

Cotati General Plan Update

MEMORANDUM

January 23, 2012

TO: Planning Commissioners

FROM: Vicki Parker, Community Development Director
Beth Thompson and Ben Ritchie, De Novo Planning Group

SUBJECT: Economic Vitality

DATE: January 23, 2012

INTRODUCTION

This Planning Commission meeting will focus on the topic of Economic Vitality. This meeting packet includes specific reading materials related to economic development and vitality, and raises key issues to consider in preparation for the seventh General Plan Commission meeting. The Economic Vitality Element is an optional element of the General Plan.

Visioning Workshops Feedback

As part of the Visioning Process, residents and stakeholders were given an overview of the General Plan update process and were invited to participate in activities where they identified Cotati's assets and challenges, as well as their vision for Cotati's future. Many of the comments provided related to economic vitality and business development. These comments are identified in Attachment 1.

The primary comments related to the City's economy and business environment included:

- Provide a business-friendly environment
- Reduce barriers to new business establishment (streamline review and approval process)
- Support local businesses
- Diversify and increase businesses (shopping, hotel, office, industrial)
- Maintain Cotati's unique identity and rural, small town character
- Promote and enhance the downtown
- Improve the aesthetic character of entries into Cotati and the downtown
- Maintain and improve land and buildings

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Existing General Plan

The City's 1998 General Plan includes goals and policies specifically related to economic vitality. It is anticipated that the Commission will review these policies for relevancy and scope, and if necessary, expand upon them as part of this General Plan Update.

REQUIRED READING

Prior to the meeting on December 5th, please read the following items:

1. Visioning Workshop #1: Vision, Challenges, and Assets related to Economic Vitality (see Attachment 1)
2. Background Information – Economic Development: Chapter 3 of the Background Report (previously provided to the Planning Commission)
3. 1998 General Plan Goals and Policies related to Economic Vitality (see Attachment 2)
4. Examples of Economic Development Goals, Policies, and Actions from the General Plans of Calistoga, Los Altos, and St. Helena (Attachment 3)

WORK EXERCISE

After reading the materials identified above, please consider the following questions and be prepared to discuss:

1. In developing a goal and policy framework to address economic vitality, what top three issues or actions should the City prioritize?
2. In reviewing the 1998 General Plan policies related to economic vitality:
 - a. Which 1998 General Plan goals and policies best address the concerns you identified?
 - b. Which priorities are not addressed in the 1998 General Plan?

ATTACHMENT 1
VISIONING WORKSHOP #1: VISIONS, CHALLENGES, AND ASSETS

Comments from Visioning Workshop #1 that relate to the City's economic vitality and business environment are shown below.

VISION

Add cultural center
Aggressive recruiting of destination retail (other than Lowes)
Attention paid to heightened infrastructure encouraging community gathering
Attention paid to local economy, alternative currency, time bank, etc.
Business friendly environment- make less difficult for business to set roots
Collaboration between Sonoma State and City
Complete Downtown SP and extend DSP past Olivers
Continue downtown redevelopment and add downtown park
Create friendly zone for light industrial on west side
Create local jobs
Diversify downtown businesses
Don't force green on new business. Require new business to present their own green efforts/ideas
Expand econ base while maintaining small town vibe
Farmers Markets, in summer only
Fiscal self sufficiency
Focus on "Triple Bottom Line": Env Sustainability, Econ Success, Social justice
Give the free market a chance to decide its future
High end hotel in town
Implementation of AGGRESSIVE growth and redev plan for entry into town
Increase citizen involvement and participation
Increase downtown shopping
Maintain unique identity of Cotati
Make downtown a destination that serves Sonoma State with quality retail and entertainment
More business growth
More community participation
More integration with businesses and homes, zoning that allows and encourages home-based business
More involvement with Sonoma State students
More local food production
New or refurbished shops, restaurants and entertainment
Opening city to arts and entertainment world: theater, music, sculpture
Professional office park in south and southwest Cotati
Promotion of downtown feel and pedestrian monuments within Cotati
Put unemployed Cotatians to work within the City Works Dept.- OK to reduce City worker pay to accommodate.
Valuing legend DSR connections with businesses and Sonoma State

ATTACHMENT 1
VISIONING WORKSHOP #1: VISIONS, CHALLENGES, AND ASSETS

ASSETS

A city that welcomes creativity
Ability for community to be tightly connected- because it's small
Beautiful tree lined streets
Centrally located and accessible, close to SSU
City center
Close to big cities, yet far enough removed to not feel suffocated by the city
College community
Community gatherings for events
Community- small town feel
Distinctive character
Diverse restaurants
Easy to walk and bicycle to almost everything I need to do
Everything about the town is environmentally friendly
Familiar with people and businesses and stores
Flexibility with running of City- ability to adapt to changing conditions
Friendly and welcoming vibe
Fun, lively, friendly downtown
Gateway to wine country
Has a downtown
Hexagon park and genuine downtown area- gems in the rough
History, statues, location (hills and open space), friendly small town feel, downtown Cotati
Hub of Sonoma County
It's unique
La Plaza Park
Local businesses locally owned
Local events
Location in Sonoma County in relation to other locals- We are the Hub
Lowe's
Mix of rural and suburban
Old untouched charm
Oliver's Market
Open space- country feel
Proximity to SSU campus
Proximity to SSU, rail and freeway
Rural small town blend
Sense of community
Slow changing
Small businesses make it a special place to live
Small enough to be a real community
Small town agricultural community
Small town and rural areas

ATTACHMENT 1

VISIONING WORKSHOP #1: VISIONS, CHALLENGES, AND ASSETS

Small town atmosphere
Small town community
Small town element and charm- it's not faded out by new development
Small town feel
Small town feel and local charm
Small town feel and local pride
Small town feel and the influence of sustainability and buying local and organic
Small town feel of the City
Small town quality
Small town with rural-ish areas
Small town, small community, rural feel
Small town/community feel makes Cotati special place to live and work
Spirit of volunteerism
Strength of local business
The availability of local food- farmer's market and Olivers
The closest grocery store to most of the housing near SSU (Olivers)
Unique businesses to visit
Value City's slow pace, it's outdoor living downtown and its youth
Value slightly "bohemian" nature of community- Cotati is "laid back", diverse and reflects its history
Value small town community
Value the rustic look and feel the City portrays

CHALLENGES

Balancing regulations with business attraction and retention
Bring in business- make the process easier and provide more help from the City.
Build cash reserves
Building local businesses
Cotati is business hostile and regulated to death
Don't disturb parking for business
Downtown has zero architecturally pleasing buildings
Economic development
Entrance to City core looks almost 3rd world
Filling our "empty shells" with new business
Having business succeed in bad economy
Hindering business growth: Not allowing auto upholstery shop on Old Red, but allowing auto repair instead.
How to make the City more attractive to locally owned businesses that provide living wage jobs
Increase tourism
Keeping the City clean and beautiful
Lack of integrated downtown, north-to-south in terms of pedestrian flow
Lack of legacy buildings to be proud of
Lack of outdoor meeting/gathering areas
Land and buildings need improvement

ATTACHMENT 1

VISIONING WORKSHOP #1: VISIONS, CHALLENGES, AND ASSETS

Maintain small town charm in face of economic downturn and highly increased future development in Rohnert Part.

Making town more environmentally friendly: going green, focus on healthy habits (biking, walking, buying local, etc)

Need hotel

No money

Not helping business owners rent their space

Nothing special as a draw other than university

Preserving local business

Preserving small town vibe with a growing population

Reinvent blighted areas in downtown/vicinity of park

Relevancy: Cotati seems to hold on to "we are different" notion that may be ignored or bypassed by other communities

Role of university in social and economic life of the City

Small manufacturing

Too many bars and associated noise

ATTACHMENT 2
1998 GENERAL PLAN GOALS AND POLICIES: ECONOMIC VITALITY

GOAL 10 ESTABLISH AND MAINTAIN A HEALTHY LOCAL ECONOMY THAT INCLUDES A DIVERSITY OF COMMERCIAL AND INDUSTRIAL ENTERPRISES WHICH WILL PROVIDE GOODS, SERVICES AND EMPLOYMENT OPPORTUNITIES TO COTATI'S RESIDENTS AND WHICH WILL BE CONSISTENT WITH THE COMMUNITY'S SMALL-TOWN IMAGE.

10.1.1 The City shall pursue an aggressive industrial marketing campaign.

10.1.2 The City shall work with industrial property owners to maintain competitive prices for industrial property.

10.1.3 The City shall ensure that no industrial use poses a threat to the security of the population or to the property values of the community.

10.2.1 The City shall encourage the growth of new commercial enterprises within appropriately zoned areas while maintaining the stability of the existing commercial businesses.

10.2.2 The City shall ensure that no commercial use poses a threat to the security of the population or to the property values of the community.

GOAL 11 ESTABLISH THE INNER HUB AREA AS A PRINCIPAL RETAIL AND SERVICE CENTER.

11.1.1 The City shall implement the Downtown Specific Plan, including the standards for land use, traffic circulation, and building design.

11.1.2 Provide sufficient funds for anticipated traffic improvements.

11.1.3 Decisions on individual site uses in the Hub shall consider potential impacts on the Hub and on collector and arterial streets.

11.1.4 Provide safe walking areas for pedestrians, allow safe on-street parking and provide adequate street width for fire safety vehicles in the Hub.

11.2.1 Provide off-street parking behind existing and new businesses or in centrally located shared parking areas.

11.3.1 The City shall implement the Specific Plan to assure uniform design standards for the Hub area including street lighting, street furniture and pavement surface materials.

11.3.2 Commercial signs shall be consistent in style with building structures and the sign size shall be in proportion to the building, consistent with street safety and visual aesthetics.

11.3.3 Implement an architectural theme as delineated in the Downtown Specific Plan that will guide future development, rehabilitation and expansion of existing structures in the Hub.

11.3.4 Maintain a pedestrian environment in the Hub area which enhances business sales, increase ease of movement across streets, and improve ambiance.

ATTACHMENT 2
1998 GENERAL PLAN GOALS AND POLICIES: ECONOMIC VITALITY

11.3.5 Preserve existing structures with designated historical value.

11.4.1 Establish walkways within residential developments and sidewalks which connect residential areas to commercial uses along one side of existing streets in the Hub for the use of residents and shoppers.

11.4.2 Complete the bicycle paths in the downtown Hub area and provide bicycle racks adjacent to stores therein.

11.5.1 Hold community festivals (such as jazz concerts, art shows, craft fairs, and energy forums) in La Plaza Park.

11.5.2 Promote a variety of uses downtown which are non-duplicative in nature and avoid over saturation of market segments.

ATTACHMENT 3

GENERAL PLAN EXAMPLES ECONOMIC DEVELOPMENT GOALS, POLICIES, AND ACTIONS

Calistoga General Plan

Economic Development Element

Key Findings and Goals, Objectives, Policies, and Actions

ogy-based enterprises. Such businesses, particularly those with only a few workers, can work within existing and potential spaces that can be offered in downtown Calistoga.

- ◆ Freeing up the highly-visible street-level commercial spaces along Lincoln Avenue for small retailers, which would create a solid identity for Calistoga's downtown while also maximizing the amount of space dedicated to commercial activities around the downtown core. By creating more of a critical mass of diverse businesses – both retail and non-retail – in the downtown along Lincoln Avenue, this strategy could bring more foot traffic onto Lincoln Avenue and increase its desirability as a place to congregate, socialize, and spend money.

B. Key Findings

1. Given Calistoga's unique character, the City needs tailored economic development strategies that will help to ensure that new economic development fits within and maintains "small-town" character.
2. Land use and economic development policies must treat Calistoga's spa and visitor accommodation industry as a critical asset, while at the same time look for opportunities to diversify the economy.
3. Because of the City's relatively remote location, the options for bringing new non-visitor-serving economic activities to Calistoga are comparatively limited. Where there is very little market interest in conventional industrial development in Calistoga, demand for small-office space is strong, and may reflect the potential for development of knowledge and information-based businesses in the City that seek such facilities.

4. Any economic diversification strategy for Calistoga must be based on the City's strengths, which include:
 - ◆ A compact pedestrian scale.
 - ◆ An affordable housing stock relative to other locations in Napa County.
 - ◆ The existing small-town lifestyle.
5. Calistoga has a relatively large number of low-skill, low wage jobs filled by people living outside the City, and a lack of higher-paying, higher-skilled jobs.
6. Calistoga has a limited supply of existing retail space and sites for lodging relative to very high demand.
7. The City's existing visitor accommodations occupy a market niche as family-oriented businesses with an emphasis on moderately-priced rest and relaxation. They serve the needs of an important portion of the potential clientele, and should be retained. Additional visitor accommodations, with or without spas, serving more upscale clientele could also be developed.
8. The burgeoning Napa Valley wine industry offers opportunities for economic expansion in Calistoga, both in vineyards and wineries and in related secondary industries.
9. "New economy" businesses based on science and technology may have the potential to locate in Calistoga, both because they tend to be less influenced by locational constraints such as distance to markets, and because they often have fewer employees and specialized space requirements, so can be accommodated within existing and potential space available in Calistoga.

10. Opportunities also exist for development and expansion of innovative businesses focusing on health and wellness.
11. The underutilized sites in the downtown offer several good opportunities to intensify development without necessarily changing the area's overall character or scale. New office business can take advantage of the small-scale downtown by locating in existing office mixed-use buildings.
12. Opportunities for expanding and maintaining a local serving economic presence, in areas such as professional services, medical offices, and non-visitor oriented retail exist at the edge of the downtown, and as second story uses along Lincoln Avenue.
13. As a corporate entity and public citizen, the City of Calistoga can directly affect the local economy, through its regulatory and purchasing powers.

C. Goals, Objectives, Policies and Actions

Goal ED-1	Foster a diversified economy that will provide the City with adequate tax revenue and residents with entrepreneurial opportunities and a broad range of occupations.
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Objective ED-1.1 Support the lodging industry, which currently generates a large percentage of employment and one-half of the City's General Fund revenue, as a component of the larger economy.

Policies

- P1. Land use and other City decisions impacting the visitor industry shall be considered relative to the industry's fiscal importance to the City.
- P2. Where expansion in the lodging industry occurs, the facilities, with or without spas, should be high-market, full-service and health-and wellness oriented. This would complement current services and generate the highest tax revenues with lowest impact on local services.
- P3. Encourage upgrades of existing lodging facilities to meet the changing demands of customers and to strengthen business vitality.

Objective ED-1.2 Expand economic activity in Calistoga that builds on the community's strengths and reinforces its small town character.

Policies

- P1. The downtown shall be reinforced as the commercial and cultural center of Calistoga in support of tourism and the local economy, except as otherwise provided in the General Plan.

- P2. The City shall promote a balance between local and visitor-serving economic development.

Actions

- A1. Develop an economic development strategy to recruit new businesses to Calistoga.
- A2. Explore the possibility of "branding" for Calistoga businesses and services, which would emphasize the particular qualities of the community in marketing and promotion by both the public and private sectors.
- A3. Work with utility providers to facilitate the provision and availability of high speed/high bandwidth data transmission service throughout Calistoga. Such service is needed by many modern businesses.
- A4. Direct a significant amount of the City's financial support of the Chamber of Commerce to activities supporting community-based economic development objectives in order to promote a balance between visitor accommodation and local-serving businesses.
- A5. Study the possibility of establishing a business incubator program to provide support services to start-up companies suitable for and in character with the community.

Goal ED-2 **Develop Calistoga's economy so that it responds to the skills and economic needs of the resident population, builds long-term community capacity and integrates economic, social and environmental objectives.**

Objective ED-2.1 **Provide economic opportunities for Calistoga's entire population.**

Actions

- A1. Work with the visitor accommodation industry and the school district to collaborate on training in administration and management skills for workers in lower-paying positions such as housekeeping or maintenance.
- A2. Work with Napa Valley organizations to promote literacy, English language fluency, job training, employment skill development, and job placement for residents with limited employment skills.
- A3. Seek funding or other support for programs that connect unemployed Calistoga residents with appropriate jobs in southern Napa County.
- A4. Encourage State and federal agencies to provide job-training, entry-level employee development programs and other measures to reduce unemployment.
- A5. Encourage the Napa County Transportation Planning Agency to expand public transportation opportunities to

better connect Calistoga residents with larger population and employment centers down-valley from the community, e.g. by scheduling service to meet the needs of shift workers.

<p>Goal ED-3 Recognize the role the City can play within the local economy.</p>

Objective ED-3.1 Use the City's purchasing powers to focus economic development locally where possible.

Policies

- P1. The City shall seek to support environmental, economic and social responsibility in its purchasing decisions.

Actions

- A1. Develop guidelines to ensure that City purchases are supportive of the local economy and environment.

Los Altos General Plan

Economic Development Element

Issues, Goals, and Policies



ISSUES, GOALS AND POLICIES

The structure of the City's economy plays an important role in the physical development of the planning area and the stability of the local tax base. The issues, goals, and policies in this section are intended to provide direction as to how the community can focus resources to retain local businesses, attract new commercial enterprises, support the tax base, and continue to provide public services for existing and future residents of Los Altos.

Major issues addressed by the goals, policies, and plan of the Economic Development Element are as follows:

- 1) Existing economic conditions;
- 2) Fiscal balance; and
- 3) Commercial vitality.

Each issue and the related goals and policies are included in this section of the Element.

EXISTING ECONOMIC CONDITIONS

Los Altos is primarily an affluent residential community with less than four percent of the land area designated for commercial land use. In recent years, property and sales tax comprise approximately 27 and 15 percent of the City's total general purpose revenues, respectively.

As identified in the Housing Element, most of the jobs held by Los Altos residents are managerial and professional positions. However, the majority of jobs available in the City are retail, service, and government-oriented. Therefore, the majority of Los Altos' employed residents commute to jobs in surrounding jurisdictions.

Economic conditions in Los Altos are directly related to the economic conditions of Santa Clara County and the Bay Area region. While the population, development, and total job growth in Los Altos is growing at a rate slower than both the County and region, household income is higher and growing at a faster rate.

The Association of Bay Area Governments (ABAG) projects that over the next 20 years, jobs in the region will be more diversified and the technology center in Silicon Valley will be diffused, resulting in a more broad-based regional economy. In Santa Clara County, job growth is expected to slow from recent years as information technology companies disperse. However, the County is still expected to be the regional leader in adding new jobs and households during the 20-year-period from 2000 to 2020. In Los Altos, the projected number of employed residents is expected to outpace local job growth slightly with proportionally significant job growth in the manufacturing/wholesale, retail, and other job sectors.

FISCAL BALANCE

Commercial development is important to Los Altos since it provides the City with the financial resources necessary to meet the community's needs for public services and facilities. While commercial uses provide important benefits to Los Altos, the City needs to balance these benefits with the impacts of commercial activities on surrounding neighborhoods. Targeting a commercial strategy that meets residents' needs within the community, rather than attracting people from outside the City, is one way to minimize traffic and other impacts related to people traveling to the community.

Goal 1: Formulate a commercial strategy that is fiscally sound for the City.



Policy 1.1: Actively seek a desirable mix of businesses that reinforce the unique community identity.

Policy 1.2: Balance community tax revenue needs with the benefits of retaining a business mix that serves community shopping and service needs.

COMMERCIAL VITALITY

There are several commercial areas within Los Altos including: Downtown, El Camino Real, Sherwood Gateway, Loyola Corners, Rancho, Woodland, and Foothill Plaza (See Figure ED-1). The majority of these areas are developed, and future development will focus on upgrading and redeveloping these commercial districts to ensure their continued vitality. Potential impacts to surrounding neighborhoods will be assessed when developing and implementing revitalization plans for each commercial area.

Goal 2: Promote the economic and commercial success of all commercial districts in Los Altos.

Policy 2.1: Promote an optimum mix of commercial uses in existing commercial locations to meet both the shopping needs of residents and fiscal needs of the City.

Policy 2.2: Work to attract businesses that utilize smaller shops and/or smaller storefronts, which are in keeping with the character of the community.

Policy 2.3: Work with property owners and business associations to improve the functioning of commercial areas, including their viability, appearance, cleanliness and accessibility.

Policy 2.4: Promote City/private cooperation to attract a balanced mix of businesses that emphasize a healthy proportion of retail uses, minimizing service and office uses in retail zones.

Policy 2.5: Work with property owners and business associations to ensure an adequate supply of attractive parking with convenient access, as well as pedestrian and bicycle facilities, to accommodate patron and employee needs in all commercial areas in Los Altos.

Policy 2.6: Consider the impact of traffic on surrounding neighborhoods when considering new commercial development.

Downtown

Downtown is the City's central commercial core, located in a triangular area formed by the boundaries of Foothill Expressway to the southwest, San Antonio Road to the east, and Edith Avenue to the north. This area is characterized by speciality and convenience retail development, some professional office, and both personal and business service uses with two-lane roadways and on-street diagonal parking on Main Street. In 1992, the City adopted the Downtown Urban Design Plan establishing a vision for development and improvements within the area. Downtown is one of the few areas of the City identified for potential intensification in the Land Use Element.

Goal 3: Increase the attractiveness of Downtown area to shoppers and pedestrians to enhance the economic vibrancy of the area.

Policies and programs related to appearance and design are located in the Community Design and Historic Resources section.



Policy 3.1:	Improve and seek to eliminate current perceived and real difficulties in finding parking places.	Commercial Retail Sales District, with a special emphasis on retail uses on Main and State Streets.
Policy 3.2:	Actively work to retain successful existing businesses.	Policy 3.7: Promote the retention of a post office in the Downtown.
Policy 3.3:	Continue to implement the Downtown Urban Design Plan.	Policy 3.8: Work with the businesses that have their backs to San Antonio Road to create an attractive, friendly presentation.
Policy 3.4:	<p>Seek businesses in the Downtown area with the potential to:</p> <ul style="list-style-type: none"> ❖ attract shoppers, ❖ provide additional retail and entertainment opportunities, ❖ provide unique businesses that meet the everyday needs of residents, of the greater Los Altos area as well as businesses with regional attraction, ❖ directly enhance sales tax revenue and property tax revenues to the City, ❖ attract residents and visitors during the night, as well as the day, ❖ provide needed services for residents, and ❖ be consistent with the existing pedestrian oriented scale of downtown development. 	Policy 3.9: Work to ensure that the Downtown is a clean, attractive and safe area.
<i>El Camino Real</i>		
<p>The El Camino Real commercial corridor is located at the northern end of the City, functioning as a gateway to Los Altos from Palo Alto and Mountain View. This area is characterized by a mix of existing land uses, including offices, retail stores, personal services, and lodging. El Camino Real is an area with some underdeveloped land and opportunity to redevelop or intensify existing development as described in the Land Use Element.</p>		
Goal 4: Increase the economic potential of the El Camino Real commercial area.		
Policy 3.5:	Allow mixed-use development with multi-family residential and commercial uses to provide alternative housing opportunities within the community.	Policy 4.1: Promote retail land use.
Policy 3.6:	Limit ground floor uses to retail and limited personal services in the Downtown	Policy 4.2: Look for opportunities to intensify uses while avoiding adverse impacts on surrounding residential neighborhoods.
		Policy 4.3: Promote the development of mixed-use commercial and residential developments within the El Camino Real area to provide housing opportunities within the community.



Policy 4.4: Discourage the division of land and encourage the aggregation of parcels in the El Camino Real commercial area.

Policy 4.5: Designate El Camino Real as the principal area for intensification of commercial and residential development.

Sherwood Gateway

Sherwood Gateway is a commercial shopping center located on 26-acres southeast of El Camino Real and San Antonio Road. A Specific Plan was adopted for this area in 1999 with economic revitalization as a primary goal.

Goal 5: Increase the economic potential of and visually upgrade the Sherwood Gateway.

Policies and programs related to appearance and design are located in the Community Design and Historic Resources section and the Sherwood Gateway Specific Plan.

Policy 5.1: Recognize that the accessibility and visibility of the Sherwood Gateway commercial area are important to the overall business environment of Los Altos, and that this area functions as a visual and commercial entrance to Los Altos.

Policy 5.2: Continue to implement the improvements identified in the Sherwood Gateway Specific Plan.

Policy 5.3: Encourage a unified architectural approach to commercial development between Sherwood Triangle and Village Court (across San Antonio Road).

Policy 5.4: Encourage high-revenue-generating businesses for the area.

Policy 5.5: Participate with business owners and property owners to implement revitalization of the area.

Policy 5.6: Consider establishing a redevelopment project area for the Sherwood Gateway.

Loyola Corners

Loyola Corners is a commercial shopping center on 17-acres near the intersection of Fremont and Miramonte Avenues with Foothill Expressway. In 1990, the City adopted a Specific Plan for this project for the purpose of improving aesthetics, increasing use, and ensuring long term viability of the area.

Goal 6: Improve the economic viability of Loyola Corners: address the needs of improved traffic, parking, and architectural design.

Policies and programs related to appearance and design are located in the Community Design and Historic Resources section and the Specific Plan for Loyola Corners Neighborhood Commercial Center.

Policy 6.1: Retain the neighborhood/convenience commercial character of the area, supplemented on a limited basis with specialty retail and general professional office uses.

Policy 6.2: Retain and promote low intensity retail uses consistent with neighborhood commercial needs.

Policy 6.3: Improve compatibility of commercial and adjacent residential land uses.



Policy 6.4: Continue to implement the improvements identified in the Loyola Corners Neighborhood Commercial Center Specific Plan.

Policy 6.5: Improve circulation in the Loyola Corners/Foothill Expressway area, and ensure adequate on-site parking.

Other Commercial Centers

Other small commercial centers in Los Altos include Rancho, Woodland, and Foothill Plaza, all of which are located along Foothill Expressway.

Goal 7: Maintain healthy neighborhood businesses in Neighborhood Commercial zones along Foothill Expressway.

Policy 7.1: Retain emphasis on neighborhood-serving retail use and personal service uses.

Policy 7.2: Require beautification of commercial areas.

Policy 7.3: Determine the appropriate maximum development for Rancho Shopping Center, Woodland Office Plaza, and Foothill Plaza, ensuring adequate parking is provided on site.

Policy 7.4: Evaluate the accessibility, visibility, and potential for intensification of Foothill Plaza for destination-oriented uses.



IMPLEMENTATION PROGRAMS APPENDIX

The Implementation Programs Appendix provides a guide to implement adopted General Plan policies and plans for City elected officials, staff and the public. The purpose of the Implementation Programs are to ensure the overall direction provided in the General Plan for City growth and development is translated from general terms to specific actions.

Each implementation program is a measure, procedure, or technique that requires additional City action. This action may either occur on a City-wide basis or in specific areas within the City. The City Council, by relating the Implementation Programs to the General Plan, recognizes the importance of long-range planning considerations in day-to-day decision making and budgeting. Implementation of the specific programs will be subject to funding constraints.

Use of the General Plan Implementation Program

The Implementation Programs are intended for use in preparing the Annual Report to the City Council on the status of the City's progress in implementing the General Plan, as described in Section 65400 of the California Government Code. Because some of the individual actions and programs described in the Implementation Programs Appendix act as mitigation for significant environmental impacts resulting from planned development identified in the General Plan, the annual report can also provide a means of monitoring the application of the mitigation measures as required by Section 15097 of the State CEQA Guidelines. This Implementation Programs Appendix may be updated annually with the budget process and whenever the City's General Plan is amended or updated to ensure continued consistency and usefulness.



ECONOMIC DEVELOPMENT

This Implementation Program provides actions to implement the adopted policies and plans identified in the Economic Development Element. The Economic Development Implementation Program is a series of actions, procedures and techniques which includes a description of the responsible agency/department, funding source, time frame and related policies in the Economic Development Element.

FISCAL BALANCE

ED 1: COMMERCIAL STRATEGY

Develop a fiscally sound commercial strategy to encourage a mix of uses that meet the City's needs and provide sufficient tax base to maintain adequate community service levels as follows:

- 1) Periodically study typical tax revenues generated by Los Altos business types to determine the kinds of businesses that are advantageous to Los Altos;
- 2) Monitor the impact of City controlled taxes to establish the level of such taxes that will attract desired businesses to and maintain them in Los Altos;
- 3) Continue to evaluate and decide the desirable maximum potential build-out in each of the City's commercial areas;
- 4) Identify methods to retain successful existing businesses;
- 5) Identify and target businesses that will enhance commercial vitality;
- 6) Review the permitted and conditionally permitted uses in the various zoning districts with respect to commercial vitality; and
- 7) Monitor land use in each commercial area with the intention of assuring that departing businesses are replaced by new uses consistent with City goals.

Responsible Agency/Department:	Community Development, City Manager
Funding Source:	General Fund
Time Frame:	Annual
Related Policies:	1.1, 1.2, 2.1, 2.4, 3.2, 3.4, 4.1, 4.3, 5.4, 7.1

COMMERCIAL VITALITY

ED 2: ECONOMIC DEVELOPMENT COMMITTEE

Continue to participate in the Chamber of Commerce Economic Development Committee for the City of Los Altos.

Responsible Agency/Department:	Community Development, City Manager
Funding Source:	General Fund
Time Frame:	Ongoing
Related Policies:	5.5

**ED 3: DOWNTOWN**

Facilitate economic development of the Downtown as follows:

- 1) Encourage land use intensification of the Downtown Core for mixed-use development with an emphasis on retail development on the ground floor (especially on Main and State Streets) consistent with the applicable General Plan policies and plan;
- 2) Work to improve both real and perceived parking issues relative to overall numbers and proximity to businesses;
- 3) Implement the Downtown Urban Design Plan and Downtown Commercial Retail Sales (CRS) Zoning District; and
- 4) Work with the Los Altos Village Association and Chamber of Commerce to publicize shopping opportunities Downtown.

Responsible Agency/Department: Community Development, City Manager
 Funding Source: General Fund, development fees
 Time Frame: Ongoing
 Related Policies: 3.1, 3.2, 3.3, 3.4, 3.8

ED 4: EL CAMINO REAL COMMERCIAL CORRIDOR

Increase the economic potential of the El Camino Real Commercial Corridor by:

- 1) Allowing land use intensification throughout the area consistent with the land use and economic development policies outlined in the General Plan;
- 2) Promoting the development of mixed-use commercial and residential and discourage development of exclusively office uses; and
- 3) Implementing the Sherwood Gateway Specific Plan and the Thoroughfare Commercial (CT) Zoning District.

Responsible Agency/Department: Community Development, City Manager
 Funding Source: General Fund, development fees
 Time Frame: Ongoing
 Related Policies: 4.1, 4.3, 4.4, 5.1, 5.2, 5.4

ED 5: NEIGHBORHOOD COMMERCIAL CENTERS

Improve the economic vitality of the City's neighborhood commercial centers by:

- 1) Promoting a mix of uses that meet the consumer needs of residents and the fiscal needs of the City;
- 2) Working with individual business owners and collective business associations to improve their appearance, marketing, access, and parking;
- 3) Implementing the Loyola Corners Neighborhood Commercial Center Specific Plan; and
- 4) Improving the compatibility of new commercial development and redevelopment with surrounding residential neighborhoods.

Responsible Agency/Department: Community Development, City Manager
 Funding Source: General Fund, Development Fees
 Time Frame: Ongoing
 Related Policies: 2.1, 2.3, 6.3, 6.4, 7.1

St. Helena General Plan

Economic Sustainability Element

Topic Areas, Policies, and Implementing Actions

topic area 1 ECONOMIC DIVERSIFICATION

The following policies and actions aim to guide St. Helena towards a more robust local economy by creating a long-term, proactive approach to define and achieve local economic priorities.

Policies

ES1.1 Maintain central St. Helena as the social, cultural and economic heart of the City by supporting infill and redevelopment of vacant and underutilized parcels in the central St. Helena area.

ES1.2 Identify and expand economic sectors in which the City has competitive advantages, and capitalize on these strengths in order to diversify local economic activities and strengthen St. Helena's role as an agriculturally-based service center for the surrounding area.

ES1.3 Ensure the long-term infrastructure needs and priorities of the community are met as part of an economic approach to economic vitality and sustainability. (Also see the Public Facilities and Services Element)

ES1.4 Encourage the creation of workforce housing to reduce the negative impacts of the City's jobs-housing imbalance and support the local employment base. (Also see the Housing Element, Topic Area 1)

ES1.5 Encourage commercial uses that provide basic, everyday shopping and services for residents.

ES1.6 Support local arts and cultural activities that can contribute to the local economy while strengthening the local social fabric and enriching residents' lives. (Also see the Arts, Culture and Entertainment Element)



Central St. Helena is the social, cultural and economic heart of the City.

Implementing Actions

ES1.A Develop, adopt and implement an Economic Sustainability Strategy that addresses economic diversification, as well as local fiscal and infrastructure priorities.

ES1.B Update the zoning ordinance to encourage businesses that are complementary to St. Helena's small-town character and that provide goods at a range of prices. Update the zoning code to define and permit non-chain, discount-type stores. Maintain the existing provisions in the zoning code that prohibit formula restaurants or those that solely provide take-out service, outlet and chain discount-type stores, and retail businesses over 10,000 square feet in size. Continue to discourage businesses whose consumer base requires a population larger than St. Helena and its vicinity. For the purposes of the General Plan, "vicinity" is defined as the surrounding towns and unincorporated areas for which St. Helena has historically provided goods and services, including Calistoga, Angwin, Deer Park, Rutherford and the unincorporated area south of St. Helena.

ES1.C Develop a strategy to increase funding and resources to support arts endeavors and local arts and history institutions as part of the City's overall economic development program. Additional policies and implementing actions regarding support for the arts may be found in the Arts, Culture and Entertainment Element. (Also see the Arts, Culture and Entertainment Element, Topic Area 4)

ES1.D Promote the establishment of a Business Improvement District in the downtown area.

ES1.E Amend the Municipal Code to limit certain non-retail uses, such as real estate offices, from occupying ground-floor retail space in Central St. Helena.



Events, such as the farmer's market, support the economy while strengthening the local social fabric.

topic area 2 SUSTAINABLE TOURISM

A sustainable approach to tourism in St. Helena is intended to preserve the City's authentic, small-town character and quality of life and leverage tourism to sustain its vibrant economy. The following policies and actions strive to limit the adverse impacts of visitors on St. Helena, while recognizing the economic benefits that visitors bring and the potential for tourism to contribute to the diversity of the community's social and cultural life.

Policies

ES2.1 Support the development of responsible, visitor-serving components to the City's economy as a valuable source of jobs, tax revenues and cultural amenities.

ES2.2 Encourage visitor-serving uses oriented toward a more discriminating upscale market, consistent with the Valley's reputation as a producer of world-class wines. Discourage the introduction of uses that are dependent upon a mass tourist market.

ES2.3 Ensure a diverse mix of uses that avoids an over-representation of any particular use. Remove the cap on the number of restaurants, but continue to prohibit formula restaurants. Remove the cap on the number of hotel and motel rooms and on the number of bed and breakfasts, but continue to prohibit vacation rentals.



Visitor-serving businesses bolster the City's economy and bring jobs, tax revenues and cultural amenities.

ES2.4 Encourage socially and environmentally responsible businesses that make positive contributions to the community and operate in an environmentally-sound manner.

ES2.5 Encourage sustainable modes of travel and reduce the number and length of vehicle trips generated by visitors to the community. Expand lodging in the downtown area to encourage walking, biking and alternative transportation modes in order to reduce the need for automobile trips. (Also see the Circulation Element, Topic Area 4)

topic area 3 CITY GOVERNMENT

Implementing Actions

ES2.A Continue to prohibit formula restaurants, outlet and chain discount stores and time-share lodging projects, as defined in the St. Helena Municipal Code (Section 17.48.060). Update the Municipal Code to define and prohibit restaurants that solely provide take-out service. Update the Municipal Code to define and regulate fractional ownership lodging.

ES2.B Establish a clear procedure for permitting restaurant and lodging uses. Study and recommend guidelines for permitting of these uses, and to ensure that the requested permits will not result in adverse impacts to the community.

ES2.C Provide and maintain public restrooms in the Central Business District.

ES2.D Enhance the pedestrian environment within the commercial area, support the development of bicycle trails connecting to a countywide system and encourage the use of small vans for group wine tours in order to decrease tourist-generated traffic congestion. (Also see the Circulation Element, Topic Area 2)

topic area 3 CITY GOVERNMENT

The policies and actions in this topic area establish a path for St. Helena to develop a reputation for transparency in governance, characterized in part by predictable, streamlined processes that include built-in checks and balances and, to the extent possible, reduced uncertainty associated with required discretionary actions. By improving its reputation as a service-oriented City government, St. Helena will improve its ability to attract and retain businesses that are compatible with the City's goals.

Policies

ES3.1 Establish and strengthen the reputation of St. Helena's City Government as service-oriented.

ES3.2 Ensure clarity and transparency in local regulations, permitting processes and fee structures.

ES3.3 Encourage partnerships between the City and private and nonprofit organizations to promote economic sustainability in St. Helena.

ES3.4 Support regulations that address the goals of the General Plan and positively impact the viability of local businesses and the community's financial health.

ES3.5 Support cultural diversity through economic sustainability initiatives.

topic area 3 CITY GOVERNMENT

Implementing Actions

ES3.A Continue Planning Department technical assistance for new projects requiring development and/or use permit applications. Partner with the local business community to ensure that the program effectively meets participants' needs.

ES3.B Develop a revised design review and/or form-based code process for commercial and industrial uses that establishes objective design guidelines and restrictions, including guidelines and restrictions for landscaping and water use. Guidelines for non-residential water use should be commensurate with water conservation measures imposed on residential development. (Also see the following elements: Community Design, Topic Areas: 2; Land Use and Growth Management, Topic Area 3; and Economic Sustainability, Topic Area 3)



Partnerships between the City and private and nonprofit organizations can promote economic sustainability.

