# **PLACEWORKS**











City Council/Downtown Steering Committee Meeting

City of Livermore | August 7, 2017

## **Presentation Outline**

- » Draft Public Engagement Plan
- » Key Learnings
- » Draft Alternatives





# Draft Public Engagement Plan

# Overview of Public Engagement Plan

- » Objectives and Goals
- » Target Audience
- » Engaging Underserved Communities
- » Engaging Youth
- » Getting the Word Out
- » Public Input Process
- » Public Input Channels
- » Final Synthesis





# **Objectives and Goals**

- » Utilize a range of outreach tools that makes it easy for community members to provide input.
- Solicit input from a greater range of community members than in previous efforts.
- » Involve underrepresented and marginalized communities in the process.
- » Provide frequent updates on input received and the project schedule.
- » Devise a process that focuses on reaching a decision as early as possible about a downtown hotel.

# Target Audience

- » Livermore residents
- » Livermore business owners
- » Special emphasis on engaging underserved communities







## **Engaging Underserved Communities**

- » Undertake outreach at common places of congregation
- » Advertise in ethnic media
- » Translate meetings and meeting materials into Spanish as needed
- » Offer food and child-friendly activities
- » Employ fun, interactive games to entice people to attend





# **Engaging Youth**

- » Use social media to attract youth participation
- » Hold pop-up events at Back to School nights or youth athletic events
- » Work with teachers to offer class credit to participate in the process
- » Coordinate with the Livermore Area Youth Advisory Commission





# **Getting the Word Out**

- » Project Website
- » Social Media
- » On-Site Display Boards
- » Library Display
- » Downtown Kiosk
- » Posters and Flyers
- » Earned Media
- » Paid Print Advertising

#### www.yourlivermore.org



## **Public Input Process**

- Each outreach event will include three steps:
  - Education
  - Alternatives review and evaluation
  - Comment, selection, and refinement





# **Public Input Channels**

- » Downtown Tours (2)
- » Neighborhood District Meetings (5)
- » Pop-up Events (10)
  - Downtown Farmers' Market
  - Taste of Downtown
  - Witches Night Out
  - Places of worship
  - Livermore library.
  - Service organizations.
  - P.T.A. meetings

- Youth athletic events
- Back to School nights
- Las Positas College
- Chamber of Commerce
- Hispanic Chamber of Commerce





- » On-line Engagement
- » Community Workshops (2)



## Final Synthesis

- » Summarize all input into a final report
- Consider the Steering Committee request for an additional meeting to review the final synthesis report
- » Present final report to City Council for review in late November/early December





# Key Learnings

# Summary of Changes from 6/29 Steering Committee Meeting

- » Simplified the summary of background information
- » Added average costs to construct different types of parking
- » Reworked the hotel design slides to better reflect the advantages and disadvantages of the east and west hotel sites
- » Revised the "Retail Uses" slide to:
  - Add more traditional retail examples
  - Update the retail market demand estimate
- » Updated the breakdown of Livermore housing supply with the most up-to-date data
- » Replaced "Residential Feasibility Analysis" chart with simplified text
- » Added a slide that identifies urban design tenets
- » Added two additional Livermore open space examples
- » Added an example of Livermore housing on the final housing slide

## Overview of Key Background Information

- » Downtown profit and loss
- Existing traffic operating conditions
- » Parking supply and demand
- » Feasibility of hotel, conference space, retail, and housing
- » Best urban design practices





## **Consultant and City Experts**

- » Greg Davidson, NBS
- » Cheri Sheets, City Engineer
- » Fehr & Peers
- » Russ Branson, PFM
- » Burton Miller, Hornberger + Worstell
- » Suzanne Mellen, HVS
- » David Zehnder, EPS
- » Mike Pyatok, Pyatok Architects
- » Greg Tung, Freedman Tung + Sasaki



### **Profit and Loss**

Downtown **Expenses \$1.76M** 

Difference \$415,000 Even the Outlet Malls only generate excess revenue of about \$1 million per year

- Police
- Fire
- Maintenance
- Landscaping
- Pavement
- Claims
- Parking Garage

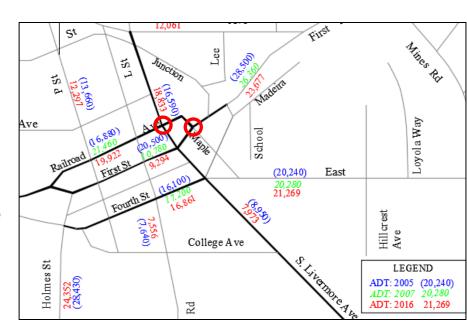
Downtown Revenue \$1.345M

- Property Tax
- Sales Tax
- Business License Tax



#### Traffic After SR 84 Relocated

- ➤ Downtown traffic has remained constant, and has decreased slightly
- Two key downtown intersections operate at Level of Service D (45 seconds delay):
  - Railroad Ave and Livermore Ave
  - ➤ Maple St and First St
- Remaining downtown intersections operate at acceptable levels





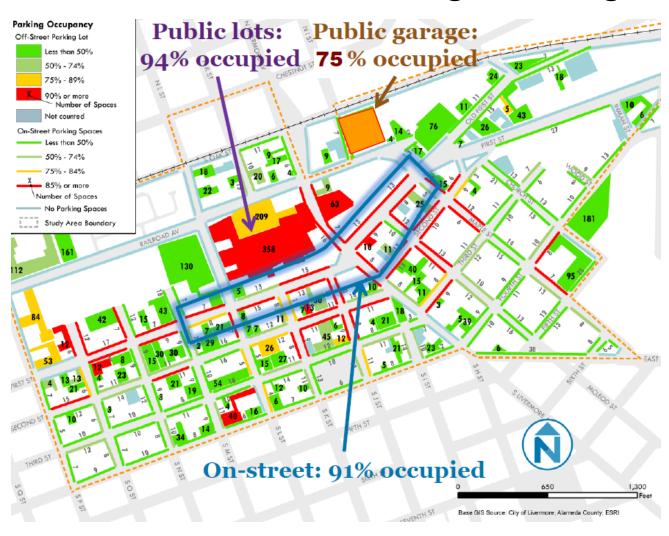
## Existing Parking Use

	Thursday Noon to 1			Saturday 7 to 8 pm				
Parking Type	Inventory	Demand	Available	Occupancy	Inventory	Demand	Available	Occupancy
On-Street	1,735	1,086	649	63%	1,735	1,117	618	64%
Off-Street (Public)	1,140	676	464	59%	1,140	1,140	0	100%
Off-Street (Private)	2,422	1,131	1,291	47%	2,422	845	1,577	35%
Total	5,297	2,893	2,404	55%	5,297	3,102	2,195	59%

Note: The two hours analyzed in the parking study were chosen because they represent the times on a weekday and a weekend with the highest parking demand. Other hours of the day on other days of the week have similar levels of parking demand as well.



## Existing Parking Use



- ➤ Peak core parking is highly utilized
- ➤ Parking is generally available on 2<sup>nd</sup>, 3<sup>rd</sup>, and 4<sup>th</sup> Streets



## Parking Displacement

- Development will displace 565 Spaces
  - 293 Paved Spaces Livermore Village Site
  - ➤ 209 Unpaved Livermore Village Site
  - ➤ 63 Paved Spaces on East Side of Livermore Ave
- 63-space Madden parking lot associated with Uncle Yu's will remain



## Parking Needs

Lennar and Presidio proposal required the following parking spaces per City requirements:

Land Use	Quantity	Parking Spaces
Hotel	135 rooms	149
Retail	16,000 SF	53
Restaurant	6,000 SF	20
Conference Center	4,000 SF	80
Multi-family Housing	260 Units	410
TOTAL		712



New Public Parking Garage Sites





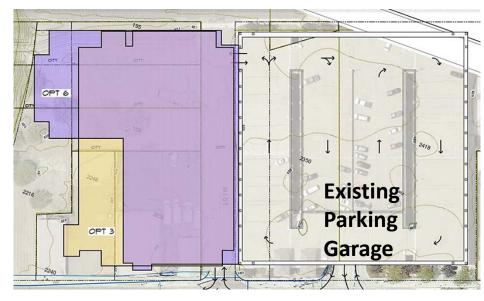
## Average Parking Space Costs

Parking Space Type	Average Construction Cost per Space
Surface Parking Lot	\$22,500
Parking Garage	\$40,000
Underground Parking Garage	\$55,000



## Preferred I Street Parking Garage Options Studied

	Option 3	Option 6
Levels	3	3
Structure Height	23	23
Structure Square Footage (SF)	137,420	140,300
Stall Quantity (Self Only)	375	375
Stall Efficiency (SF/Stall)	366	374
Total Project Costs (Land + Design + Construction)	\$16.2 Million	\$16.9 Million
Cost Per Stall	\$43,200	\$45,100



375 space parking cap is because of the capacity of Railroad Avenue regardless of future development or valet parking.



### I Street Parking Garage Queuing Capacity Analysis



- The I Street parking garage size is limited to 375 spaces based on queuing capacity on Railroad Avenue during the peak period.
- This is a function of parking location, distance from the intersection, and total downtown demand. Capacity issues would not be reduced by eliminating valet parking.



## Livermore Village Parking Garage Options Studied

	Site 1	Site 2	Site 3	Site 4
Height	54 ft	43 ft	54 ft	-15 ft
Parking Stall Quantity	500	500	500	500
Commercial Option?	No	Yes	No	Yes
Total Cost	\$20.10 M	\$19.77 M	\$19.46 M	\$27.71 M
O&M Costs	\$130,000	\$130,000	\$130,000	\$225,000





## Mid Block Intersection Livermore Avenue @ Driveways to Bankhead and LV Parking

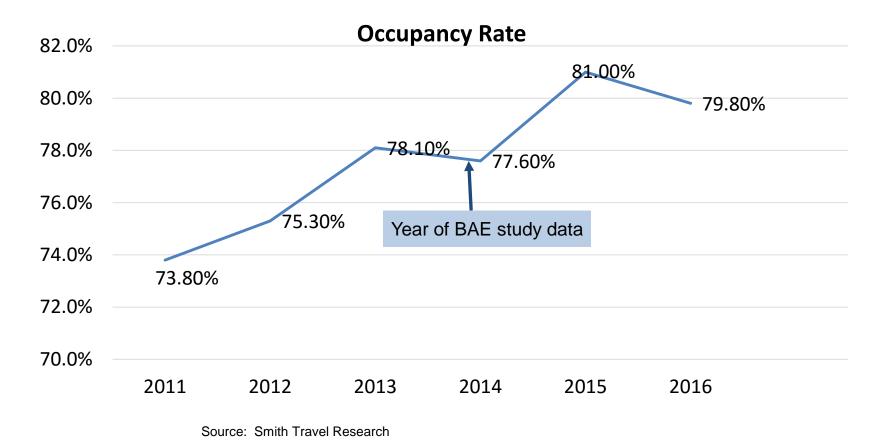
	<b>Existing Conditions</b>	With Hotel*
LOS – Livermore Avenue North/South	A(<10s)	A (<10s)
LOS – Driveways East Side & West Side	C (16s)	C (21s)

<sup>\*</sup>Left and right turns are currently allowed and would continue to occur.



## **Hotel Occupancy and Rates**

- Occupancy rates have also continued to climb since the 2014 data used by BAE
- The 2016 occupancy rate of 79.8% represents strong demand in the region
- Year-to-date occupancy--as of March 2017 is 78.3%





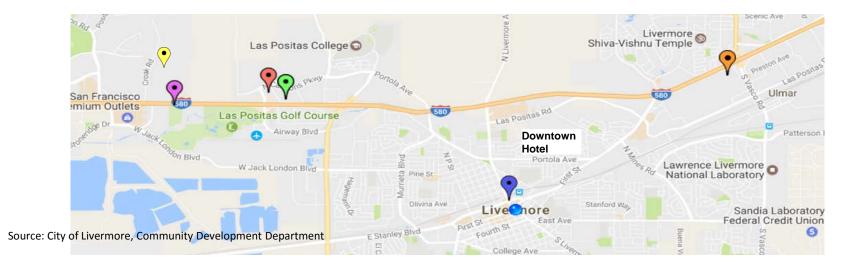
## Upcoming, New, and Proposed Hotel Projects

Increased ADR and occupancy rates have increased interest in hotel development in Livermore, as shown below—599 hotel rooms being constructed, approved, or under review in the City (443 net)

- <u>Under Construction</u>
  - Home2 Suites by Hilton Livermore (108 Rooms) Replacing Comfort Inn (60 Rooms)
- Approved
- Residence Inn at CrossWinds Commercial site (112 room hotel)
- Under Review
- Hyatt House (126 rooms) and Hyatt Place (94 rooms) replacing current Residence Inn (96 rooms)

  Mission Boutique Hotel (58 rooms)

  Homewood at Crosswinds Commercial Site (101 rooms)
- •Dublin:127-room Aloft hotel broke ground on April 18<sup>th</sup> Pleasanton: Potential Johnson Drive development no proposal

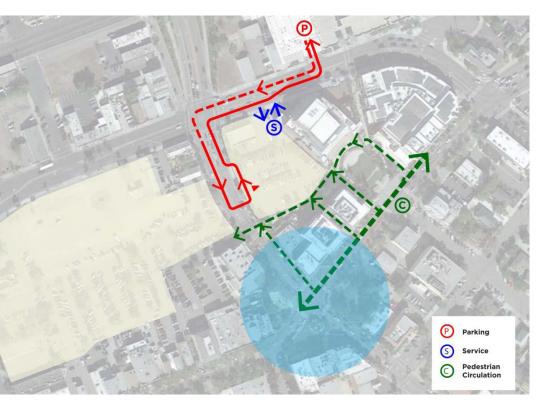


## Hotel Feasibility and Location

- Costs. Hotel cost for feasibility analysis is approximately \$225,000 per room (excluding parking and land cost). This includes hard and soft costs and estimated financing costs.
- Market Feasibility: Increasing ADR and hotel occupancy are good indicators of market feasibility. A downtown hotel can offer a different set of amenities and experience that provides a unique position in the market, even among a growing number of hotel competitors in the City.
- **Dual Branding:** This concept is appropriate for freeway-access hotels, but not in the downtown where a boutique hotel makes sense.
- Location: Hotel should face onto Livermore Avenue for maximum visibility
- Financial Feasibility: Assumed revenues and costs indicate a financially feasible project for a
  Downtown Hotel.
  - Based on PFM's financial model, a 100- to 135-room hotel could have an internal rate of return (IRR) at or above 10% (varies based on assumptions used for key market indicators and cost)

A 100-125 room hotel is feasible assuming zero land cost and parking assistance

## East Side - Access, Circulation, and Design

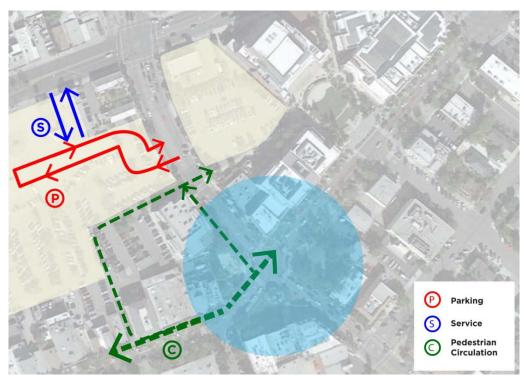


- Wide Livermore Ave Street Frontage
- Excellent visibility from Livermore Ave, even north of railroad underpass
- Adjacent connections to and from Bankhead Theater
- Service access from Railroad Ave is adequate, but tight



- View blockage to south and east
- Hotel parking at I Street Garage via valet
- No adjacent uses to create potential incompatibilities
- Stand alone site enhances developer certainty

## West Side - Access, Circulation, and Design



- Narrower Livermore Ave street frontage
- Moderate visibility from Livermore Ave, and only from south of Railroad Ave
- Further from Bankhead Theater
- Unimpeded service and parking access from Railroad Ave



- Views are relatively unobstructed
- Option to build self-contained parking on site
- Some experts see potential adjacent residential uses as problematic
- Larger site could create uncertainty for developer, but could also increase development options

## **Conference Facilities**

Conference facility size needed for 125 person event:

Theater	Reception	Banquet
1,126 sf	1,184 sf	1,504 sf



Source: Hilton.com, similar data available from multiple other websites.

- Presidio's current proposal is for a 1,500 sf conference facility
- Market support is for maximum of 1,000 to 1,500 sf





#### Retail Uses

#### **Types**

#### **Traditional**

- Restaurants and Cafes
- Clothing, home, and hobby stores

#### Experiential

- More services, less goods
- Fitness trends

#### Quantity

Retail is best positioned downtown as ancillary ground floor use, with locations favoring high visibility

- Minimum viable retail is 10,000 to 12,000 sf
- Demand outside of new residential and hotel is essentially zero
- Mix of residential units in the ranges proposed in the alternatives and the 125-room hotel, conference space and related facilities would likely support approximately 10,000 to 20,000 square feet of new retail

#### Location

- Should be located on main streets and near other retail
- Avoid stand-alone or pedestrian-only locations





## Museum and Gallery Observations

#### Example museums:

- Blue Line Arts Roseville
  - 4,500 sq. ft.
  - \$233,000 annual budget
  - 3 staff members
  - Operating deficit \$120,000
- Hayward Area Historical Society
  - 17,000 sq. ft.
  - \$1.2 million annual budget
  - 11 staff members
  - Operating deficit \$300,000

#### Example museum costs:

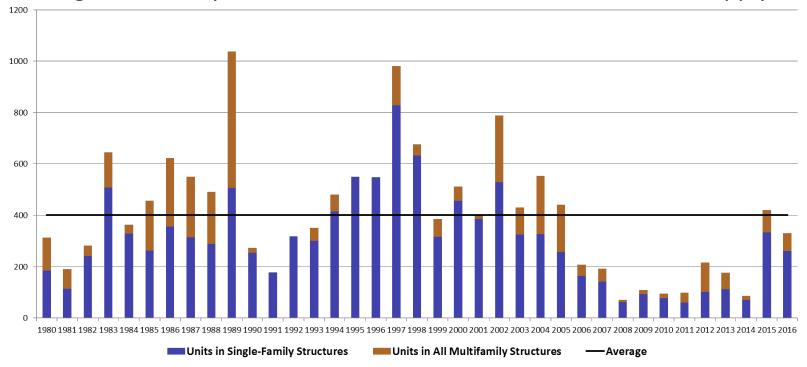
- Example size: 5,000-10,000 sf
- Construction cost: \$500 \$1,000 per sf
- Exhibit cost: \$1-2 million
- Total cost: \$3.5-12 million





### Housing Supply

- Livermore's existing housing breakdown\*:
  - 78% single family
  - 20% multifamily
  - 2% mobile homes
- No market rate apartments have been constructed since 1998
- Rising multi-family rents indicate more demand than available supply



#### Residential - Market Trends to Watch

- Major increase in nationwide household formation
  - 2016 to 2025 anticipate 12.5 million new households
  - 2006 to 2015 only saw 7 million new households
- Greatest increase in young adults (born 1980s and 1990s)
- Wave of adults aged 65 or older
- Suburban cities to form most new households

### **Approved and Planned Downtown Housing**

- Chestnut Square Project includes 158 units:
  - 72 senior units
  - 42 rental apartments
  - 44 market-rate (for sale) townhouses



- Groth Site proposal includes:
  - 222 housing units
  - 14,200 sf commercial
- Other potential downtown housing sites would require substantial redevelopment including the removal of existing structures

### Residential Feasibility Analysis

- Townhomes, for sale flats and rental apartments all appear to be financially feasible
- Townhomes are a more proven product, and hence represent a "sure bet" for developers
- Flats and apartments are less well known in Livermore, and hence carry more risk, but also have the potential to create a higher upside for developers





## Affordable Housing Requirement

- City used \$14.5 million of affordable housing fund to purchase downtown site
- If affordable housing is not built on site, City will have to repay housing fund
- Value of land per affordable unit = \$75,000
- Rough estimate of housing needed to avoid repayment:
  - 193 units @ \$75,000/affordable unit subsidy = \$14.5 million

### **Alternative Housing Types**

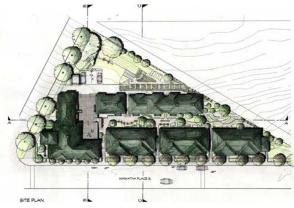


















### **Alternative Housing Types**



















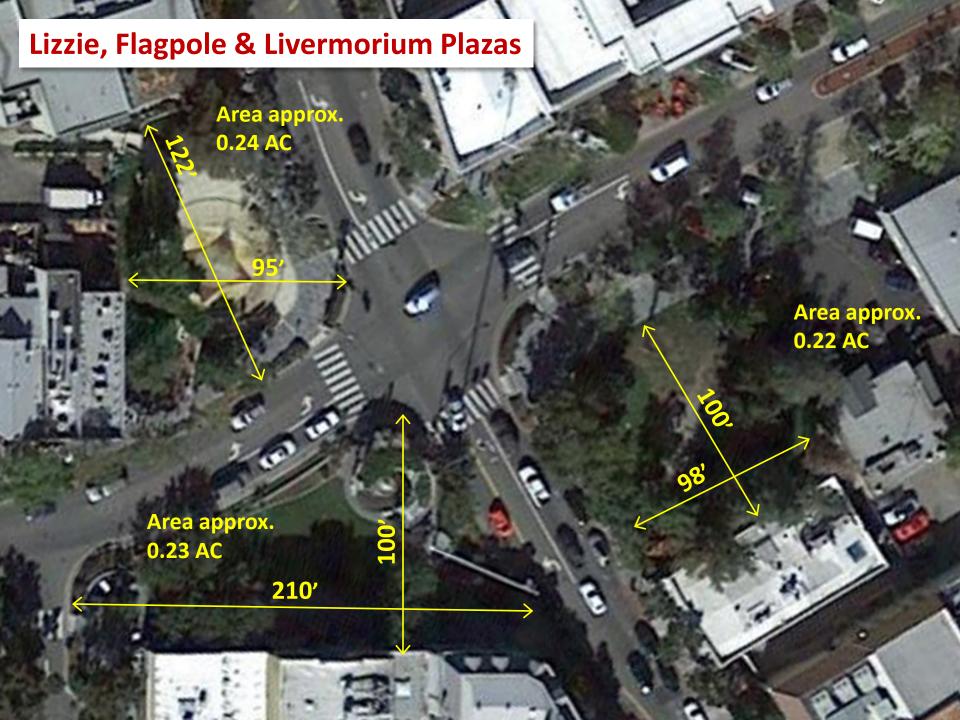


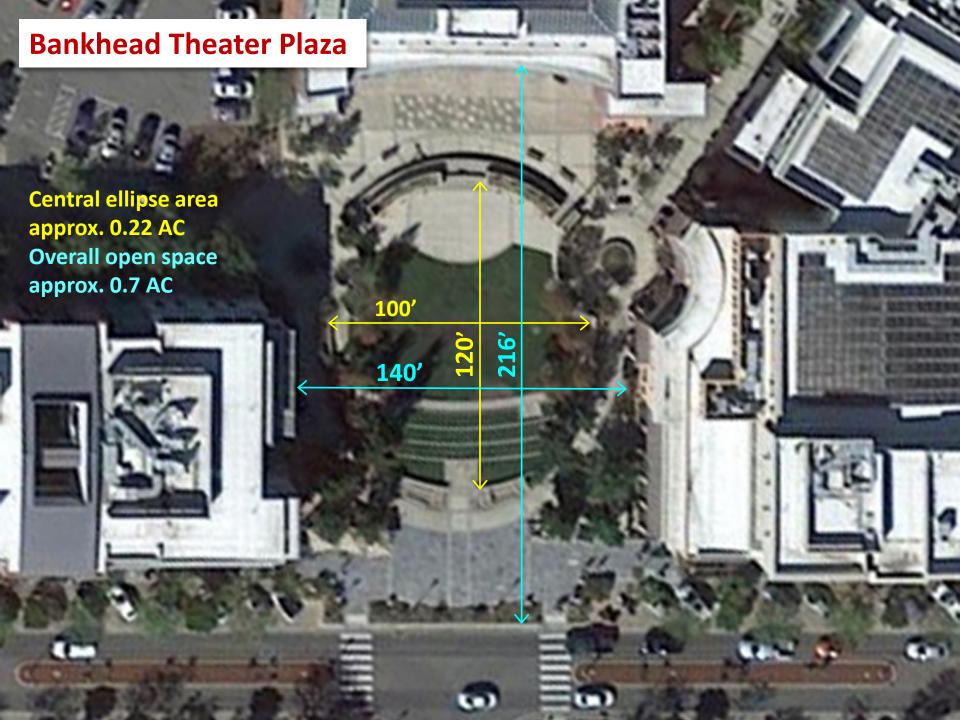
### **Guiding Urban Design Principles**

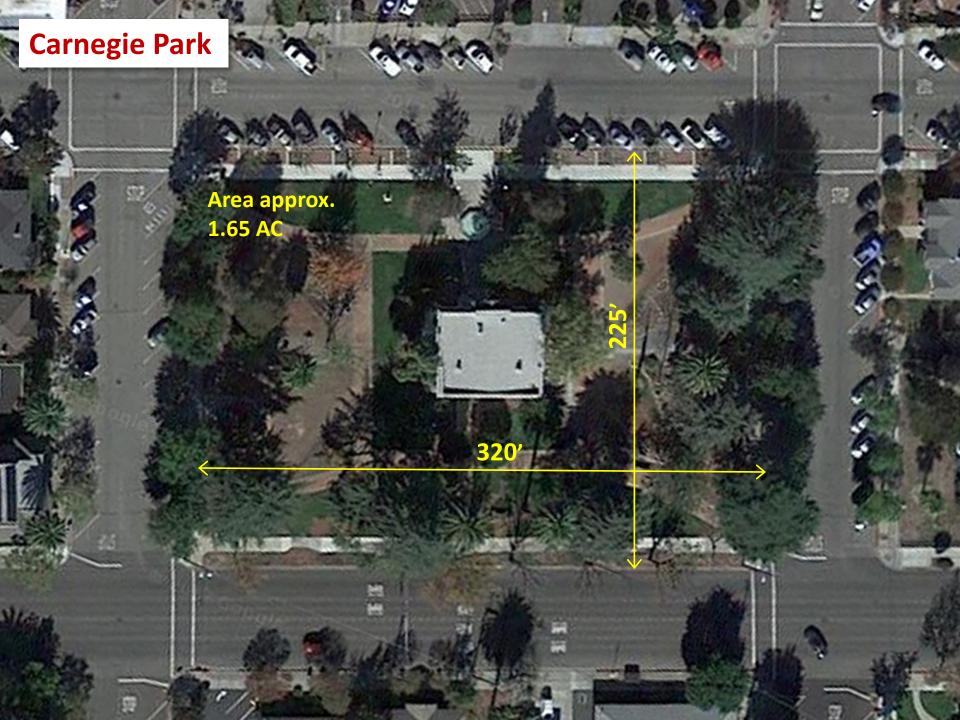
- Open space should be well-organized and activated
- Main activators are likely:
  - Housing
  - Hotel
  - Retail







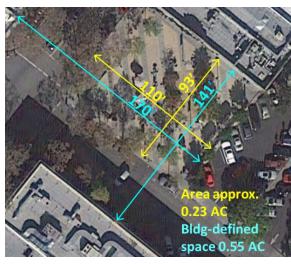


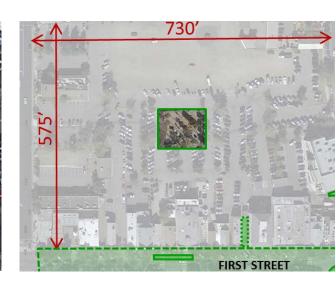


### **Core Open Space – Typical Sizes**

Lytton Square, Palo Alto, Approx Area 0.23 ac







One Colorado Plaza, Pasadena, Approx Area 0.28 ac







### **Core Open Space – Typical Sizes**

Courthouse Square, Redwood City, Approx Area 0.7 ac







Healdsburg Plaza, Healdsburg, Approx Area 1.2 ac







### **Open Space Provision**

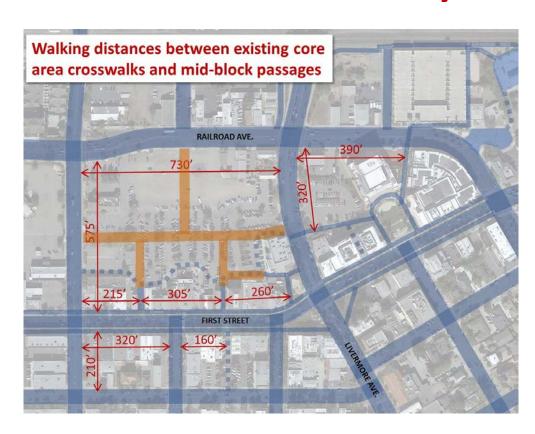
- » Housing is required to supply 150 sf of open space per unit, which must be maintained in perpetuity
- » 150 units results in ½ acre of open space
- » Additional open space could be constructed and maintained using public resources
- » Open space should be designed with both use and aesthetics in mind





### **Pedestrian Walking Distance and Connectivity**

- Standard block size to encourage walking is 210' x 320'
- New development should subdivide big block
- Pedestrian connectivity is key



### **Skyways and Skywalks**

- Pedestrian bridges over streets:
  - Most American pedestrians avoid unless no other choice
  - Removal of street life is not beneficial to downtown revitalization
- Elevated walkways:
  - Can rob streets of activity, unless there are lots of pedestrians already
  - Trees are feasible but need significant maintenance
  - Underside space can be dark, may need more amenity to overcome
  - Does the "artifact" match and complement the place character?
- An alternative to pedestrian bridges is to transform the arterial into a more "tamed" walkable city street (with tree canopies, etc.)





#### **Downtown Housing as Urban Fabric**

- A concentration of housing in the core brings new residents and is critical to the vitality of downtown.
- Downtown housing provides choices for newly emerging desirable demographic groups.
- 30 to 50 units per acre can readily be accommodated in 3-4 story development with varied massing.
- By City ordinance, housing provides a source of dedicated open space to be maintained in perpetuity.





# **Draft Alternatives**

### **Alternatives Building Process**

- Some of the second information (Meetings #3, #4, #5)
- » June 15: Create potential land use alternatives
- » June 22: Review potential land use alternatives
- » June 29: Review final proposed land use alternatives
- » August 7: City Council and Steering Committee review of final changes



## **Summary of Alternatives**

Alternative	Eastside Hotel A	Eastside Hotel B	Westside Hotel A	Westside Hotel B	
Hotel (rooms)	125 rooms	125 rooms	125 rooms	125 rooms	
Conference Center (sf)	1,500 sf	1,500 sf	4,000 sf	1,500 sf	
Retail/Restaurant (sf)	15,000 sf stand alone 10,000 sf w/hotel	5,000 sf stand alone 10,000 sf w/hotel	18,715 sf stand alone 8,000 sf w/hotel	10,500 sf stand alone 10,000 sf w/hotel	
Office and/or Maker Space (sf)	0	0	5,600 sf	13,500 sf	
Museum/Cultural (sf)	5,000 sf	2,000 sf	10,000 sf	2,500 sf	
Townhomes (units)	0	27	0	18	
Live-Work Units (units)	11	10	10	0	
Multifamily Residential (units)	121- 156	48- 64	0	72-96	
Co-Housing (units)	0	60	105- 150	40-60	
TOTAL Residential Units	132 – 167 units	125 - 161 units	115 – 160 units	130 – 174 units	
TOTAL Residential Square Footage	235,707 sf	195,468 sf	111,935 sf	182,630 sf	
Primary Qualifying Open Space Configuration	Centrally located rectangular green facing S Livermore Ave	Network of green spaces extending across the center of the site	Green space extending across the center of the site	Centrally located rectangular green facing interior street	
Qualifying Open Space	0.50 acre	0.98 acre	0.64 acre	0.67 acre	
Qualifying Greenscape	0.33 acre	0.24 acre	0.25 acre	0.40 acre	
Qualifying Hardscape/Sidewalks	0.75 acre	0.85 acre	2.07 acre 1.14 acre		
TOTAL Public Qualifying Open Space, Greenscape, and Hardscape	1.58 acre	2.07 acres	2.96 acres	2.21 acres	



## Parking Demand and Supply

Parking Calculations	Eastsic	le A	Eastsic	le B	Westsi	de A	Westsi	de B
Parking Demand	Rooms/SF/ Units	Parking Needed	Rooms/SF/ Units	Parking Needed	Rooms/SF/ Units	Parking Needed	Rooms/SF/ Units	Parking Needed
Hotel	125 rooms	138						
Hotel Conference Facility	1,500 sf	30	1,500 sf	30	4,000 sf	80	1,500 sf	30
Hotel Retail + Restaurant	10,000 sf	25	10,000 sf	25	8,000 sf	20	10,000 sf	25
Retail/Restaurant/Cultural/Office	20,000 sf	50	7,000 sf	18	34,315 sf	86	26,500 sf	66
Townhomes	90		27 units	54	÷	ŝ	18 units	36
Live-Work	11 units	33	10 units	30	10 units	20	-	
Multifamily Residential	156 units	273	64 units	112	-	0	96 units	168
Co-Housing Units	-	-	60 units	66	150 units	165	60 units	66
Replacement for Lost Parking		565		565		565		565
TOTAL DEMAND		1,114		1,037		1,073		1,094

Parking Provided	Eastside A	Eastside B	Westside A	Westside B	
Hotel Podium Parking	-	-	108	22	
Public Parking Structure	288	222	300	210	
Public Podium Parking	18	÷	43	-	
Surface Parking	80	103	Δ.	176	
On-Street Parking	87	-	20	49	
Residential Parking	298	352	185	336	
New I Street Garage	375	375	375	375	
TOTAL PARKING SUPPLY	1,146	1,052	1,031	1,146	
EXCESS ABOVE DEMAND	32	15	-42	52	

Land Use	Parking Requirement		
Hotel	1.1 per room		
Hotel Conference Facility	1 per 50 sf		
Hotel Retail + Restaurant	1 per 400 sf		
Retail/Restaurant/Cultural/Office	1 per 400 sf		
Townhomes	2 per unit		
Live-Work	2 to 3 per unit*		
Multifamily Residential	1.75 per unit**		
Co-Housing Units	1.1 per unit		

\*Note: For one-bedroom live-work units, two spaces are required. For two-bedroom units, three spaces are required.

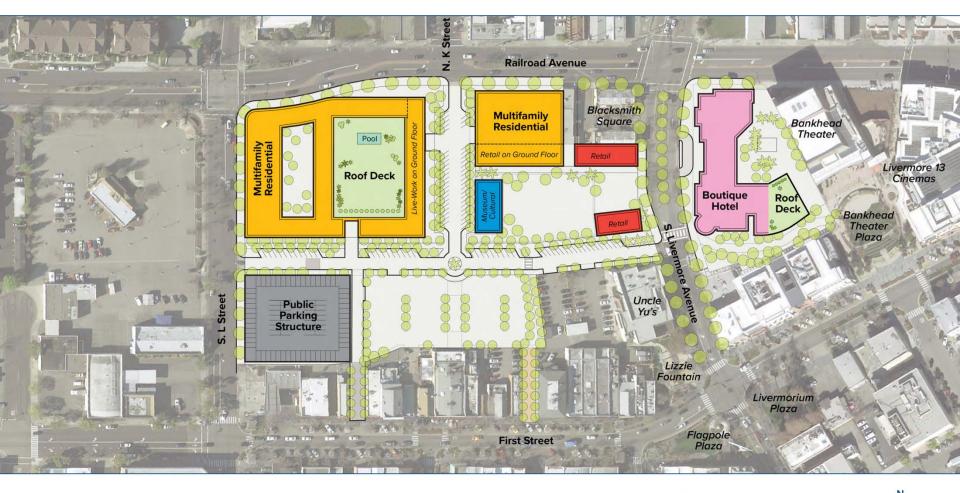
**\*\*Note:** Assumes 60% of units are two-bedroom and 40% are one-bedroom.

### Eastside Hotel A - Ground





### **Eastside Hotel A - Roof**

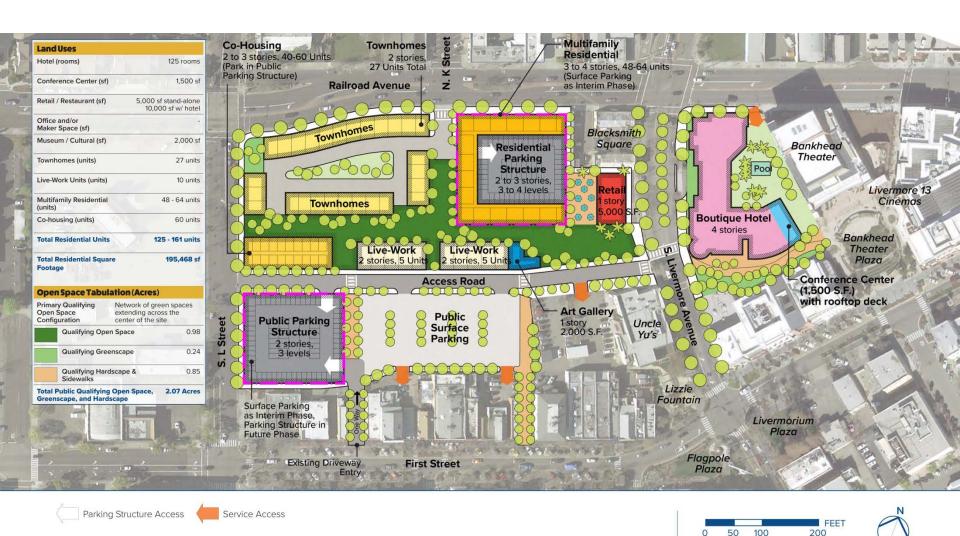






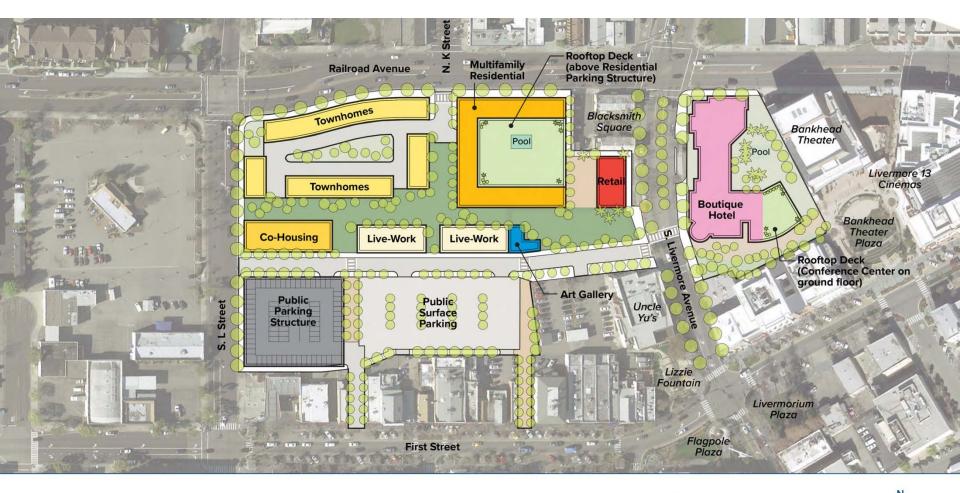


### Eastside Hotel B - Ground





### **Eastside Hotel B - Roof**







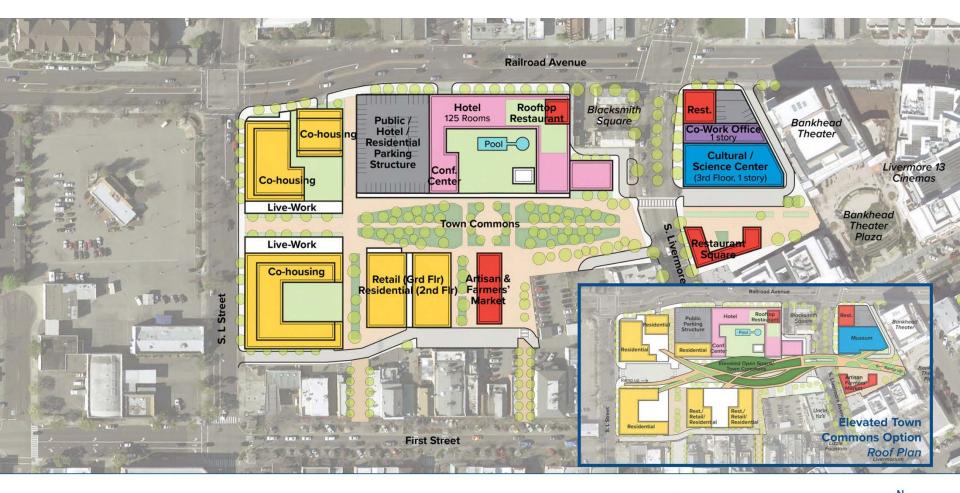


### Westside Hotel A - Ground





### Westside Hotel A - Roof

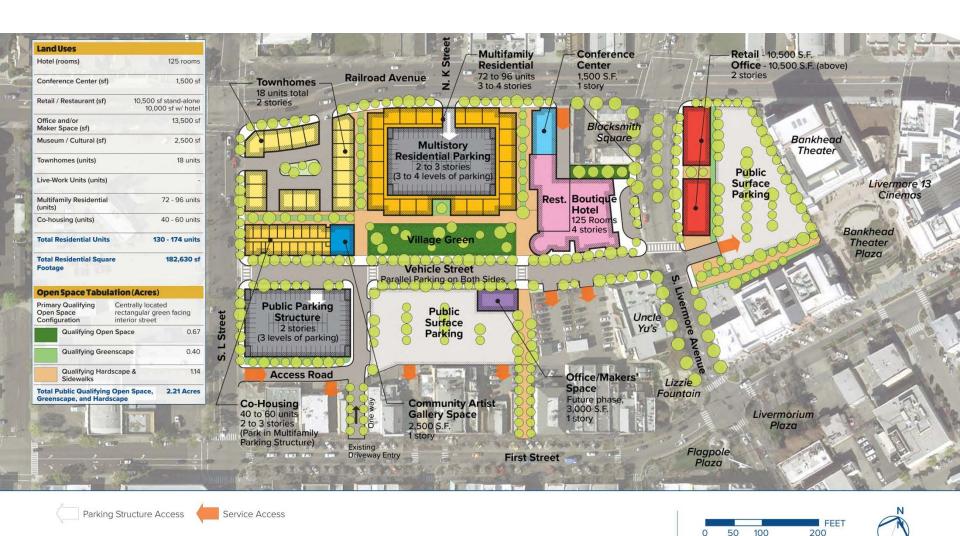






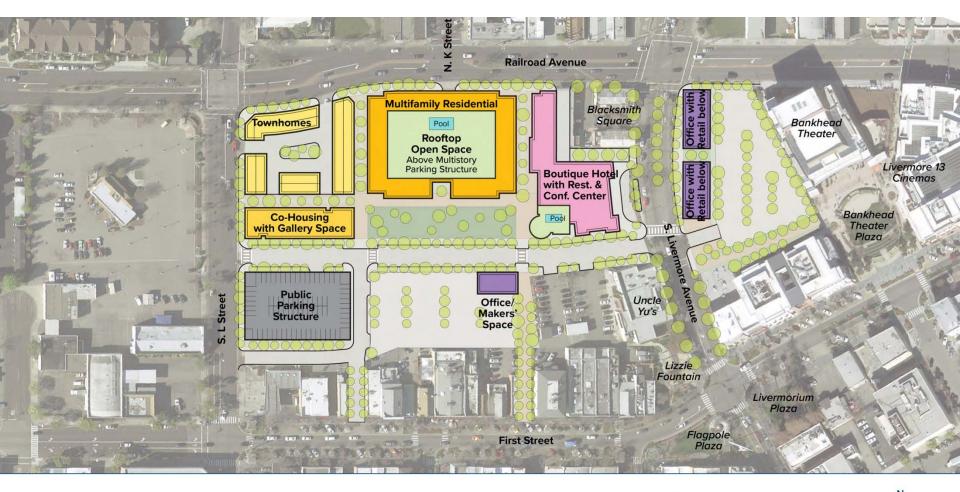


### Westside Hotel B - Ground





### Westside Hotel B - Roof









# **PLACEWORKS**











City Council/Downtown Steering Committee Meeting

City of Livermore | August 7, 2017

### Summary of Changes to Public Engagement Plan

- » Added voluntary, self-reported demographic tracking to be able to report the number of people that participated and their demographic make-up
- » Added a pop-up outreach event at Las Positas College
- » Identified the Livermore Youth Commission as a group to help coordinate with for youth outreach
- » Added paid advertising to the Public Engagement Plan (The East Bay Times and The Independent)
- » Added advertising in Patch.com under the social media heading
- Added a request for an additional Steering Committee meeting to provide feedback on the final outreach report
- » Added request for a second public workshop that would be an identical repeat of the first public workshop



## **Summary of Changes**

- » For all alternatives, open space is calculated as follows:
  - Qualifying Open Space
  - Qualifying Greenscape
  - Qualifying Hardscape and Sidewalks

#### » Eastside Alternative A

Added pathway between retail building north of Village Green

#### » Eastside Alternative B

Enlarged public parking structure in southwest corner of west site

#### » Westside Alternative A

- Replaced elevated town commons option with ground floor town commons option
- » Westside Alternative B no changes