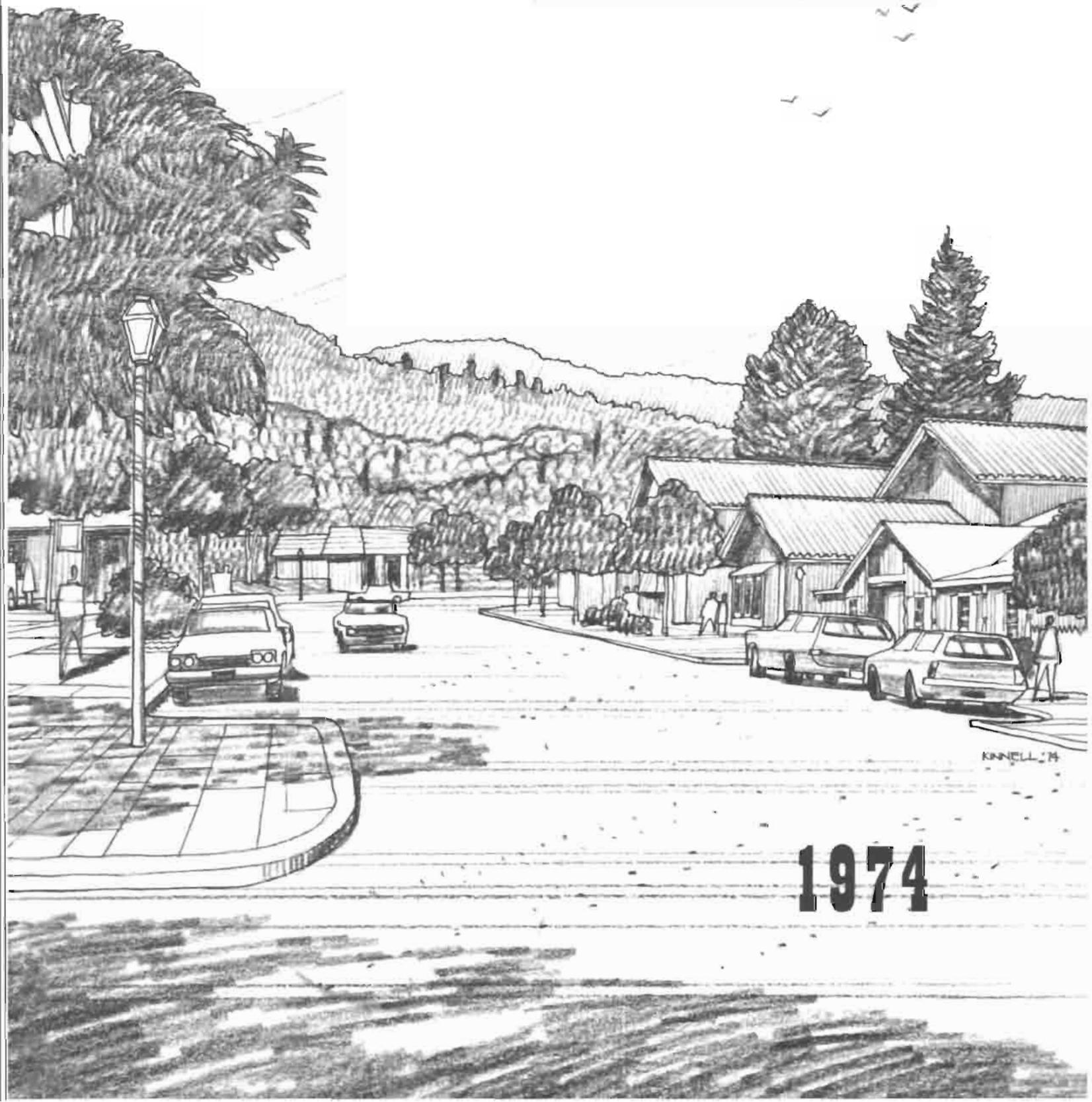


SARATOGA VILLAGE DESIGN PLAN



1974

SARATOGA VILLAGE DESIGN PLAN

October 1974

WILLIAMS & MOCINE : CITY AND REGIONAL PLANNING
1045 Sansome Street, San Francisco, California 94111

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SUMMARY OF ISSUES

1. Location of the Village is less strategic than in the past. It no longer is a major crossroads and is at the edge of a large urban population.
2. The Village contains a significant amount of undeveloped land, much of which fronts on Big Basin Way.
3. Recent development in the Village has been concentrated at the two ends of the commercial area, leaving the area between unchanged. The problem is underscored by the fact that on the north side of Big Basin between Saratoga-Sunnyvale and Fourth Street, the value of land exceeds the value of improvements.
4. The commercial area of the Village is dependent upon Saratoga residents and their use of the area. Resident users expressed concern about the limited range of merchandise.
5. The primary function of the Village is as a community shopping center; and secondly as a neighborhood center for those who live nearby.
6. The Village does attract out of City shoppers, however, they spend little and come mostly for curiosity shopping. Nonetheless, the Village has the regional reputation of a specialty shopping area.
7. In its role as a community shopping center, the Village should maximize convenience, access, parking, amenity, and merchandising efforts. Currently some of the following factors exist:
 - a. Too small a range of merchandise is available.
 - b. Overall coordination of merchandising activity is needed.
 - c. Gaps in retail frontage occur and there is little effort to unify appearance and take advantage of natural assets.
 - d. The Village generally is well served by arterials but there is poor traffic flow and difficult turning movements on Big Basin Way.
 - e. Parking is generally good but it is poorly identified and frequently slows traffic.
8. The Village does a much smaller proportion of County retail sales than the City's population indicates it should.

9. Generally, existing stores in the Village could do a greater volume of business from the same floor area.
10. Currently there is adequate parking in the Village. In addition, parking is so easily available in the Village that shoppers seem to have developed the habit of moving their cars from shop to shop rather than walking.
11. Parking, although adequate in numbers, is poorly organized, unevenly distributed and lacking in access and visibility.
12. Cooperative promotional merchandizing and special activities by merchants are needed to reinforce the unity and identity of the Village.
13. Traffic flow on Big Basin is obstructed by on-street parking. Good pedestrian access to Big Basin is limited and the sidewalks are narrow, cramped, and interrupted by numerous curb cuts and crossing traffic.
14. Developed open space for casual use by pedestrians and residents is lacking in the Village.
15. The Village works at a comfortable pace during the day, but is virtually deserted at night.
16. Access to the Village by foot or bicycle is poor and hazardous.
17. Landscaping ranges from undernourished to overgrown (including plastic). Coordination in species and care is lacking.
18. Uniformity in signing, design and color is lacking.
19. Obvious need exists for maintenance and minor repairs.

SUMMARY OF RECOMMENDATIONS

1. Create a group of interested people who care enough about the Village to promote a future that builds on the assets of the past.
2. Narrow Big Basin Way by removing on-street parking, widening sidewalks to provide for plantings and increased pedestrian movement, and provide left turn lanes to maintain two through lanes of traffic.
3. Consider closing First Street to incorporate it with the adjacent park. Provide a free right-turn lane from Big Basin Way. This recommendation is long range and depends upon satisfactory provisions for access to properties fronting on First Street.
4. Provide a turn-around at the west end of Big Basin Way to facilitate traffic returning to the commercial area.
5. Permanently close the two unimproved street segments, Fourth near Oak and Third north of Big Basin, and develop them in landscaping.
6. Increase the intensity and variety of commercial activity in the Village.
7. Increase activity in the Village by encouraging a mix of residential and commercial uses.
8. Encourage imaginative design that would have apartments on Oak Street stepping down to retail or office use on the ground level of Big Basin Way.
9. On the north side of Big Basin, development should be oriented to the view of the creek below.
10. Small, narrow or left over spaces scattered throughout the Village should be used for benches, trees and shrubs.
11. Because of the traffic problems on Big Basin, bicycles conflict with pedestrian movement. Bicycles can use the through access behind the commercial development on both sides of Big Basin.

12. Big Basin should be flanked by close set trees which require little maintenance. In parking lots, trees should be planted along the edges of sidewalks, at the ends of bays and in wells along rows to provide shade and break up the parking lot monotony.
13. Uniform sidewalks are not encouraged but a certain continuity of pattern would be desirable.
14. Serif lettering, which would include a variety of new and old type style, should be encouraged for business signs to provide visual unity to the commercial area.
15. A coordinated color scheme should be developed for the Village. The scheme should include a variety of colors which would result in a unifying, pleasing, harmonious effect.
16. Minor, sensitive structural improvements could make a significant impact on the overall character and appearance of the Village. (See sketches)
17. The parking should provide continuity by improving small isolated lots and linking existing and proposed lots where possible.
18. Parking should be distributed throughout the Village so that areas with concentrations of commercial or office space also have concentrations of parking with easy access.

May 23, 1974

SARATOGA'S VILLAGE
1973

The Setting

The Village is located in the southwest quadrant of the City of Saratoga, where the alluvial Plain of the Valley gives way to the foothills of the Santa Cruz Mountains. Big Basin Way (State Route 9) bisects the Village from east to west. Saratoga Creek, which forms the northern boundary of the Village, has cut a significant channel marked by bluffs and level flood plains. Much of the northern side of the Village overlooks the wooded banks of the Creek.

The commercial area extends south of Big Basin Way one block to Oak Street. On this side the slopes of the foothills are evident, becoming steep enough between Fourth and Fifth Streets that the houses on Oak Street overlook the Village.

The eastern boundary of the Village is defined by the convergence of Saratoga-Sunnyvale (Route 85), Saratoga, Saratoga-Los Gatos (Route 9) and Big Basin Way (Route 9). Commercial, professional and public uses abut this complex intersection. The west end of the Village is defined by a sharp turn in Big Basin Way. This turn marks the beginning of Congress Springs Road, the major access route to the City's Sphere of Influence.

The Village grew spontaneously in response to the wagon traffic out of the mountains. The community burgeoned with the development of close by mineral springs and an increasing influx of summer residents and vacationers from the Bay Area. Saratoga continued to grow, but the growth was in response to a new demand, the move to the suburbs. The Village grew and prospered as these changes took place, acquiring a unique character over the years. To protect this character and the future of the Village, the City zoned the area between the intersection of Saratoga-Sunnyvale, Saratoga-Los Gatos and Big Basin Way and Fifth Street, commercial. This commercial zone extends from the south bank of Saratoga Creek

on the north to the rear lot lines of the lots with frontage on the south side of Big Basin Way. The area west of Fifth Street to Congress Springs Road is zoned Visitor-Commercial.

Existing Character

There are 18.1 acres in the Village commercial area. The single largest land use is eating and drinking establishments (22.7%), followed closely by parking (21.5%). Other significant land uses include specialty shops (12.2%), home accessories (6.1%), professional offices (5.0%) and entertainment (1.7%). Over 18% of the acreage in the Village is vacant. About half the vacant land fronts on the south side of Big Basin Way. The remaining vacant land is located along the creek.

In the past decade Saratoga's growth has been significant, and this growth has been reflected in the Village. Since 1960, the Plaza Del Robles and Victorian Village have been added on the north side of Big Basin and east of Fifth Street extended. These two interlocked developments, built on the hill, are supported by considerable parking below. A third significant commercial development was the Village Shopping Center built on the south side of the street close to the intersection of Big Basin, and Routes 85 and 9. This development also provides parking in the center of its arcade. Between these two ends of the commercial area, not much has changed over the decade.

Since 1970, the two vacant parcels on the south side of Big Basin near Fifth Street have been considered for development. The ARCO gas station on the north side of the street went out of business. The property is currently vacant, and has been acquired by the City of Saratoga.

Developments such as the Plumed Horse and Plaza Del Robles show an attempt to maximize returns from property in the Village. In most of the developed areas of the Village, property improvements exceed land values indicating relatively intense development. The north side of Big Basin Way between Saratoga-Sunnyvale Road and Fourth Street is a glaring exception to this trend. Land value in this area is almost 50 percent higher than improvements. Some of the stores with the poorest economic showing are located in this area, indicating a high correlation between what is put onto a piece of land and what is gained from it. These outlets should

TABLE 1
EXISTING LAND USE IN VILLAGE COMMERCIAL AREA¹

<u>LAND USES</u>	<u>ACRES</u>	<u>PERCENT OF TOTAL</u>
FOOD	.2	1.0
PACKAGED LIQUOR	.2	1.0
EAT AND DRINKING	4.1	22.7
HOME ACCESSORIES	1.1	6.1
SPECIALTY STORES	2.2	12.2
SERVICE STATIONS	1.3	7.2
ENTERTAINMENT	.3	1.7
FINANCIAL	.2	1.0
PERSONAL SERVICE	.1	.6
PROFESSIONAL	.9	5.0
DRUG	.1	.6
RESIDENTIAL		
PARKING	3.9	21.5
VACANT	3.4	18.8
NOT SURVEYED	.1	.6
TOTAL	18.1	100.0

SOURCE: SANTA CLARA COUNTY ASSESSORS RECORDS
WILLIAMS AND MOCINE

¹ Village commercial area is defined as intersection Big Basin and Routes 9 and 85 on the east, rear lot lines of lots fronting on south of Big Basin, Fifth Street extended on west and Creek Bank on north.

be upgraded by remodeling, facelifiting, landscaping, organizing off street parking and any other means which would improve the value of the property.

Family Income

The existing commercial area of the Village mainly is dependent upon Saratoga residents and their use of the Village. Saratoga is a small residential community which has experienced considerable growth in the past decade. The City's population of 15,329 in 1960 increased 75 percent to 27,110 in 1970 and another 11 percent to 30,100 between 1970 and 1973. This rapid pace of development has significantly reduced the amount of vacant developable land in the City. Inevitably, the rate of growth will slow as developable land becomes utilized.

The median income of Saratoga residents in 1970 was \$18,122, 74 percent higher than the County median and 118 percent higher than the State median. Only 2.8 percent of Saratoga families earned below the poverty level, 50 percent lower than the proportion of the families in Santa Clara County whose earnings were below the poverty level. In 1970, 88 percent of the residents of Saratoga owned their own homes and less than a third moved within the last two years. Home ownership is considerably lower in both the County (59.3%) and the State (54.9%).

Together, these facts indicate that not only is there a high level of disposable income in Saratoga, there are few very low income families. The population is relatively stable, so these economic facts are likely to continue. The level of earnings and disposable income in the City is vital to the prosperity of the Village. Although many residents do not shop regularly in the Village, the disposable income indicates the magnitude of the most potential market.

Shopper Survey

The future of the Village is very much tied to how its role is perceived by Saratoga residents. In order to determine this, a postcard survey of shoppers was made on midweek and weekend days. The survey showed that almost three-quarters of the shoppers in the Village during the week came from Saratoga. Just over half the weekend shoppers came from the City, the majority of the rest came from other parts of Santa Clara County. About half of the Saratoga residents interviewed spent less than \$10 during that visit. Almost all (90.7%) of the Santa Clara County users interviewed spent less than \$10. The purpose of visits differed slightly from week day to weekend. During the week most of the shoppers

in the Village were either doing daily shopping or worked in the Village. On the weekend almost half (45%) were on shopping excursions or passing through. During the week over half use the Village daily or at least weekly; on the weekend the majority use the Village once a month or less. The majority of the people shopping in the Village arrived by car (83.7%); however, it is notable that 10 percent walked and a small percentage (3.4%) bicycled.

The survey indicated that residents recognize deficiencies in the number and variety of clothing shops for men and children in the Village. Complaints were also voiced about the limited range of merchandise. Women's clothing establishments, on the other hand, seem to be overly represented with nine stores; although there are no lingerie or millinery shops. Beauty salons also are proliferating, with six in the Village.

In overview, the survey confirms that the majority and most frequent users of the Village are Saratoga residents. However, the Village does attract Santa Clara County residents on weekends. Neither local residents nor visitors spend much money per trip; however, City residents are likely to spend more because they visit more frequently (daily and weekly) than County residents (monthly or rarely). The major means of access to the Village is the automobile, although increasingly those close by are walking or bicycling.

The findings of the survey suggest that the Village serves a variety of functions. For those who use it daily, it serves as a neighborhood shopping center. For those who use it weekly to monthly, it serves as a community shopping center. For those who come from out of town, Santa Clara County and beyond, it serves as a kind of specialty regional shopping center or attractor.

Comparison with Shopping Centers

To understand the nature and complexity of the Village, it is helpful to compare it with a planned shopping center which it needs to resemble in commercial composition, parking and access. A shopping center has the fundamental purpose of expediting contact between potential customers and merchants and others who provide goods and services. Of the three types of shopping centers, the Village in no way resembles a regional center which typically has about 400,000 square feet of floor area and one or two major department stores. It does, however, have many of the characteristics of neighborhood and community centers.

Neighborhood Center

A neighborhood shopping center supplies the basic amenities for daily living such as food, stationery, hardware, drugs, and services such as beauty shops, barbers, cleaners and laundries. Local restaurants and service stations are important contributors to a neighborhood shopping center. Both are found in the Village.

Competing shopping centers in and near Saratoga which may be compared (although not for immediate walking-distance customers) with the Village as neighborhood shopping centers include Argonaut and Quito in Saratoga; West Valley, Huntington Village, Saratoga Plaza in San Jose; Rolling Hills in Campbell, and Rinconada Hills in Los Gatos. A survey of these centers indicates that each has at least one food store, liquor store, cleaner, barber and beauty salon. Most centers also list one or more restaurants. This redundancy, however, is not indicative of competition between the centers, rather it provides a convenience for local shoppers.

Community Center

As a community shopping center, the Village should supply a variety of stores and choice of quality goods. This variety should range from a good supermarket and restaurant to a Junior department store, variety store, yard goods, ladies' and men's wear, banks, finance company and insurance company. Services such as dry cleaners, beauty shops and barbers should also be included.

In community shopping centers, second floors are recommended for professional offices. In the Village, there are no doctor's offices but other professionals are well represented. Realtors seem to be abundantly represented, their offices numbering 17.

Except for the need for certain stores mentioned by shoppers surveyed and listed as standard in several references, the Village functions relative well as a community shopping center.

Role of the Village

A variety of type and quality of merchandise is necessary to satisfy the whim of the suburban shopper. Thus, it is observed that competition from community shopping centers in the vicinity of Saratoga is significant as a threat only

when similar quality and type of merchandise is available. The Village appears to offer higher quality of goods than the average community shopping center. Therefore, competition from such shopping centers is less a factor for stores offering other than daily-living needs. However, convenience, access, parking, amenity and merchandise effort are always important factors.

While it offers a wide variety of ladies' dress shops and interesting specialty stores, the Village lacks the depth of a regional center with the pulling power of a major department store. It is not sufficient to provide variety in ladies' wear. There must be variety in men's and children's wear as well. The survey clearly showed that Saratoga's specialty stores are regional attractors, particularly on weekends. However, the low level of spending indicates curiosity shopping rather than extensive buying as in a regional center such as Eastridge.

Clearly the Village is most like a community shopping center. Its major function is to serve the City, particularly adjacent residents. While the Village evidences some specialties which are unique and add character, such as antique shops and boutiques, these are not sufficient attractors to justify major regional shopping.

As a community shopping area, the Village is at a competitive disadvantage with community shopping centers in adjacent cities. Shopping centers are usually under single management with resources for common improvements, special event decorations, promotion and coordinated shopping hours. Most shopping centers also have adequate, accessible and well designed parking. All of these efforts are lacking in the Village. Individual entrepreneurs tend to view their business activities independently. Some improve their premises while others neglect them, leaving a rather hodge-podge appearance with little to attract the passer-by.

The Village is fairly central to most of Saratoga and reasonably accessible by major arterials. Only those residential areas close to Prospect Road really have more convenient access to San Jose shopping centers than to the Village. Moreover, an attractive, diversified and convenient Village could attract even these more distant Saratoga residents.

Retail Sales

Less than one percent (0.6%) of all 1972 taxable sales in Santa Clara County were made in Saratoga, even though Saratoga has 2.5 percent of the County's

TABLE 2
TAXABLE SALES BY TYPE OF BUSINESS FOR STATE OF CALIFORNIA, SANTA CLARA COUNTY, CITY OF SARATOGA
AND THE VILLAGE 1972 AND PERCENTAGE CHANGE (IN THOUSANDS)

	<u>STATE OF CALIFORNIA</u>		<u>SANTA CLARA COUNTY</u>		<u>SARATOGA</u>		<u>THE VILLAGE</u>	
	\$	%	\$	%	\$	%	\$	%
TAXABLE SALES BY CATEGORY								
APPAREL	2198388	4.1	120527	4.7	890	5.7	601	16.3
GENERAL MERCHANDISE	6750411	12.6	440444	16.6	717	4.6	292	7.9
SPECIALTY STORES	2026005	3.8	128756	4.8	956	6.1	622	16.9
FOOD	3296312	6.1	106770	4.0	1879	12.0	300	8.2
PACKAGED LIQUOR	1124884	2.1	58124	2.2	1088	6.9	135	3.7
EAT AND DRINK ESTABLISHMENTS	4279013	8.0	83183	3.1	1081	6.9	415	11.3
HOME FURN. & APPL.	1774791	3.3	118639	4.5	676	4.3	625	17.0
BUILDING MATERIAL	2163959	4.0	124389	4.7	1270	8.1	109	3.0
AUTO DEALERS AND SUPPLY	7075025	13.2	391492	14.7	995	6.4	-	-
SERVICE STATIONS	2576676	4.8	109976	4.1	667	4.3	254	6.9
OTHER RETAIL	970994	1.8	39154	1.5	771	4.3	136	3.7
ALL OTHER	19477464	36.2	932111	35.1	4679	29.8	189	5.1
TOTAL	53713922	100.0	2658065	100.0	15669	100.0	3678	100.0

SOURCE: STATE DEPARTMENT OF FINANCE, RETAIL SALES, 1972
WILLIAMS AND MOCINE, 1974

TABLE 3
 PERCENTAGE CHANGE IN STATE OF CALIFORNIA, SANTA CLARA COUNTY,
 SARATOGA AND THE VILLAGE 1970-1972

	<u>CALIFORNIA</u>	<u>SANTA CLARA COUNTY</u>	<u>SARATOGA</u>	<u>THE VILLAGE</u>
TAXABLE SALES BY CATEGORY				
APPAREL	-11.0	14.6	na	89.6
GENERAL MERCHANDISE	15.3	48.4	na	24.8
SPECIALTY SHOPS	20.3	26.6	na	97.5
FOOD	12.2	-34.1	na	16.7
PACKAGED LIQUOR	9.8	19.7	na	-2.9
EAT AND DRINK ESTABLISHMENTS	25.6	-46.8	na	234.7
HOME FURN. & APPL.	82.1	24.1	na	64.0
BUILDING MATERIAL	43.5	39.4	na	17.2
AUTO DEALERS AND SUPPLY	32.9	40.9	na	-
SERVICE STATIONS	201.6	308.0	na	290.7
OTHER RETAIL	-12.1	-31.8	na	195.7
ALL OTHER	24.3	-93.6	na	58.8
TOTAL	28.8	29.2	na	75.8

SOURCE: STATE DEPARTMENT OF FINANCE, RETAIL SALES, 1972
 WILLIAMS AND MOCINE, 1974

TABLE 4
 VILLAGE RETAIL SALES AS A PERCENT OF SARATOGA AND SANTA CLARA COUNTY SALES
 AND SARATOGA RETAIL SALES AS A PERCENT OF SANTA CLARA SALES, 1972

	<u>PERCENT VILLAGE OF SARATOGA</u>	<u>PERCENT VILLAGE OF SANTA CLARA CO.</u>	<u>PERCENT SARATOGA OF SANTA CLARA CO.</u>
APPAREL	67.5	.5	.7
GENERAL MERCHANDISE	40.7	.1	.2
SPECIALTY STORES	65.1	.5	.7
FOOD (TAXABLE SALES)	16.0	.3	1.8
PACKAGED LIQUOR	12.4	.2	1.9
EAT. & DRINK. EST.	38.4	.5	1.3
HOME FURN. & APPL.	92.5	.5	.6
BLDG. MATERIAL	8.6	.1	1.0
AUTO DEALERS & SUPPLY	na	na	.3
SERVICE STATIONS	38.1	.2	.6
OTHER RETAIL	17.6	.3	2.0
TOTAL	31.7	.04	1.5

SOURCE: STATE DEPARTMENT OF FINANCE, RETAIL SALES, 1972
 WILLIAMS AND MOCINE, 1974

population. The three greatest sources of sales tax revenue in the County were: general merchandise, auto dealers and supply, and taxable personal services. In Saratoga the major sources of sales tax revenue were food and taxable personal services. Major sources of tax revenue in the Village varied from the City-wide pattern and reveal its specialty: home furnishings and appliances, specialty stores, apparel, and eating and drinking establishments. Since 1970, the major commercial growth in the Village measured by taxable sales, has been in eating and drinking establishments, other retail, specialty shops, apparel, and home furnishings and appliances.¹

The Village evidenced a larger percentage increase in taxable sales between 1970 and 1972 than Santa Clara County or the State of California. Despite this increase Saratoga was still doing less than its proportional share (2.5 percent) of Santa Clara County sales. Only in three areas did the City's sales begin to approach this proportion: other retail (2.0 percent); packaged liquor (1.9 percent); and taxable food sales (1.8 percent).

In the areas where Village sales showed the most growth between 1970 and 1972, Saratoga does far below its proportional share: apparel (0.7 percent); specialty stores (0.7 percent); eating and drinking establishments (1.3 percent), and home furnishings and appliances (0.6 percent).

Sales Per Square Foot

A comparison of square feet of commercial area in the Village to taxable sales (Table 4) indicates that the highest dollar returns per square foot come from home furnishings and appliances (\$91.51), general merchandise (\$59.59), service stations (\$56.00), and apparel stores (\$51.63). Two of these four are among those establishments which showed the greatest increase in sales from 1970 - 1972, home furnishings and appliances and apparel stores.

It is revealing to use the Urban Land Institute's median sale per square foot figure² as a basis for determining whether the Village has adequate commercial

¹Service stations revealed significant increase but much of this is attributable to the addition of sales tax on gasoline in 1971. The absolute increase in sales is difficult to determine by sales tax data because it was not available for the entire 1970-72 period.

²This figure is based on a nationwide sample of stores by type in community shopping centers.

TABLE 5
TAXABLE SALES IN THE VILLAGE BY EXISTING GROSS FLOOR AREA AND
URBAN LAND INSTITUTE STANDARD, 1972

	ANNUAL SALES	GROSS FLOOR AREA	SALES PER Sq. FOOT	SALES PER Sq. Foot	Sq. FOOT NEEDED AT MEDIAN	TO STANDARD	(% EXTRA SPACE) ¹
	(\$1000's)	(SQ FT)	(\$)	(\$)		(SQ FT)	
APPAREL	601	11,640	51.63	46.00	13,065	-1,425	-12.2
GENERAL MERCHANDISE	292	4,900	59.59	59.00	4,949	-49	-1.0
SPECIALTY STORES	622	29,627	20.99	54.00	11,519	18,108	61.1
FOOD	300 ²	5,700	na	69.00	na	na	na
PACKAGED LIQUOR	135	3,000	45.00	163.00	828	2,172	72.4
EAT. & DRINK. EST.	415	17,940	23.13	63.00	6,587	11,353	63.3
HOME FURN. & APPL.	625	6,830	91.51	44.00	14,205	-7,375	-108.0
BLDG. MATERIAL	109	6,920	15.75	44.00	2,477	4,443	64.2
AUTO DEALERS & SUPPLY	-	na	na	na	na	na	na
SERVICE STATIONS	254	4,536	56.00	na	na	na	na
OTHER RETAIL	136	15,710	8.66	41.00	3,317	12,393	78.0
TOTAL RETAIL	3,489	106,803	32.67	na	56,947	39,620 ³	53.0

¹ POSITIVE NUMBERS REPRESENT PERCENT OF EXISTING SPACE WHICH IS SURPLUS,
NEGATIVE NUMBERS REPRESENT PERCENT OF EXISTING SPACE WHICH IS DEFICIENT.

² TAXABLE SALES

³ NET EXISTING SURPLUS

SOURCE: DEPARTMENT OF FINANCE, STATE OF CALIFORNIA
URBAN LAND INSTITUTE THE DOLLARS AND CENTS OF SHOPPING CENTERS, 1972;
COMMUNITY SHOPPING CENTER DATA
WILLIAMS AND MOCINE

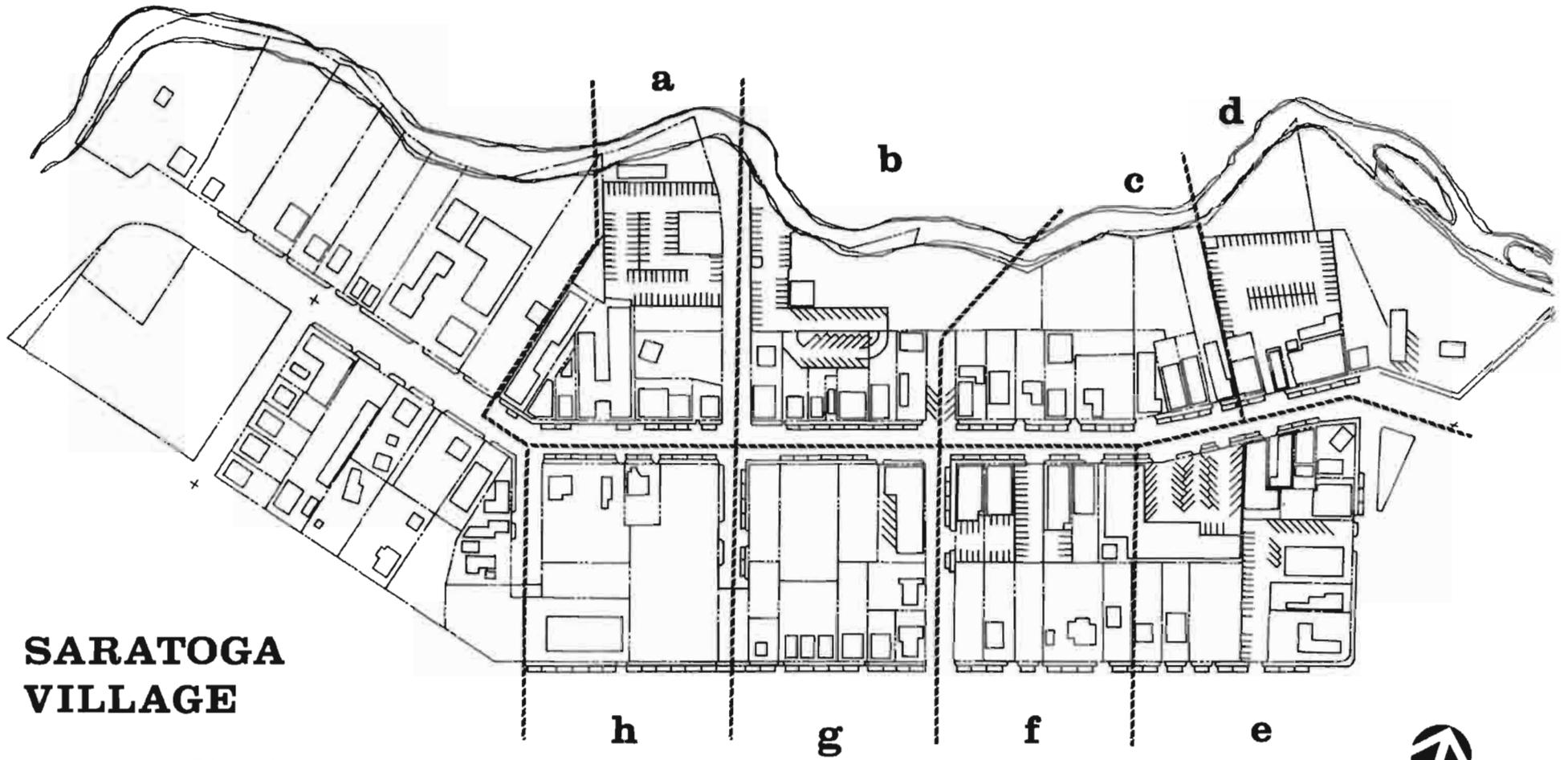
space for its current level of business. By this measure, the Village has a shortage of apparel, general merchandise and home furnishings floor space. The greatest surplus exists in packaged liquor and other retail. By this criteria, the Village contains about 40,000 square feet of surplus commercial floor area. In other words, the existing stores could do the same volume of business from less space. This does not imply that stores with low median sales per square foot are poorly run or unprofitable. It does suggest, though, that these businesses could do more business with the same space. Commercial property values are generally low in the Village and this is passed on to the operator in lower rents. Therefore, a store may well be relatively larger in the Village and cost no more to rent. As the Village intensifies in the future, this may change and provide a measurable impact on sales per square foot.

Existing Parking

There are 433 existing parking spaces in the Village; 102 (or 23.5 percent) are on-street. At a ratio of four spaces per 1000 square feet of commercial area, the Village would need 411 parking spaces. However, if the floor area of the Village were based on the UrbanLand Use Institute's median sales per square foot, the existing sales per square foot in the Village in 1972, and a 4:1000 square feet ratio, the Village would need only 228 spaces. In short, from a floor area/parking point of view, the Village has an overall surplus of 22 spaces. Therefore, considering that sales per square foot are abnormally low, the Village currently has a large oversupply of parking. Moreover, parking usually is so easily available in the Village that shoppers seem to have developed the habit of moving their cars from shop to shop rather than walking. Thus, if a more effective and realistic parking arrangement could be established, shoppers would be encouraged out of their cars.

In a commercial area, distribution of parking is as important as the number of spaces. At certain heavy shopping seasons, such as Christmas or just before school starts, people expect and even enjoy having to walk some distance from their car to their shopping destination. Usually, however, people doing daily or convenience shopping expect to find parking fairly close to their shopping destination.

In order to calculate the distribution of parking in Saratoga, the Village was divided into eight parking areas (see map, next page). Existing parking in each of these areas was counted and compared to the parking needed as determined by the



**SARATOGA
VILLAGE**

parking districts



TABLE 6

PROJECTION OF STANDARD FLOOR AREA IN THE VILLAGE
FOR HIGH AND LOW DEVELOPMENT EFFORT TO 1985

	COMMUNITY SHOPPING CENTER STANDARD			COMMUNITY SHOPPING CENTER 1985					
				LOW EFFORT ²			HIGH EFFORT ³		
	SQ FOOT	REQ PARKG ¹	ACRES	SQ FOOT	REQ PARKG	ACRES	SQ FOOT	REQ PARKG	ACRES
APPAREL	13065	52	.5	14894	60	.6	25477	102	1.0
GENERAL MERCHANDISE	4949	20	.2	5662	23	.2	9670	39	.4
SPECIALTY STORES	11519	46	.5	13178	53	.5	22508	90	.9
FOOD	na	na	na	na	na	na	na	na	na
PACKAGED LIQUOR	828	3	.3	947	4	na	1618	6	.1
EAT. & DRINK. EST.	6587	26	.3	7536	30	.3	14726	59	.6
HOME FURN. & APPL.	14205	57	.6	16251	65	.7	31754	127	1.3
BLDG. MATERIAL	2477	10	.1	2834	11	.1	5538	22	.2
AUTO DEALERS & SUPPLY	na	na	na	na	na	na	na	na	na
SERVICE STATIONS	na	na	na	na	na	na	na	na	na
OTHER RETAIL	3317	13	.1	4017	16	.2	6468	26	.4
TOTAL	56947	228	2.6	65319	262	2.6 ⁴	120791	483	4.9 ⁴

¹4 parking spaces per 1000 sq. feet of commercial space.

²Rate of population increase in Saratoga and its sphere, 1972-1985, to holding capacity of 35,500 or 1.2% per year not compounded.

³Based on rate of projected county growth 1970-1985, compounded.

⁴Slight error from rounding.

SOURCE: URBAN LAND INSTITUTE, THE DOLLARS AND CENTS OF SHOPPING CENTERS, 1972, COMMUNITY CENTER FIGURES.

WILLIAMS AND MOCINE

TABLE 7
EXISTING PARKING BY AREA

	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>	<u>G</u>	<u>H</u>	<u>TOTAL</u>
EXISTING	94	53	19	70	90	60	23	24	433
NEED BY COMMERCIAL FOOTAGE (4:1000)	148	56	60	60	152	60	76	76	688
RESIDENTIAL NEED	0	26	10	4	6	0	6	0	52
AREA NET	-54	-29	-56	+6	-68	0	-59	-52	-307
EXISTING	94	53	19	70	90	60	23	24	433
REQUIRED BY DOLLAR PER SQUARE FOOT NO ENFORCEMENT	69	38	32	29	74	27	38	35	342
RESIDENTIAL	0	26	10	4	6	0	6	0	52
AREA NET	+25	-11	-23	+37	+10	+33	-21	-11	+39

19

SOURCE: WILLIAMS & MOCINE

number of square feet of commercial space plus parking for existing residential units in each area. In addition, the parking need was determined on the basis of retail sales per square foot for each area.

By these calculations the bulk (72 percent) of the Village's existing parking is located in four of the areas: A, D, E, and F. These four areas are currently the focal point of commercial square footage in the Village. Only in Area F are a substantial (36.6 percent) number of the existing spaces on-street. The great majority in the other three areas are off-street.

If four spaces were to be provided for every 1000 square feet of existing commercial area in the Village, 688 spaces would be necessary. In addition another 52 spaces would have to be provided to meet the needs of the residential units. Together, these 714 spaces indicate a 59 percent deficiency in the existing available parking. However, analysis of the dollar volume of business done in the Village indicates that substantially fewer parking spaces are needed: 342 for commercial uses and 52 for residential. Thus, by these calculations there is a 10 percent surplus in existing parking. Should business increase, the parking deficit can be made up by time-limit enforcement if, for some reason new parking was not to be added. However, any new floor space added to the Village will change the equation and will require additional parking.

When examining each area for adequate parking, based on existing commercial square footage, the largest deficits are in areas C, G, and H. Current development plans for the south side of Big Basin can be planned to make up the deficit in areas G and H. Based on dollar volume per square foot, the same three areas also have the greatest shortage of parking.

THE FUTURE OF THE VILLAGE

There are two futures visualized for the Village. Which of these futures occurs will be dependent upon the level of effort put into Village development by merchants, owners, residents, and the City government. One future is a continuation of what now exists. The other is based on strong community support, commercial development and the emergence of a specialized commercial character, not of a regional nature, such as Eastridge, but an elaboration of the theme of small, quality specialty shops which now attract occasional weekend visits by outsiders, to supplement the daily and weekly use by residents. Scenario One describes the first alternative, Scenario Two, the second.

Scenario One - Village in 1985

By this view the Village continues its existing function as a neighborhood and community commercial area used primarily by City residents. The Village grows at a rate parallel to the population of the City (about 1.2 percent per year). Little intensification of commercial acreage takes place (14 percent) and little change or diversification in type or range of commercial establishment occurs. The amount of parking required increases by 34 spaces. The new businesses are confined at the two ends of Big Basin Way and shoppers continue to drive from store to store.

Saratoga residents who live near San Jose continue to do daily and major shopping there. Residents closer to the Village go to shopping centers in adjacent communities for the bulk of their major purchases but use the Village for day to day convenience shopping.

The commercial composition of the Village remains much the same with a high proportion of sales in specialty shops, apparel, home furnishings and appliances and eating and drinking establishments.

The City and Village property owners complete the parking district and relocate on-street parking from Big Basin Way, but make no major capital investments in their establishments. Businessmen make no effort to coordinate advertising sales, or evening openings.

Scenario Two - The Village 1985

In this second scenario the Village becomes a full community shopping center. The commercial establishments diversify to include a junior department store, variety store, yard goods, and medical and dental offices. The commercial floor area of the Village increases 13 percent over the existing square footage; however, use of all retail floor area would be intensified to the Urban Land Institute standard. Commercial activity in the Village would expand at a rate similar to the rate of growth in the County, and the great majority of Saratoga residents would shop in the Village. The existing commercial space in the Village would be used to its maximum, causing land values to increase and attracting increasingly well-run businesses. Marginal or part-time businesses, which are now numerous in the Village, may phase out in favor of established and prosperous full-time, and in some cases nationally recognized, stores.

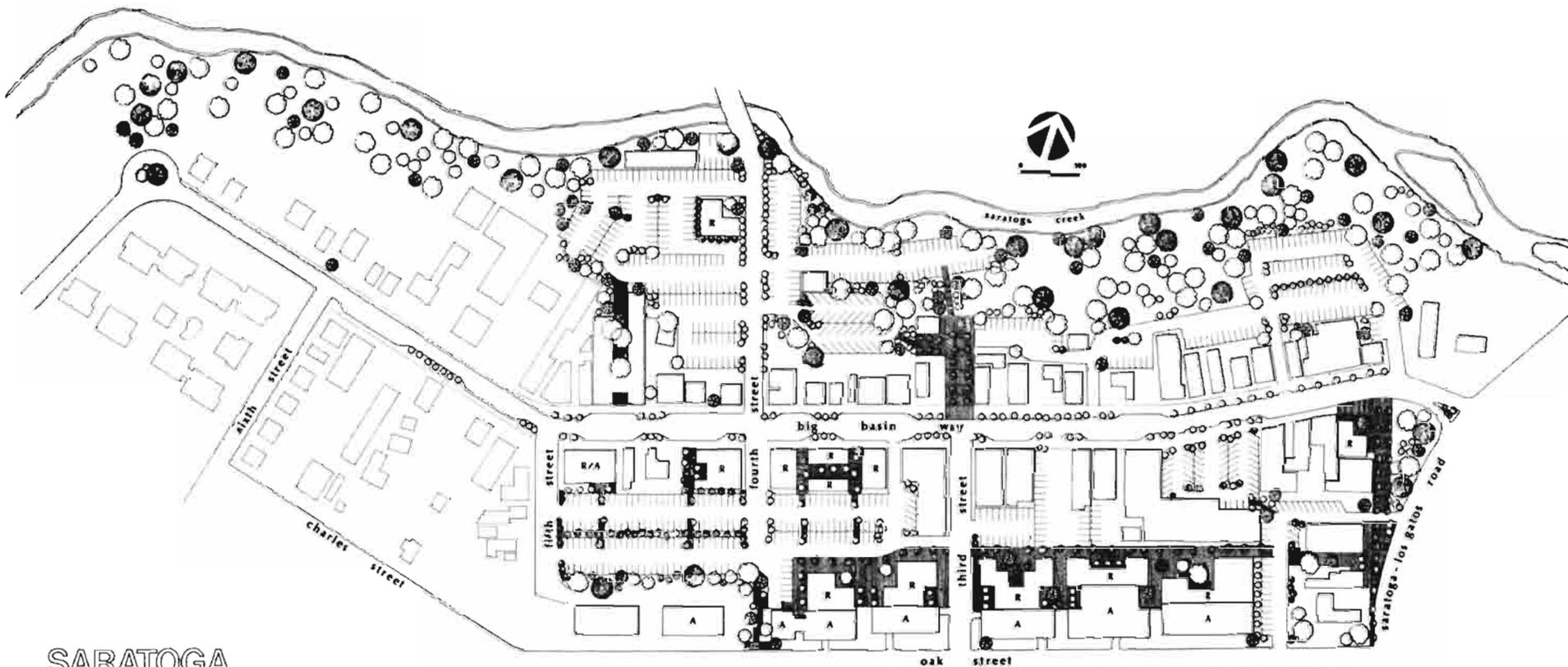
The amount and location of parking would shift its focus away from Big Basin to a peripheral circulation system. Rears of buildings will be modified to add a second entrance from the new, landscaped parking areas. Commercial activity along the length of Big Basin will intensify so that shoppers will find it advantageous to park, walk and shop at leisure the length of the street. Those with specific destinations will be able to find convenient parking, but not in front of the stores.

Residents of Saratoga who live near San Jose will be attracted by the diversity, quality and convenience of the Village. The specialization in apparel, specialty shops and home furnishings and eating and drinking establishments, which now characterize shopping in the Village, will continue. By improving the atmosphere and intensifying the commercial activity, the Village will continue to attract weekend users and occasional shoppers.

The local merchants form an association which coordinates special events, seasonal promotions with decorations, evening openings and advertising. Working together, the merchants, businessmen and property owners achieve an attractive appearance in a unique setting by adding amenities such as unifying architectural features, uniform signs, window boxes, planters, coordinated colors and awnings. The City provides and maintains street trees, street furniture, comfortable protected and landscaped bus stops. Big Basin Way and the sidewalks are kept clean, and bicyclists use bike lanes and racks. Residents, businessmen, and merchants express pride in their Village by making it a center of community activity and identity.

THE VILLAGE PLAN

Preceding sections of the Report have attempted to place Saratoga's Village in perspective. As a shopping and service center, the Village is in fairly good health. Improvements have been made over the years, such as off-street parking and underground wiring. There is a substantial variety of merchandise and the pace of activity is leisurely and inviting. However, the Village overall is an underachiever. The property owners and merchants need to get their resources together to do a better job of exploiting the economic and natural environment that exists in Saratoga.



SARATOGA VILLAGE PLAN

POTENTIAL DEVELOPMENT

- R retail commercial
- A apartments

WILLIAMS & MOCINE
CITY & REGIONAL PLANNING

What is needed more than anything for the Village is advocacy. There needs to be a group of interested people who care enough about the future of the Village to recognize the danger of accepting Scenario One. People are needed to organize themselves into a unified voice to advocate the Second Scenario; the future that builds, rather than rests, on the assets of the past.

Scope

The Village plan is modest and achievable. The Consultants feel that the basic ingredients of success for the Village are present and awaiting only organization and minor improvements. The Plan is oriented to activities that can be accomplished with public-private partnership within the next five to ten years. There are no great capital costs involved, but there is one basic assumption: The people of Saratoga, particularly those with a personal interest in the Village, will support a Plan design to accomplish Scenario Two.

Circulation

A variety of alternatives were considered for Big Basin Way. It is felt that major rerouting is unrealistic from financial and environmental points of view. Widening would have traffic benefits but would be extremely disruptive and expensive. The recommended alternative is to actually narrow the street by removing the on-street parking, widening the sidewalks to provide room for increased planting and pedestrian movement and providing left turn lanes where needed. Without the conflicts provided by on-street parking, two moving lanes and left turn lanes will provide more carrying capacity for Big Basin Way than now exists.

First Street is recommended for closing to enlarge the park. Before this can be accomplished, however, required access for the fronting properties must be satisfied. The traffic function can be met by adding a free right turn lane from Big Basin Way. If it can be accomplished, converting the street into a park-like mall would provide a unique, attractive entrance to the Village.

A turnaround is shown at the westerly end of Big Basin Way. This will facilitate the fairly common need of those who have cruised past and want to return to the Village.

Two unimproved street segments; Fourth near Oak and Third north of Big Basin, are proposed to be permanently closed to vehicles and developed in landscaping.

Land Use

In most cases retail uses must be grouped so that the shopper may walk comfortably from one store to another. One store may motivate a shopping trip but a neighboring store frequently receives an incidental visit. Stores that are free-standing or separated by non-retail frontage suffer from the lack of pedestrian activity in those situations. Retail activity needs pedestrians, and pedestrians, when they are shopping, want intensity and variety.

Commercial development in the Village generally is confined between Saratoga-Los Gatos Road and Fifth Street. Within this quarter mile strip the pattern is one of under rather than over development. Both the shopper and entrepreneur suffer from the lack of intensity that exists. Stores are small, usually occupying only portions of their sites and gaping, uninviting spaces often separate one shop from another. The Village would benefit from a filling out of this area.

West of Fifth another 800 feet of Big Basin Way is zoned Visitor Commercial but has not yet been developed in retail use. Retaining this land in Commercial Zoning will provide a reserve for future development when needed.

Human activity, both day and night, is important to the success of the Village. Where it is possible to overcome difficulties of grades, access and parking, it would be very desirable to have housing over the stores and uphill from the Village along Oak Street. Climate, activity, views, and nearby facilities may make this area particularly attractive for older people to reside.

The Plan shows new development on the sidehill between Oak Street and Big Basin Way. Opportunity exists here of imaginative design that would have apartments on Oak stepping down to retail uses or offices which would front on parking at or near level ground. A pedestrian arcade would connect the retail frontage, providing an exciting access and increasing the feeling of commercial activity. Most of the buildings on the northerly side of Big Basin are oriented to the street, turning backsides to the beautiful view overlooking the creek and facing the mountains. Whenever possible, development should respect the setting and direct visitors and customers toward the view.

Open Space

The existing park at Big Basin Way and Saratoga-Los Gatos Road, would be a more effective space were it not an island. First Street should be considered for closure to extend the park right up to the business frontage. Vehicle access for the fronting property needs to be provided, however. There are relatively small spaces shown on the Plan Map that are too valuable to waste on vehicles. They should be occupied by people shopping, resting, eating and enjoying shade or sunshine. One example is the northerly segment of Third Street which has great potential for development into a small, inviting plaza.

The Village has several small, narrow, left over or unused spaces that would be perfectly used for a bench, a tree or shrubs. The cumulative use of such spaces will accent the Village and help strengthen its character. On the other hand, large, monumental spaces are inappropriate. There is no need to attempt competition with the open, mountain backdrop or to provide large gaps in the intensive uses that will attract activity.

Big Basin Way itself can become a most valuable open space in the Village. Narrowing the street and widening the sidewalks can provide opportunities for planting trees that could arch over the street, for placing old fashioned benches for people to sit in summer shade and to soak up winter sun. Coffee houses and restaurants could annex portions of the sidewalk for their customers during good weather.

Bicycles

Bike lanes were considered for Big Basin Way, but were felt to detract too much from the opportunity for an outstanding pedestrian environment with the widened sidewalks. Two alternatives exist for the bicycle, however. On the northerly side of the Village, in the parking areas along the bluff, cyclists can make their way, removed from speeding traffic. Also, wider moving lanes, say 14 feet, can be provided on Big Basin Way which would enable cyclists to cohabit more comfortably with the auto. In any event, bicycle parking should be frequent and prominent throughout the Village.

Landscaping and Paving

Along Big Basin Way large scale, close set trees are recommended. Preferred species should be hardy, require little maintenance, arch over the street in time and have lower branches high enough to avoid obscuring signs and stunning pedestrians. In areas where sidewalks are widest, double rows of trees would be particularly effective.

In parking lots, planting trees along edges of sidewalks, at ends of bays and in wells along rows will help provide shade in summer and break up the monotony of rows of cars.

Complete uniformity of sidewalk paving is not recommended, but certain continuity of decorative pattern is desirable. In general, sidewalk paving should be done cooperatively by City and property owners but where building construction or remodeling occurs, the owners should be encouraged to include decorative paving for sidewalks and access areas.

Signing

Old style typeface appears to be in popular usage on Village signs. This pattern should be encouraged but not so rigidly that uniformity results. Ideally, businessmen in the Village could decide on a serif style that would include a variety of old and new typefaces.

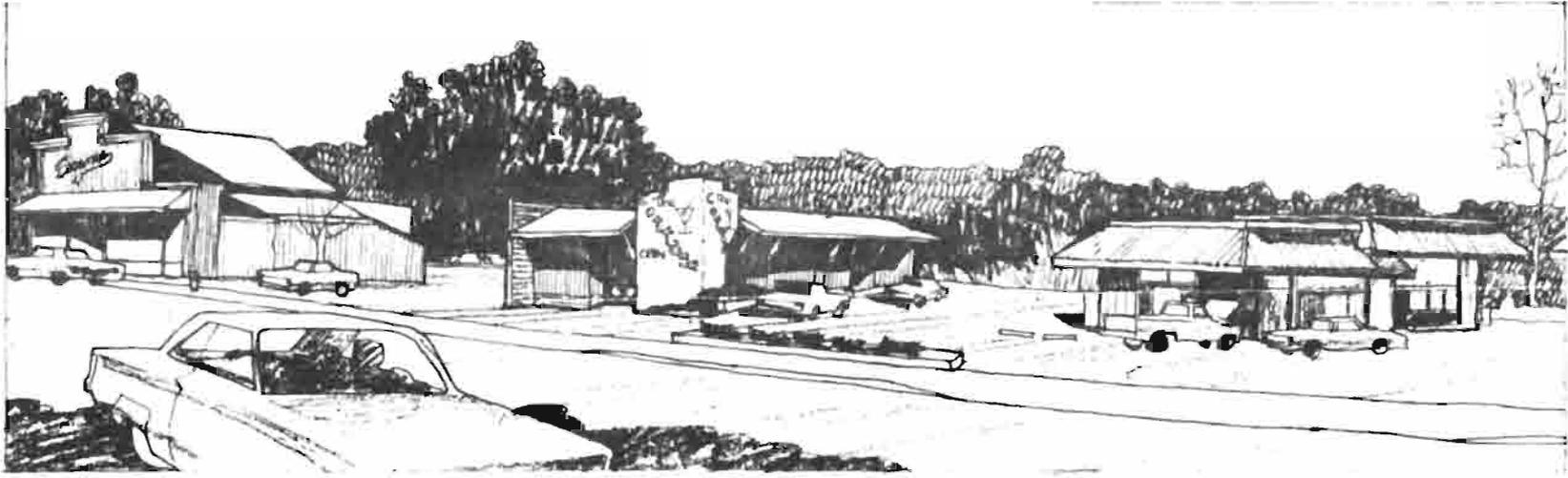
Color Coordination

As in the cases of signs, it would be most effective if businessmen and, in this case owners, could agree on a coordinated color scheme for the Village. A professional can recommend a variety of colors to be used for basic walls, trim and accent that would provide sufficient choice, yet result in an overall pleasing, harmonious effect.

Remodelling

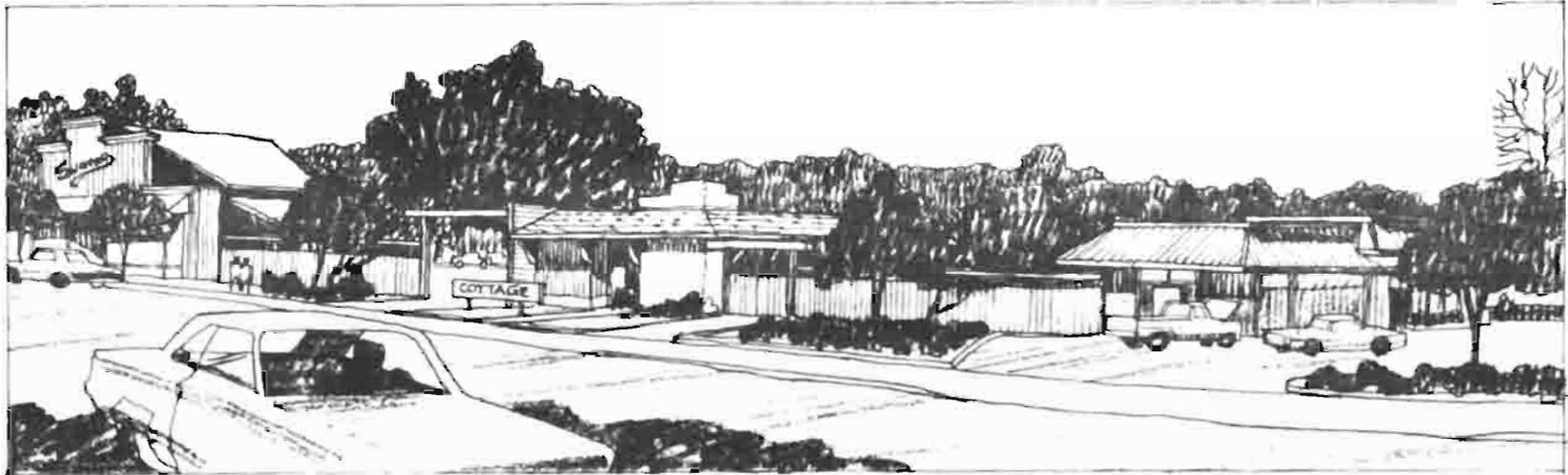
In general, large scale, expensive remodeling of commercial structures is felt to be unnecessary and undesirable. Instead, remarkable improvements are possible with minor

yet sensitive changes. This is quite subjective and difficult to describe in text. Examples of what is possible are illustrated in the following series of "before" and "after" sketches. They are not intended as recommendations for the subject buildings as much as they are recommendations for the type of treatment the consultants suggest as possible and appropriate to accent the character of the Saratoga Village.



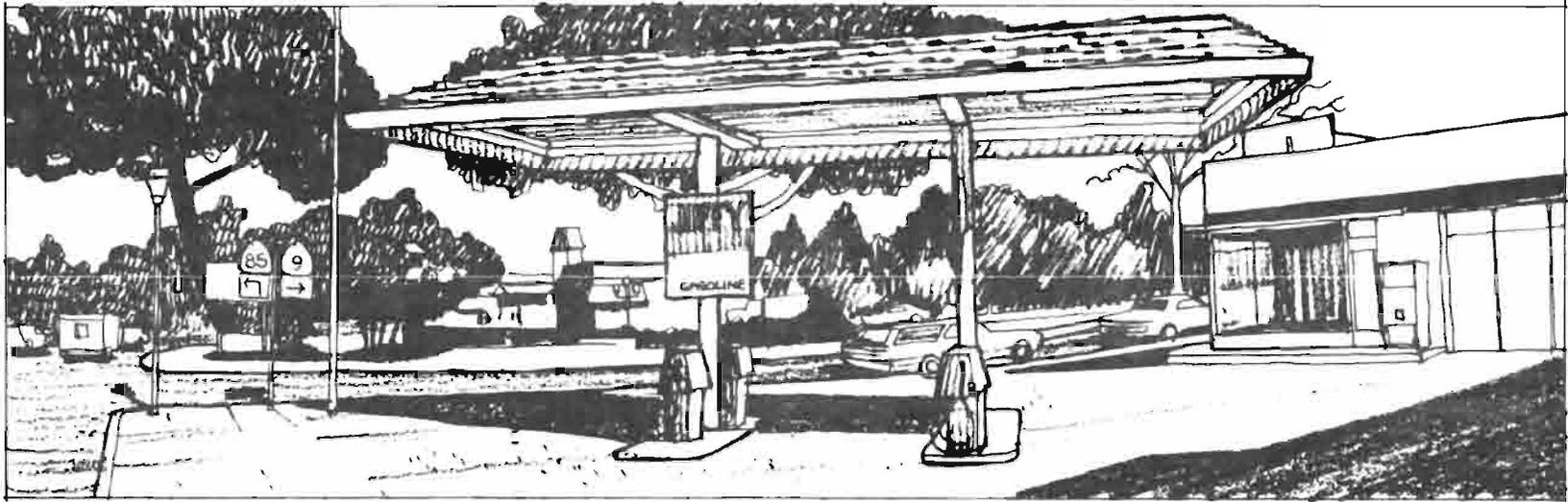
ENTRANCE TO VILLAGE - EXISTING

Service station, bar and store - three isolated buildings set in an expanse of asphalt.



PROPOSED

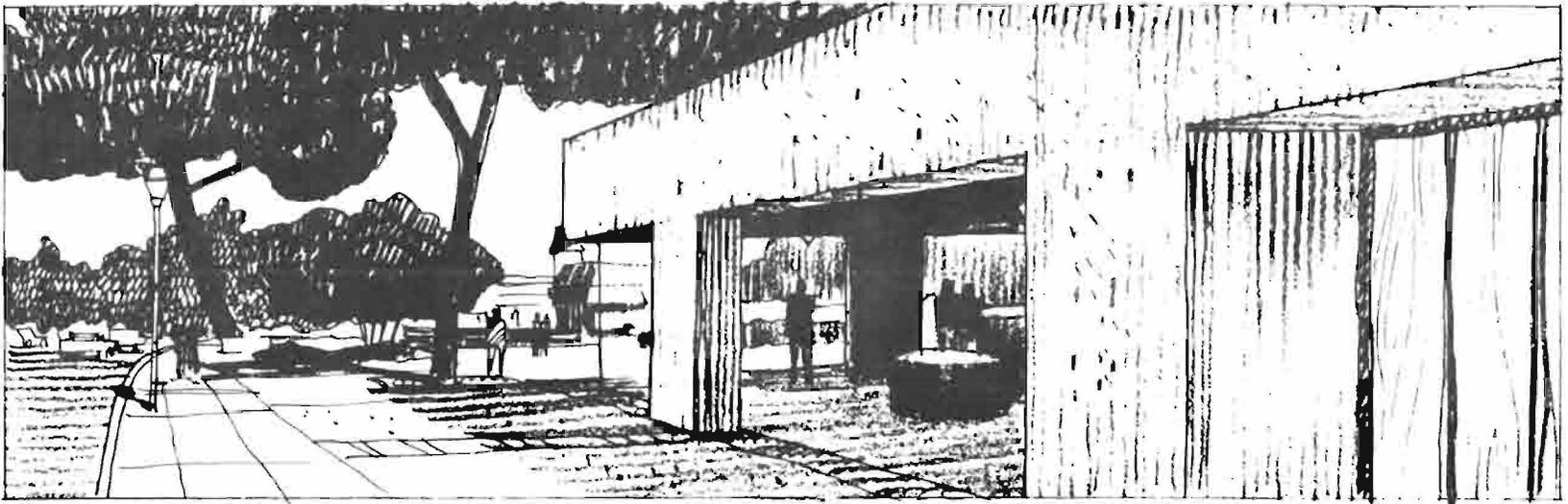
Fences join the three buildings, providing visual continuity adding to the rustic character of the Village with their rough wood construction and corral styled gates, and reducing traffic conflicts between the buildings. The roof line of the bar has been extended around the corner of the building to harmonize with neighboring structures.



PARK AT BIG BASIN WAY AND SARATOGA-SUNNYVALE ROAD - EXISTING

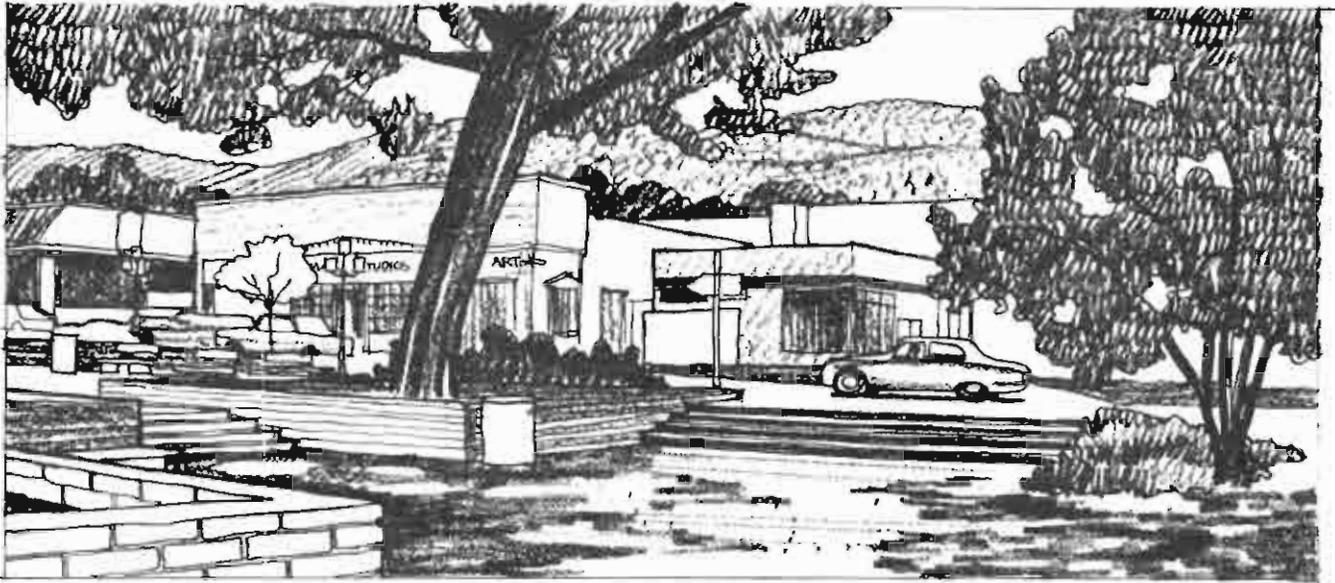
The park is isolated visually and functionally from the Village by the roadway.

30



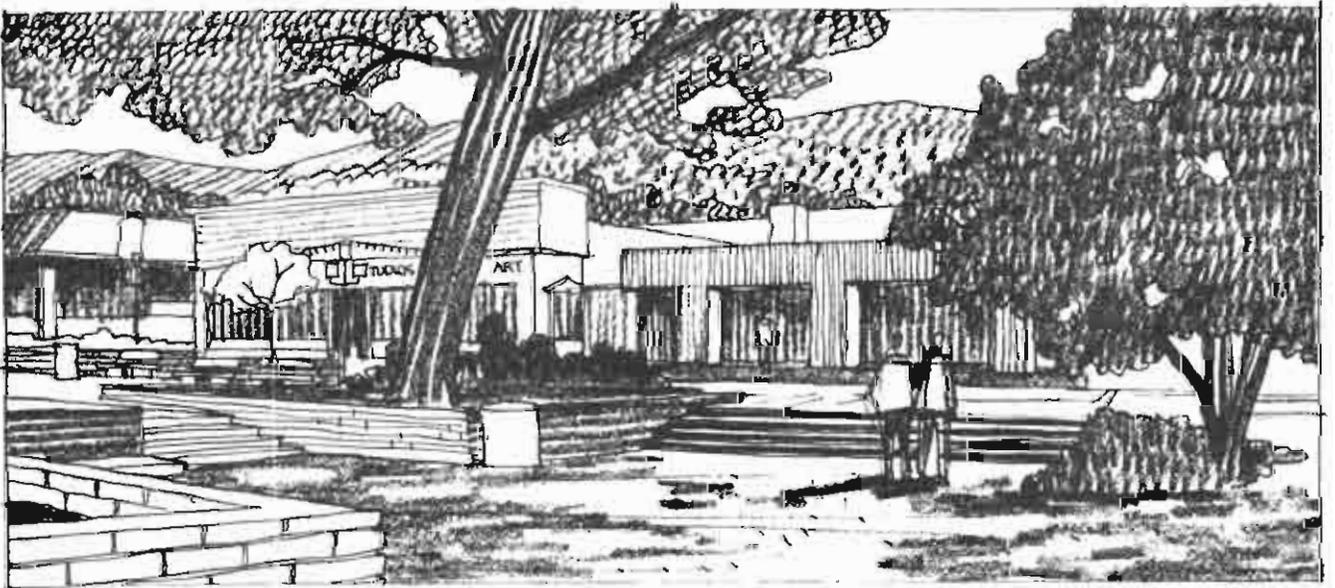
PROPOSED

The road right-of-way is incorporated into the enlarged park, and the gas station is converted into or replaced by a retail establishment oriented to pedestrian use.



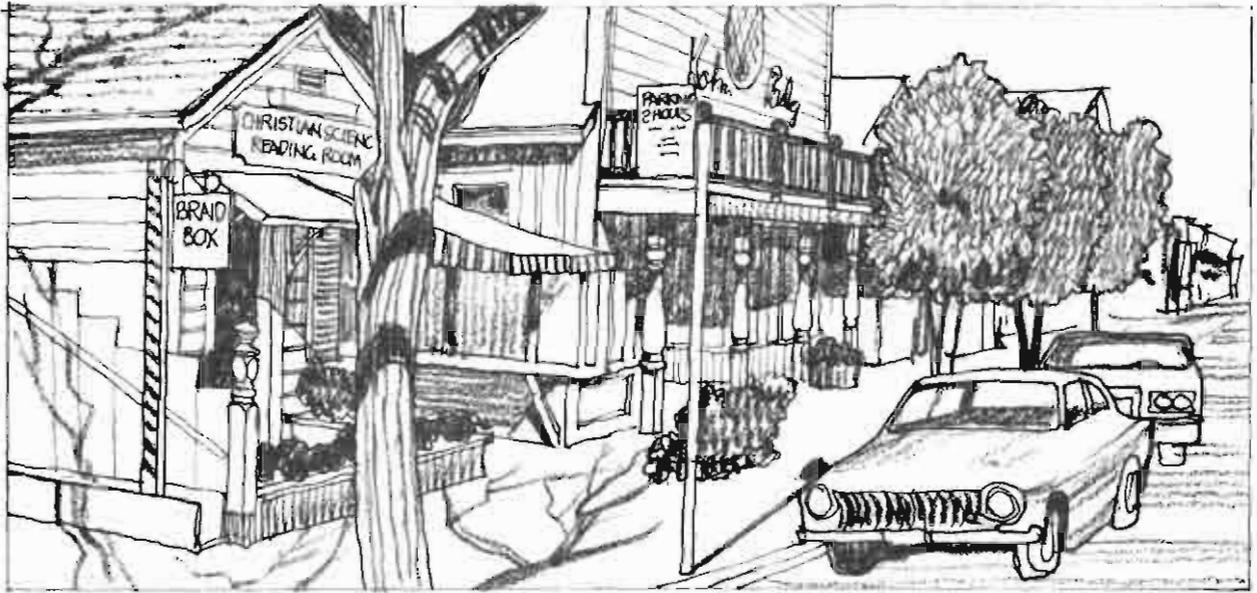
PARK AT BIG BASIN WAY AND SARATOGA-SUNNYVALE ROAD - EXISTING

The park is isolated visually and functionally from the Village by the roadway.



PROPOSED

The road right-of-way is incorporated into the enlarged park, and the gas station is converted into or replaced by a retail establishment oriented to pedestrian use.



ALONG BIG BASIN WAY - EXISTING

An extremely pleasant example of landscaping and retention of historic Saratoga character.



PROPOSED

A widened sidewalk and decorative paving provides an even better setting for the buildings.



THIRD STREET AND BIG BASIN WAY - EXISTING

Buildings show core area attention, but the good effects are neutralized by the expanse of asphalt and parked cars.



PROPOSED

Automobiles are banned and decorative paving, landscaping and benches installed to create a pedestrian space for shoppers to relax and enjoy the scene. New shops are oriented to the open space.



NORTH END OF THIRD STREET - EXISTING

The paved area is used for random parking of cars. Potential views are not taken advantage of.



PROPOSED

This is a space too good to be used for parking. Landscaping and decorative paving provide a pedestrian environment, with the handsome existing building converted to shops and cafe with outdoor dining.



REAR OF BUILDINGS NORTH OF BIG BASIN WAY - EXISTING

Parking areas are poorly surfaced, unorganized and inefficient. Rear building facades are blank, uninviting, and take no advantage of the views of creekside trees.



AND BIKE LANES

PROPOSED

Parking areas are efficiently organized and well surfaced, with tree plantings for shade and visual relief. A perimeter tree lined walk opens up new views for pedestrians, and the rear building facades are opened up to provide access for shoppers entering from the parking area.

Parking

The parking shown on the Plan Map is based, to a large extent, on previous parking proposals prepared by the City. Whenever it seemed possible, existing small isolated lots are linked up with other existing or proposed lots. Efforts also are made to provide continuity of off-street circulation.

The 651 spaces shown on the Plan are an estimate of what seems to be needed and reasonable to provide within the next decade or so. The Plan does assume that more business will occur and therefore more parking will be needed; the Plan does not, however, deal with the ultimate parking needs of the Village. The next phase, if one is needed, will have to deal with the difficult grade problems, removal of buildings, and undoubtedly, parking structures to satisfy long-term parking needs.

The accompanying table shows the distribution of future parking throughout the Village. Parking needs were estimated by assuming that four spaces would be required to serve each one thousand square feet of floor area.

Eight blocks in the Village are designated clockwise from A through H. There are several alternative conclusions shown on the Table. Low Effort and High Effort represent the range of commercial activity and, important to this analysis, the amount of parking needed to support the activity. Enforcement and no Enforcement alternatives point out that as much as 50 percent less parking would be required were time limits imposed for parkers and strictly enforced to ensure turnover.

The Table points out only two areas; C and E, where parking appears to pose a future problem; however, with enforcement and the discipline of employees parking out of the way and saving close in spaces for customers, the problems can be ameliorated. Substantial surpluses exist, particularly in A, D and H, where parking can be found at busy times.

TABLE 8

FUTURE PARKING IN THE VILLAGE BY AREA TO 1985

AREA	ESTIMATED NEED				VILLAGE PLAN	NET SPACES ESTIMATED MINUS PLAN			
	LOW EFFORT		HIGH EFFORT			LOW EFFORT		HIGH EFFORT	
	<u>ENFORCE</u>	<u>NO ENFOR.</u>	<u>ENFORCE</u>	<u>NO ENFOR.</u>		<u>ENFORCE</u>	<u>NO ENFOR.</u>	<u>ENFORCE</u>	<u>NO ENFOR.</u>
A.	52	78	96	141	149	+97	+71	+53	+8
B.	55	70	80	104	96	+41	+26	+16	-8
C.	35	47	56	77	30	-5	-17	-26	-47
D.	27	38	46	65	90	+63	+65	+44	+25
E.	62	89	108	158	70	+8	-19	-38	-88
F.	21	32	39	57	43	+22	+11	+4	-14
G.	35	50	60	84	59	+24	+9	-1	-25
H.	27	40	50	73	114	+87	+74	+64	+41
TOTAL	314	444	535	759	651	+337	+207	+116	-108

SOURCE: WILLIAMS AND MOCINE

THE NEXT STEP

This Village Plan is intended to stimulate optimism, motivate improvements and encourage organization of resources. To serve these purposes, the Plan should be reviewed by City officials, altered as necessary to reflect a public point of view and then actively promulgated among Village interests.

This Plan should not be perceived as THE PLAN for the Village; rather, it is intended to energize those most concerned -- the merchant, tenant and property owner in the Village -- so that they initiate process of planning for their collective self-interest.

The most indispensable element in planning for the Village is an organization that is representative and can speak and act as a voice for the Village. The need for management of resources cannot be satisfied by unorganized, diverse interests.

The Saratoga Chamber of Commerce represents Village interests to some extent but it does not include enough property owners and includes interests outside the Village. The Chamber does, however, seem the most appropriate incubator within which to develop a Village Association; an association which can fill the critical activist, leadership role in: Village planning, landscaping, parking, design, promotion, maintenance, assessment and, in general, coordinate with the City the future development of the Village.

A strong association, utilizing legal and financial resources available through the cooperation of the City, may come close to achieving the unified management typical of modern shopping centers.

APPENDIX I

Tenants Most Frequently Found in Regional, Community and Neighborhood Shopping Centers

Regional	Community	Neighborhood
<u>Food and Food Services</u> Supermarket Specialty foods Candy, nuts Restaurant	<u>Food and Food Service</u> Supermarket Restaurant	<u>Food and Food Service</u> Supermarket Restaurant
<u>General Merchandise</u> Department Store Variety Store	<u>General Merchandise</u> Jr. department store Variety store Ladies specialty	<u>General Merchandise</u> Jr. department store Variety store
<u>Dry Goods</u> Yard Goods	<u>Dry Goods</u> Yard goods	<u>Dry Goods</u> Yard goods
<u>Clothing and Shoes</u> Ladies specialty Ladies wear Men's wear Family shoe Ladies' shoe Men's and boys' shoe	<u>Clothing and Shoes</u> Ladies wear Men's wear Family shoe	<u>Clothing and Shoes</u> Ladies wear Family shoe Men's wear
<u>Other Retail</u> Drugs Jewelry Cards and gifts Music and records	<u>Other Retail</u> Drugs Jewelry Cards and gifts	<u>Other Retail</u> Hardware Drugs Liquors and wines Cards and gifts
<u>Office</u> Medical and Dental	<u>Financial</u> Banks Finance company Insurance company	<u>Financial</u> Banks Finance company
<u>Services</u> Beauty shop Barber shop	<u>Offices</u> Medical and Dental	<u>Offices</u> Medical and Dental Real Estate
	<u>Services</u> Beauty shop Barber shop Cleaners and dyers	<u>Services</u> Beauty shop Barber shop Cleaners and dyers Coin laundries

SOURCE: Urban Land Institute; Dollars and Cents of Shopping Centers, 1972, Washington D.C.

APPENDIX II

Definition of Categories Used by the State Department of Finance, California,
and in Saratoga Village Data:

Apparel	Auto Supply and Repair
Women's	
Men's	
Family	Service Station
Shoe Store	
	Other Retail
General Merchandise	Boat, motorcycle, dealer and supply
Limited price variety	Farm implements
Department and dry goods	Garden supply and equipment
Drug	Part time permits
	Aircraft dealer and supply
Specialty Stores	All Other
Art, gift, novelty	Business and personal services
Sporting goods and Bicycle	
Florist	
Music	
Stationery and book	
Jewelry	
Specialty candy, cigar	
Food (taxable sales)	
Food store without liquor	
Grocery store with liquor	
Packaged Liquor	
Eating Places	
without Liquor	
with Beer/Wine	
with Liquor	
Home Furnishings	
Household and home furnishings	
Radio and appliances	
Building Materials	
Lumber and building materials	
Hardward	
Plumbing and electrical	
Paint, glass, wallpaper	

APPENDIX III: Shoppers Survey Findings

TABLE I

Origin of Shoppers in Village	Wed. a.m.	%	Wed. p.m.	%	Weekday Total	%	Sat. a.m.	%	Sat. p.m.	%	Weekend Total	%	Total	%
Saratoga	38	63.6	12	75.0	40	66.7	29	65.9	14	32.6	43	49.4	83	57.1
Los Gatos	2	4.5	1	6.3	3	5.1	3	6.8	1	2.3	4	4.6	7	4.8
Cupertino									2	4.7	2	2.3	2	1.4
Monte Sereno									1	2.3	1	1.1	1	.7
Sunnyvale	1	2.3			1	1.7	1	2.3	2	4.7	3	3.4	4	2.8
Campbell	1	2.3			1	1.7	2	4.5			2	2.3	3	2.1
Felton							1	2.3			1	1.1	1	.7
San Jose	7	15.9			7	11.7	6	13.6	14	32.6	20	23.0	27	18.5
Santa Clara			1	6.3	1	1.7	1	2.3			1	1.1	1	1.4
Mountain View			1	6.3	1	1.7					1		1	.7
42 Palo Alto									1	2.3	1	1.1	1	.7
Los Altos	3	6.8			3	5.0							1	.7
Boulder Creek							1	2.3			1	1.1	1	.7
Santa Cruz									1	2.3	1	1.1	1	.7
Foster City									2	4.7	2	2.3	2	1.4
San Mateo	1	2.3			1	1.7							1	.7
San Francisco									1	2.3	1	1.1	1	.7
Oakland			1	6.3	1	1.7			2	4.7	2	2.3	3	2.1
Reedley									1	2.3	1	1.1	1	.7
San Diego									1	2.3	1	1.1	1	.7
Tacoma	1	2.3			1	1.7							1	.7
Total	44	100.0	16	100.0	60	100.0	44	100.0	43	100.0	87	100.0	145	100.0

TABLE II
Origin by Region

	<u>Wednesday A.M.</u>	<u>%</u>	<u>Wednesday P.M.</u>	<u>%</u>	<u>Weekday Total</u>	<u>%</u>
Saratoga Vicinity	30	68.2	13	81.3	43	71.7
Santa Clara County (out of Saratoga vicinity)	12	27.3	2	12.5	14	23.3
Bay Area (out of Santa Clara Co.)	1	2.3	1	6.3	2	3.3
Other	1	2.3	0		1	1.7

	<u>Saturday A.M.</u>	<u>%</u>	<u>Saturday P.M.</u>	<u>%</u>	<u>Weekend Total</u>	<u>%</u>
Saratoga Vicinity	32	72.7	18	41.9	50	57.5
Santa Clara County (out of Saratoga vicinity)	11	25.0	17	39.5	28	32.2
Bay Area (out of Santa Clara Co.)	1	2.3	6	14.0	7	8.0
Other	0		2	4.7	2	2.3

	<u>Total</u>	<u>%</u>
Saratoga Vicinity	93	64.4
Santa Clara County (out of Saratoga vic.)	40	27.4
Bay Area (out of Santa Clara)	9	6.2
Other	3	2.1

TABLE III

Spending Habit by Origin

<u>Amount</u>	<u>Saratoga</u>	<u>%</u>	<u>Rest Santa Clara Co.</u>	<u>%</u>	<u>Rest Bay Area</u>	<u>%</u>	<u>Other Towns</u>	<u>%</u>	<u>Total</u>	<u>%</u>
0 - 4.99	26	31.7	29	55.8	4	40.0	3	100.0	62	42.2
5 -	14	17.1	20	19.2					24	16.3
10 -	14	17.1	2	3.8	1	10.0			17	11.6
15 -	5	6.1							5	3.4
20 -	3	3.7	1	1.9	1	10.0			5	3.4
25 -	2	2.4	3	5.8	1	10.0			6	4.1
30 -	2	2.4							2	1.4
35 -	1	1.2			1	10.0			2	1.4
40 -	2	2.4			1	10.0			3	2.0
50 -	3	3.7	1	1.9					4	2.7
75 -										
100 -	1	1.2							1	.7
no comment	9	11.0	6	11.5	1	10.0			16	10.9
Total	82	100.0	60	100.0	10	100.0	3	100.0	147	100.0

TABLE IV
Mode of Transportation

	<u>Wednesday A.M.</u>	<u>%</u>	<u>Wednesday P.M.</u>	<u>%</u>	<u>Weekday Total</u>	<u>%</u>
car	36	81.8	13	81.3	49	81.7
bus	3	6.8			3	5.0
bike			1	6.3	1	1.7
walk	5	11.4	2	12.5	7	11.7
other						
Total	44	100.0	16	100.0	60	100.0

	<u>Saturday A.M.</u>	<u>%</u>	<u>Saturday P.M.</u>	<u>%</u>	<u>Weekend Total</u>	<u>%</u>
car	37	84.1	37	86.0	74	85.1
bus						
bike	3	6.8	1	2.3	4	4.6
walk	3	6.8	5	11.6	8	9.2
other	1	2.3			1	1.1
Total	44	100.0	43	100.0	87	100.0

	<u>Total</u>	<u>%</u>
car	123	83.7
bus	3	2.0
bike	5	3.4
walk	15	10.2
other	1	.7
Total	147	100.0

TABLE V
Purpose of Visit

	<u>Wednesday A.M.</u>	<u>%</u>	<u>Wednesday P.M.</u>	<u>%</u>	<u>Weekday Total</u>	<u>%</u>
Shopping daily	13	22.4	5	27.8	18	23.7
Business or work	12	20.7	7	38.9	19	25.0
Shopping excursion	14	24.1	2	11.1	16	21.1
Passing through	-	-	-	-	-	-
Other	19	32.8	4	22.2	23	30.3
Total	58	100.0	18	100.0	76	100.0

	<u>Saturday A.M.</u>	<u>%</u>	<u>Saturday P.M.</u>	<u>%</u>	<u>Weekend Total</u>	<u>%</u>
Shopping daily	11	23.9	5	10.6	16	17.2
Business or work	6	13.0	5	10.6	11	11.8
Shopping excursion	11	23.9	18	38.3	29	31.2
Passing through	4	8.7	9	19.1	13	14.0
Other	14	30.4	10	21.3	24	25.8
Total	46	100.0	47	100.0	93	100.0

	<u>Total</u>	<u>%</u>
Shopping daily	34	20.1
Business or work	30	17.8
Shopping excursion	45	26.6
Passing through	13	8.0
Other	47	27.8
Total	169	100.0

TABLE VI
Frequency of Visit

	<u>Wednesday A.M.</u>	<u>%</u>	<u>Wednesday P.M.</u>	<u>%</u>	<u>Weekday Total</u>	<u>%</u>
Rarely	11	25.0	1	6.3	12	20.0
Once / month	7	15.9	2	12.5	9	15.0
Once / week	12	27.3	5	31.3	17	28.3
Daily	11	25.0	6	37.5	17	28.3
Other (more than 1/wk)	3	6.8	2	12.5	5	8.3
No comment						
Total	44	100.0	16	100.0	60	100.0

	<u>Saturday A.M.</u>	<u>%</u>	<u>Saturday P.M.</u>	<u>%</u>	<u>Weekend Total</u>	<u>%</u>
Rarely	15	34.1	26	60.5	41	47.1
Once / month	5	11.4	2	4.7	7	8.0
Once / week	12	27.3	7	16.3	19	21.8
Daily	8	18.2	5	11.6	13	14.9
Other (More than 1/wk)	3	6.8	3	7.0	6	6.9
No comment	1	2.3			1	1.1
Total	44	100.0	16	100.0	60	100.0

	<u>Total</u>	<u>%</u>
Rarely	53	36.1
Once / month	16	10.9
Once / week	36	24.5
Daily	30	20.4
Other (More than 1/wk)	11	7.5
No comment	1	.7
Total	147	100.0

TABLE VI

**Stores Lacking in Village Shopping Area
According to Post Card Poll**

<u>Type of Store</u>	<u>Number of Responses</u>
Variety	31
Smoke Shop-Magazine	3
Book store	2
Art supply	3
Laundry	2
Toy	6
Fast food - hamburger	2
Park	2
Shade	1
Pet	3
Men's shop	5
Sportwear	1
Drugs	1
Grocery	3
Stationery	3
Yardage	2
Hardware	1
Tea room	2
Sporting goods	5
Department store	2
Night grocery	1
Night opening	1
Ladies shoes	1
Girls subteen	1
Hobby	2
Barber	1
Steakhouse	1
24 hour restaurant	2
Breakfast	1
Inexpensive restaurant	4
Saddlery	1
Maternity	1
Clothing	1
Record shop	2
Bakery	1
Stamp shop	1
Flower/gift	1

VILLAGE PARKING

	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>	<u>G</u>	<u>H</u>	<u>TOTAL</u>
EXISTING	94	53	19	70	90	60	23	24	433
LOT	35	47		63	71	38	-	-	304
ON STREET	9	6	19	7	19	22	23	24	129
VILLAGE PLAN	149	96	30	90	70	43	59	114	651
NO. BASED 4:1000 COMMERC. & RESIDENTIAL NEED	148	82	70	64	158	60	82	76	740
ESTIMATED NEED BASED ON LAND INSTITUTE STANDARD LOW EFFORT & RESID. ¹									
ENFORCEMENT	52	55	35	27	62	21	35	27	314
NO ENFORCE.	78	70	47	38	89	32	50	40	444
HIGH EFFORT & RESID. ¹									
ENFORCEMENT	96	80	56	46	108	39	60	50	535
NO ENFORCE.	141	104	77	65	158	57	84	73	759

APPENDIX IV

¹PROPORTIONATELY DISTRIBUTE PROPORTION BASED ON PROPORTION OF 4:1000 RATIO.

SOURCE: WILLIAMS AND MOCINE

APPENDIX V: Alternative Methods of Implementation

The choice between the two scenarios described earlier or some combination of them is up to the City officials, merchants, Village landowners, and residents of Saratoga. Once the choice is made there are a variety of established means of achieving revitalization of a commercial area. The following list includes some of the more commonly used devices: Merchant associations, special assessment bonds, Parking and Business Improvement Area Law of 1965, the Community Redevelopment Law and possibly the 1960 Pedestrian Mall Law.

Merchants Associations

A Merchants Association is an important unifying force in a successful shopping area. It contributes to the profitability of both the tenants and landlords, as pointed out by the Urban Land Institute's Dollars and Cents of Shopping Centers:

In shopping centers an Association of Merchants is a prime element for successful center operation. An effective Merchants Association makes a significant contribution toward the objective of a stable successful shopping center which is both profitable to tenants and merchants.

A survey completed by the Urban Land Institute showed that 73 percent of the community shopping centers in a nationwide sample had merchants associations. These associations were found to be effective in providing a forum for owners and tenants (both of whom were members) as well as providing a mechanism for forming and enforcing policies and regulations which affect all tenants.

Tenants are assessed for their individual share of the association's working capital. In the majority of cases this is based on square feet of gross leasable area. The second most commonly used assessment technique is a front foot assessment. Median figures from the sample show that the median assessment for tenants is 76¢ per square foot of gross land area. The median owner contribution is 2¢ per square foot. Generally speaking, assessments are higher when a center just begins operation than after it becomes established in a year or so.

¹Dollars and Cents of Shopping Centers, Urban Land Institute, Washington, D.C., 1969, p. 208.

While Saratoga is not a shopping center under a single ownership, the benefits of a merchants association composed of owners and tenants, would be equally beneficial. The orientation of such an association would very likely be more difficult to establish now than it would have been if it were a condition of renting or establishing a business initially. However, the study by the Urban Land Institute indicates that investment and organizational time are more than justified by the history of profitability and stability shown by shopping centers with strong organizations.

State Community Redevelopment Law

California's Community Redevelopment Law was passed in order to allow communities to cope with blight which is beyond the capability of the city or property owners to deal with. In defining blight, the law mentions specifically: "An economic dislocation, deterioration, or disuse, resulting from faulty planning."

The law goes on to say that: "Such conditions of blight tend to further obsolescence, deterioration, and disuse because of the lack of incentive to the individual landowner and his inability to improve, modernize, or rehabilitate his property while the condition of the neighboring properties remains unchanged, and adds that, "... In many instances the private assembly of the land in blighted areas for redevelopment is so difficult and costly that it is uneconomic and as a practical matter impossible for owners to undertake because of lack of the legal power and excessive costs."

The law has been extensively used in the rehabilitation of old downtown business districts in such cities as Fresno, Santa Cruz, and San Leandro. Fresno and Santa Cruz were approved federal urban renewal projects where federal aid was provided. By contrast, San Leandro has been carrying on rehabilitation of the downtown area solely under the provisions of the State Community Redevelopment Law, entirely with local financing.

The State Redevelopment Law allows the consolidation and public acquisition of parcels in individual ownership in order that replanning may be done. At the same time, it provides specifically for "owner participation" in redevelopment and for businesses to reenter a project area once replanning has been accomplished. The State Redevelopment Law also provides for repayment of public redevelopment costs out of the additional taxes derived in the area from new, or rehabilitated development. Either a city or the redevelopment agency may issue bonds to finance development

costs. Redevelopment or any other such procedure in the Village would require a clear commitment by both the City and Village interests to replanning and redeveloping parts of the Village.

When a city proceeds with redevelopment, the following steps are normally taken:

1. Adoption of a section in the General Plan designating an area or areas as "blighted" as defined in accordance with the State Redevelopment Law.
2. Appointment of a redevelopment agency by the City Council, which may be the Council itself or a separate agency. Designation of a "Survey" area which includes the blighted area itself and other areas related thereto in terms of future planning and development.
3. Selection by the Planning Commission of a "Project" area within which redevelopment is intended to be undertaken, also including land, buildings, and improvements which are clearly not blighted, but which need to be included for the best overall replanning of the area.
4. Preparation of a "Preliminary Plan" by the Planning Commission which indicates generally the treatment to be given in the replanning of the project area.
5. Preparation of a Redevelopment Plan by the redevelopment agency which:
 - a. includes treatment of the project area in detail; and
 - b. proposes methods of financing the redevelopment, stating anticipated costs, revenues and bond issues.

Except for public uses, the Redevelopment Plan must provide that all property in a project area be leased or sold.

6. The Redevelopment Plan must provide for owner participation in the redevelopment of property in the project area by the owners of all or part of the property, if such owners agree to conform to the Plan.
7. The law provides that the agency "...shall extend reasonable preference to persons who are engaged in business within the project area to reenter in business within the redeveloped area if they otherwise meet the requirements prescribed by the Redevelopment Plan."
8. The Redevelopment Plan is subject to approval by the Planning Commission and redevelopment agency and adoption by the City Council only after a series of public hearings.

9. Activities of the redevelopment agency are to be financed with an "administrative fund" for planning and administrative activities, and a "revolving fund" to carry out actual redevelopment.
10. The redevelopment agency may be provided with funds from general obligation bonds issued by the community; or the agency itself may issue bonds.
11. Redevelopment agency bonds or other indebtedness may be amortized by using tax-increment financing which allows the additional taxes collected from a project area after redevelopment to be used to repay principal and interest on bonds or other debts incurred for redevelopment.

As the above outline indicates, the Community Redevelopment Law provides the administrative, financial and legal tools necessary to replan and revitalize the Village. Application of the redevelopment process is appropriate when the desire of the City to replan an area receives substantial support from merchants and owners in the area.

Other available financial tools for public improvement of business areas can be used with or without redevelopment to attack the Village commercial area's problem.

Assessment Districts

All of the commonly used special assessment acts (1902, 1911, 1913 and 1943) have been applied to the improvement of business districts. Special assessments can be used to acquire land for new public rights-of-way for vehicles and pedestrians, and to provide for off-street parking, landscaping, lighting and other improvements. Funds obtained through special assessments, and funds obtained from special assessment bonds, may be transferred to the redevelopment agency for repayment by tax-increment financing.

In common with any other procedures for rehabilitation of the Village, a special assessment district requires the support of the owners being assessed, since procedures for establishing the district can be terminated if a major part

of the proposed assessment protests formation of the assessment district.

Parking and Business Improvement Area Law

This important law allows the imposition of a special business tax which may be applied broadly to any expenditures intended to improve business in a business district. The funds can be used for the following purposes:

- The acquisition, construction or maintenance of parking facilities for the benefit of the area.
- Decoration of any public place in the area.
- Promotion of public events which are to take place on or in public places in the area.
- Furnishing of music in any public place in the area.
- The general promotion of retail trade activities in the area.

Funds obtained from this law may be used to accelerate desired public actions, such as public land acquisition or landscaping, as long as such purposes are stated in the ordinance designating a parking and business improvement area. One permitted use for these funds is to pay for special planning and feasibility studies for improvement of a business district. Support from the downtown area is a mandatory provision, since a protest by businesses paying a major part of the taxes can terminate the proceedings initiating the use of the law.

Parking Districts

The Vehicle Parking District Law of 1943 (Streets & Highways Code, Secs. 31500-31866) permits the formation of a parking district by the legislative body of a City or County on petition signed by the owners of at least 51 percent in value of the assessed land in the proposed district, which also constitutes more than one-half of the area of all assessable land in the proposed district. To finance the acquisition and construction of parking lots, the district may assess all land within its boundaries. It may issue bonds, but only on the security of unpaid assessments. It may bring condemnation proceedings to obtain necessary land.

The Parking District Law of 1951 (Streets & Highways Code, Secs. 35100-35705) also provides for the formation of a parking district within a City, pursuant to a petition signed by the owners of real property within the proposed district, constituting 51 percent of the total assessed value of all taxable real property in the district. On approval of the district, the City is required to contract for the purchase of land for use as parking places, the contract to be contingent on availability of funds from the sale of bonds and contributions. The city may issue bonds to finance the acquisition and construction of parking facilities, payable out of the revenues of the district. An ad valorem assessment on real property within the district may also be made by the legislative body or provided for in the petition and resolution of intention. A parking place commission administers and regulates and collects fees. The city may install parking meters within the district if provided for in the resolution of intention.

Pedestrian Mall Law

This act is intended to provide for the closing of streets to vehicles in business areas to create a pedestrian mall (as was done in Pomona). The use of the Pedestrian Mall Law is sometimes complicated by the fact that it provides both for benefit assessments, based on the development of a mall, and for legal damages to property affected by a mall, without necessarily making it clear to a city as to when a mall would benefit property and when it would legally damage it.

Federal Urban Renewal

Federal urban renewal assistance includes:

1. operating budgetary funds for local urban renewal agencies,
2. survey and planning funds for approved urban renewal projects, and
3. loan and grant funds to acquire and clear property with a write down in its resale price to make the area more attractive to potential investors.

Federal procedures have broadened in recent years to allow 30 percent of the

federal aid funds to go to non-residential urban renewal projects. These are projects which do not provide for either the removal of substandard housing, or for new residential development. Federal urban renewal funds are currently sharply curtailed and there is a substantial backlog of approved project demand.

Federal review and approval necessary to carry out a federal urban renewal project are time-consuming, and can add substantially to the administrative costs.

Local Development Company Loans

The Small Business Administration makes loans to local development companies established to promote economic growth at the community level. Although most of these loans have been made to promote the establishment of industrial plants, loans have also been made for the establishment of new commercial development and thus might be available to an organized self-help group of merchants and/or property owners in the Village.

Police Power Regulations

Zoning, subdivisions, sign regulations and other police power legislation will be essential tools in the revitalization of the Village. The zoning ordinance, for example, may require strengthened planned development approval for new commercial or office complexes. This could apply to areas which may need only landscaping, architectural and site plan review, and stringent sign control to be an attractive part of the overall Village design.