



In 2018, the Los Altos City Council adopted the Los Altos Downtown Vision Plan “as a guiding document that we can all aspire to.”

The plan calls for the development of a live theater venue on Parking Plaza 2.

References: <https://www.losaltosca.gov/development-services/page/downtown-vision>; Supported Key Attributes (selected), page 7; Vision Elements (selected), page 16; Opportunity Sites (selected), page 26

Background - Downtown Vision Plan

Supported Key Attributes:

- Increase the activity and vitality of Downtown during the day and evening hours;
- Include plazas that provide a central area for the community to congregate, places to provide activities for youth, and outdoor dining;
- Incorporate opportunities for a live theater, hotel, office, affordable housing, and mixed use with residential;

VISION ELEMENTS

The City of Los Altos is committed to a community-focused, economically viable, and village-scaled Downtown through:

- **Developing adequate parking facilities** and implementing parking strategies that continue to meet the current and future parking needs of businesses, residents, and visitors
- **Utilizing existing parking plazas** in a manner that enhances the village character while also meeting the working, living, entertainment, and hospitality desires of the community

OPPORTUNITY SITES

- **Entertainment:** A live theater is identified on Parking Plaza 2. This use would be both a daytime and evening draw from the community and elsewhere that would support complementary businesses, such as pre-event dining.

Background - LASC & City MOU

In 2021, LASC and the City signed a three-year non-binding Memorandum of Understanding regarding potential development of Downtown Parking Plaza No. 2.

The key points are excerpted here:

WHEREAS, on November 9, 2021, the Los Altos City Council (“City Council”) directed City staff to prepare a MOU under which the City would reserve a specified City-owned parking plaza for a certain number of years as a potential site for a community theater, in order to give LASC an opportunity to raise funds towards building a community theater;

WHEREAS, the City Council believes that a community theater would be a benefit to the community; and

WHEREAS, since August 2018 a community theater has been part of the Los Altos Downtown Vision Plan; and

WHEREAS, LASC has had a Use Agreement with the City for the Bus Barn Theater for twenty-seven (27) years, which is owned by the City and located at the Los Altos Civic Center site.

Progress-Momentum-Next Steps

Capital Campaign Analysis

State-of-the-Art Downtown
Theater

Multi-purpose
Neighborhood Playhouse



Outcomes-Findings-Forecasts

160-seat downtown theater

Estimated \$23 M construction cost

Funds for construction raised as a public-private partnership

Opening operating budget of \$1M

Theater donated to the City and managed by Los Altos Stage





Pillar One:

Intergenerational,
multi-cultural, &
multidisciplinary
arts programs



Pillar Two:

Youth education,
engagement
& empowerment



Pillar Three:

Community
access
opportunities

Los Altos Theater Study

Key Findings and Recommendations



AMS
PLANNING
& RESEARCH

THEATRE PLANNERS / LIGHTING DESIGNERS
Schuler Shook



Scope of Work

Study the potential development of a replacement facility for LASC

Six key questions guided this work:

1. What are the community's **priorities, needs and opportunities** for a new theater building?
2. What are the community's **programmatic interests** and **attendance patterns** and preferences?
3. What are the local and regional **market conditions** and **competitive landscape** for the development of a new theater?
4. What is the **best balance of activity** to both broaden and deepen LASC offerings and provide space for community use?
5. What is the **appropriate facility configuration** for the most relevant LASC, community and regional performing arts needs?
6. What are the **best operating structure and policies**? How are they manifested financially?

Scope of Work



Phase 1

Assessing Feasibility

- Supply, Demand, and Aspiration

Phase 2

Setting Definition

- Operating Model, Building Program, Financial Forecast

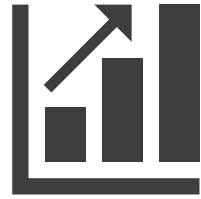
Stage Company on Firm Foundation

Solid growth over five years pre-covid with revenues meeting expenses



53%

growth in *attendance* in years leading up to 2020 (pre COVID)



60%

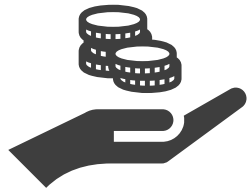
growth in *revenue* in years leading up to 2020 (pre COVID)



Bus Barn facility has significant limitations & constrains company growth

Market Assessment: Strong Potential for Growth

The market for arts consumption is strong



40%

of households in the primary market have incomes over \$200k – the highest concentration in California



55%

of the market's population is under age 40 – representing strong future growth potential for arts patronage



53%

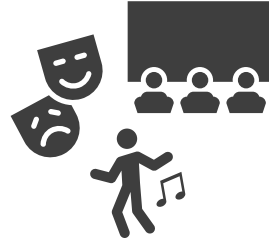
of patron households have children living at home – indicating strong potential for youth and multi-generational programming

Community Survey Shows Support

...a space by & for the Los Altos community



Survey gleaned response from over 445 area residents



There is high interest in diverse content including programs for young people, film, lectures, theater, & live music

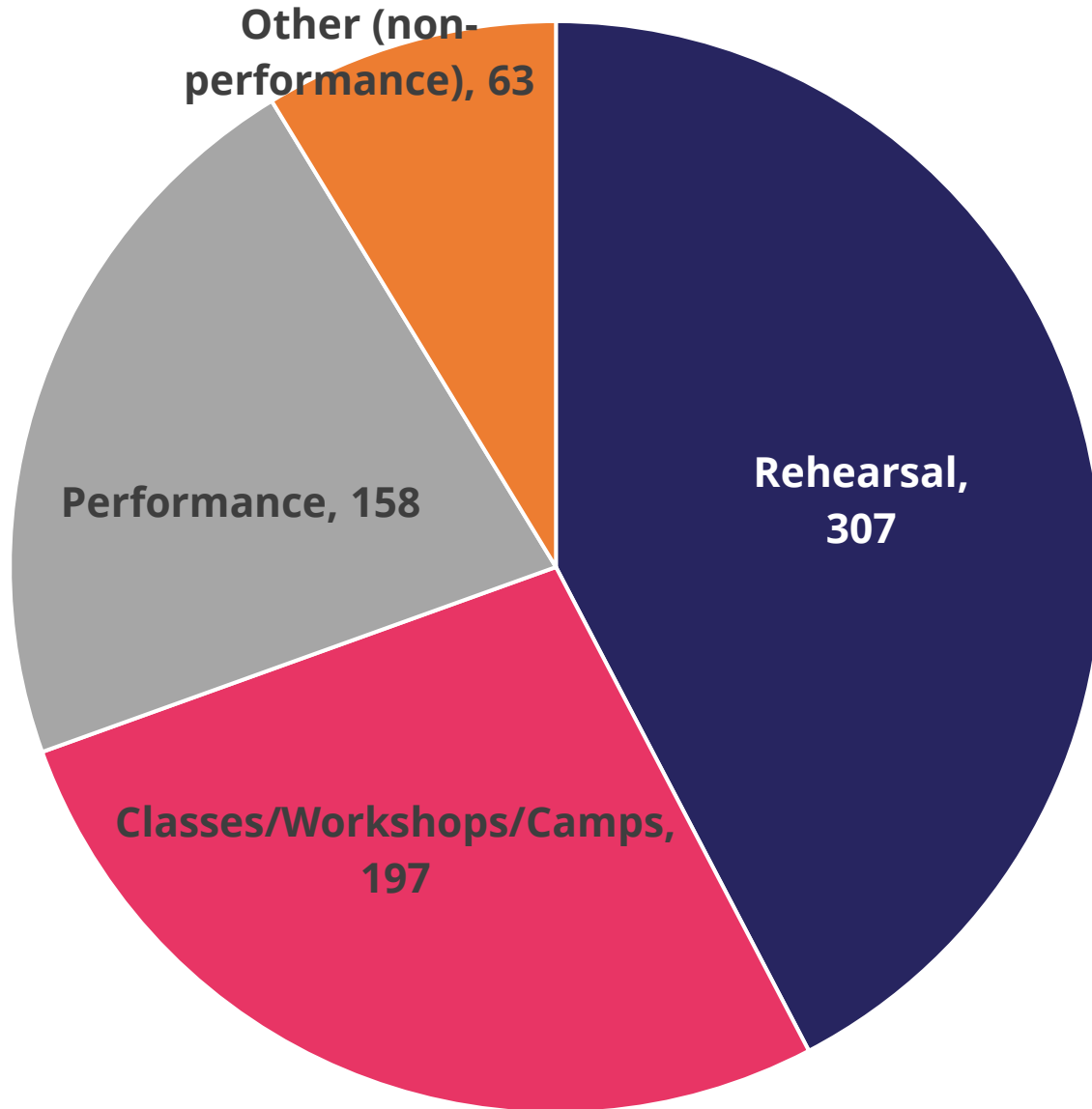


Stakeholders envision a multi- and inter-generational gathering place that contributes to downtown vitality

A Bustling, Year-round Venue

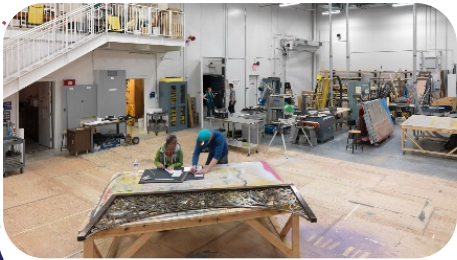
Annual attendance of **20,500** from over **725 activities** annually, including:

- Community events
- Concerts, lectures, film, comedy, & family performances
- Rental uses
- LASC & LAYT performances
- Classes & camps for young people
- Rehearsals



A New Theater for the Community

Back of house support spaces



160-seat theater



Lobby, patio, & community gathering spaces



Dedicated youth lounge, rehearsal & teaching spaces, offices, storage



- 23,400 square feet
- 13,000 sq. ft. minimum site footprint required
- Order of magnitude cost = \$1,000/sq. ft.
- City-owned, LASC-operated

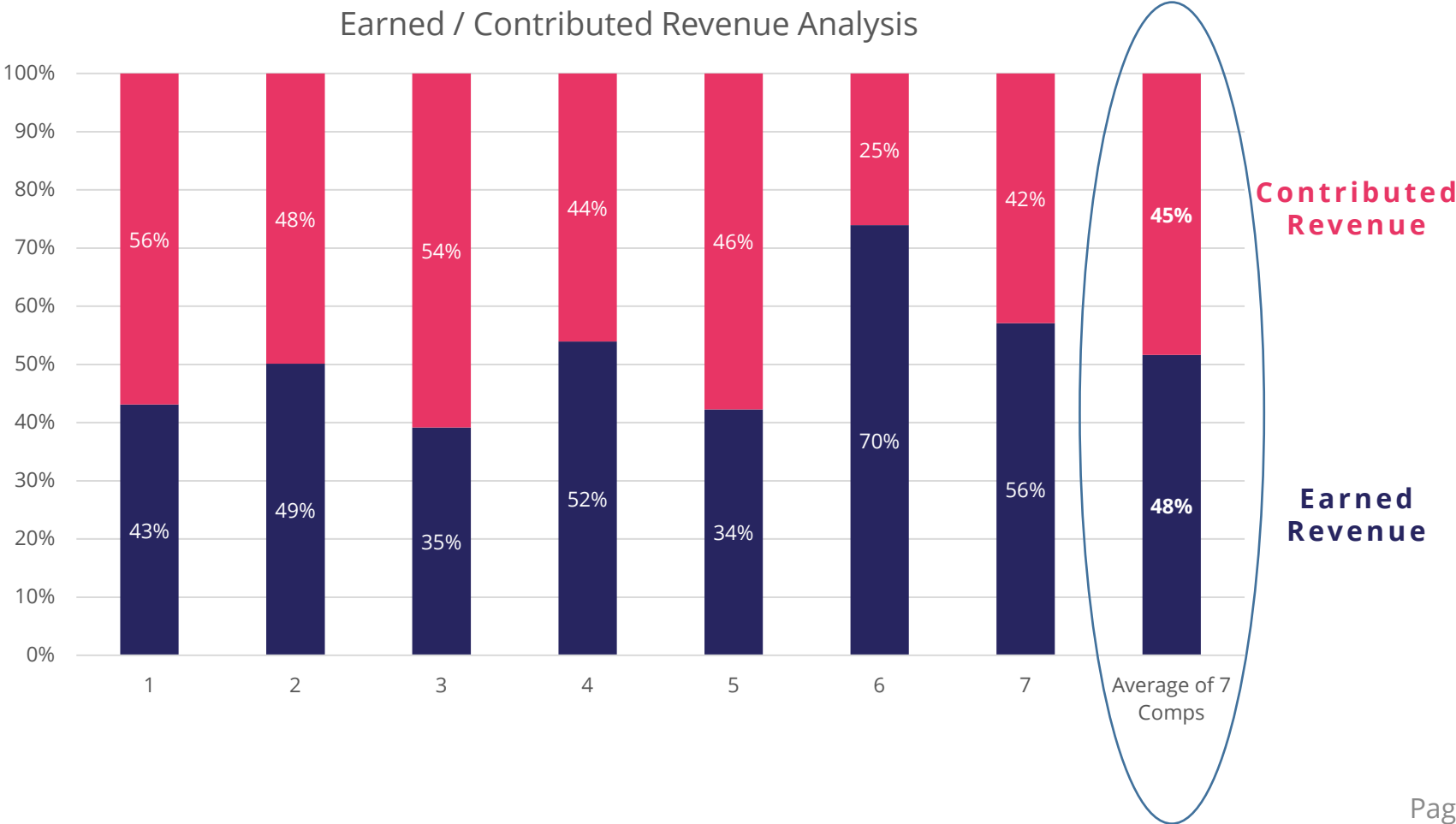
Seven organizations help illustrate potential futures

	Colligan Theater at the Tannery Arts Center <i>Santa Cruz, CA</i>	Alexandra C. and John D. Nichols Theatre & The Gillian Theatre <i>Glencoe, IL</i>	Sutter Theatre in the Sofia Center for the Arts <i>Sacramento, CA</i>	The Steddy Theater at Center for the Arts <i>Crested Butte, CO</i>	Raymond James Theatre at St. Petersburg College, St. <i>Petersburg, FL</i>	Lillie Theatre <i>Pittsburgh, PA</i>	The CVA Flex Theatre in Silverthorne Performing Arts Center <i>Silverthorne, CO</i>
Primary Theater Capacity	182 seats	255 seats	386 seats	450 seats (standing)	182 seats	254 seats	131 seats
Year Built	2015	2016	2018	2019	2009	1991	2017
Scale	10,000 sf	36,000 sf	40,000 sf	31,000 sf	10,000 sf (orig. facility)	27,800 sf	16,000 sf
Cost	\$5.8 million	\$34 million	\$30 million	\$19 million	\$4 million	\$2.8 million	\$9 million
Owner	Non-profit	Non-profit	Non-profit	Non-profit	College	Non-profit	Non-profit
Operator	Non-profit	Non-profit	Non-profit	Non-profit	Non-profit/ College	Non-profit	Non-profit
Budget FY2019	\$1,480,552	\$6,018,225	\$3,722,735	\$2,116,977	\$3,685,576	\$3,448,220	\$2,241,829
% Contribution	43%	49%	35%	52%	34%	70%	56%

Comparables

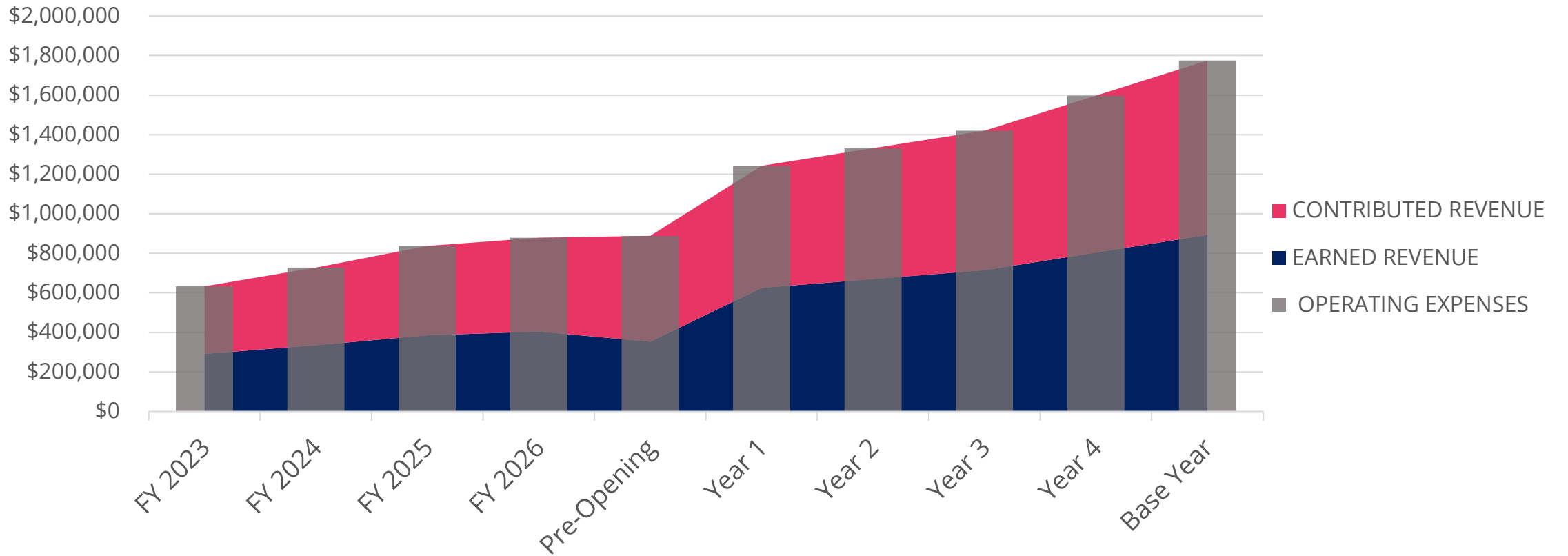
Economic Data Sourced Directly from LASC and 7 comparable theaters

Earned / Contributed Revenue Analysis



Mapping It Out: LASC Growth

LASC will grow incrementally over years leading up to normalization of operations around Year 5. LASC assumes all building operations & maintenance costs.



To summarize...

✓ Stage Company on Firm Foundation

- Company poised for growth post-COVID
- Current facility is constraint, not opportunity

✓ Market Assessment: Strong Potential for Growth

- Primary market is strong for arts consumption
- Family & younger adult households indicate opportunity for future growth

✓ Community Survey Shows Support

- Majority support a new theater for Los Altos
- Strong interest in 'community focused gathering place' with diversity of content

A Bustling, Year-round Venue

- Over 20,000 visits/year to downtown
- Over 700 activities mapped
- LASC productions, rehearsals, classes
- Community events, performances, & gatherings

A New Theater for the Community

- 160-seat downtown venue
- City-owned/LASC operated
- Fits on parking plaza site, not at Bus Barn
- Supports Downtown Vision objectives

Growth & Economic Impact

- New building = more growth for LASC
- Growth of sales, classes, + rentals
- Contributed revenue *must* grow
- Positive economic impact downtown

MOVING FORWARD ...

Where do we go from here?

1. City to Determine Preferred Site & Development Approach

- Support City staff to determine if a stand-alone or mixed-use development approach is most feasible

2. Conduct a Capital Fundraising Analysis

- To understand the environment in which a capital campaign would occur
- To develop an achievable capital campaign strategy

