	1	1
Pedestrian Connection to Civic Center				
At-Grade Crossing	4	0	-	-
Overcrossing at San Antonio/Edith	-	0	-	-
Underground Crossing at San Antonio/Edith	-	-	2	-
Overcrossing at San Antonio/Library	-	-	-	10
Pedestrian Connection to Lincoln Park				
At-Grade Crossing	3	2	-	-
Underground Crossing at Foothill/State	-	-	-	3
Over-Crossing Along Foothill	-	-	5	-
Underground Crossing at Foothill/State	-	-	-	-
Paseo Connections				
N/A	-	-	-	-
Few in key locations on Main/State Streets	-	0	-	-
Balanced integration along Main/State Streets	-	-	3	3
Numerous Paseos Along Main/State Streets	-	-	-	2
Outdoor Dining "Dining Hub" Enhanced Streetscape				
N/A	-	-	-	-
On Main/State Streets, between 2nd and 3rd Streets	-	-	-	4
Bicycle Focused Street(s)				
N/A	-	-	-	-
On 2nd Street	-	1	-	-
On 2nd and 3rd Streets	-	-	0	0
Shared Streets				
N/A	-	-	-	-
Along Portions of 2nd and 3rd Streets	-	-	0	-
On Main/State Streets, between 1st and 4th Streets; and along portions of 2nd and 3rd Streets.	-	-	-	1
Public Plaza(s)				
N/A	-	-	-	-
Parking Plaza 5; Portions of Parking Plaza 2	-	6	-	-
Parking Plazas 4, 5, & 6 - Programmed; Portions of Parking Plazas 2 & 3	-	-	3	4
Parking Plazas 4, 5, & 6 - Programmed; Portions of Parking Plazas 2 & 3; Along Portions of San Antonio Road	-	-	-	-



Activity Nodes				
<i>N/A</i>	-	-	-	-
<i>Focused on Main/State Streets</i>	-	-	3	-
<i>Expand Beyond Main/State Streets</i>	-	-	-	0
Parking Plazas/ Parking Structures				
<i>Maintain Existing Parking Plazas</i>	7	-	-	-
<i>Maintain Existing Parking Plazas; New Underground Parking Structure at Parking Plazas 2 & 3</i>	-	8	-	-
<i>Maintain Existing Parking Plazas; New Underground Parking Structure at Plazas 2-3 & 7-8; Above Ground Structure at Parking Plazas 1 & 7</i>	-	-	3	-
<i>Maintain Existing Parking Plazas; New Underground Parking Structure at Plazas 1-3 & 7-8; Above Ground Structure at Parking Plazas 1</i>	-	-	-	7
Façade Improvement Opportunity				
<i>Along San Antonio Road</i>	-	-	-	1
Stories				
<i>Maintain Existing Heights in Downtown</i>	8	-	-	-
<i>Up to Three Stories in San Antonio Neighborhood; Maintain Existing Heights in Rest of Downtown</i>	-	8	-	-
<i>Up to Three Stories in San Antonio Neighborhood w/ Upper Story Setbacks in First Street Neighborhood; Maintain Existing Heights in Rest of Downtown</i>	-	-	7	-
<i>Up to Three Stories in all of Downtown with Upper Story Setbacks in First Street and Main & State Neighborhoods</i>	-	-	-	6
Other Uses				
<i>Affordable/Workforce Housing</i>	-	4	4	6
<i>Boutique Hotel</i>	-	0	0	2
<i>Live Theater</i>	-	1	3	1
<i>Office Uses</i>	-	0	1	-

LOS ALTOS DOWNTOWN VISION | LAHS Pop-Up Workshop Summary

Dates: Associated Student Body Class Meeting from 1-2 p.m. on March 2, 2018 and the following week open to student body | Los Altos High School, Los Altos

Attendees:

- **Associated Student Body Class and students over a one week period**
- **City of Los Altos**
 - *Jon Biggs, Community Development Director*
 - *Zach Dahl, Planning Manager*

Summary Memo

On Thursday, March 2, 2018, members of City staff met with students at Los Altos High school to review the four (4) Downtown Vision Plan scenarios. The workshop followed the format of the previous workshop held on November 29, 2017 but no formal presentation of the project was given. City staff walked the students through the information, including the four (4) Downtown Vision scenarios and the matrix outlining the individual scenario elements. The information was shared with the Associated Student Body Class and the matrix were left for the class to fill out. An additional matrix was also left at the school for a week following the meeting for other students not part of the Associated Student Body Class to also provide input.

Per the input on the matrices on the following pages it's clear that the students are interested in seeing a higher degree of change in the downtown area, with support for elements primarily in scenarios three and four. The students prefer the following program elements:

Public Realm improvements

- Archways, roundabouts, and overcrossings; paseos throughout downtown; programming of most parking plazas and activity nodes.

Private Realm improvements

- Outdoor dining, underground parking, façade improvements; three story buildings along First street and in the San Antonio neighborhood (maintaining the existing heights in the core); and a Live Theater, Boutique Hotel and Affordable Housing.




















































More specific input provided by the students includes the following:

- Link Downtown to Civic Center – Overcrossing of San Antonio from Library to parking lot by hotel (one shown in scenario four) preferred location. Needs to be accessible and accommodate bikes, pedestrians, skateboarders, future modes of travel – whatever those might be.
- Roundabout at the San Antonio, Main, Edith intersection will be best way to deal with traffic.

- Entry treatments to the Downtown need to be in line with those of scenarios three and four – these will enhance the Downtown.
- Improvements in the Downtown need to be or account for bikes and pedestrians.
- Activity nodes like those shown in Scenarios 3 & 4 would bring activity Downtown – supportive of these.
- There needs to more “hang-out” spots Downtown – places to sit and be with friends.
- Paseos will be a great addition – but need to have shops that folks will want to visit.
- Downtown needs a dog park – responsibility of dog owners to maintain.
- Downtown needs more boutique hotels.
- Keep retail shops and restaurants open later.
- Downtown needs some diners – cheap places to eat and hang around friends – need to have wi-fi and places to charge phones.




































DOWNTOWN LOS ALTOS VISION SCENARIO PROGRAM ELEMENTS

Please indicate your table's preferences by checking the box for each of the program elements provided (ex. Scenario Two - Entry Elements, etc). Any additional notes to elaborate on your choices can be provided on the back of this sheet.

PROGRAM ELEMENTS:	SCENARIO ONE	SCENARIO TWO	SCENARIO THREE	SCENARIO FOUR
ENTRY ELEMENTS	<input checked="" type="checkbox"/> Enhanced Paving and Landscaping Treatments 	<input type="checkbox"/> Monument Columns/Signage and Landscaping Treatments 	<input type="checkbox"/> Archways/Signage and Landscaping Treatments with Roundabout 	<input checked="" type="checkbox"/> Art Sculptures and Landscaping Treatments with Roundabout 
PED. CONNECTION TO CIVIC CENTER	<input type="checkbox"/> Enhanced At-Grade Crossing 	<input type="checkbox"/> At-Grade and Over-Crossing at San Antonio/Edith 	<input type="checkbox"/> At-Grade and Underground Crossing at San Antonio/Edith 	<input checked="" type="checkbox"/> At-Grade and Over-Crossing at San Antonio and the Library 
PED. CONNECTION TO LINCOLN PARK	<input type="checkbox"/> Enhanced At-Grade Crossing 	<input type="checkbox"/> At-Grade and Underground Crossing at Foothill/State 	<input type="checkbox"/> At-Grade and Over-Crossing along Foothill 	<input type="checkbox"/> At-Grade and Underground Crossing at Foothill/State 
PASEO CONNECTIONS	n/a	<input type="checkbox"/> Few but only in Key Locations Along Main and State Streets 	<input type="checkbox"/> Balanced Integration Along Main and State Streets 	<input checked="" type="checkbox"/> Numerous Paseos Along Main and State Streets 
OUTDOOR DINING ENHANCED STREETScape	n/a	n/a	n/a	<input checked="" type="checkbox"/> On Main and State Streets, between 2nd and 3rd Streets 
BICYCLE FOCUSED STREET(S)	n/a	<input checked="" type="checkbox"/> On 2nd Street 	<input type="checkbox"/> On 2nd and 3rd Streets 	<input type="checkbox"/> On 2nd and 3rd Streets 
SHARED STREETS	n/a	n/a	<input checked="" type="checkbox"/> Along Portions of 2nd and 3rd Streets 	<input checked="" type="checkbox"/> On Main/State Streets, between 1st and 4th Streets; and Along Portions of 2nd and 3rd Streets 
PUBLIC PLAZA(S)	n/a	<input type="checkbox"/> Parking Plaza 5  <input type="checkbox"/> Portions of Parking Plaza 2 	<input type="checkbox"/> Parking Plazas 4, 5, & 6 - Programmed  <input type="checkbox"/> Portions of Parking Plazas 2 & 3 	<input checked="" type="checkbox"/> Parking Plazas 4, 5, & 6 - Programmed  <input type="checkbox"/> Portions of Parking Plazas 2 & 3  <input type="checkbox"/> Along Portions of San Antonio Rd. 
ACTIVITY NODES	n/a	n/a	<input type="checkbox"/> Focused on Main/State Streets 	<input checked="" type="checkbox"/> Expanded Beyond Main/State Streets 
PARKING PLAZAS/ PARKING STRUCTURES	<input type="checkbox"/> Maintain All Existing Parking Plazas 	<input type="checkbox"/> Maintain Most of the Existing Parking Plazas  <input checked="" type="checkbox"/> New Underground Parking Structure at Parking Plazas 2 & 3 	<input type="checkbox"/> Maintain Few Existing Parking Plazas  <input checked="" type="checkbox"/> New Underground Parking Structure at Parking Plazas 2, 3, 7, & 8  <input type="checkbox"/> New Above Ground Parking Structures at Parking Plazas 1 & 7 	<input type="checkbox"/> Maintain Few Existing Parking Plazas  <input checked="" type="checkbox"/> New Underground Parking Structure at Parking Plazas 1-3, 7, & 8  <input type="checkbox"/> New Above Ground Parking Structures at Parking Plaza 1 
FACADE IMPROVEMENT OPPORTUNITY	n/a	n/a	n/a	<input checked="" type="checkbox"/> Along San Antonio Road 
STORIES	<input type="checkbox"/> Maintain Existing Heights Currently Allowed in Downtown • 30 feet - Commercial or Mixed Use • 35 feet - Standalone Residential	<input checked="" type="checkbox"/> Up to Three Stories in San Antonio Neighborhood  <input type="checkbox"/> Maintain Existing Heights Allowed in Rest of Downtown	<input checked="" type="checkbox"/> Up to Three Stories in San Antonio Neighborhood  <input checked="" type="checkbox"/> Up to Three Stories with Upper Story Setbacks in First Street Neighborhood; Maintain Existing Heights in Rest of Downtown	<input type="checkbox"/> Up to Three Stories in all of Downtown, with Upper Story Setbacks in First Street and Main & State Neighborhoods
OTHER USES	n/a	<input type="checkbox"/> Live Theater at Parking Plaza 2  <input type="checkbox"/> Affordable/Workforce Housing at Parking Plaza 8 	<input type="checkbox"/> Live Theater at Parking Plaza 2  <input type="checkbox"/> Affordable/Workforce Housing at Parking Plazas 3 & 8  <input type="checkbox"/> Office Uses at Parking Plazas 1 & 7 	<input checked="" type="checkbox"/> Live Theater at Parking Plaza 2  <input type="checkbox"/> Affordable/Workforce Housing at Parking Plazas 8  <input type="checkbox"/> Office Uses at Parking Plazas 3 & 7  <input checked="" type="checkbox"/> Boutique Hotel at Parking Plazas 1 

DOWNTOWN LOS ALTOS VISION SCENARIO PROGRAM ELEMENTS

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OUTDOOR DINING ENHANCED STREETSCAPE	n/a	n/a	n/a	<input checked="" type="checkbox"/> On Main and State Streets, between 2nd and 3rd Streets 
BICYCLE FOCUSED STREET(S)	n/a	<input checked="" type="checkbox"/> On 2nd Street 	<input type="checkbox"/> On 2nd and 3rd Streets 	<input type="checkbox"/> On 2nd and 3rd Streets 
SHARED STREETS	n/a	n/a	<input type="checkbox"/> Along Portions of 2nd and 3rd Streets 	<input checked="" type="checkbox"/> On Main/State Streets, between 1st and 4th Streets; and Along Portions of 2nd and 3rd Streets 
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ACTIVITY NODES	n/a	n/a	<input type="checkbox"/> Focused on Main/State Streets 	<input checked="" type="checkbox"/> Expanded Beyond Main/State Streets 
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OTHER USES	n/a	<input type="checkbox"/> Live Theater at Parking Plaza 2  <input type="checkbox"/> Affordable/Workforce Housing at Parking Plaza 8 	<input type="checkbox"/> Live Theater at Parking Plaza 2  <input type="checkbox"/> Affordable/Workforce Housing at Parking Plazas 3 & 8  <input type="checkbox"/> Office Uses at Parking Plazas 1 & 7 	<input checked="" type="checkbox"/> Live Theater at Parking Plaza 2  <input checked="" type="checkbox"/> Affordable/Workforce Housing at Parking Plazas 8  <input type="checkbox"/> Office Uses at Parking Plazas 3 & 7  <input checked="" type="checkbox"/> Boutique Hotel at Parking Plazas 1 

Community Engagement

CITY COUNCIL MEETING – MAY 22, 2018

Summary of Community Engagement

- Total of 38 Meetings, Workshops and Activities to date, including:
 - Stakeholder/One-On-One Interviews
 - Community Workshops
 - Community Questionnaires
 - Jr. Olympics, Farmer's Market, Main Library, Grant Park, and Los Altos High School Pop-Ups
 - Chamber Meetings
 - PTA Meetings
 - Community/Committee Meetings
 - City Council Study Sessions



What We Heard - Visioning

COMMON THEMES - Community Input through a Questionnaire, Workshops, Pop-Ups, and Meetings during the initial phase of engagement:

1. Preserve the character of Downtown
2. Increase the activity and vitality of Downtown
3. Greater variety of restaurants and outdoor dining
4. Include plazas/community gathering areas
5. Strengthen walkability of Downtown
6. Create opportunities for live theater, hotel, office and affordable housing
7. Increase parking efficiency and access
8. Strengthen pedestrian connection to civic center from Downtown
9. Highlight entry features and integrate public art
10. Bike safety and access through Downtown

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Document Text

Page 5 – Added reference to Downtown Buildings Committee Report

Page 6 – Modified language and event total under Community Engagement Process

Page 10 – Expanded discussion on changing nature of Downtowns

Page 26 – Added discussion on embracing existing, eclectic and unique massing and form in Downtown

Page 28 – Added discussion on Floor Area Ratio for 3-story structures outside of Main/State Streets

Page 31 – Added section on Setbacks

Page 35 – Added additional text on interactive art

Page 51 – Added section discussing Downtown trolley

Page 53 – Added section discussing pedestrian bridge

Page 54 – Incorporated language regarding 1st Street streetscape improvements

Page 57 – Added recommendation regarding properties outside parking district

Page 62 – Revised items under Action Plan/Phasing as follows:

- Moved 'Prepare First Street streetscape plan' from Phase 2 to Phase 1;
- Moved 'Implement First Street streetscape plan' from Phase 3 to Phase 2;
- Moved 'Install pedestrian bridge connection to Civic Center' from Phase 1 to Phase 2;
- Added 'Study expansion of parking district and feasibility of public parking at the Civic Center' to Phase 1;

Appendix – Included. Community outreach portion updated to reflect all outreach efforts.

Document Graphics and Images

Page 26 – Added graphic with callouts of eclectic character

Page 28 – Added graphics demonstrating example FAR configurations

Page 29 – Revised visual simulation graphic on Main Street

Page 31 & 67 – Verified and provided clarity on 1st Street ground level setbacks

Page 35 – Added interactive art image

Page 38 – Added graphic callouts

Page 51 – Added map identifying conceptual trolley route in Los Altos; Added trolley image.

Page 53 – Added map identifying proposed location of pedestrian bridge; Added perspective rendering of pedestrian bridge along San Antonio Road

Page 56 – Updated image of parking structure

3D Model

Model updated per City direction