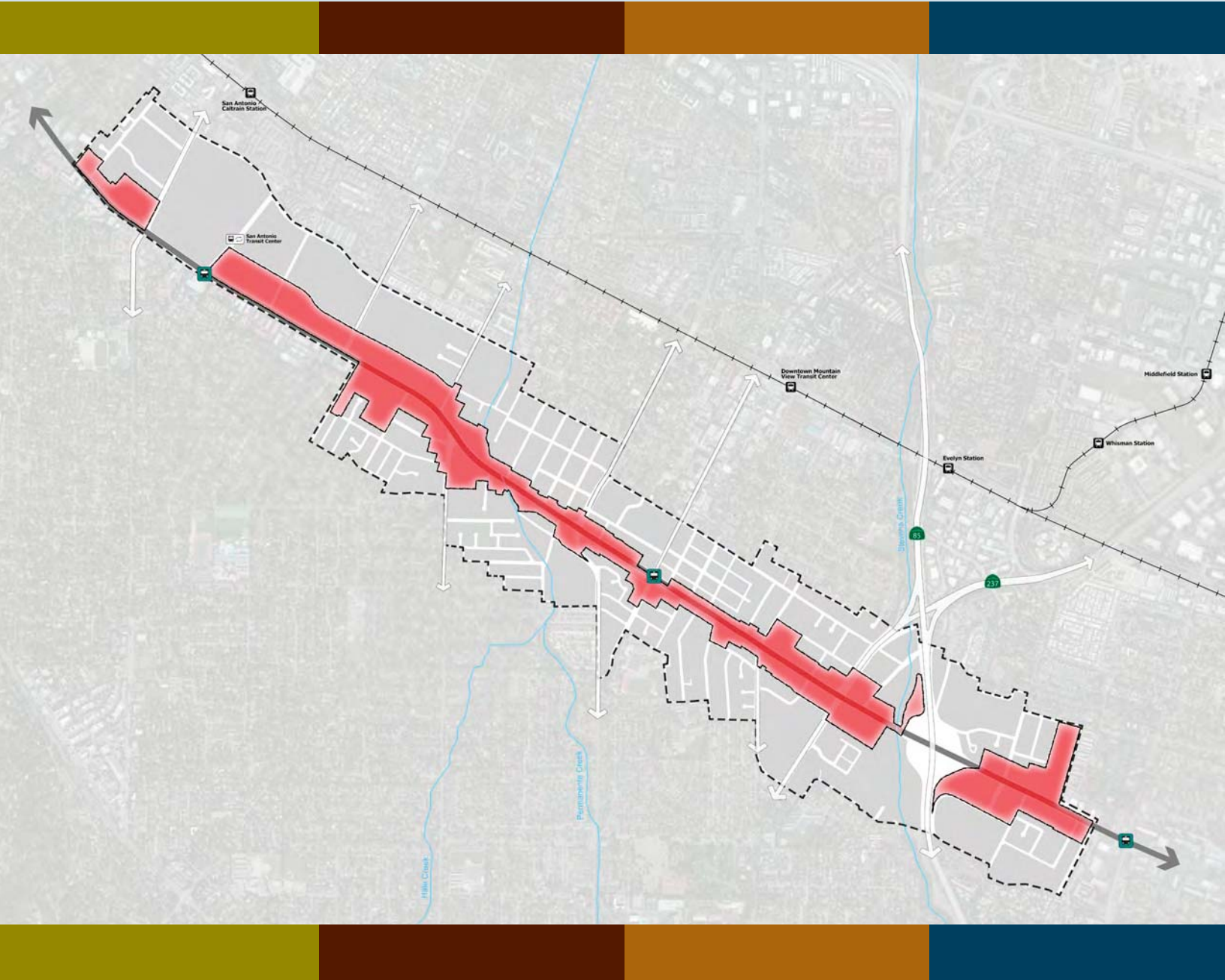


EL CAMINO REAL PRECISE PLAN BRIEFING BOOK

Exhibit 2

January 17, 2014



EL CAMINO REAL PRECISE PLAN

Alternatives Briefing Book

DESCRIPTION OF THE PROJECT

The El Camino Precise Plan will provide planning priorities, development regulations, and an implementation strategy for the 5-mile stretch of the El Camino Real corridor that runs through Mountain View. The Precise Plan area, shown at right, encompasses the 268 acres adjacent to the corridor, and is mostly limited to parcels with frontage directly onto El Camino Real. The Precise Plan will not affect any zoning regulations in adjacent neighborhoods.

DOCUMENT PURPOSE

This Alternatives Briefing Book is intended to identify the most promising strategies and key questions for generating Precise Plan content. It is informed by the El Camino Real existing conditions analysis completed in Fall 2013 and available upon request from Eric Anderson at the City of Mountain View (Eric.Anderson2@mountainview.gov). The alternatives presented here represent the most viable options for achieving the General Plan's vision of a walkable corridor that serves surrounding neighborhoods.

The document's purpose is to elicit feedback on the fundamental questions facing the corridor, enabling the project team to select a preferred design alternative and begin drafting the Precise Plan.

DOCUMENT STRUCTURE

This Alternatives Briefing Book addresses and asks for feedback on the following topics:

- Summary Strategies (Focused vs. Uniform)
- Topic 1 – Ground Floor Land Use
- Topic 2 – Pedestrian Improvements
- Topic 3 – Bicycle Improvements
- Topic 4 – Small Parcels
- Topic 5 – Adjacency and Transitions
- Topic 6 – Height and Scale
- Topic 7 – Public Benefits

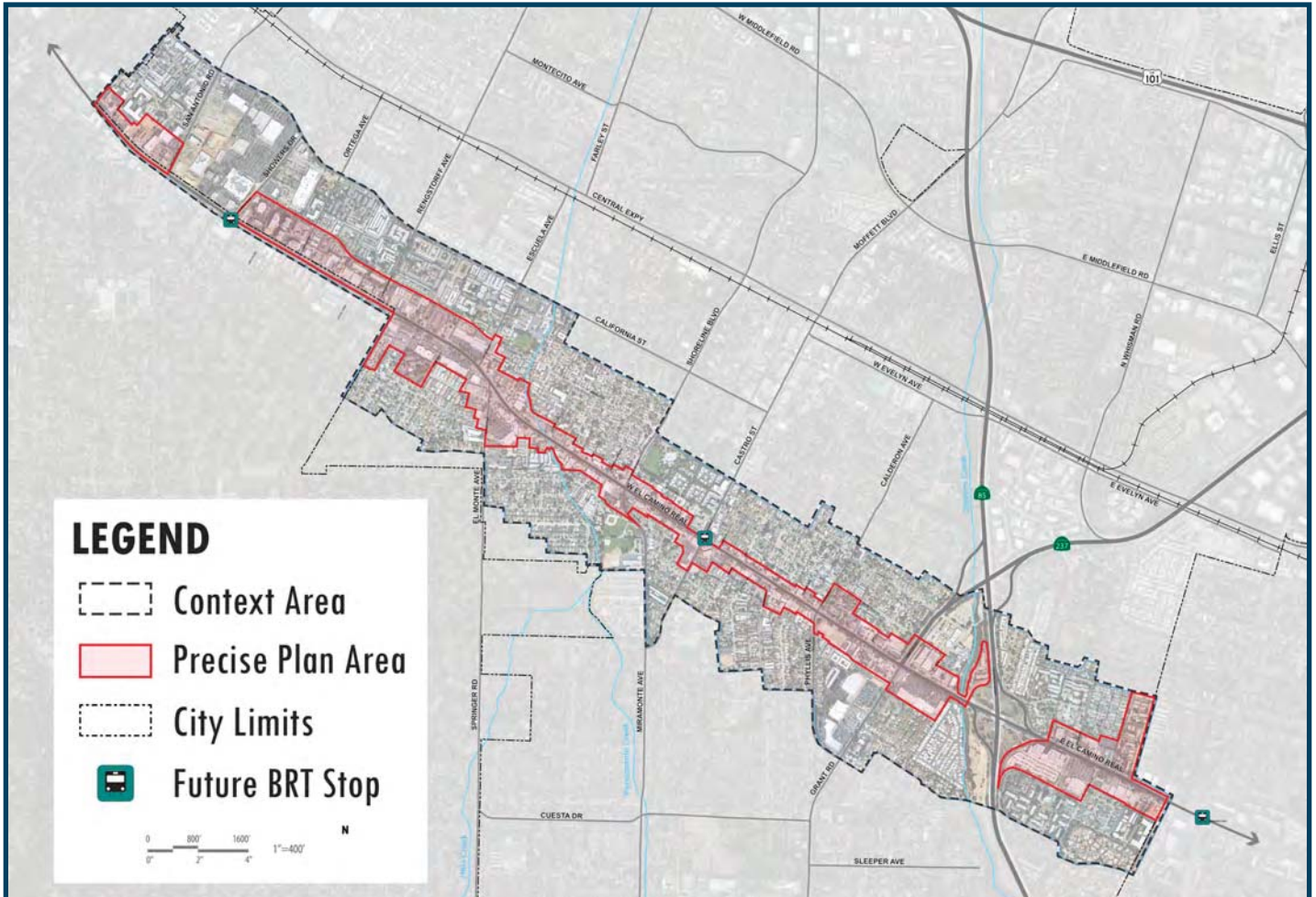
HOW TO PROVIDE FEEDBACK

This document is a companion piece to presentations made to the Corridor Advisory Group, Environmental Planning Commission, City Council, and at the January 2014 public meeting.

Feedback can be provided in writing to Eric Anderson (Eric.Anderson2@mountainview.gov) or in person at the above meetings.

FUNDING FOR THE PLAN

The preparation of this report has been financed in part by grants from the U.S. Department of Transportation. The contents of this report do not necessarily reflect the official views or policy of the U.S. Department of Transportation.



LEGEND

- Context Area
- Precise Plan Area
- City Limits
- Future BRT Stop

0 800' 1600' 1"=400' N
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PRECISE PLAN AREA

SUMMARY STRATEGY

The future plan for El Camino Real should integrate land use, transportation, urban design, and infrastructure to create a consistent strategy for the future of the corridor. The alternatives presented below address topics such as ground-floor land use, height and intensity, pedestrian and bicycle improvements, and approaches to small parcel redevelopment. For most topics, the fundamental choice will be whether to pursue a Focused Strategy concentrated around key locations along the corridor, or a Uniform Strategy that does not differentiate or focus in any given area. The differences between these two approaches are described below and shown in the illustrations that follow.

UNIFORM STRATEGY

The alternatives aligning with the *Uniform Strategy* would provide a single set of standards or improvements across the whole El Camino Real plan area. This strategy generally would be a modification of the status quo that applies increases in development intensity on a project-by-project basis or may occur dependent on parcel size. Retail would not be encouraged or required in any location. Pedestrian improvements would be uniform along the corridor and would likely be small scale in nature or focused adjacent to new developments that may or may not align with the areas most in need. While this strategy may limit the ability to fund large-scale pedestrian improvements, it could also lead to a more consistent pedestrian character. The uniform strategy would provide the City with greater flexibility to assess and approve different types of development projects as they arise. Overall, this strategy is more market-driven.

FOCUSED STRATEGY

The alternatives for the *Focused Strategy* center improvements on existing activity centers and key locations. The *Focused Strategy* provides a framework for future development to enhance existing centers of activity, improves their walkability and connection to adjacent neighborhoods. There are a limited amount of resources for improvements and a limited amount of retail that the El Camino Real can support. The *Focused Strategy* will allow for these limited resources to be focused on existing activity centers to ensure they continue to be key locations and positive assets to the City of Mountain View in the future. The centers of activity may be broken down into two categories, **Village Centers** and **Neighborhood Centers**, that allow for different levels of improvements and development.





A **Village Center** would be an activity area focused around major cross-town intersections that serve a larger citywide or even regional population. Village centers could include multiple blocks along El Camino Real and could extend a few parcels or blocks along cross streets. Plan elements may allow for the highest level of development at these locations and may require a certain amount of retail and/or active frontage to ensure that these locations maintain their status as important destination locations. The highest level of pedestrian improvements would be focused in these areas to improve their walkability.












































































































A **Neighborhood Center** would be a small activity center that primarily serves the immediate neighborhood within a short walk or bike ride. Neighborhood Centers would only include parcels located at the corners of cross streets and El Camino Real. Plan policies may encourage a small amount of retail or small public gathering spaces on these corners. Pedestrian improvements may also be focused on these areas. Increased development intensity may or may not be allowed or encouraged on these parcels.

SUMMARY TABLE

Topic	Uniform Strategy	Focused Strategy
1. Ground Floor Land Use	1A. No Specific Retail Concentration	1B. Retail/Active Frontages Focused in Activity Centers
2. Pedestrian Improvements	2A. Uniform Pedestrian Improvements	2B. Focused Pedestrian Improvements
3. Bicycle Facilities	3A. El Camino Real Bicycle Facilities	3B. Parallel Route Bicycle Facilities
4. Small Parcels	(EITHER)	
5. Transitions	(EITHER)	
6. Height/Scale	6A. Uniform Intensity Regulations	6B. Intensity Focused on Activity Centers
7. Public Benefits	(EITHER)	
Summary Options	A. Uniform Set of Standards, Regulations, and Improvements	B. Improvements and Intensity Focused on Activity Centers

Plan Objectives Evaluation Matrix

-  Fully Supportive
-  Partially Supportive
-  Not Supportive
-  No Influence

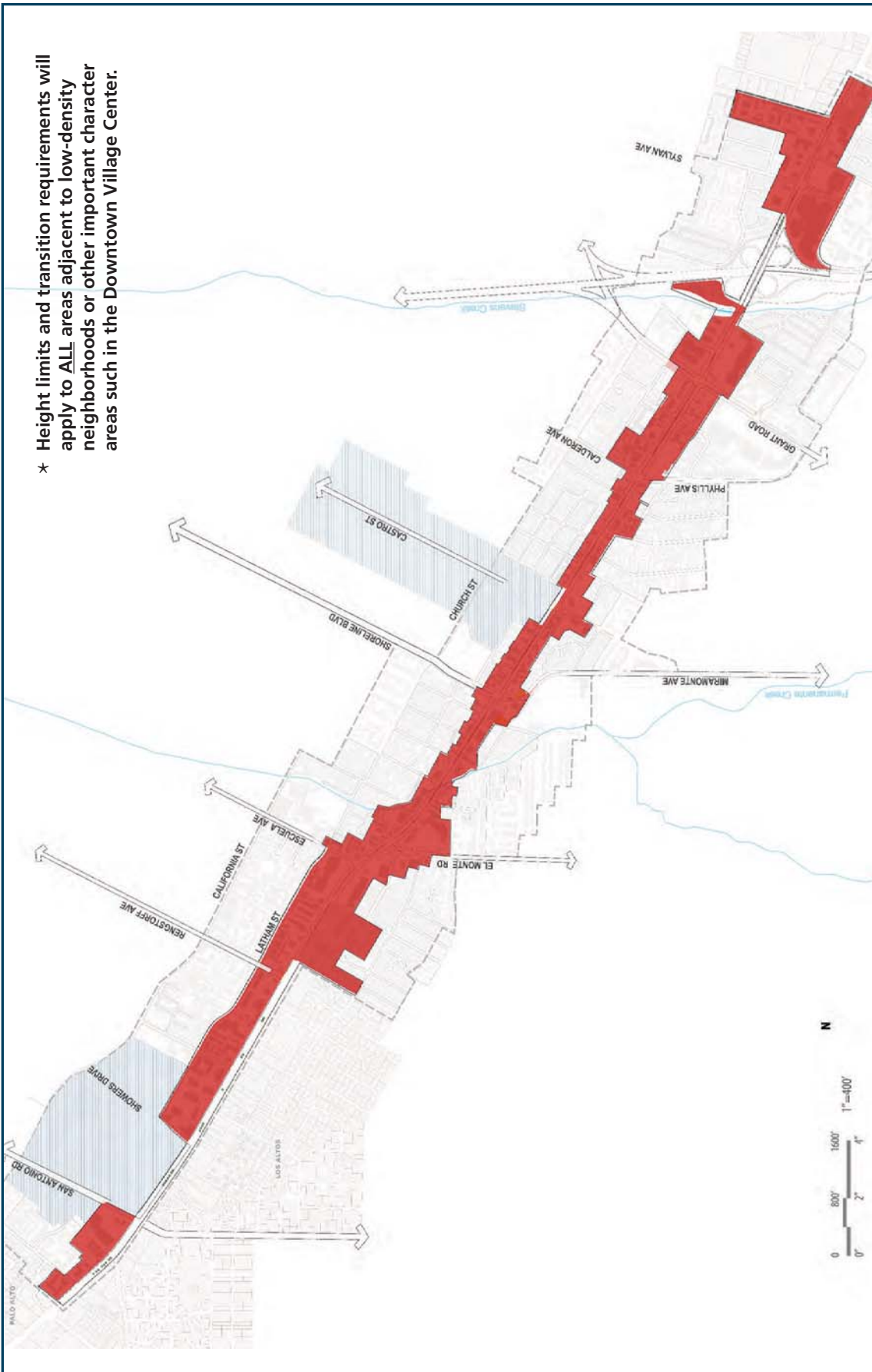
	Ensure Neighborhood Compatibility	Provide Gathering Areas	Local-Serving Businesses	Improved Pedestrian Experience	Safer Crossings	Manage Congestion	Safe Access for Bicycles	Improved Transit Visibility	Utilize Parking More Efficiently	Promote Development Cost Feasibility
ACTIVE FRONTAGES										
OPTION 1A No Retail Concentration										
OPTION 1B Active Uses Focused										
OPTION 2A Uniform Ped Improvements										
OPTION 2B Focused Ped Improvements										
OPTION 3A El Camino Bicycle Facilities										
OPTION 3B Parallel Bicycle Facilities										
SMALL PARCELS										
4A Encourage Aggregation										
4B Targeted Set of Standards										
HEIGHT AND SCALE										
OPTION 5A Strong Transition Standards										
OPTION 6A Uniform Intensity Regulations										
OPTION 6B Focused Intensity										

LAND USE AND DESIGN

TRANSPORTATION

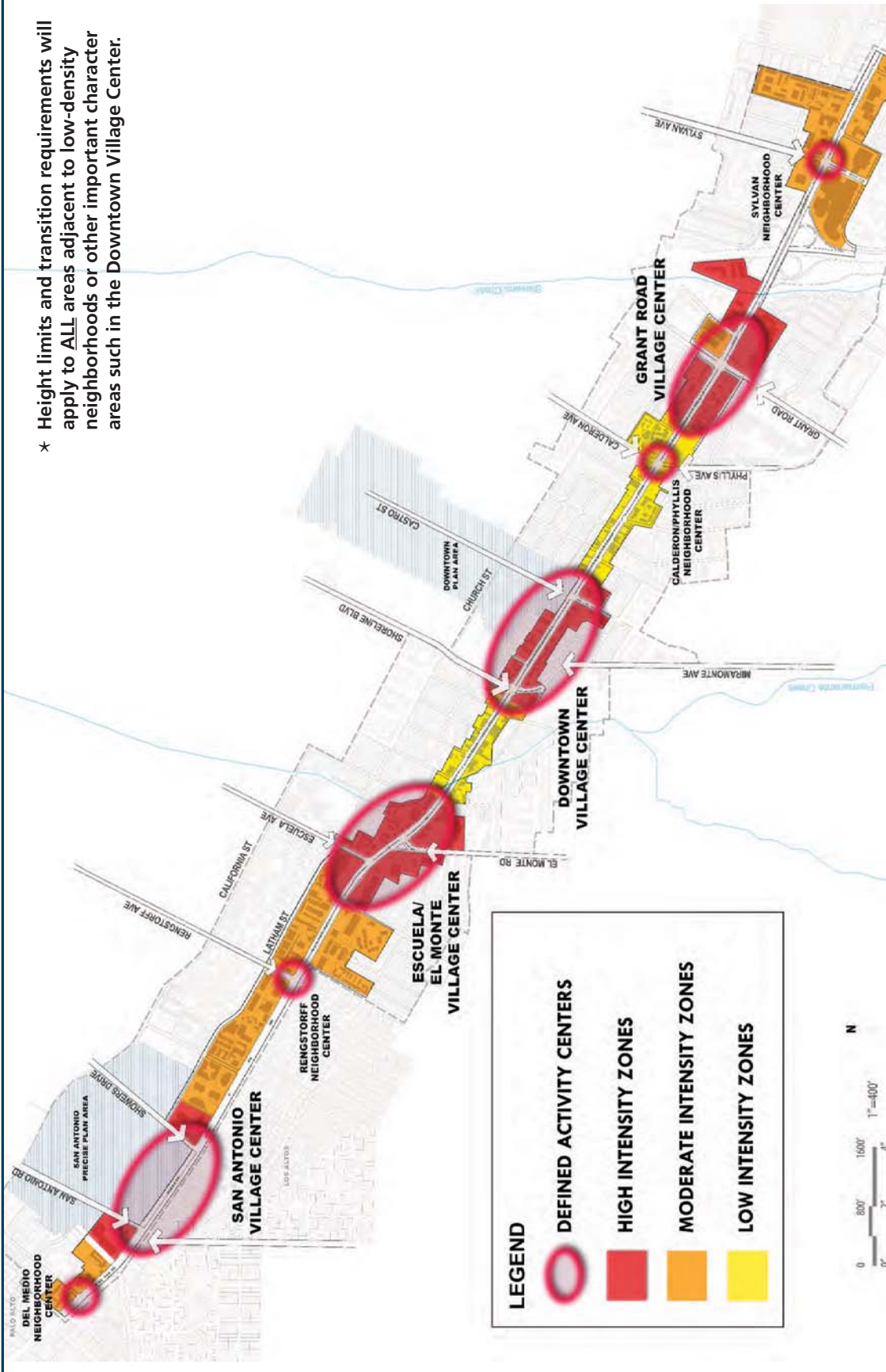
ECONOMICS

- * Height limits and transition requirements will apply to ALL areas adjacent to low-density neighborhoods or other important character areas such in the Downtown Village Center.



SUMMARY OPTION A: UNIFORM STRATEGY. The alternatives aligned with the Uniform Strategy would provide a single set of standards or improvements across the whole El Camino Real plan area. This strategy generally represents a modification of the status quo that allows for increases in development intensity on a project-by-project basis or based on parcel size. Retail would not be encouraged or required in any location. Future pedestrian improvements would be uniformly distributed along the corridor and would likely be small scale in nature and/or adjacent to new developments, and may or may not align with the areas most in need.

- * Height limits and transition requirements will apply to ALL areas adjacent to low-density neighborhoods or other important character areas such in the Downtown Village Center.



SUMMARY OPTION B: FOCUSED STRATEGY. The alternatives for the Focused Strategy center improvements on existing activity centers and retail clusters. The Focused Strategy provides a framework for future development to enhance existing centers of activity, improve their walkability and connection to adjacent neighborhoods. There are a limited amount of resources for improvements and a limited amount of retail that the El Camino Real can support. The Focused Strategy will allow for these limited resources to be focused on existing activity centers to ensure they continue to be key locations and positive assets to the City of Mountain View in the future. The centers of activity may be broken down into two categories, Village Centers and Neighborhood Centers, that allow for differing levels of pedestrian improvements and development.

TOPIC 1: GROUND FLOOR LAND USE

GIVENS

- 45% of all land along the corridor is currently in retail use, with another 15% commercial office and 22% residential.
- There is existing retail on the corridor but there are very few areas with an active pedestrian character.
- The General Plan states that El Camino Real should “offer a range of places to live and work close to services and transit stops.”
- General Plan calls for “a mix of commercial and residential uses.”
- Upper floor residential and office is allowed along the entire corridor.
- Supporting small or locally-serving businesses is a priority.

APPROACH & RATIONALE

The design and use of ground floor building space is one of the most important features in determining an area’s character and pedestrian environment. Without the right ground-floor design and use, it can be very difficult to generate an active pedestrian character. Ground-floor use and design is also an area where the City has a high amount of control, leverage, and discretion to ensure that future uses accomplish the desired vision. Ground floor use and design will be a key factor in both the Focused and Uniform Strategies and the future character of the El Camino Real.

Building forms that accommodate active uses – such as retail, personal services, entertainment – can provide an active street experience over time even as specific uses change according to market demand or other influences. The El Camino Real market study found that demand for retail in Mountain View is strong, and that most new retail development will be likely to take place in or near existing retail centers. In general, in order to succeed, new retail development needs to locate in concentrated nodes with high pedestrian and/or vehicle traffic, good visibility, and easy pedestrian and vehicle access. For areas where there is a desire to encourage pedestrian activity, ground-floor space should have street-facing pedestrian entries, frequent windows and doors, and frontage near

the sidewalk to engage passing pedestrians. The Activity Centers in the Focused Strategy were chosen in part based on these criteria from the market study, with a preference for areas where this is already some concentration of retail activity.

The El Camino Real Precise Plan will provide guidance on the character and location of the mix of uses in the plan area. The following alternatives are specific to only ground floor uses adjacent to the El Camino Real right-of-way. A mix of residential, office, and/or commercial uses would continue to be allowed on upper floors.

KEY QUESTION

1. Should active ground-floor frontages (accommodating uses such as retail, services, and/or entertainment) be concentrated in certain areas?

Option 1A: No Specific Retail Concentration

All parcels are subject to the same set of ground floor land use requirements and guidance. The option gives the greatest amount of freedom but the least amount of predictability for developers. Location and amount of retail uses would be decided on a project-by-project basis.

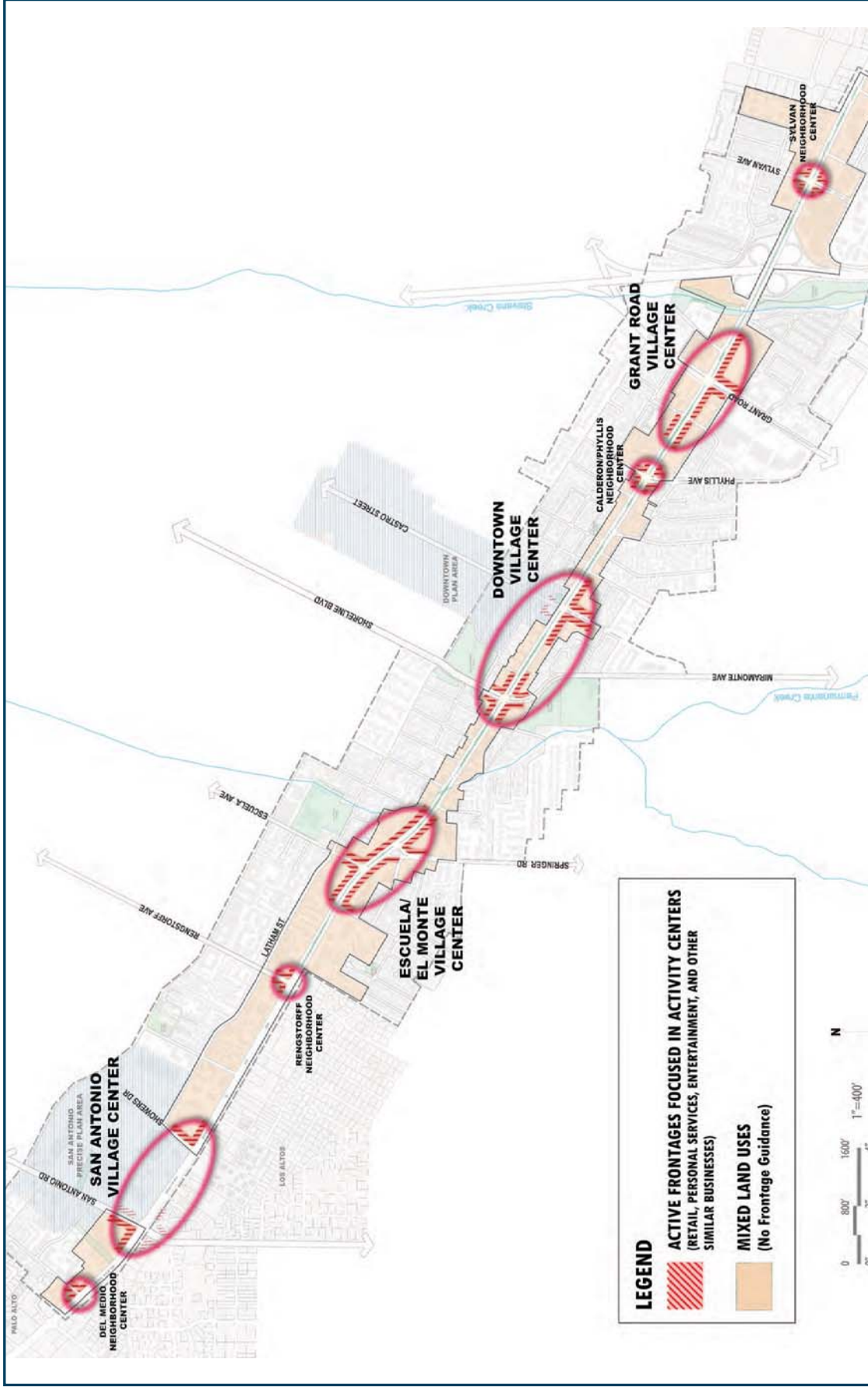
Option 1B: Retail / Active Frontages Focused in Activity Centers

To activate the street and create walkable destinations, some amount of ground floor retail and/or other active uses would be required and/or encouraged in the activity centers. Requiring active frontage in these locations would ensure these areas maintain their importance as destination locations. The amount of retail and/or active ground floor use may or may not be prescribed, but could have guidance such as the following: 1) A minimum of 60% of active frontage required in a Village Center, or 2) A minimum of 3,000 square feet of retail required in a Neighborhood Center.

	Ensure Neighborhood Compatibility	Provide Gathering Areas	Local-Serving Businesses	Improved Pedestrian Experience	Safer North-South Crossings	Manage Congestion	Safe Access For Bicycles	Improved Transit Viability	Utilize Parking More Efficiently	Promote Development Cost Feasibility
OPTION 1A No Retail Concentration	○	○	◐	◐	○	--	○	○	○	●
OPTION 1B Active Uses Concentrated	●	●	●	●	●	--	◐	●	◐	◐



OPTION 1A: NO SPECIFIC RETAIL CONCENTRATION. This approach calls for no specific guidance on ground floor land uses, consistent with the Uniform Strategy. All parcels are subject to the same set of ground floor land use requirements. The option gives the greatest amount of flexibility for the City but the least amount of predictability for developers. Location and amount of retail uses would be decided on a project-by-project basis.



OPTION 1B: RETAIL / ACTIVE FRONTAGES FOCUSED IN ACTIVITY CENTERS. Focusing retail and/or other active ground-floor uses in defined activity centers will ensure that these areas maintain their importance as destination locations on the El Camino Real. Retail would not be regulated in areas outside of the activity centers. The precise boundary of the activity areas with frontage guidance will be subject to review later in the plan process. Other "active ground floor uses" would include consumer services, live/work units, leasing offices, shared community facilities, fitness rooms, building lobbies and other similar uses. Professional offices may be considered an active use if a certain percentage of transparent frontage is maintained. The amount of retail and/or active ground floor use may or may not be prescribed, but could have guidance such as the following: 1) A minimum of 60% of retail frontage is required along El Camino Real frontage on parcels in a Village Center, or 2) A minimum of 3,000 square feet of retail is required for corner parcels located in a Neighborhood Center.

TOPIC 2: PEDESTRIAN IMPROVEMENTS

GIVENS

- The General Plan calls for enhanced pedestrian orientation, character, and linkages.
- El Camino Real has fairly limited pedestrian amenities or facilities, with some street trees, benches, signage scattered along the corridor.
- There are long stretches along El Camino Real with no pedestrian crossing (up to 2,400 feet between crossings in several locations).
- Average pedestrian crossing distance of El Camino Real is approximately 1,100 feet.
- Pedestrian improvements in Mountain View are funded through a combination of public funding (City, transit agencies, CalTrans) and private funding (developers, property owners).

APPROACH & RATIONALE

Creating a pedestrian environment on the El Camino Real that – per the General Plan Vision – is “a vibrant, landscaped, comfortable and convenient place where people want to be” will require a significant upgrade in pedestrian improvements throughout the corridor. One role of the El Camino Real Precise Plan is to determine where those pedestrian improvements should occur, and to ensure that they are integrated with other land use, transportation, and design strategies in the plan. Given limited resources, there are two basic strategies for future pedestrian improvements: to focus them intensively in key locations along the corridor (consistent with the Focused Strategy), or to distribute them less intensively along the entire corridor (consistent with the Uniform Strategy). Focused pedestrian improvements would be concentrated around important pedestrian-generating features such as transit, density, and the active land uses described in Topic 1. The focused and uniform options also create different scenarios for the character of public improvements along the corridor. For the former, the character would largely be consistent across the corridor; for the latter, it may change based on the neighborhood. All of the options for pedestrian improvements would draw from the draft pedestrian improvement toolkit presented below.

KEY QUESTION

1. How should pedestrian improvements be prioritized along the corridor?

PEDESTRIAN IMPROVEMENT TOOLKIT

To assist the City with upgrading the safety and comfort of the El Camino Real corridor, the following is a list of key upgrades and enhancements that may be applied according to the option selected for Topic 2. Tools may be added or removed based on more detailed analysis.

Signage, Markings, and Crossings

- Advanced warning signs
- High visibility crosswalk markings
- High contrast pavement treatment
- Adult crossing guards along school routes
- Gateway treatments and wayfinding

Streetscape Improvements

- Street trees for shade and pedestrian buffers
- Pedestrian scaled lighting
- Seating / benches
- Small urban plazas at corners and midblock
- Defined furnishings zone to buffer pedestrians from traffic

Physical Intersection Modifications

- Bulbout/curb extension
- Pedestrian refuge islands
- Raised median
- Reduce curb return radii
- Remove right turn lanes
- Redesign right turn slip lane islands for slower speeds
- Safety lighting at intersections

Signalization Improvements and Modernization

- Pedestrian countdown signal heads
- Leading pedestrian walk interval
- Prohibition of permissive left turns
- Increased walk interval for slower pedestrians
- Pedestrian push-button on median nose

PEDESTRIAN IMPROVEMENT LEGEND (see following diagrams 2A and 2B)



1. CONFORM TO MINIMUM CURRENT STANDARDS

- Example treatments:
- ADA compliance
 - Current and appropriate clearance intervals
 - Intersection safety lighting
 - Maintainance of signs and pavement markings



3. ENHANCED FEATURES WITHIN ACTIVITY CENTERS

- Example treatments:
- All features of Category #1
 - High-visibility crosswalks
 - Countdown pedestrian signals
 - Bulbouts to reduce crossing distance
 - Refuge island with pedestrian pushbutton
 - Right turn treatments or redesigned slip lanes
 - Bicycle detectors on cross streets
 - Marked bike lanes for intersections w/Class II facilities
 - Improved safety lighting
 - Streetscape improvements
 - Small urban plazas or parklets



2. TARGETED ENHANCEMENTS

Includes select enhancements targeting known or anticipated deficiencies. Includes all features from Category #1 but not necessarily the more intensive physical enhancements from Category #3.



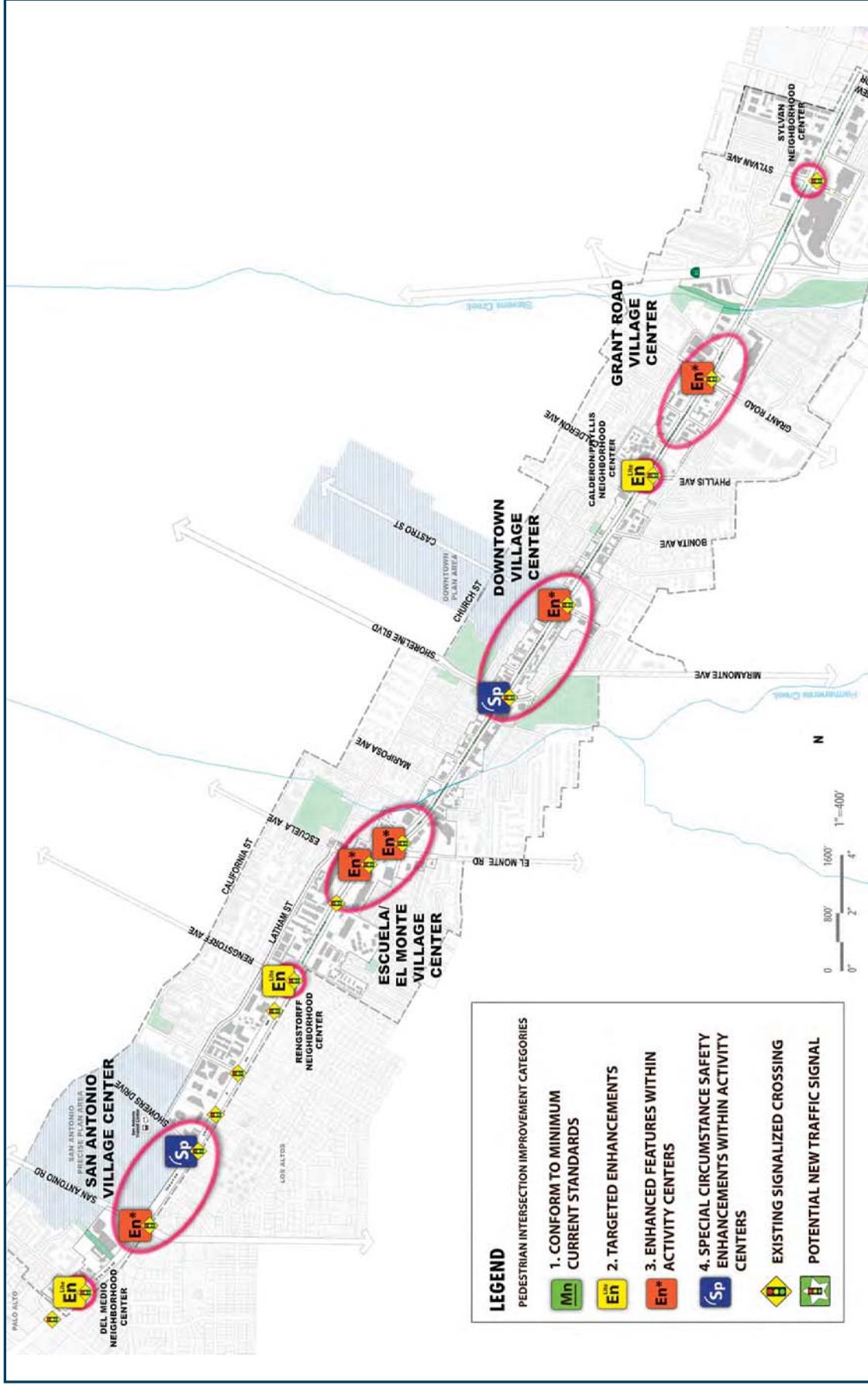
4. SPECIAL CIRCUMSTANCE SAFETY ENHANCEMENTS WITHIN ACTIVITY CENTERS

- Select treatments for the following types of circumstances:
- School routes
 - Significant use by elderly and disabled persons
 - Uncontrolled intersection with high pedestrian demand
 - Significant near-side and far-side transit stops

	Ensure Neighborhood Compatibility	Provide Gathering Areas	Local-Serving Businesses	Improved Pedestrian Experience	Safer North-South Crossings	Manage Congestion	Safe Access For Bicycles	Improved Transit Viability	Utilize Parking More Efficiently	Promote Development Cost Feasibility
OPTION 2A Uniform Ped Improvements	●	◐	◐	●	●	●	◐	◐	◐	◐
OPTION 2B Focused Ped Improvements	●	●	●	●	●	○	●	●	●	○



OPTION 2A: UNIFORM PEDESTRIAN IMPROVEMENTS. This option will provide a consistent but relatively low level of pedestrian improvements throughout the entire length of the corridor, and will be limited by available public funds which will be difficult to extend along the full length of the corridor. All intersections would receive a familiar set of upgrades, bringing them into ADA compliance.



OPTION 2B: FOCUSED PEDESTRIAN IMPROVEMENTS. This option will concentrate pedestrian improvements in order to improve the walkability and invest in the functionality of these locations. The focused improvements are intended to align with some or all activity centers outlined in the Focused Strategy alternative. These areas included intersections that include existing retail or pedestrian activity, existing or planned transit, and important crosstown connections. The pedestrian improvements will include visual clues as drivers approach an activity center to indicate one is entering a more pedestrian focused place.

TOPIC 3: BICYCLE IMPROVEMENTS

GIVENS

- The Citywide Bicycle Plan is in process, but the El Camino Real Precise Plan will be completed first.
- The El Camino Precise Plan should provide corridor-related priorities and guidance for the Bicycle Master Plan.
- The General Plan identifies El Camino Real as a “boulevard” where bicycles have medium to low priority.
- El Camino Real is currently an auto-dominated street without bicycle facilities.
- Few cross-streets or side streets have existing on-street bicycle facilities, though some have lower street speeds and cross-town connections that are conducive to bicycle use.
- There is the need for additional bicycle parking at key locations along El Camino Real.
- There will be substantial enhancements made to the connections between existing bike routes (California, Almond, Evelyn, etc) and the El Camino Real corridor.

APPROACH & RATIONALE

The two options presented below for improving bicycle access to the El Camino Real are compatible with either the Focused or Uniform corridor strategies. The goal of bicycle improvements is safe cross-town and cross-corridor bicycle movement as well as connections to local destinations along El Camino Real. All of the options for bicycle improvements imply some tradeoff between bicycle access and vehicle parking or travel. For instance, the only way to provide safe bicycle access along the El Camino Real corridor (Option 3A) is to remove street parking or a lane of traffic, and provide a buffered class II bike lane for most of or the entire corridor. Bicycle improvements on cross streets parallel routes (Option 3B) such as Church and Latham may be easier to incorporate into the existing street design and orientation, though would still raise some trade-offs between space for bicycles and space for vehicles. Some auto-oriented cross-streets such as Shoreline Boulevard would require more extensive interventions to properly implement north-south bicycle crossings and connections. In both options, improved connections to existing routes are critical.

KEY QUESTION

1. What is your top priority for bicycle improvements in the area of El Camino Real?

Option 3A: El Camino Real Bicycle Facilities

This option prioritizes bicycle facilities along the El Camino corridor. Specifically, a buffered Class II bike lane on El Camino Real would be constructed and on-street parking would be removed (with the exception of the downtown zone between Shoreline and Castro Streets where on-street parking is particularly essential).

Option 3B: Parallel Route Facilities

To provide an east-west route other than El Camino, various upgrades would be installed on Latham and Church. This alternative route may include new signage and improved intersections to create a class III bicycle boulevard connecting from Showers Drive to Calderon Avenue.

BICYCLE IMPROVEMENT TOOLKIT

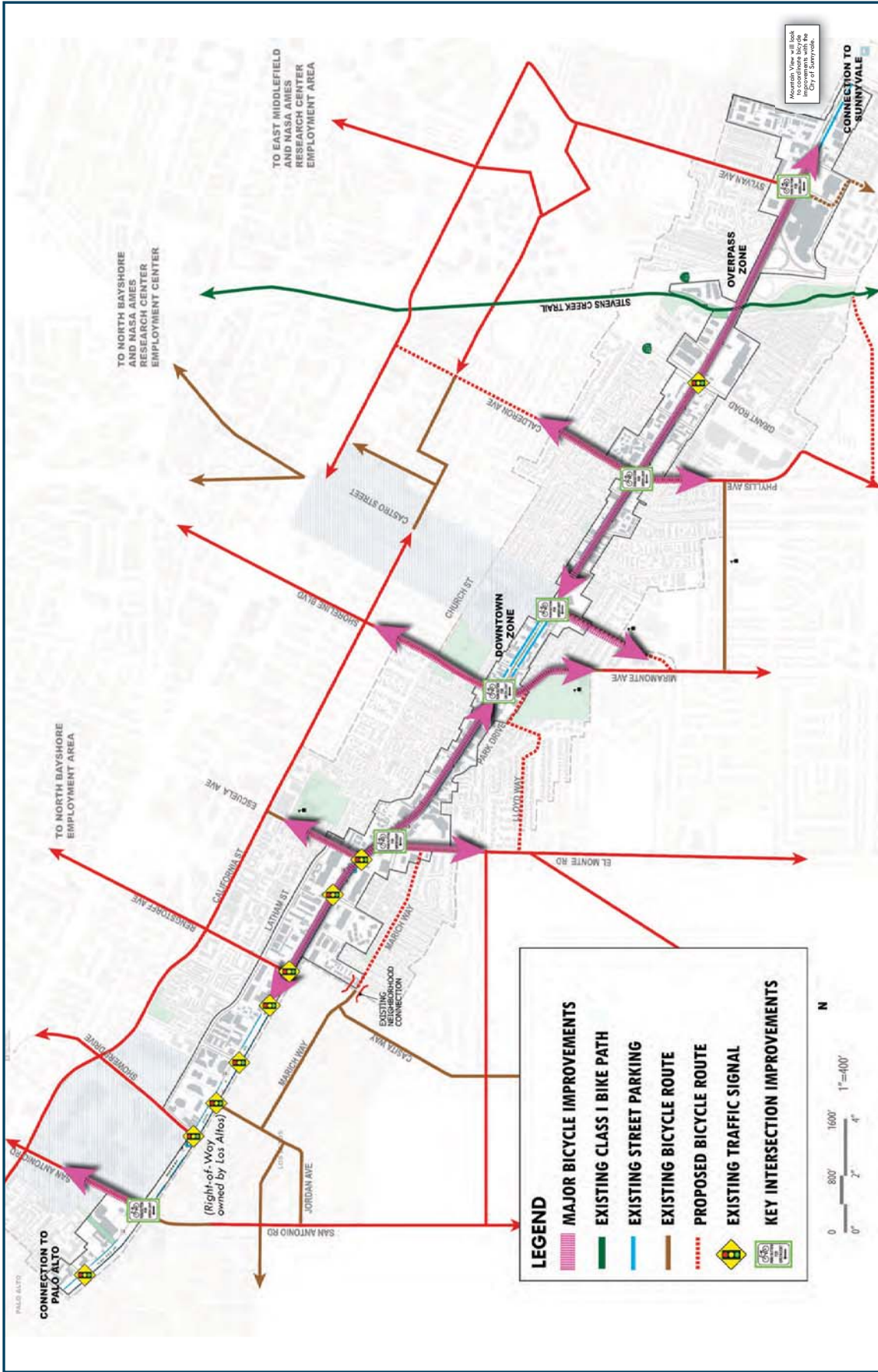
To assist the City with upgrading the safety and comfort of bicyclists within and adjacent to the Plan area, the following is a list of key upgrades and enhancements that may be applied to controlled intersections. Tools may be added or removed based on more detailed analysis.

Bicycle Improvements at Controlled Intersections

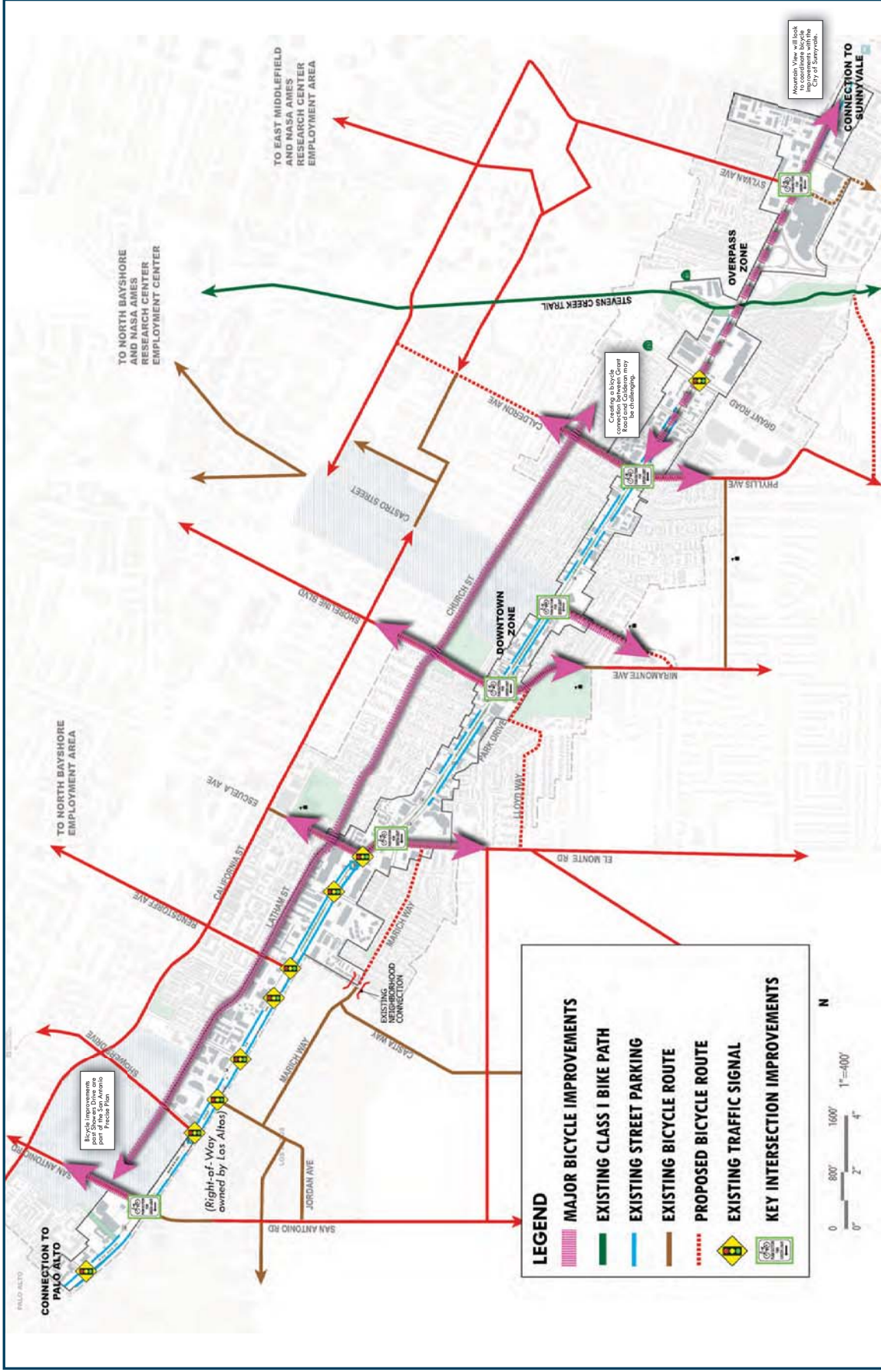


- Bicycle detection
- Bicyclist accessible pushbuttons
- Proper bicycle clearance interval
- Pavement surface improvements
- Median refuge width sufficient for length of bicycle
- Bicycle lane marked through intersection with dashed lines and/or colored pavement
- Bicycle left turn lanes (with detection) where demand warrants

	Ensure Neighborhood Compatibility	Provide Gathering Areas	Local-Serving Businesses	Improved Pedestrian Experience	Safer North-South Crossings	Manage Congestion	Safe Access For Bicycles	Improved Transit Viability	Utilize Parking More Efficiently	Promote Development Cost Feasibility
OPTION 3A El Camino Bicycle Facilities	●	--	--	●	●	●	●	●	○	○
OPTION 3B Parallel Bicycle Facilities	●	--	--	--	●	--	●	●	●	--



OPTION 3A: EL CAMINO REAL BICYCLE FACILITIES. This option is predicated on new bicycle transportation facilities on the full length of El Camino Real, excepting the downtown zone between Shoreline and Castro Streets because of its unique character and particular street parking need. In the downtown zone, street parking would be retained and shared lanes would be aggressively marked and signed in this area. New facilities along the length of El Camino Real could include dedicated bike lanes, periodic buffer elements that do not interfere with driveway access, median cycle-track, signage and sharrows or other facilities, to be determined based on safety, feasibility and access objectives.



OPTION 3B: PARALLEL ROUTE BICYCLE FACILITIES. The Latham and Church Street route may include new signage and improved intersections to create a class III bicycle boulevard connecting from Showers Drive to Calderon Avenue. Creating a viable alternative route may necessitate significant improvements which may reduce available parking and/or vehicle travel speeds. A buffered class II bike lane from Grant Road across the West Valley Freeway may also be pursued because there is no other possible parallel crossing. A parallel bike route south of El Camino Real is desirable but the existing street network does not provide a viable route.

TOPIC 4: SMALL PARCELS

GIVENS

- The corridor has a very high number of small and irregularly-shaped parcels, which makes them less likely to see new developments or improvements.
- As shown in the diagram, approximately 35% of land area is comprised of parcels less than 1 acre.
- 117 of a total 222 parcels (53%) within the plan area are smaller than 1/2 acre in size.
- Of parcels larger than 2 acres, approximately 50% (15 of 31) are already under construction, in the development pipeline, or occupied by recent development that is highly unlikely to change in the short term.
- The General Plan policy is to “Support the assembly of parcels that fosters new development projects.” (LUD 20.6)

APPROACH & RATIONALE

Short-term and medium-term redevelopment opportunities along El Camino Real are mostly limited to small parcels and a handful of remaining larger parcels. Larger parcels tend to be easier to redevelop, both because financing is more available and because it can be easier to meet code requirements such as parking, setbacks and stepbacks, and on-site open space. This generalization is supported by the fact that most recent development projects along El Camino Real have occurred on large parcels over 2 acres in size.

Small parcels, on the other hand, have multiple development constraints, including financing, difficulty meeting status quo zoning requirements such as on-site parking, and Mountain View’s project-by-project approval process. Many of the existing structures on these small sites would not be able to develop as they currently are under the current zoning regulations. Most small parcels will never see medium- or high-intensity development, even if the zoning were to allow it, and many are currently functioning well and contributing to the corridor. However, there are also small parcels where there may be a desire for change. Some are in key locations, some are vacant, and some have buildings with poor urban design that do not contribute to the aesthetic or pedestrian character of the corridor.

When designed well, small parcels can also provide an opportunity for varied, interesting buildings and urban design, which create an engaging pedestrian character. As a result, the El Camino Real Precise Plan’s design regulations and planning strategies should directly address small parcels and the desired approach to them for the future of the corridor. For example, small narrow sites along El Camino Real currently are required to have the same side yard transition setbacks as larger, deeper sites. These small sites may not require the same side setbacks and will be more appropriately developed if these sites have specific design standards to address their side yard conditions

There is a mix of small and large parcels in many of the Focused Strategy’s proposed activity centers, which would have an effect on viable densities and development types (this is also true for all areas of the corridor in the Uniform Strategy). The effect of parcel size on potential densities is explored further in Topic 6 (Height and Scale).

KEY QUESTIONS

1. What specific strategies or tools should be applied to small parcels?

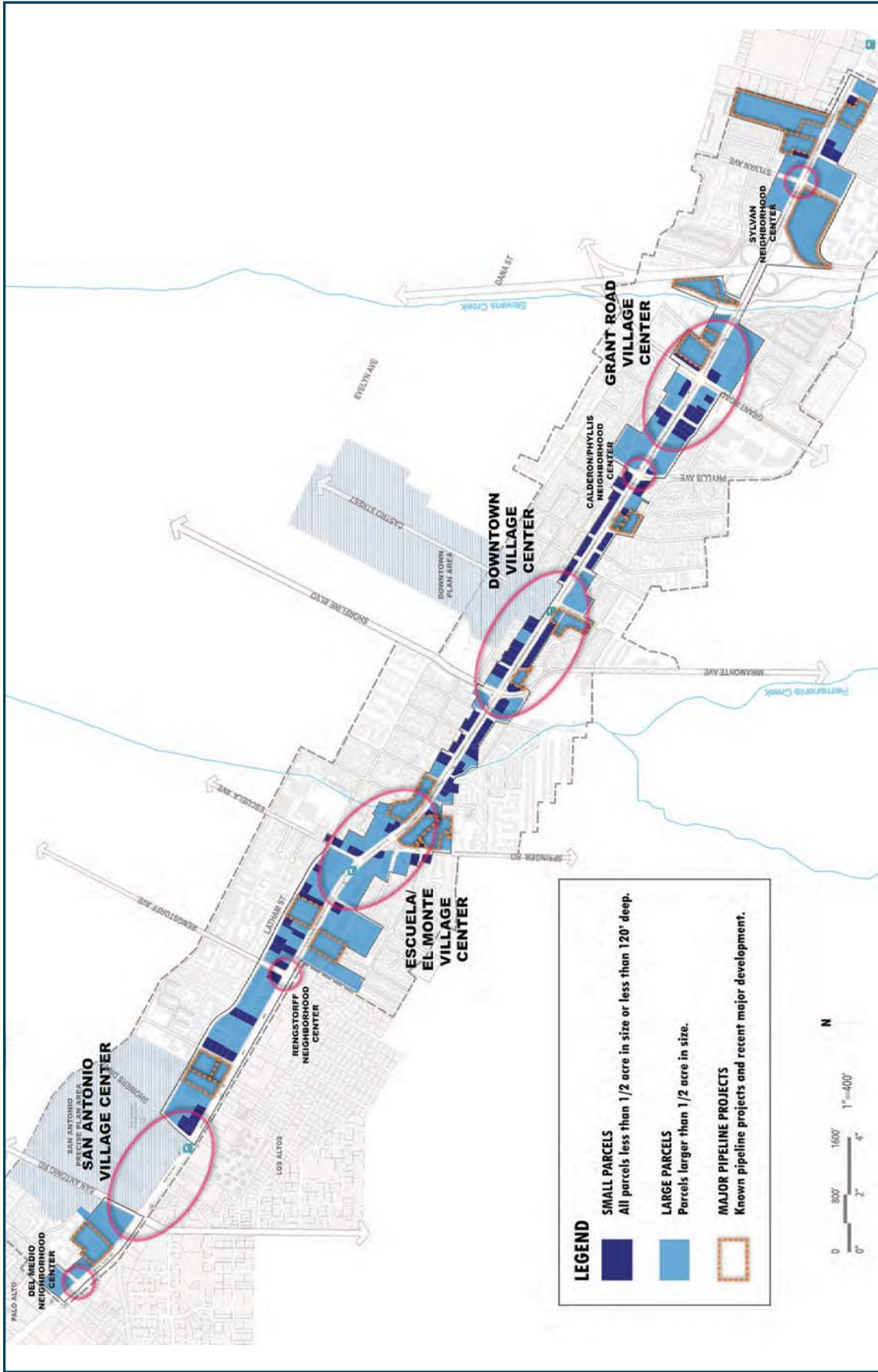
4A: Encourage Parcel Aggregation

Encourage redevelopment by developing a set of specific incentives to expedite the number of parcels that will aggregate and redevelop. Incentives may include reducing fees, increasing development potential via tiered zoning by parcel size, allowing shared parking, or considering aggregation as a public benefit in and of itself.

4B: Targeted Standards and Development Types

Create a separate set of development standards for small parcels or allow for flexibility of standards based on design review. Making certain entitlements easier to get for small parcels would incentivize revitalization. For example, side setbacks may be waived and/or parking requirements may be lessened for small parcels. Alternatively, row houses and live/work units could be allowed on parcels less than 120 feet deep because of the difficulties of developing below-grade parking on shallow parcels.

	Ensure Neighborhood Compatibility	Provide Gathering Areas	Local-Serving Businesses	Improved Pedestrian Experience	Safer North-South Crossings	Manage Congestion	Safe Access For Bicycles	Improved Transit Viability	Utilize Parking More Efficiently	Promote Development Cost Feasibility
4A Encourage Parcel Aggregation	---	●	●	●	---	---	---	●	●	●
4B Targeted Standards	●	●	●	●	---	---	---	●	●	●



4A & B: SPECIAL POLICIES FOR SMALL PARCELS. Small parcels (less than 1/2 acre in size) make up nearly 50% of all parcels in the Plan Area. These options would put in place some combination of development incentives (such as reduced fees, relaxed parking standards, decreased setbacks), aggregation incentives, or specific policies to encourage small parcel redevelopment.

TOPIC 5: TRANSITIONS

GIVENS

- It is a community priority to have strong regulations for graceful transitions to adjacent uses and neighborhoods.
- The City of Mountain View has successful existing transitions regulations – such as for the Downtown – that provide an important precedent.
- Parcels along El Camino Real are adjacent to a variety of land uses, including multi-family residential, single-family residential, retail, office, and commercial.
- The El Camino Real Precise Plan will have strong “step-back” and “step-down” transitions regulations for all future development, calibrated according to types of adjacency (i.e. multi-family, single-family, commercial)
- Taller portions of buildings along El Camino Real will be massed towards El Camino Real and away from adjacent neighborhoods.

APPROACH & RATIONALE

It is important to transition new developments along the El Camino Real corridor to the existing neighborhoods behind the El Camino Real. This has been consistently identified as a community priority, and strong regulations to this effect will be included in the El Camino Real Precise Plan. The City has a strong precedent for transition regulations and guidelines in the downtown specific plan as well as the R4 Regulations and Design Guidelines. The priority has been to provide strong transition regulations and sensitivity through the project review process particularly for single-family and low-density multi-family residential neighbors. The transitions regulations will likely provide specific guidance for the following types of sites common along El Camino Real:

- 1. Adjacent to Single-Family Homes.** Sites which front the El Camino Real and share rear yard property lines with single-family homes: The parcels would maintain the current transition regulation which includes 15 foot setback for all structures and a 45 degree development setback plane for from the rear property line. This regulation has been used in a number of sensitive transition zones in Mountain View.

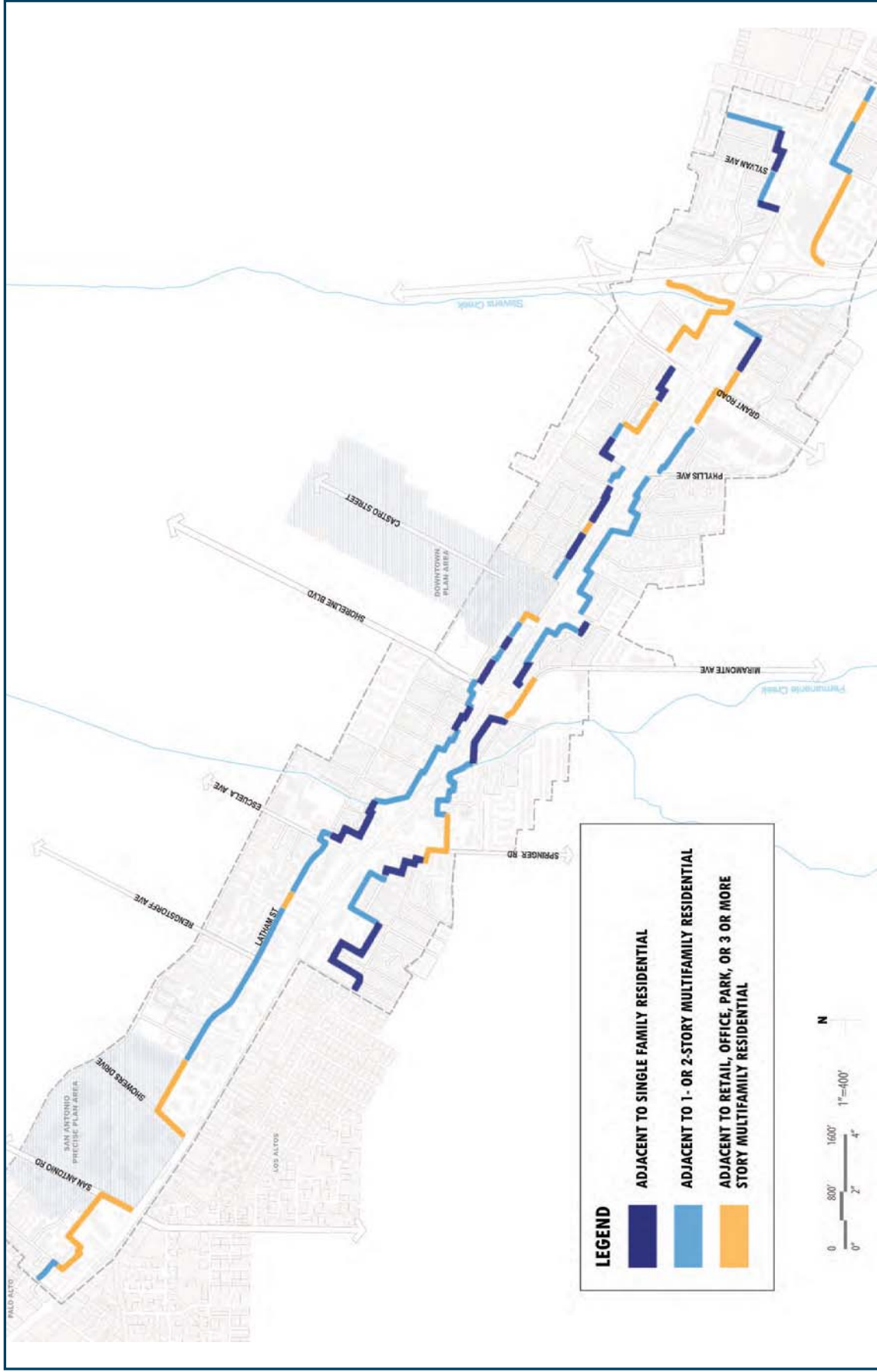
- 2. **Adjacent to Multi-Family.** Sites which front the ECR and share rear yard property lines with multi-family or commercial uses may have modified setback requirements that are performance based and allow for more flexibility in development while maintaining appropriate transitions.
- 3. **“Through” Frontage onto Parallel Streets Behind El Camino Real.** Sites which are “through” sites to the adjacent street or aggregate parcels so that they extend to the adjacent street: In this instance Mountain View also has existing examples of recent developments which transition to the adjacent neighborhood to its rear. These developments typically reflect the adjacent or across the street building pattern, within a story of height. They typically use the mid-block development (rear yards of adjoining sites) to blend developments together.

Each of these strategies is consistent with the City’s longstanding policies to transition new developments to existing neighborhoods.

KEY QUESTION

- 1. How should the Precise Plan address transitions and adjacency?

Option 5A: Strong Transition Policy (*Only Option*)
Create a strong set of development standards and design guidelines, based in existing Mountain View zoning precedents, which will govern transitions to adjacent homes and neighborhoods.



Option 5A: STRONG TRANSITION POLICY. Create a strong set of development standards and design guidelines, based in existing Mountain View zoning precedents, which will govern transitions to adjacent homes and neighborhoods, particularly for single-family and low-density multi-family residential neighbors.

TOPIC 6: HEIGHT AND SCALE

GIVENS

- Mountain View’s 2030 General Plan allows up to a base intensity of 4 stories and 1.85 FAR, with “intensities above 1.85 FAR and up to 3.0 FAR (and 6 stories). . . permitted at key locations with significant public benefits and amenities specified within zoning or precise plan standards.” Definition of key location and desired public benefits deferred to precise plan.
- Current zoning on El Camino Real allows for up to four stories and 1.35 FAR for residential and mixed-use buildings, and 0.35 FAR for commercial or office buildings.
- As described under Topic 5, there will be strong adjacency and transition regulations for all El Camino Real development.
- The General Plan policies call for:
 - “Increased redevelopment. Encourage private properties along El Camino Real to be redeveloped and enhanced.” (LUD20.1)
 - “Focused intensive development. Allow more intensive development in key locations based on factors such as lot size, character of surrounding land uses, distance to transit facilities and opportunities to improve a site.” (LUD 20.2)
 - “Building height variation. Support a variety of building heights along El Camino Real to create a wide-ranging and interesting street.” (LUD 20.3)

APPROACH & RATIONALE

The allowed height, scale, and intensity of development along El Camino Real will be a determining factor for the future character of the corridor, and the type of redevelopment that may occur. Defining a clear set of principles and rules for development intensity is key to providing a stable and understandable development framework.

The current zoning standards have led to little redevelopment within allowed zoning. Instead, redevelopment that has occurred has relied on parcel-specific precise plans and Planned Unit Development processes, not the established zoning. While this provides decision-making flexibility to the City, it also means that development occurs in a scattered fashion without an over-arching planning goal or strategy, which could make it difficult to ever achieve viable retail concentrations or

concentrations of pedestrian activity and a uniform pedestrian environment which is a key part of the General Plan vision.

This Alternatives Briefing Book identifies two potential approaches to density distribution along the corridor, a Uniform Strategy and a Focused Strategy:

A Uniform Strategy for height and scale would create a single intensity for the entire corridor and apply “bonus” increases in height and scale on a project-by-project basis. This approach will maintain great flexibility for the City to determine what amount public benefit merit increases in intensity but will also create uncertainty for the development community and lengthen the entitlement process. This method, like the status quo, will likely lead to a scattered pattern of density along the corridor. The max intensity would be allowed on all properties, but subject to transition and character requirements.

A Focused Strategy for height and scale would create defined base zoning heights and intensities, and a corresponding density bonus overlay zone based on the locations with access to transit, pedestrian amenities, and neighborhood-serving uses and services outlined in the Focused Strategy Alternative. The base zoning could either be uniform across the corridor or stratified according to the activity areas. The increases in allowable zoning height and intensity, and the public benefits required to trigger the increase would be defined by proximity to activity areas. This option would provide less flexibility but more certainty for developers by defining a clear roadmap for what the City would like to see in a new project. It would also help the City define and plan for needed public improvements such as pedestrian facilities and infrastructure upgrades. Intensity in this strategy would also be limited by transition and character requirements.

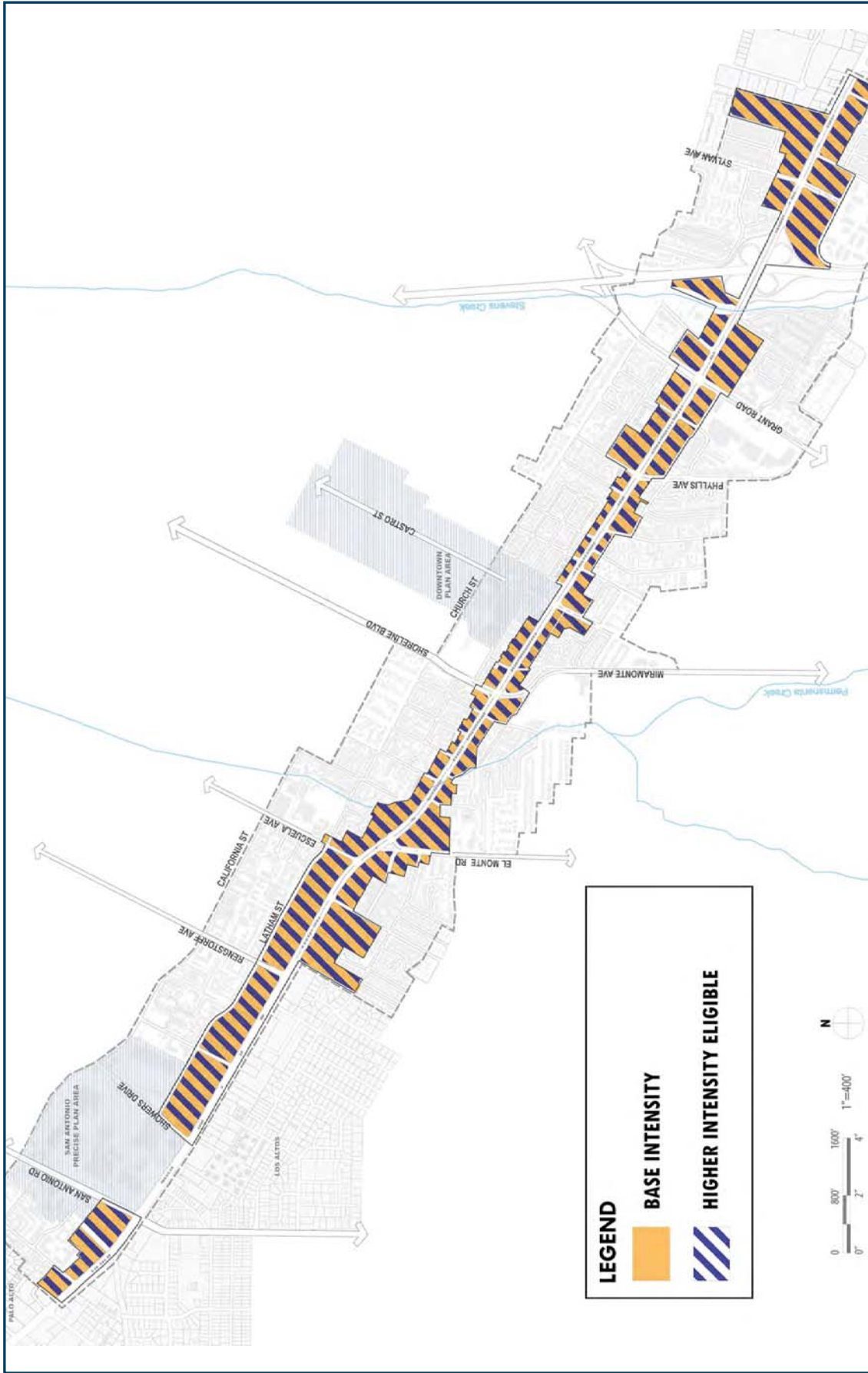
KEY QUESTIONS

1. How should heights and intensities be distributed along the corridor?

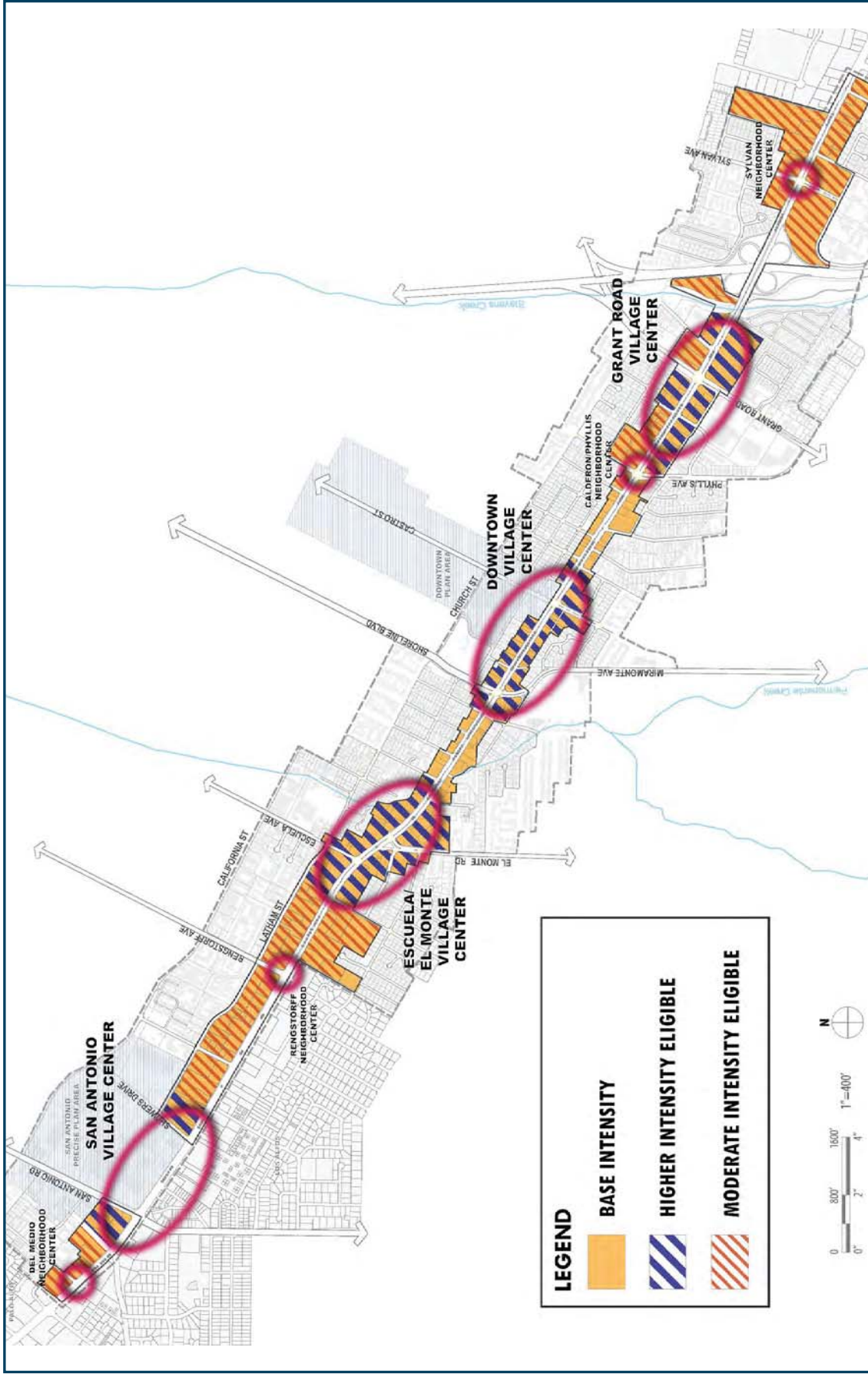
Option 6A: Uniform Intensity Regulations
 Base density established along the entire corridor; possibility for increased density in exchange for provision of significant public benefits.

Option 6B: Intensity Focused On Defined Activity Areas
 The base zoning height and intensity would be coupled with corresponding density bonus overlay zones based on the locations outlined in the Focused Strategy Alternative. Projects within overlay zones would have the possibility for increased density in return for providing significant public benefits.

	Ensure Neighborhood Compatibility	Provide Gathering Areas	Local-Serving Businesses	Improved Pedestrian Experience	Safer North-South Crossings	Manage Congestion	Safe Access For Bicycles	Improved Transit Viability	Utilize Parking More Efficiently	Promote Development Cost Feasibility
OPTION 6A Uniform Intensity Regulations	--	◐	◐	◐	◐	--	○	◐	○	●
OPTION 6B Focused Intensity	--	●	●	●	●	--	◐	●	●	◐



OPTION 6A: UNIFORM INTENSITY REGULATIONS. This option would allow a designated base intensity for all areas along the corridor. Any parcel would have the possibility of increased intensity in exchange for providing specific public benefits and amenities. The largest parcels would be the most likely to do so, since intense development on small parcels is more difficult. This would likely result in a scattered pattern of development intensity along the corridor. This option is consistent with the Uniform Strategy.



OPTION 6B: INTENSITY FOCUSED ON DEFINED ACTIVITY AREAS. This option allocates height and intensity based on the locations outlined in the Focused Strategy alternative. The base zoning could either be uniform across the corridor or stratified according to the activity areas. The increases in allowable zoning height and intensity, and the public benefits required to trigger the increase would be defined by proximity to activity areas. This option would provide less flexibility but more certainty for developers by defining a clear roadmap for what the City would like to see in a new project.

TOPIC 7: PUBLIC BENEFITS

GIVENS

- The General Plan calls upon developers to provide “significant public benefits” for increased development rights.
- The General Plan defers to Precise Plan to identify the specific benefits and the mechanism for these incentives, as well as the link to density.

EXISTING MECHANISMS

	Description	Predictability for City & Developers	Flexibility for City & Developers	Nexus Requirement?	Existing Requirements in Mountain View
Development Standards	Regulations governing land uses, height, density, bulk, parking requirements, on-site circulation, on-site open space, etc.	High	Low	N/A	Zoning Ordinance, Green Building Code
Impact and In-Lieu Fees	One-time fees imposed to pay for improvements that either serve the new development, or reduce the impacts of the project on the existing community	High	Low	Yes	Park Land Dedication In-Lieu Fee, Rental Impact Fee, Below-Market Rate Housing Ordinance/In-Lieu Fee, Commercial Housing Impact Fee
Development Agreements	Structured, bilateral negotiations with developers in order to obtain desired improvements in exchange for granting development rights	Low	High	No	Negotiated on a case-by-case basis
Density Bonus Program	Development is eligible for a pre-defined increase in density in exchange for providing public benefits, which may be selected from a list. Different levels of density (“tiers”) may be available in exchange for providing additional public benefits	Medium	Medium	No	Transit (T) Zone
Density Purchase Program	Developers can purchase bonus density at a pre-determined, per-square-foot price; the City uses the funds to pay for district-wide improvements	High	Low	No	N/A

APPROACH & RATIONALE

Mountain View’s General Plan calls for significant public benefits to trigger any increase over the base permitted development density. The mechanism and process for providing said benefits would depend on the specific benefits that are the greatest priority for the community. The primary feedback needed from City staff is detailed guidance on which benefits are most important to the city and community.

KEY QUESTIONS

1. What are the highest priority public benefits for El Camino Real?

POTENTIAL BENEFITS

Type of Improvement	Examples
Pedestrian and bicycle facilities	Bulbouts, pedestrian refuges, signals, crosswalks, street trees, furniture, etc. Separated bicycle lanes, improved bicycle crossings, bicycle racks or shelters, etc. New pedestrian/bicycle connections to adjacent street network.
Parking facilities	Publicly accessible parking lots and garages (including parking district facilities), shared parking or trip reduction program
Parks and open space	Publicly accessible parks, plazas, tot lots, playgrounds, etc.
Community facilities and services	Community gathering space, day care, performance spaces, public art
Small business support	Retaining existing businesses, providing affordable space for start-ups
Below market rate housing	Building affordable units on-site or paying in-lieu fees in addition to minimum requirements
Green building measures	LEED-ND certification, green infrastructure, sustainable urban drainage (i.e. swales, green roofs, or permeable paving)
Public Infrastructure	Stormwater or utility improvements, public art, new pedestrian/bicycle connections to adjacent street network
Frontage Improvements	Façade enhancements, awnings, signage upgrades
Off-Site Facilities or Funding	Contributions to area-wide parking fund, affordable housing fund, corridor infrastructure fund, school facilities fund, etc.