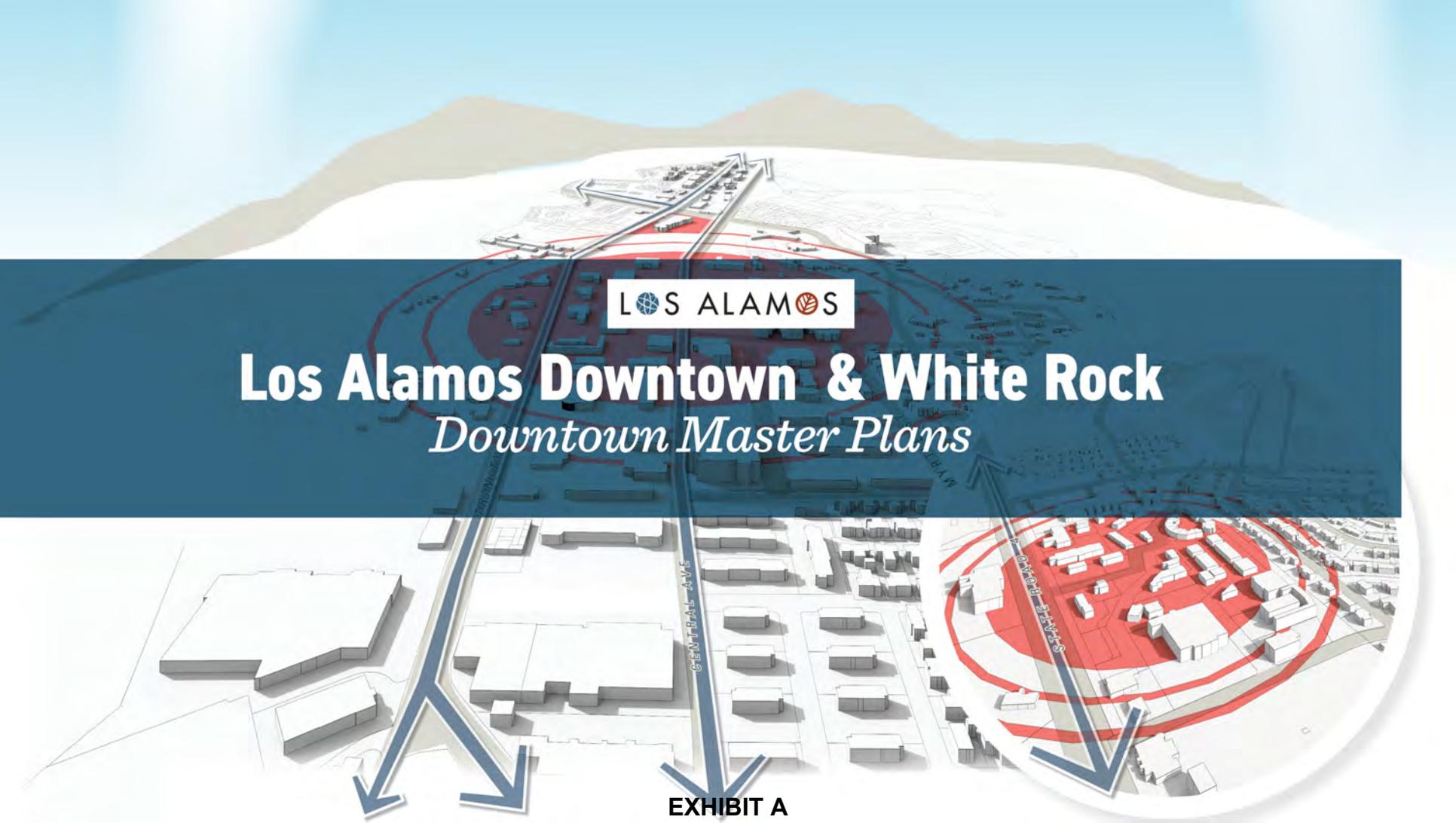




Los Alamos Downtown & White Rock *Downtown Master Plans*

EXHIBIT A





1.

INTRODUCTION

- > The Why
- > The Team



2.

WHITE ROCK VS TOWNSITE

- > Challenges / Opportunities



3.

ADOPTED GOALS



4.

REGULATORY DIAGNOSIS



5.

TRENDS / NATIONAL BEST PRACTICES

- > Trends
- > Market realities



6.

ENGAGEMENT STRATEGIES

- > Website
- > Public Engagement Venues



7.

SCHEDULE

LOS ALAMOS





1. Introduction - Project Team

LOS ALAMOS
Los Alamos Downtown & White Rock
Downtown Master Plans



Principal-in-Charge
Will Gleason, *AICP, LEED AP*



Project Manager
Katrina Arndt, *AICP*



Lead Designer
Dale Dekker, *AIA, AICP*

ZONING



Technical Standards / Zoning
Jessica Lawlis



Land Use Attorney
Matt Myers, *ESQ.*



Multi-Family Housing
Jennifer Facio Maddox, *AIA*

URBAN DESIGN



Urban Designer
Gary Scoggins,
RLA



Market & Real Estate Analyst
Dan Guimond



Transportation Planner
Aaron Sussman, *AICP*



Civil Engineer
Amit Pathak, *PE*

RESILIENCY



Resiliency Specialist
Mimi Burns, *ASLA, LEED AP, WELL AP, SITES AP*



Smart Cities Specialist
Aaron Ketner, *WELL AP*



Landscape Architect
Jitka Dekojova, *ASLA, SITES AP*

EXHIBIT A



1. Introduction - Scope



PHASE 1 & 2 TIMELINE

PHASE 1 - DOWNTOWN MASTER PLAN





1. Introduction - Scope



PHASE 1 & 2 TIMELINE

PHASE 1 - DOWNTOWN MASTER PLAN



PHASE 2 - CHAPTER 16 UPDATE



EXHIBIT A



2. White Rock Downtown Context

LOS ALAMOS
Los Alamos Downtown & White Rock
Downtown Master Plans

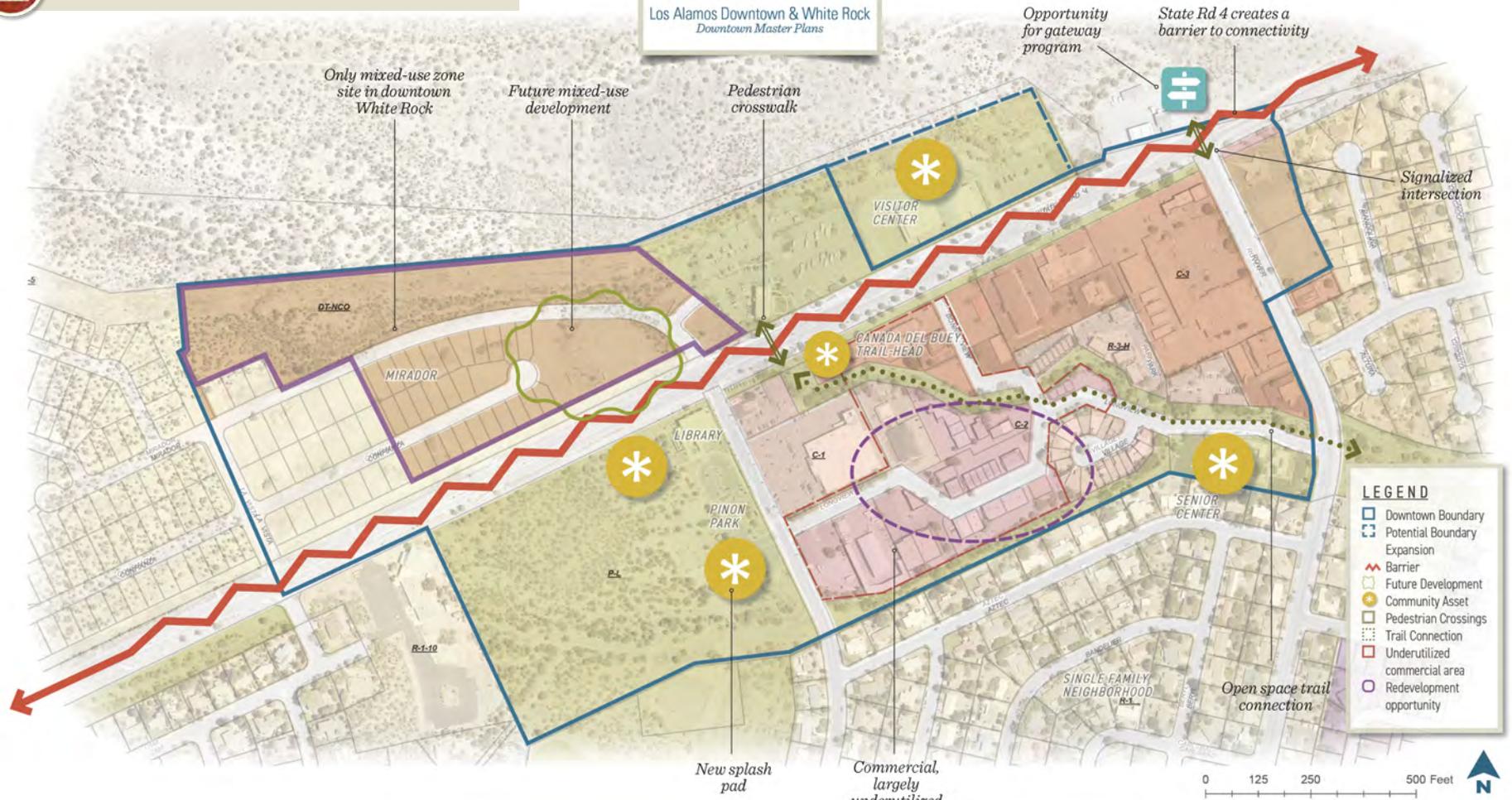


EXHIBIT A



2. White Rock Downtown Context

LOS ALAMOS
Los Alamos Downtown & White Rock
Downtown Master Plans



Only mixed-use zone site in downtown White Rock

Future mixed-use development

Pedestrian crosswalk

Opportunity for gateway program

State Rd 4 creates a barrier to connectivity

Signalized intersection

VISITOR CENTER

DT-NCO

MIRADOR

LIBRARY

CANADA DEL BUEY TRAIL-HEAD

R-3-H

PINON PARK

SENIOR CENTER

R-1-10

SINGLE-FAMILY NEIGHBORHOOD

Open space trail connection

New splash pad

Commercial, largely underutilized

LEGEND

- Downtown Boundary
- Potential Boundary Expansion
- Barrier
- Future Development
- Community Asset
- Pedestrian Crossings
- Trail Connection
- Underutilized commercial area
- Redevelopment opportunity

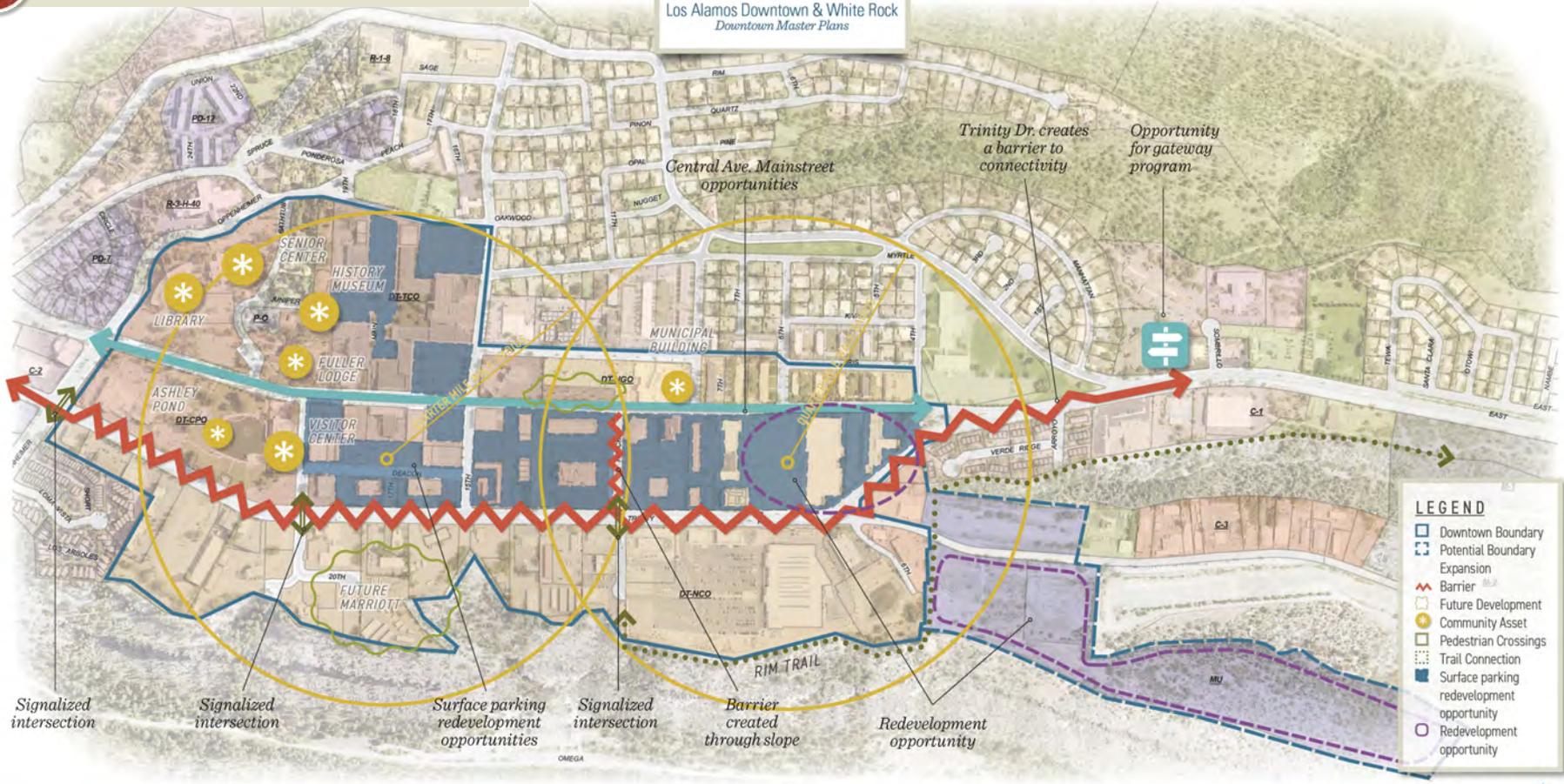


EXHIBIT A



2. Los Alamos Downtown Context

LOS ALAMOS
Los Alamos Downtown & White Rock
Downtown Master Plans



LEGEND

- Downtown Boundary
- Potential Boundary Expansion
- Barrier
- Future Development
- Community Asset
- Pedestrian Crossings
- Trail Connection
- Surface parking redevelopment opportunity
- Redevelopment opportunity

Signalized intersection

Signalized intersection

Surface parking redevelopment opportunities

Signalized intersection

Barrier created through slope

Redevelopment opportunity

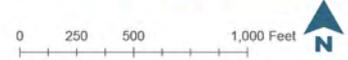


EXHIBIT A



3. Adopted Goals



Comprehensive Plan
Sets goals + vision for the community

Downtown Master Plans
Prioritize goals for downtown

**Economic Vitality Strategic Plan /
 Strategic Leadership Plan / Tourism Strategic Plan /**
Priorities goals

Development Code (Chapter 16)
Implements goals

*Informed by goals identified
 in Comprehensive Plan.
 Will be adopted as part of
 the Comprehensive Plan*

*Creates standards to
 implement the goals +
 vision for the community*

Category	Key Goals/Policies	Goal Summary
Housing	<ul style="list-style-type: none"> - Plan for modest growth of an additional 2,000 residents in the next 5 to 10 years - Promote increased residential densities particularly in downtown - Promote housing for seniors, students, and the workforce to support retention of spending and tax generation in the community 	<ul style="list-style-type: none"> - Promote increased density downtown and provide housing for seniors, student and the workforce
Neighborhoods	<ul style="list-style-type: none"> - Protect the character of existing residential neighborhood and provide neighborhoods protections from incompatible development 	<ul style="list-style-type: none"> - Protect existing neighborhoods from incompatible development
Form & Function	<ul style="list-style-type: none"> - Enhance and maintain a vibrant downtown while keeping a small town character and feel - Revitalize downtown areas to become pedestrian-friendly mixed use areas - Promote / encourage infill development - Eliminate blight in of the downtown areas of Los Alamos and White Rock - Continue to implement streetscape improvements - Enrich the vibrancy of business districts through the integration of design, public art, public space, historic preservation, and cultural spaces and programming - Maximize opportunities with of the development of the Manhattan Project National Historical Park - Upgrade infrastructure, including streetscapes, green spaces, and entrances to the County, to reflect civic pride in the community 	<ul style="list-style-type: none"> - Create a variant mixed-use + pedestrian-friendly downtown environment while retaining a small town character - Promote infill + eliminate blight
Community Assets/ Programming	<ul style="list-style-type: none"> - Capitalize on Los Alamos County's role as gateway to three national parks - Promote Los Alamos County as a venue for athletic events and competitions - Promote economic diversification by building on the existing strengths of the community: technology, innovation, and information, as well as natural resource amenities - Promote Los Alamos County as an "Outdoor Community" 	<ul style="list-style-type: none"> - Promote Los Alamos County as a 'Outdoor Community' and build on the existing strengths of the community: technology, innovation, and information,
Economic Development	<ul style="list-style-type: none"> - Revitalize the downtown areas of Los Alamos and White Rock - Support and retain LANL as the best wealth-producing employer - Diversify the community's economic base - Attract new tourism-related business - Significantly improve the quantity and quality of retail business - Support construction of new tech facilities to attract new tech businesses 	<ul style="list-style-type: none"> - Revitalize downtown with a focus on quality tourism related businesses and a diversification of the economic base and businesses that support and retain the LANL workforce
Open/Public Spaces	<ul style="list-style-type: none"> - Create a vibrant, pedestrian-friendly downtown that includes a central gathering place, nighttime entertainment, and more retail stores and restaurants - Improve access to public open space and recreational facilities 	<ul style="list-style-type: none"> - Create a vibrant, pedestrian friendly environment with access to open space areas and recreational facilities
Sustainability	<ul style="list-style-type: none"> - Foster and promote sustainability practices - Support green infrastructure 	<ul style="list-style-type: none"> - Foster and promote sustainability practices
Mobility	<ul style="list-style-type: none"> - Maintain and improve transportation and mobility, particular for pedestrian and cyclists - Design for accessibility - Make Los Alamos County a bicycle-friendly community - Revisit parking requirements in relation to transit access - Integrate parking with transit Study current and anticipated parking demand and develop alternative approaches to meet that demand - Develop and expand trails connecting downtown to surrounding open space - Consider alternate means of circulation, especially for the purpose of accessibility - Complete development of the paved and accessible Canyon Rim Trail from DP Road through the historic core, and Ashley Pond to the Aquatic Center and the Nature Center, and possible loops - Consider expanded opportunities for off-site parking Complete development of the paved and accessible Canyon Rim Trail from DP Road - Support a downtown circulator seven days per week and for extended hours, especially on weekends - Consider bike-share program associated with the Canyon Rim Trail - Support a "complete streets" policy for all new and rebuilt roadways - Develop and support transportation corridors that connect housing and employment centers through the historic core, and Ashley Pond to the Aquatic Center and the Nature Center, and possible loops - Add a transit route from the Townsite to Bandelier and Valles Caldera - Create a user-friendly, efficient, multi-modal system that connects the Laboratory, downtown, and White Rock 	<ul style="list-style-type: none"> - Create a user-friendly, efficient, multi-modal system that that connect housing and employment centers - Maintain and improve pedestrian + cyclists infrastructure - Develop alternative parking approach
Zoning	<ul style="list-style-type: none"> - Support those rezoning and land use regulations that support business - Provide flexibility for uses in redeveloped areas - Balance economic development support for growth and sustainability 	<ul style="list-style-type: none"> - Create flexible regulations that support business

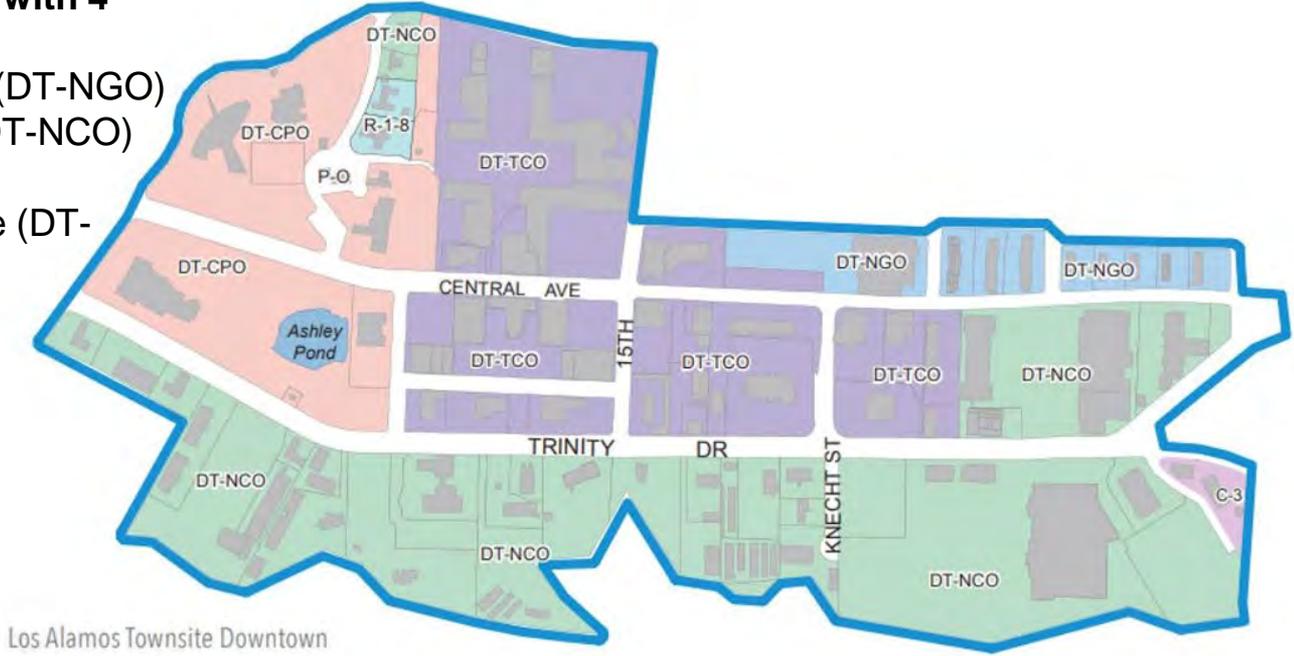
EXHIBIT A



4. Regulatory Diagnosis

Downtown Overlay District with 4 subzones:

- Neighborhood general (DT-NGO)
- Neighborhood center(DT-NCO)
- Town center (DT-TCO)
- Civic/public open space (DT-CPO)





4. Regulatory Diagnosis



Downtown zoning mostly not applied to White Rock

- Primarily base zones C1, C-2, C-3, and R-3-H



EXHIBIT A



4. Regulatory Diagnosis

		DT-CPO	DT-TCO	DT-NGO	DT-NGO
Uses and Design Standards	Maximum impervious cover; maximum lot coverage	80%	No Max.	No Max.	No Max.
	Glazing, min ground floor building frontage length	No Min.	40%	No Min.	No Min.
	Max window sill height (along ground floor frontage)	NA	30"	NA	NA
	Lodging, ground floor frontage	Not permitted	No limitation	No limitation	No limitation
	Retail and personal services, except restaurants max floor area	No Max.	No Max.	No Max.	2500 sf
Architectural interest features	Max spacing of features of architectural interest, such as doors, insets, projections, detailing	50'	50'	50'	50'
Building Heights	Max building height, except within 150' of the property line adjoining Los Alamos Canyon and except within 50' of the boundary of a property in any R zoning district	60'	60' -OR- 75' if 20% of the GFA = res. or parking is in the building	45' -OR- 60' if 20% of the GFA = res. or parking is in the building	45'
	Maximum building height within 150' of a property line adjoining Los Alamos Canyon	45'	45'	45'	45'
	Maximum building height on any DT lot adjacent to or abutting any R district, exclusive of right-of-way, within 50' of the DT or MU property line (1)	35'	35'	35'	35'
Setbacks	If a DT zoned lot is adjacent to, exclusive of right of way, or abuts any R district, that portion of the DT property shall mirror the setbacks of the R zoned lot.	0'	0'	0'	0'
	Canyon Edge: Minimum setback from property line adjoining Los Alamos Canyon, county-owned property	40'	40'	40'	40'
Parking	Lodging	1 space per bedroom			
	Professional/Office Uses	350 sf IF located in not in the rear, offsite, in or under the building, otherwise 450 sf			
	Residential Uses	750 sf IF located in not in the rear, offsite, in or under the building, otherwise 950 sf			
	Commercial Uses and Personal Services	500 sf IF located in not in the rear, offsite, in or under the building, otherwise 625 sf			
	Home Occupation	350 sf IF located in not in the rear, offsite, in or under the building, otherwise 450 sf			



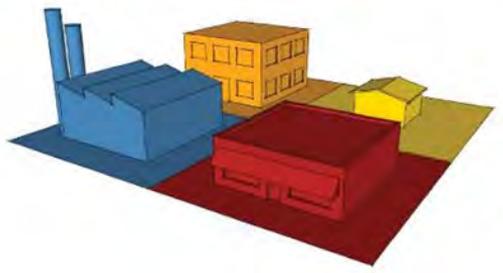
4. Regulatory Diagnosis



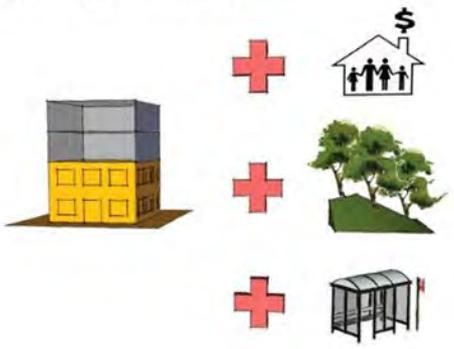
Considerations Downtown Zoning

1. Determine code framework, i.e. euclidean, incentive, form based, or a hybrid

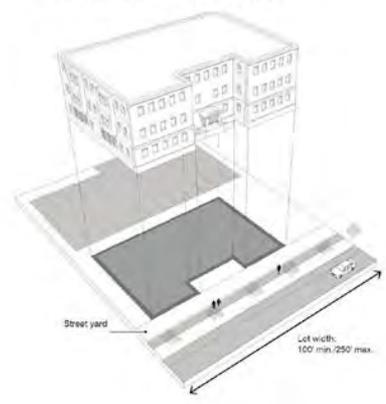
EUCLIDEAN ZONING



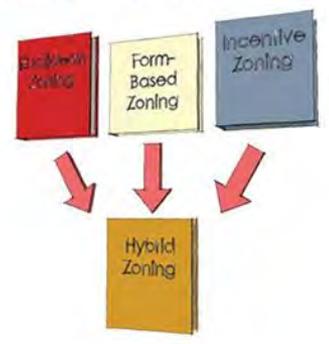
INCENTIVE ZONING



FORM-BASED ZONING



HYBRID ZONING



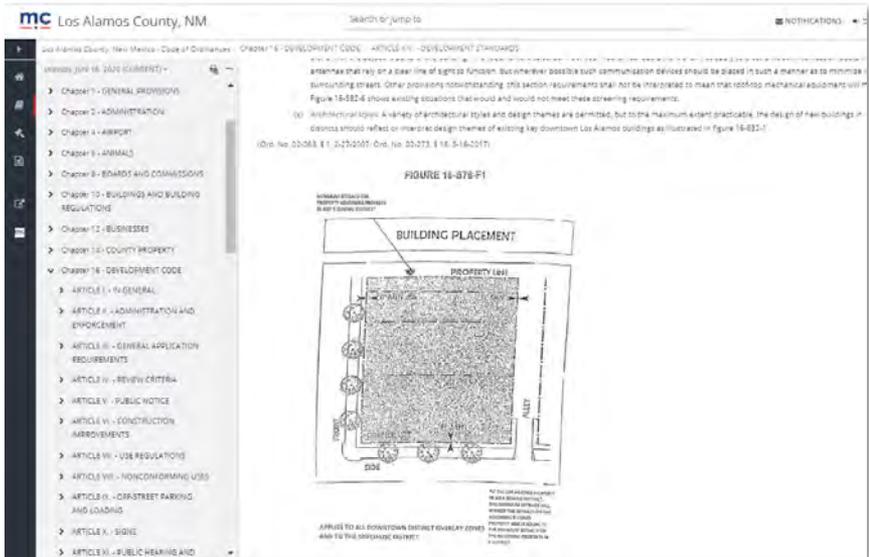


4. Regulatory Diagnosis

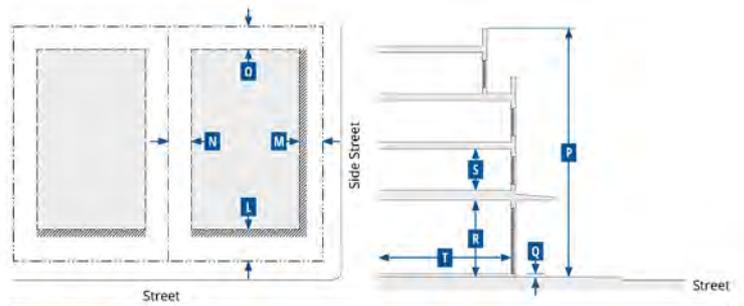


Considerations Downtown Zoning

- 2. Improve overall structure & organization
- 3. Integrated illustrations



Existing Code



Key for Diagrams

- Lot Line
- Buildable Area
- Building Setback Line
- Facade Zone

E. Building Placement

Setback Distance (Distance from ROW/Lot Line)	Front ^{1,2}	Corner Side	Interior Side ^{1,4}	Rear ^{1,4}
	L	M	N	O
Primary Building				
Min.	5 ft	5 ft	0 ft	0 ft
Max.	10 ft	10 ft	10 ft	—

Primary Building Facade within Facade Zone

Front (min.)	80%
Side Street (min.)	60%

Miscellaneous

A building form with a chamfered corner is only allowed on corner lots and only if a corner entry is provided.

Notes:
¹ Additional setback and/or easement may be required where street ROW or a utility easement is needed.
² Sidewalk must be extended into the facade zone to meet the building.
³ Buildings and structures located < 5 feet from a property line must comply with all applicable Building and Fire Code requirements.
⁴ Where building elevations include balconies or windows, a minimum of 10 feet setback distance from the balcony or window edge to the property side and rear lot lines is required.

F. Building Form Standards

Building Height	Stories	P
Primary Building	4 min. - 12 max.	
Accessory Building	2 max.	

Primary Building

Ground Floor Finish Level ^{1,2}	Q
Height above curb	1.50 ft min.
Residential	1.50 ft min.
Service or Retail uses	0.50 ft max.

Ground floor lobbies and common areas in multi-unit buildings may have a ≤ 0.50 ft ground floor finish level.

Floor-to-Ceiling

Ground floor	14 ft min.	R
Upper floors	9 ft min.	S

Footprint³

Lot coverage	90% max.
--------------	----------

Depth

Ground floor space	30 ft min.	T
--------------------	------------	---

Notes:
¹ Buildings existing at the time of adoption of the Form-Based Code and additions to those buildings that are less than 50% of the existing gross floor area are exempt.
² Primary buildings located on lots sloping down, and away from the street are exempt.
³ Independently by lot coverage requirements, all buildings must still meet setback requirements as per 19.09.050.E.E

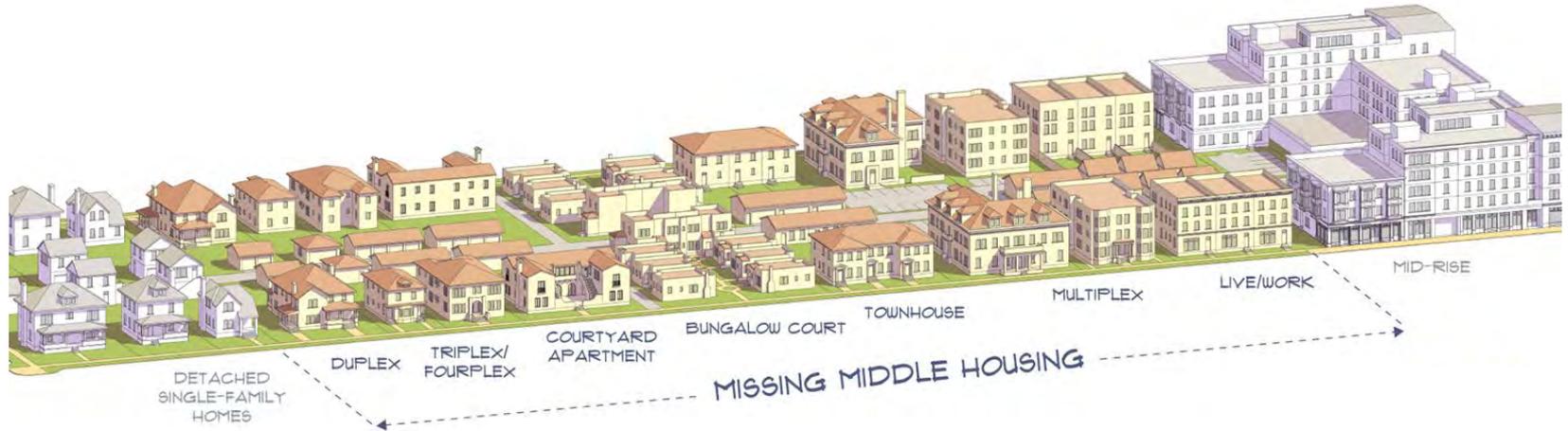
Example of new structure



4. Regulatory Diagnosis

Considerations Downtown Zoning

4. Streamline development standards to create flexibility and encourage density & housing in downtown districts





4. Regulatory Diagnosis



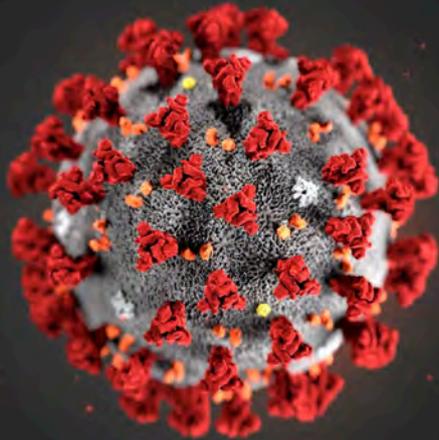
Considerations Downtown Zoning

- 5. Build in overarching neighborhood protections



EXHIBIT A

PRE



POST

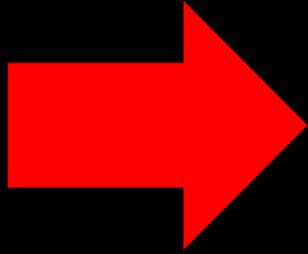


In the headlines...

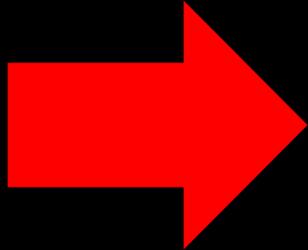
“Get me out of here! Americans flee crowded cities amid Covid-19, consider permanent moves.” USA Today

“Nearly a third of Americans are considering moving to less densely populated areas in the wake of the pandemic, according to new data from a Harris Poll. That may foreshadow a shift that would have a major impact on residential real estate sales and home prices.” NY Times

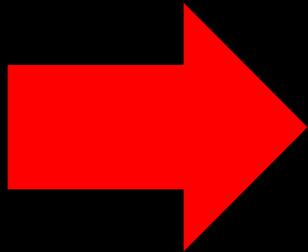
“A record number of city dwellers are looking to relocate to more affordable and less-dense areas amid the COVID-19 pandemic, according to a new report from Redfin.” June 30, 2020 Globe Street.com



social distancing



remote work



E-commerce

Housing

Market
Workforce
Affordable

Amenities

Retail and Restaurants
Health & Wellness
Services

Connectivity

Pedestrian Friendly
Multi-modal (to & from)
Park once and walk



Non-Residents

Tourists
Commuters
Visitors/VIP's

Residents

Workforce connected to LANL
Retirees
Community Support Workforce

Quality of Life

Outdoor Recreation
Small town atmosphere
Safety & Security

Placemaking

Mixed use
Authentic/Attention to Detail
Don't compromise on quality



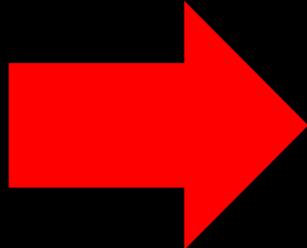
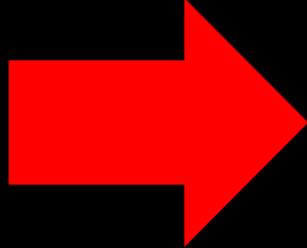
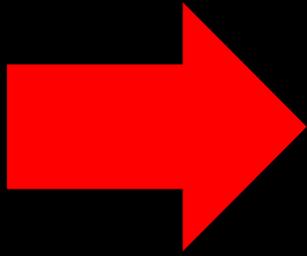
Social distancing



Remote work



E-commerce



DURING THE PANDEMIC: RETAIL IS EYE OF THE STORM

Bankruptcies:

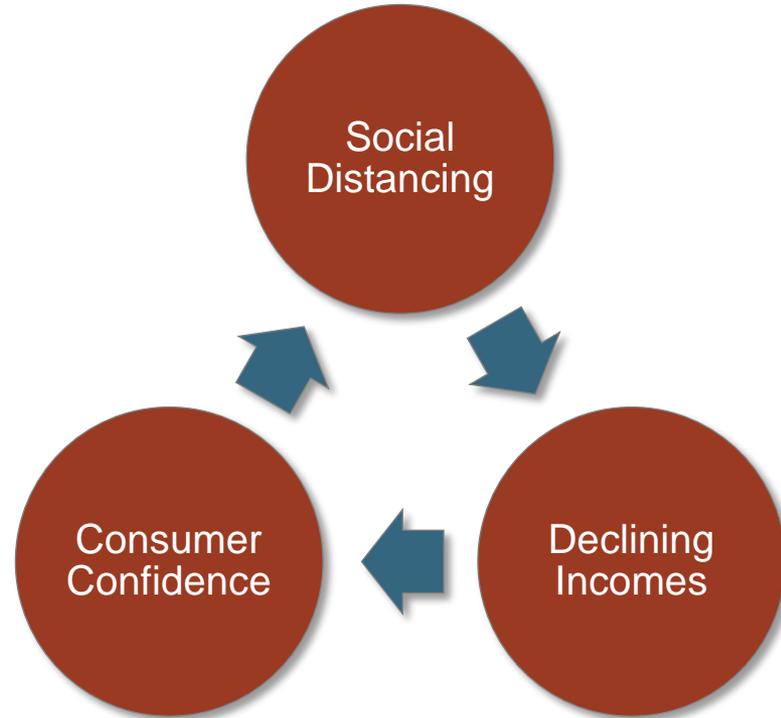
- Neiman Marcus
- J. Crew
- Stage Stores
- JCPenney
- Macy's

4,000 store closures in 3 months

>5 million job losses / furloughs (≈ 35% of total)

**Consumer spending down
≈ 25% since March**

**Consumer confidence down
≈ 35% since February**



RE-EMERGENCE OF SMALL TOWNS AND SUBURBS

Metro Exodus?

- Urban living and amenities may become devalued as result of social distancing
- City dwellers may look to more affordable metros and suburban areas
- Millennial demand for home ownership

Small Town Appeal

- Work-from-home policies increases relevance of affordability and quality
- Urban living and amenities may become devalued as result of social distancing



POST PANDEMIC RECOVERY

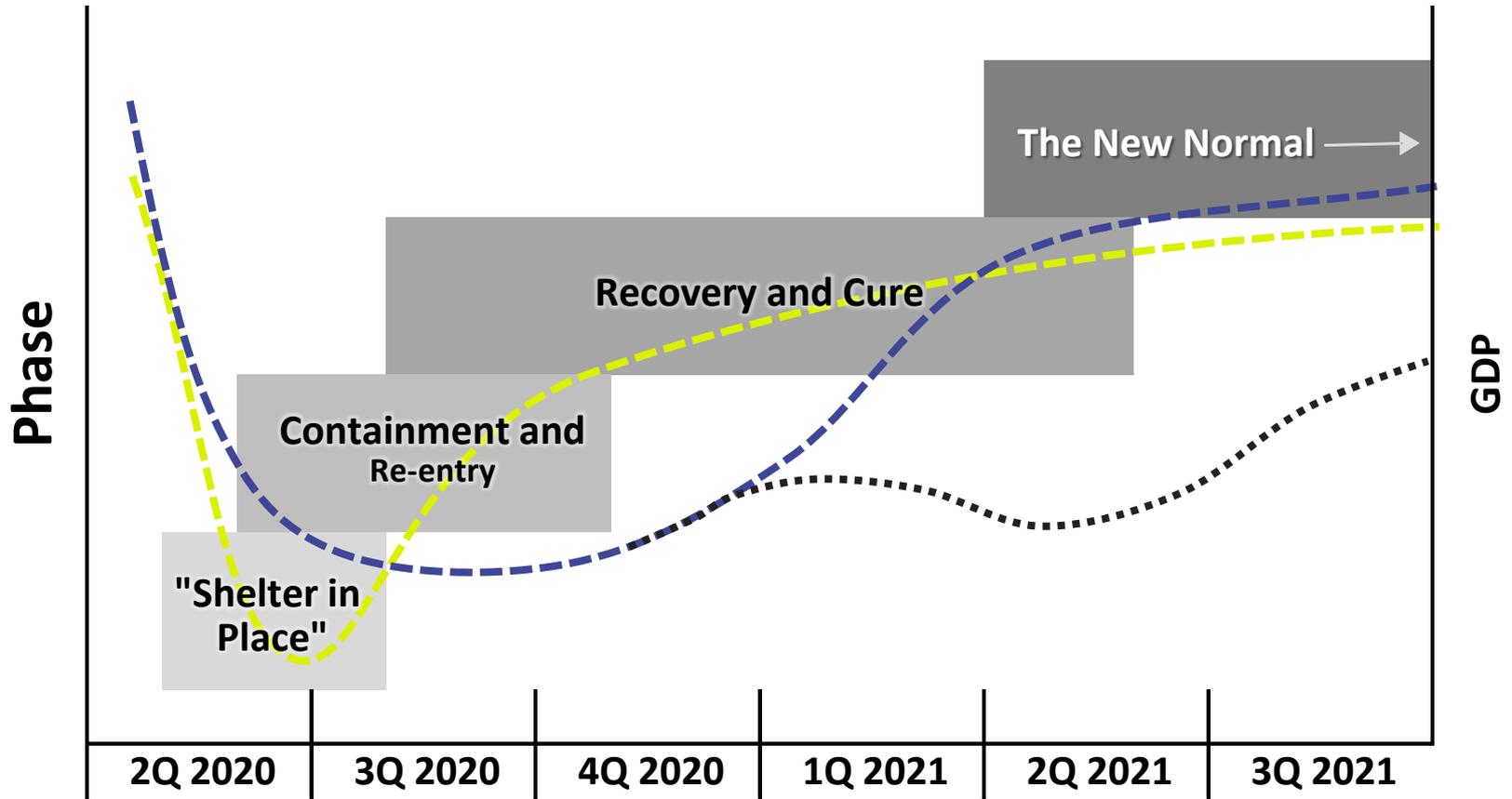


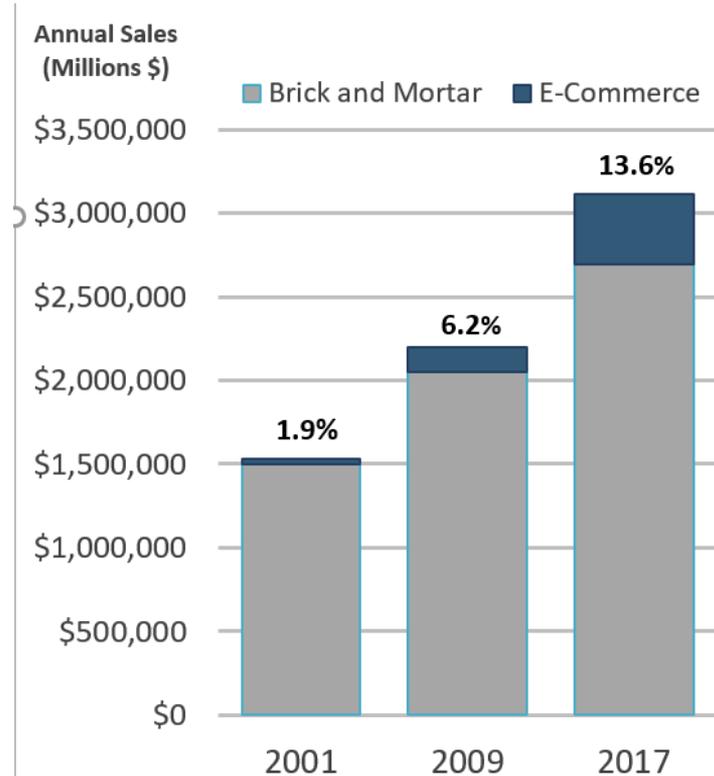
EXHIBIT A

PANDEMIC IMPACTS BY SECTOR

Type of Market Impact	Potential Impact by Real Estate Sector						
	Single-Family Residential	Multifamily Residential	Office / R&D Flex	Essential Retail	Discretionary Retail	Warehouse / Industrial	Hospitality
Short-term							
Structural		 					

RETAIL SECTOR IMPACTS

- **Continued growth of E-commerce**
- **More store closures**
 - 10,000 store closures in 2019
 - 31,400 jobs losses 2018 – 2019
- **Changing commercial mix**
 - More services (salons, fitness)
 - Growth in essential retail (grocery, pharmacy, other food stores)
- **Slowdown in experiential retail?**
 - Reformatting for social distancing
 - Longer term growth still expected



Source: U.S. Census Annual Retail Trade Survey; Economic & Planning Systems

OFFICE FORMAT CHANGES

Work at from home
will likely increase:

...But employee
density will likely
decrease for social
distancing

Office environments
will likely change but
total space demand
may not

Hypothetical Space Demand Scenarios

Category	Before		After	
	High	Low	High	Low
# of Employees	100		100	
Square feet / employee	300	250	360	300
Percent of workforce with a "desk"	95%	85%	80%	70%
Total office demand (sq. ft.)	28,500	21,250	28,800	21,000
<i>Change from Baseline</i>			300	(250)

IMPACT ON DOWNTOWN

- **Retraction in experiential uses in the short term**
 - Entertainment
 - Sports
 - Lifestyle goods and services
 - Accommodations
- **More housing development**
 - Pent-up demand
 - Highest economic return
- **Adaptive reuse of larger retail boxes**
 - Mixed use formats
 - Office and employment





6. Engagement Strategies





6. Engagement Strategies

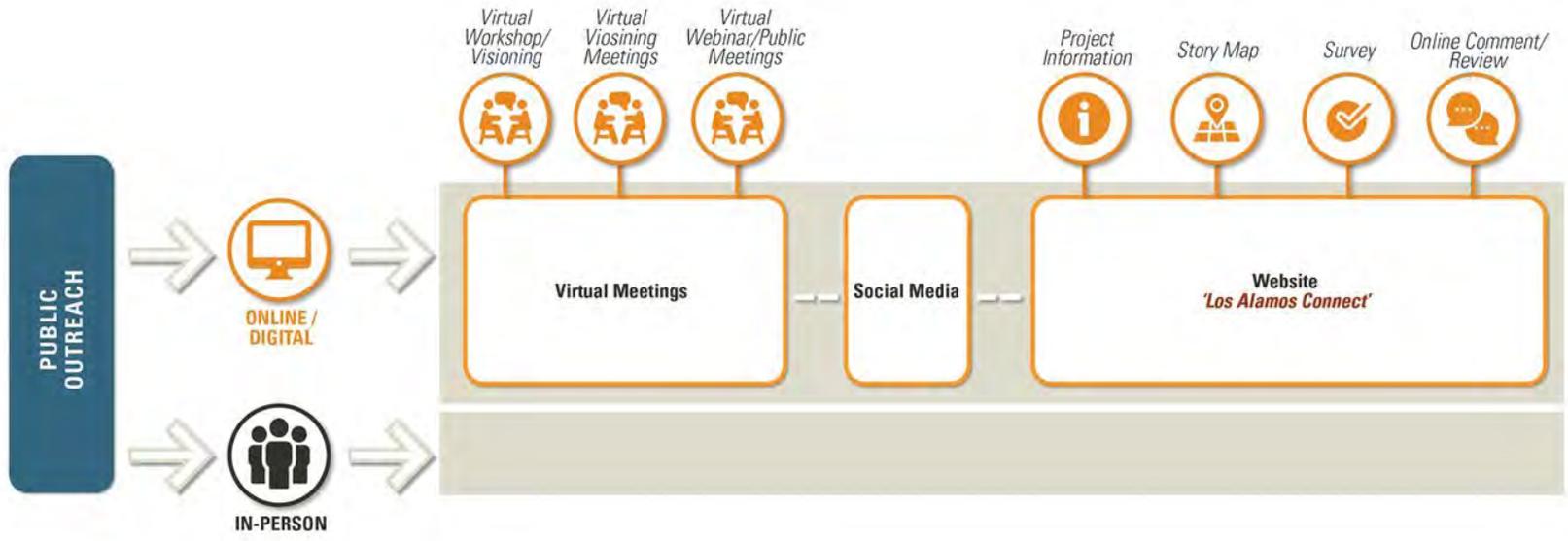


EXHIBIT A



6. Engagement Strategies

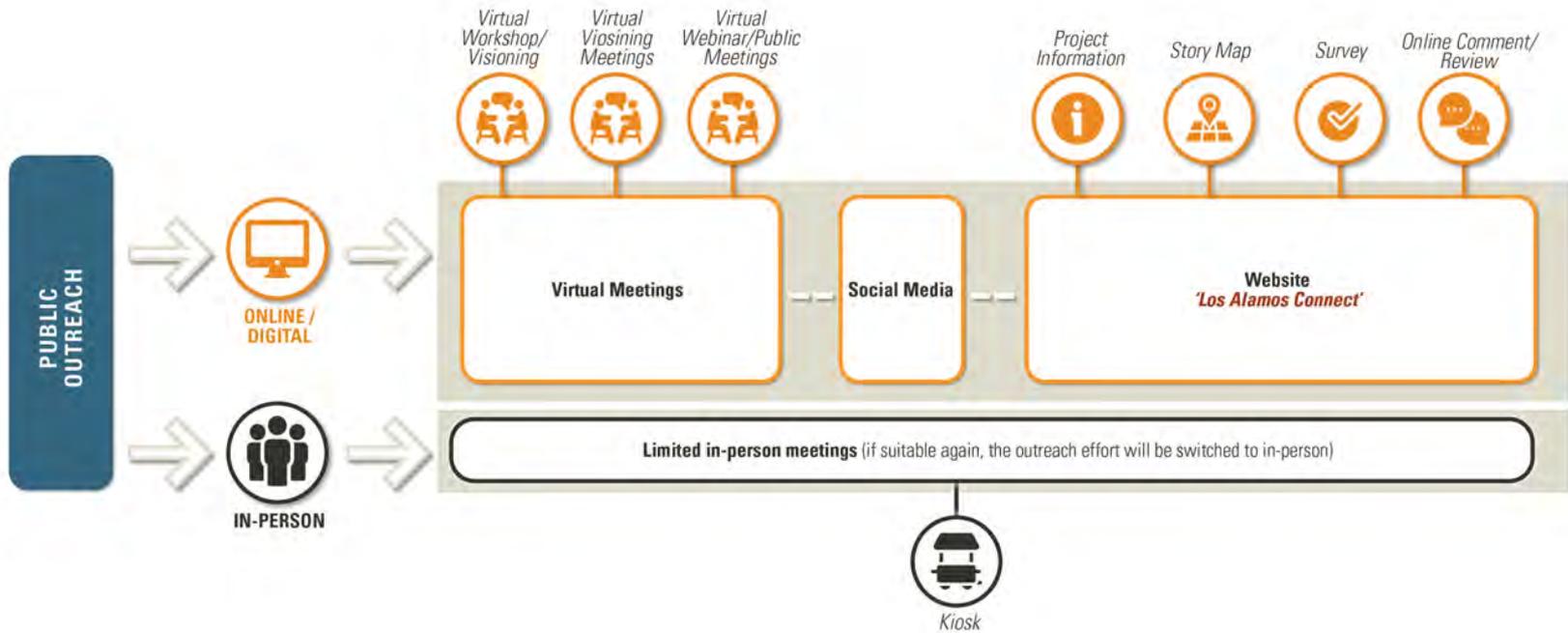


EXHIBIT A



Virtual Public Engagement Platform

[GET INVOLVED](#)

Downtown Master Plans

Los Alamos County has initiated the development of Downtown Master Plans for both white Rock and the Los Alamos Townsite. The project will include a extensive public involvement effort to guide the creation of the master plan.

This website will serve as the online outreach platform to connect you to the project, distribute information and solicit input. to learn more - [click here](#)

[GET INVOLVED](#)

Code Update

Los Alamos County has initiated the development of Downtown Master Plans for both white Rock and the Los Alamos Townsite. The project will include a extensive public involvement effort to guide the creation of the master plan.

This website will serve as the online outreach platform to connect you to the project, distribute information and solicit input. to learn more - [click here](#)

[GET INVOLVED](#)

Latest Events

Los Alamos County has initiated the development of Downtown Master Plans for both white Rock and the Los Alamos Townsite. The project will include a extensive public involvement effort to guide the creation of the master plan.

This website will serve as the online outreach platform to connect you to the project, distribute information and solicit input. to learn more - [click here](#)

[JOIN](#)**EXHIBIT A**



7. Schedule



**PHASE 1 - DOWNTOWN
MASTER PLAN**

May 2020 *Project
Initiation*

June 2020 *Existing Conditions
Assessment*



7. Schedule



PHASE 1 - DOWNTOWN MASTER PLAN





7. Schedule



PHASE 1 - DOWNTOWN MASTER PLAN



PHASE 2 - CHAPTER 16 UPDATE





7. Schedule



PHASE 1 - DOWNTOWN MASTER PLAN



May 2020 *Project Initiation*



June 2020 *Existing Conditions Assessment*



August 2020 *Design Charrette/Public Workshop*

September 2020 *Draft Concepts*

November 2020 *Draft Master Plan*

December 2020 *Final Master Plan & Approval Process*

PHASE 2 - CHAPTER 16 UPDATE

September 2020 *Project Initiation Phase 2*

January 2020 *Final Code Diagnosis*

January - September 2021 *Working Group Session, Module 1 - 3*

October 2021 *Final Code Update & Approval Process*



8. Open Discussion



EXHIBIT A