

Charrette One Summary Report

**Vallco Special Area
Specific Plan**
Envision Vallco: A Collaborative Design Process



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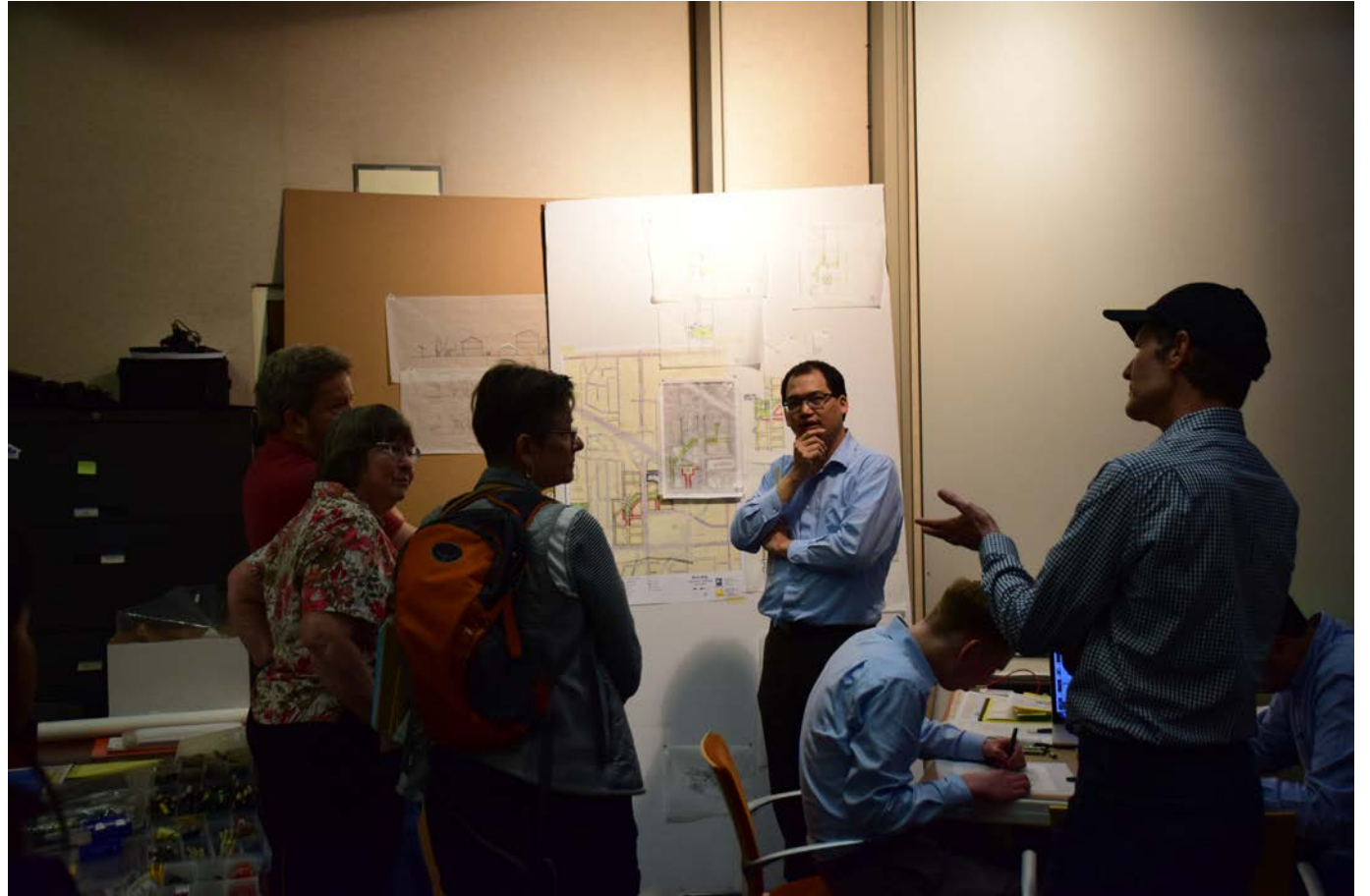
Charrette Purpose and Overview

- A valuable opportunity for the community to create a viable Preferred Plan.
- A week-long collaborative design process with several feedback loops.

Charrette Purpose

The SB 35 submittal by Sandhill Inc., the primary property owner on March 27th 2018, could move forward without negotiation under state law.

The Charrette was an opportunity for the community to put a viable Preferred Plan on the table. This also offered an opportunity to get some public benefits within the project.



Charrette Schedule

The Charrette was organized at Cupertino City Hall from April 9th to 13th.

The Charrette included formal and informal presentations and topic-specific educational brown-bag lunch presentations, held at Community Hall.

Open studio at City Hall allowed the community to see the design team at work and share their ideas.



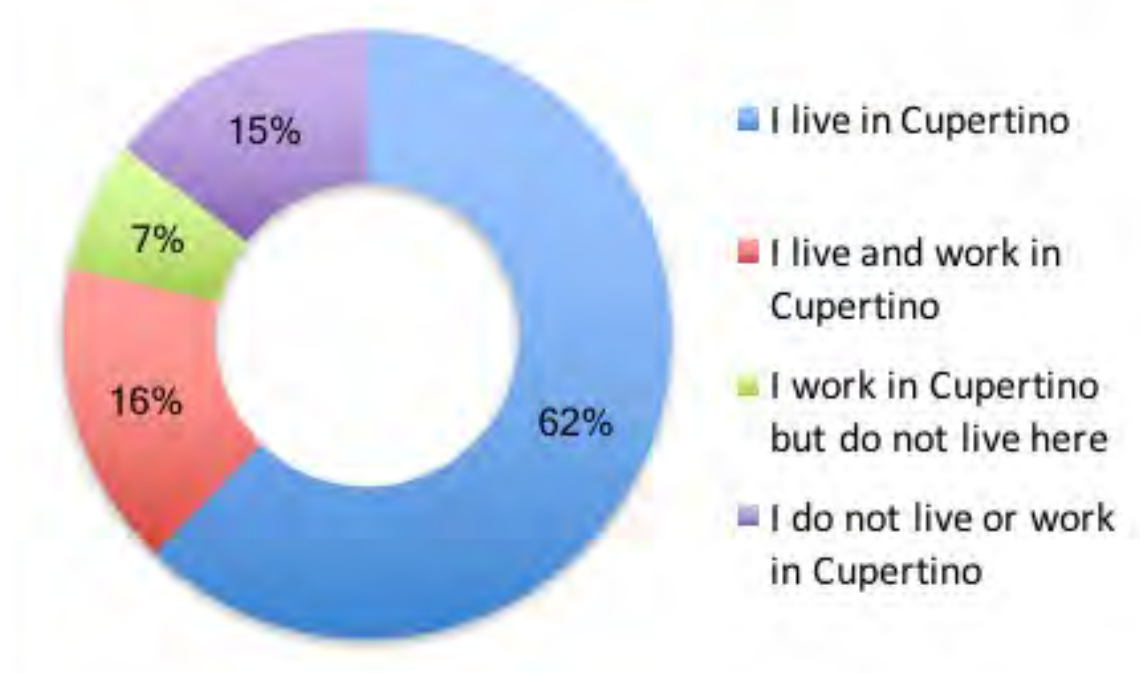
Charrette Schedule

Monday 4/9	Tuesday 4/10	Wednesday 4/11	Thursday 4/12	Friday 4/13
	Open Studio 10:00 am - 7:30 pm	Open Studio 10:00 am - 5:00 pm	Open Studio 10:00 am - 5:00 pm	
	Brown Bag Presentation #1 Transportation, Parking & TDM 12:00 pm - 1:00 pm	Brown Bag Presentation #2 Economics 12:00 pm - 1:00 pm	Brown Bag Presentation #3 Form Based Codes 12:00 pm - 1:00 pm	
		Informal Mid-Point Presentation 6:00 pm - 7:30 pm		Closing Presentation 6:00 pm - 7:30 pm
Opening Presentation 6:00 pm - 7:30 pm				

Community Participation

The charrette attracted a range of interested participants:

- 75-80 people at Opening and Closing Presentations
- Approximately 150 people attended Open Studio over the course of the week.
- 25-30 people at each of the three Brown Bag presentations.



Data gathered throughout process at public meetings and via online polling (self-reported)

Community Participation





Guiding Principles (Revised 4/12/18)

The City envisions a complete redevelopment of the existing Vallco Fashion Mall into a vibrant mixed-use “town center” that is a focal point for regional visitors and the community.

This new Vallco Shopping District will become a destination for shopping, dining and entertainment in the Santa Clara Valley.

(Chapter 3: Land Use, Cupertino General Plan 2014-2020)

- Provide a vibrant retail environment that combines goods and entertainment for all ages
- Utilize innovative transportation solutions that:
 - Eliminate or reduce potential traffic impacts
 - Provide mobility choices and walkability, bikeability
 - Consider the future of mobility
- Provide parks, greens and plazas
- Assess and monitor potential impacts on schools
- Provide housing choices for people of all incomes and abilities who live or work in Cupertino
- Provide robust public and cultural amenities – theaters, art facilities, civic buildings, skating rink, bowling

Monday: Opening Presentation and Break-Out Discussions



Monday-Tuesday: Studied Plan Options



Wednesday: Down to 3 Plan Options

Wednesday evening (11th April) included an informal pin-up/discussion of progress in the studio.



Thursday: 2 Plan Options + Program



Friday: Closing Presentation and Break-Out Discussions



Brown Bag Lunchtime Presentations:

A deeper dive into topics relevant to the project:

- Economics and Retail (Tuesday)
- Transportation (Wednesday)
- Form-Based Codes (Thursday)

Videos can be found online on the City of Cupertino's Youtube Channel



Brown Bag Lunch: Economics

Key Discussion Topics:

- Cupertino's economic performance and competitive market position is strong, primarily fueled by the dominant high-tech sector of Silicon Valley.
- The location of the Vallco Site is likely to successfully capture demand for office and housing but being between nearby, well-established "super-regional malls" and "lifestyle centers" limits the potential for a significant retail project.
- The closure of retail anchors at the Vallco Site reflect broader national trends affecting retail, with traditional mall stores and indoor retail formats needing to evolve to meet current consumer preferences for experiences and services.
- Although the City historically has supported single-family and lower density multifamily developments, the recent construction of the Apple Campus II and ongoing economic expansion in Silicon Valley have intensified demand for housing.
- While the City of Cupertino has permitted few office developments in recent years, robust local regional economic performance suggests significantly greater development potential.
- Along with the growing Silicon Valley economy, demand for lodging in Cupertino also will grow to meet the needs of business travelers.



Brown Bag Lunch: Economics

What We Heard / Potential Land Use Concepts:

- **Senior Ecosystem** – market-rate senior housing (and co-housing), subsidized senior housing, medical services (e.g., urgent care, rehab, dialysis). Many of the uses could be market rate.
- **Innovation Center** – while there are coworking spaces and various innovation uses in Silicon Valley, there hasn't been anything done at scale. Elements of this land use concept include (a) business incubator / accelerator space, (b) educational institution/satellite campus and (c) incubator exchange program (e.g., executive-level continuing education). These uses may pay market rates, but will require on-site dormitory-density housing, an auditorium, and other specialized amenities.
- **Workforce Housing** – Housing products for teachers, emergency response workers, and other middle-income households. These housing products likely would require some subsidy to be economically feasible.



Brown Bag Lunch: Transportation

Key Discussion Topics:

- Understanding Existing Conditions
- Transportation Demand Management Opportunities
- Analysis and Evaluation



Brown Bag Lunch: Transportation



TRANSPORTATION NETWORK
VALLCO SPECIAL AREA SPECIFIC PLAN, CUPERTINO CA

ROADWAYS

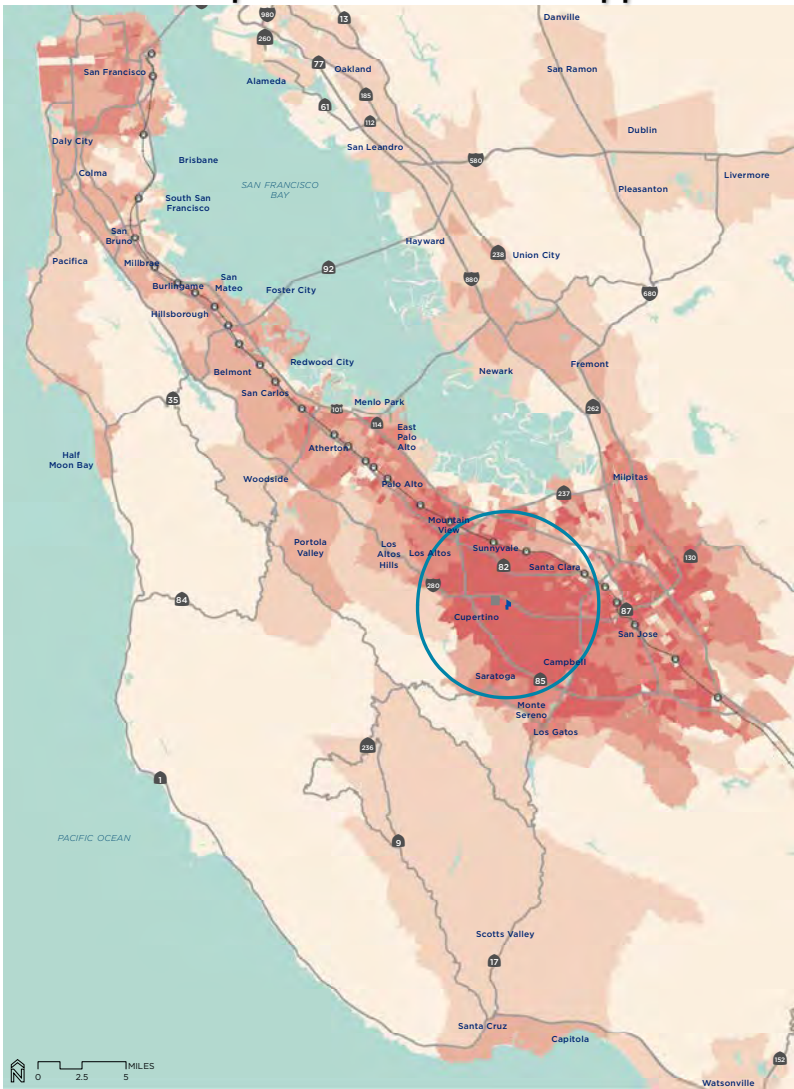
- Highway
- Arterial
- Collector
- Local

RAILWAYS

- Caltrain Station
- Caltrain Line

Vallco Special Area

Office Example – Peak Hour to Apple



Brown Bag Lunch: Transportation

What we heard:

Desire for:

- Thoughtful solution for North Wolfe Rd.
- Transit solutions

Concern about:

- Traffic impact of development
- Ability to mitigate traffic
- Managing parking

Community would like to see more detailed analysis and examples of TDM and traffic mitigation





Brown Bag Lunch: Form-Based Codes

Key Discussion Topics:

- Use-Based (Conventional) Zoning invented to prevent or avoid but is largely silent on what it intends to make. It's not set up to respond to the realities of physical character.
- Density and Floor Area Ratio (FAR) are ineffective regulatory approaches. When used in Form-Based Zoning, Density and Floor Area Ratio are resultants.
- Form-Based Zoning prioritizes physical form over land use to predictably generate the intended physical character.
- Form-Based Zoning connects to as few or as many physical characteristics and uses you want to regulate.
- At a minimum, Form-Based standards regulate physical character, building form and size, building height, frontage, streetscape, parking, civic spaces, and uses.
- Form-Based Zoning replaces existing zoning as the new base zoning.

Brown Bag Lunch: Form-Based Codes

What we heard:

- Where have Form-Based Codes been adopted?
- Does a Form-Based Code provide flexibility? How much?
- Does a Form-Based Code deal with transit viability?
- Does a Form-Based Code simplify or complicate the review process?



Open Studio Conversations



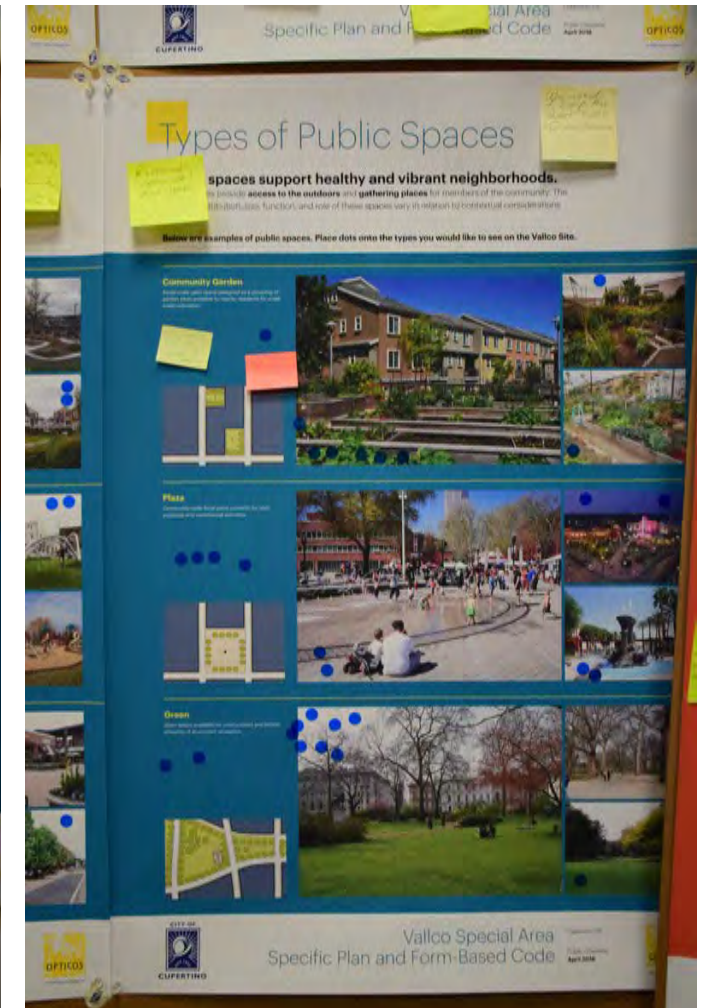
Studio was open nearly 30 hours from Tuesday through Thursday. During this time, community members could talk with the team and share ideas.



What we heard

Design Principles:

- Place-making, create identity
- Inclusive and diverse community
- Better streets for pedestrians
- Respect heights and density



What we heard

Public Space:

- More green, less concrete
- Places for kids
- Community gardens

Built Form:

- Lower heights adjacent to residential neighborhood.
- Taller buildings at carefully selected locations.



Daily Updates on Website

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Shared Design Elements

- Ideas and concepts that can be applied across the Plan Options.
- These design elements include community feedback received throughout the design process, including the April charrette.



Making the Streets More Pedestrian Friendly

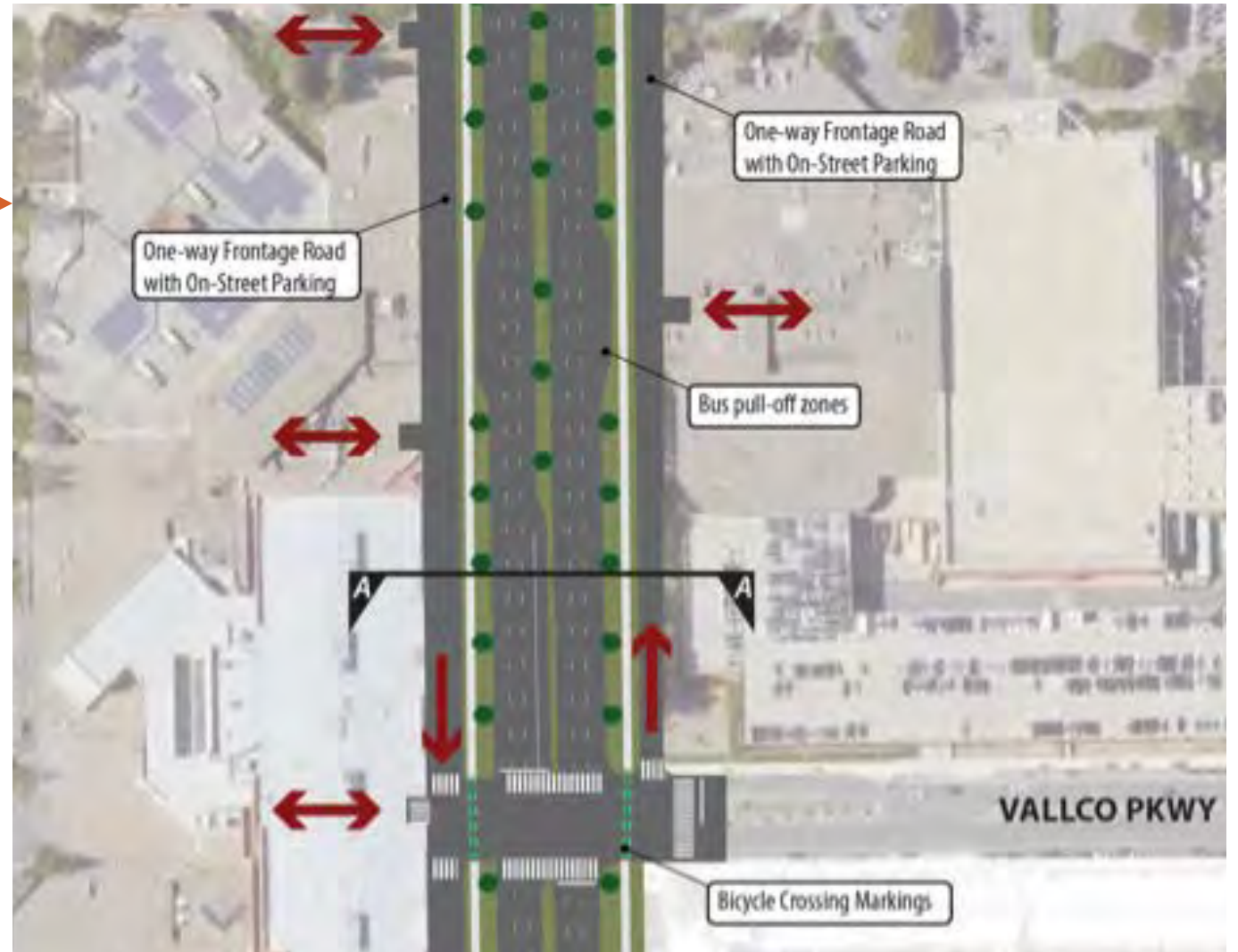
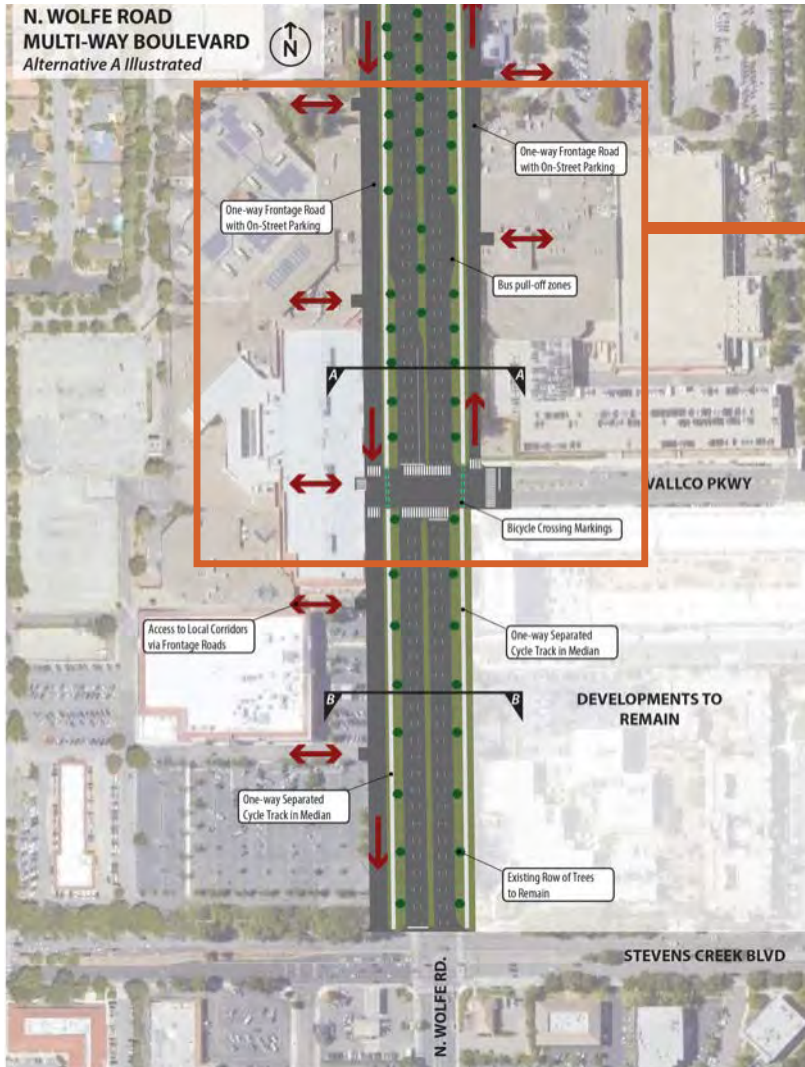
Pedestrian Friendly Streets

North Wolfe Road:

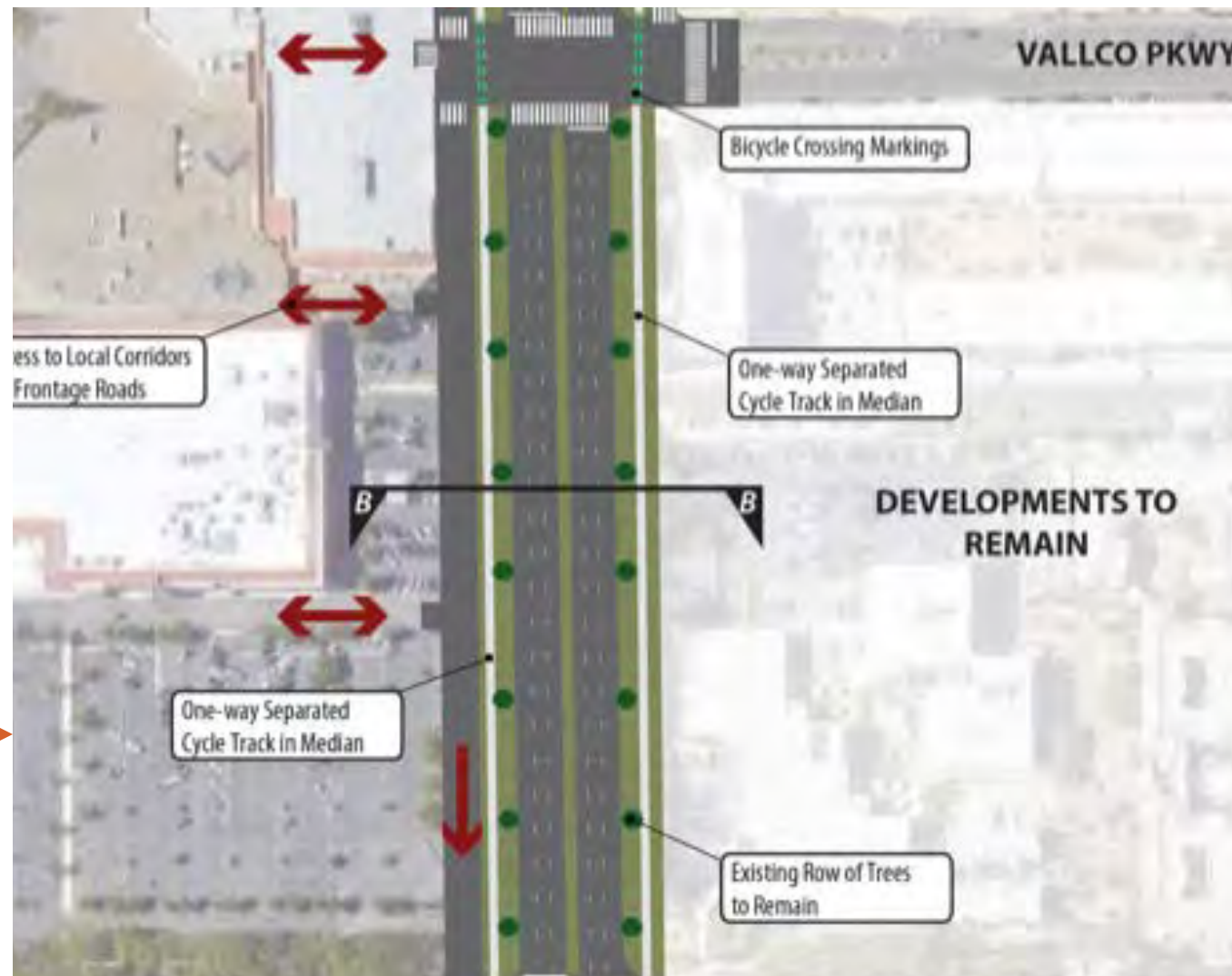
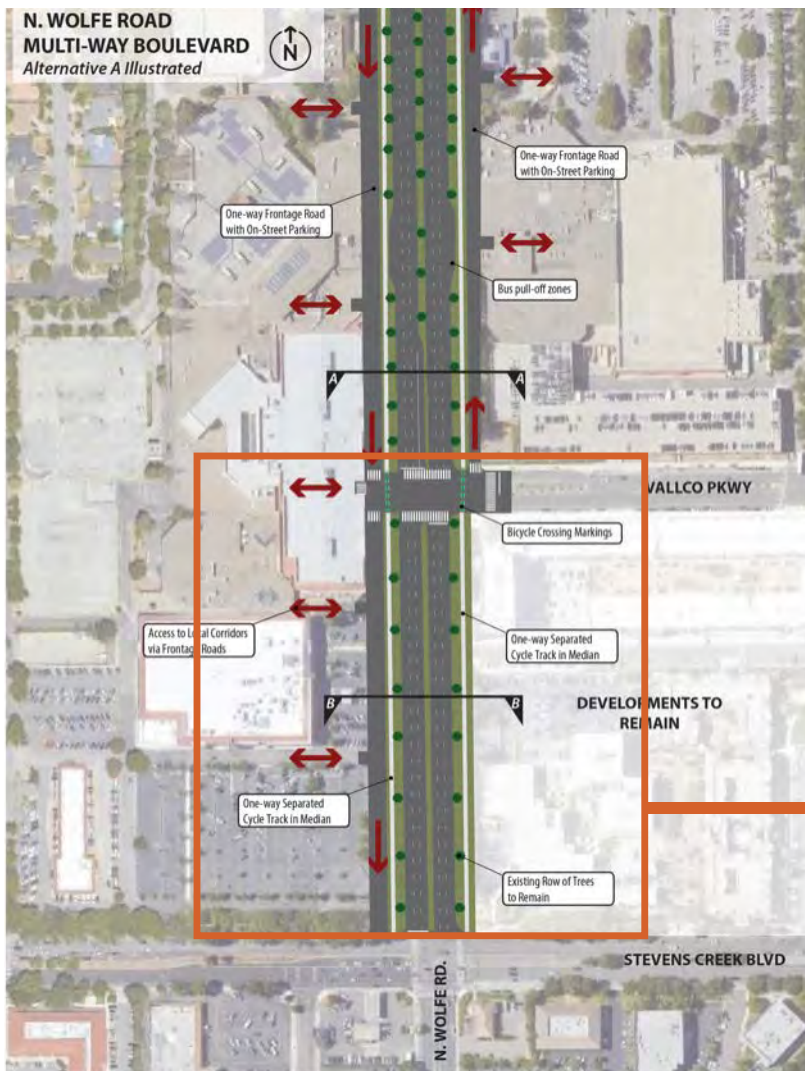
- Potential Multi-way Boulevard.
- Goal is to make it more pedestrian oriented so that users want to front onto it.
- Existing trees are a community asset and are being preserved in all schemes.



North Wolfe: Potential Multi-way Boulevard



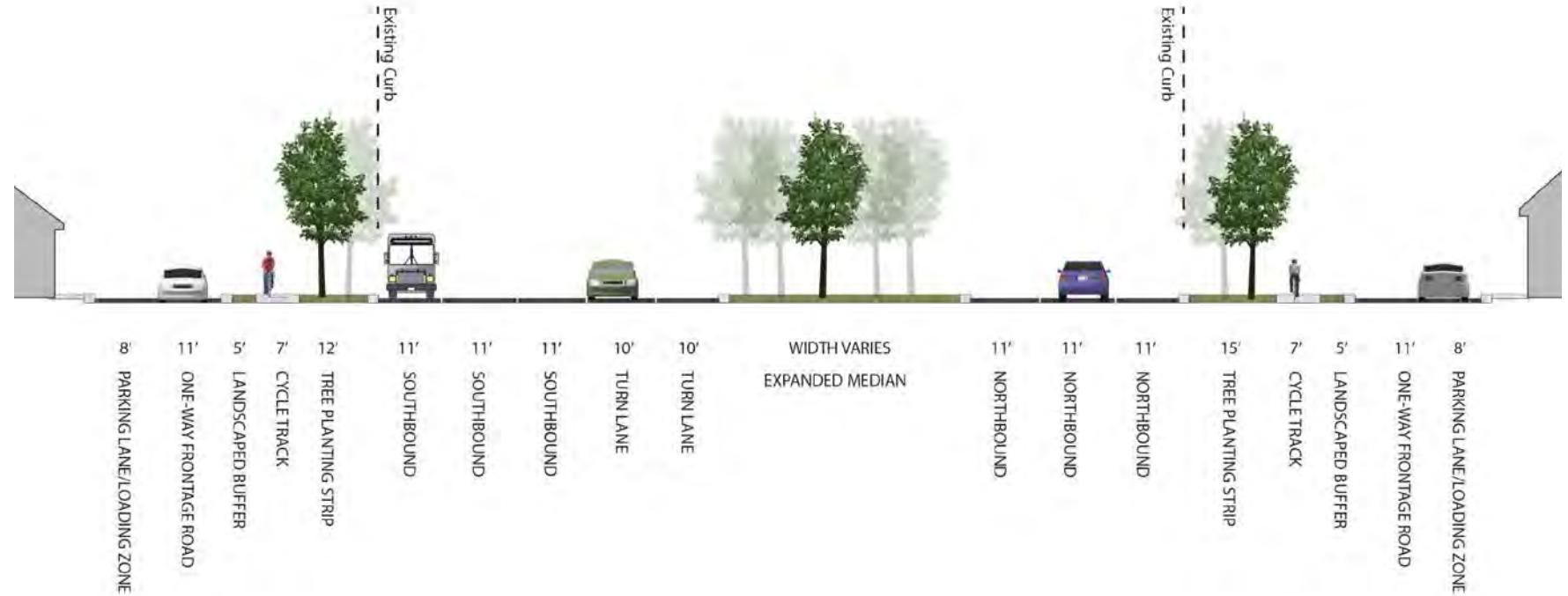
North Wolfe: Potential Multi-way Boulevard



North Wolfe: Potential Multi-way Boulevard

I-280 to Vallco Parkway - Alternative A:

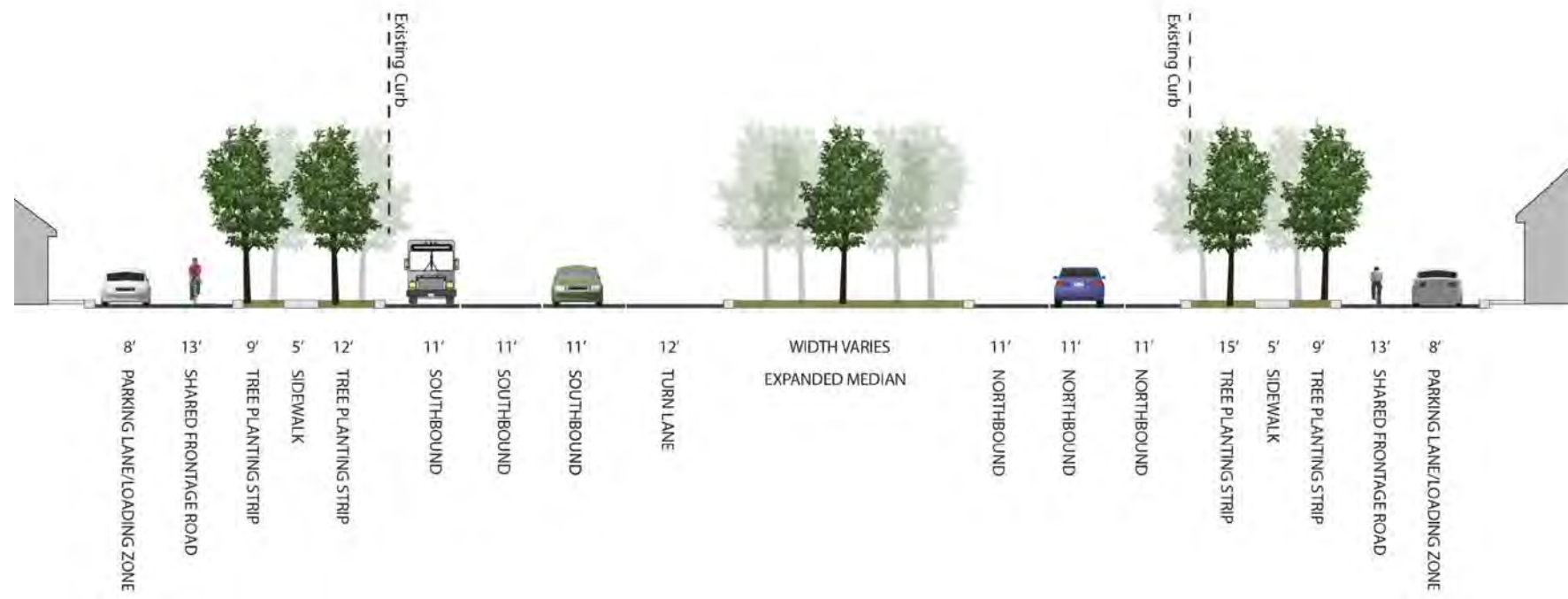
The two innermost rows of trees are preserved and create a buffer between the main through-corridor and frontage roads.



North Wolfe: Potential Multi-way Boulevard

I-280 to Vallco Parkway - Alternative B:

Existing rows of trees and sidewalks are preserved and used to establish the median between the main through-corridor and frontage roads.





Thoughtful Transitions to Context (North Blaney Neighborhood)

Thoughtful Transitions to Context

Perimeter Road:

- No intent in this process to remove the wall separating the site from the North Blaney residential neighborhood unless the community asks for it.
- Existing trees along Perimeter Road to be preserved.



Thoughtful Transitions to Context

Concept 1:

Perimeter Road becomes a residential street (parallel to the wall).



Thoughtful Transitions to Context

Concept 2:

Park or a Community Garden at the western edge of the site, along Perimeter Road.





Program Elements Important to the Community

Existing Uses the Community Wants to Keep

Program Elements:

- Bowling Alley
- Movie Theater
- Skating Rink



Other Program Ideas

Innovation Center/Hub:

- Business incubator/ accelerator space
- Educational institutions (all levels) and satellite campus
- Incubator exchange program
- Executive level continuing education facility
- Maker space
- On-site dormitory



Additional Ideas to Consider

- A senior ecosystem
- Medical services
- Co-Housing
- Affordability at all ranges
- Thinking creatively about broader range of office uses
- Adult education
- An Eco-District
- Vertical Forest





Housing Approach

Housing Approach: Ideas Discussed

- Include options for Co-Housing.
- How much affordable housing to be provided?
- Affordability for groups that have not been discussed to date.
- Is high-rise necessary? If so, how tall and where to place them.





Summary of Plan Options

The Plan Options were generated at the first Charrette from April 9th –13th 2018. These options were created taking into consideration the General Plan, public input and initial economic analysis.

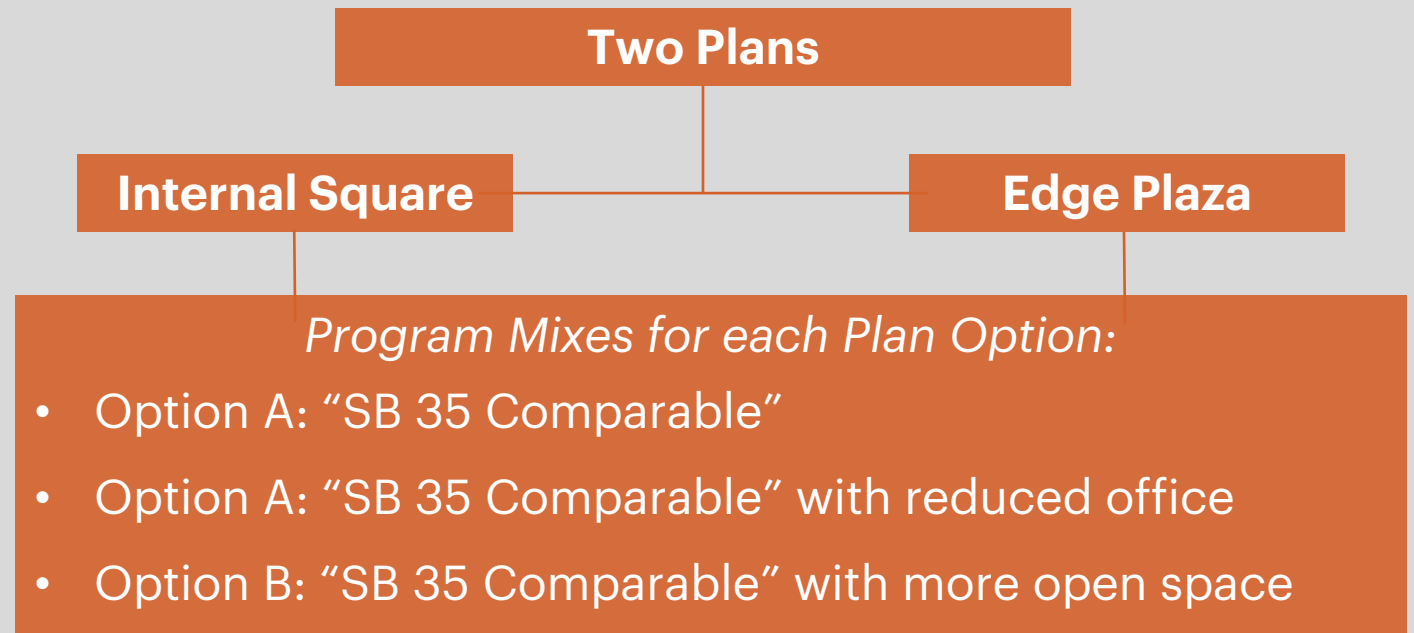
They are a work in progress and will be further refined based on additional feedback received through the CiviComment site and will be vetted

for economic and transportation feasibility. The team is also developing a third option that will be included in the second charrette to be held from May 20th–24th.

Plan Options

Design Process:

- **Multiple frameworks developed over the 4.5 days, narrowing down to 2 primary framework options.**
- **The frameworks differ in the configuration of streets and blocks; locations, sizes, and combinations of public spaces, and program distribution.**



Note:

- *The program mixes need to be tested by the economist and refined by the design team.*
- *Parking for these options assumes a combination of below ground and above ground parking, using current city standards with no reductions. Targeted reductions will be tested later in the process.*
- *For the Simeon and Hyatt Place parcels, hotel and residential uses have been assumed. The Vallco Special Area allows hotel use according to the Cupertino General Plan allocation but has not been included in any of the programs. Further analysis of this land use is pending.*



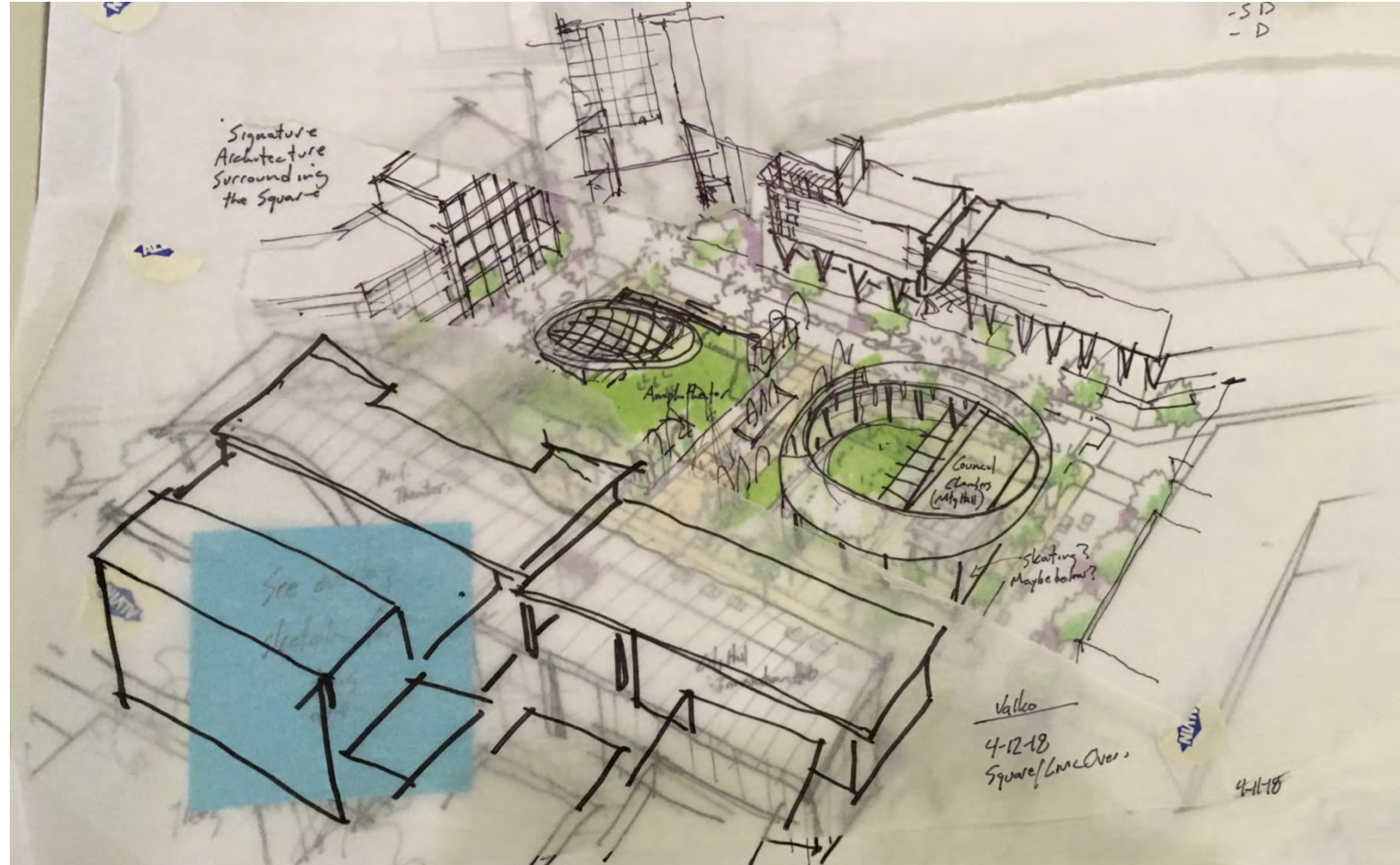
Plan 1: Internal Square Options A and B

Plan 1: Internal Square

Options A and B

The key design move for this Plan Option is focusing activity around an internal square within a traditional urban pattern of streets and blocks. Within that framework are multiple opportunities to establish a unique destination, experience, and place.

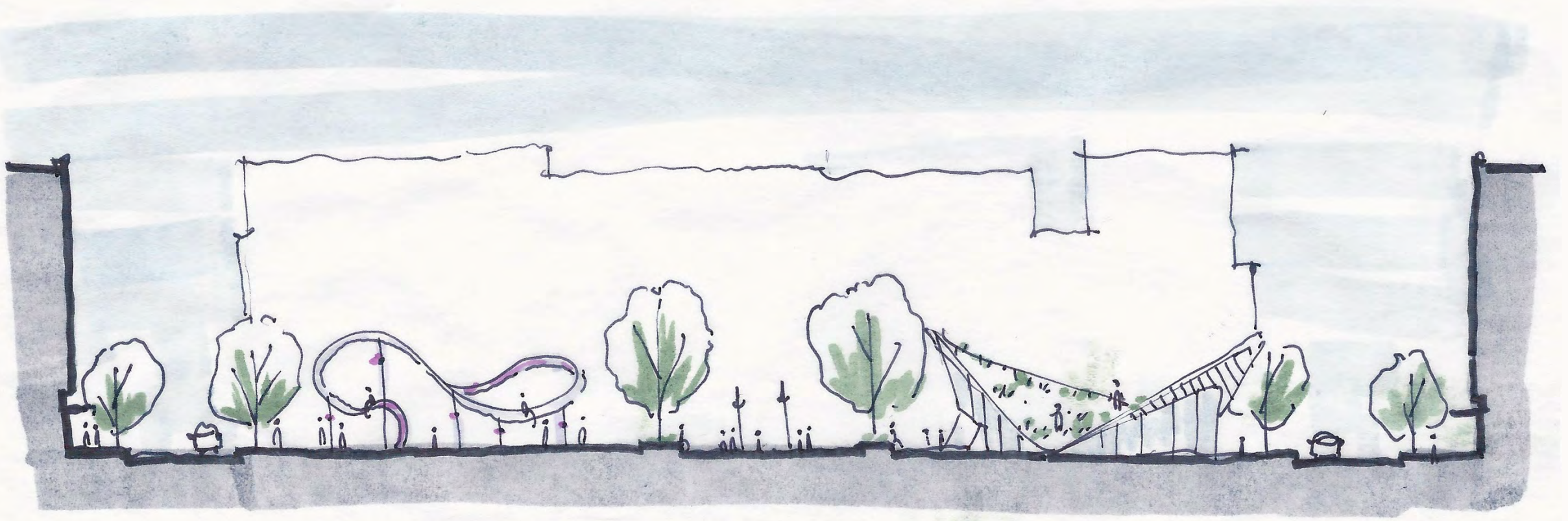
This space is shown as a rectangle in this alternative, but could take many different shapes and orientations as long as the size stays similar.



A New Focal Point for the Community



Cross Section of the Public Square

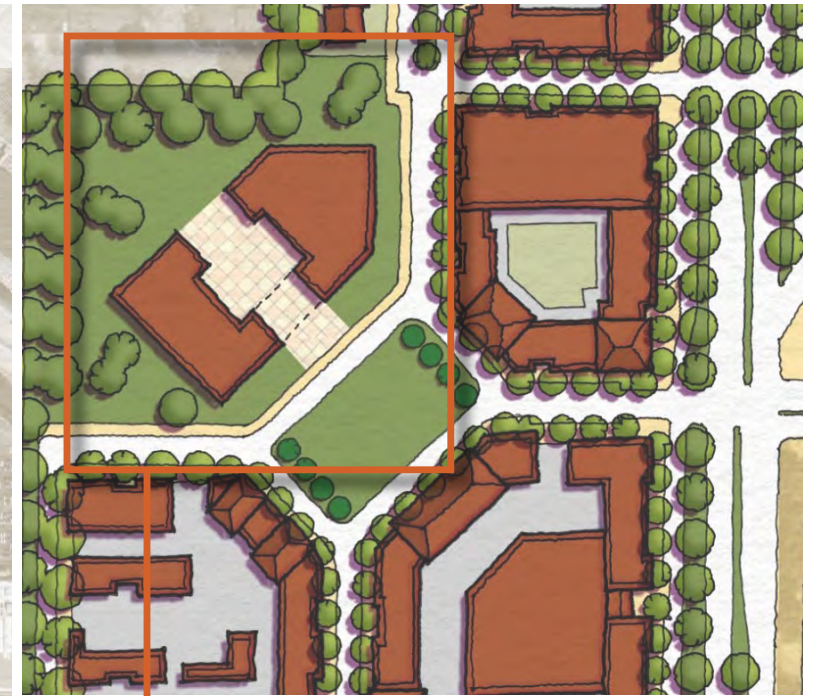


Plan 1: Internal Square

Option A

In Plan 1A, a large town square creates an active core for the new Downtown. Direct access to the square off Wolfe Road is provided by extending Vallco Parkway to the west into the site.

The north-west edge of the square is defined by a potential city hall, performing arts center and the skating rink. This would create a civic anchor for the new vibrant retail district. These could also be located on other sites, ideally near the square.



New civic uses: potential city hall, performing arts center (approximately 500 seats as shown), and the skating rink.

Plan 1: Internal Square

Option B

The alternative for this framework, Plan 1B, introduces a new green space along the western edge of the property along Perimeter Road.

The trade off for this is that, to keep the same program (and consequently same number of units and ratio of affordable units), taller buildings need to be integrated into other suitable locations in the project.



Plan 1: Internal Square

Options A and B

In both options, the retail would primarily be located on the ground floors of buildings framing the square, then along adjacent streets as is necessary to complete a shopping loop without distributing the retail & entertainment uses too broadly.

The area to the southwest functions primarily as a residential neighborhood with a variety of housing types that transition down in scale to the west, with 3-4 stories along the western edge.

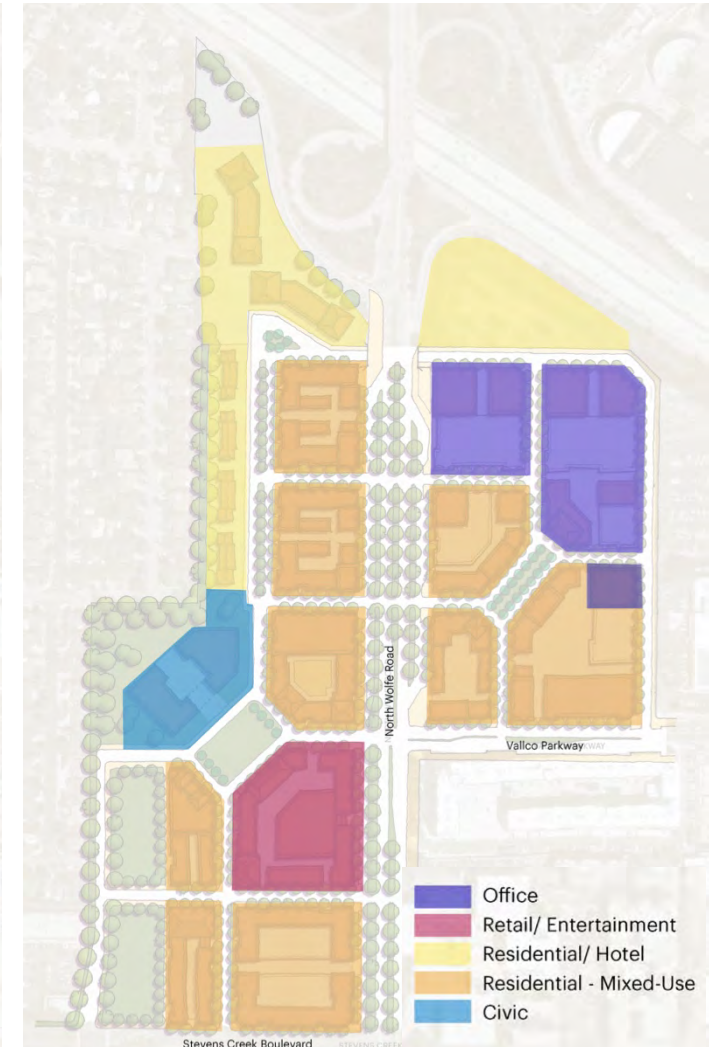


Plan 1: Framework Diagrams

Small-Medium-Large Buildings and Land Uses

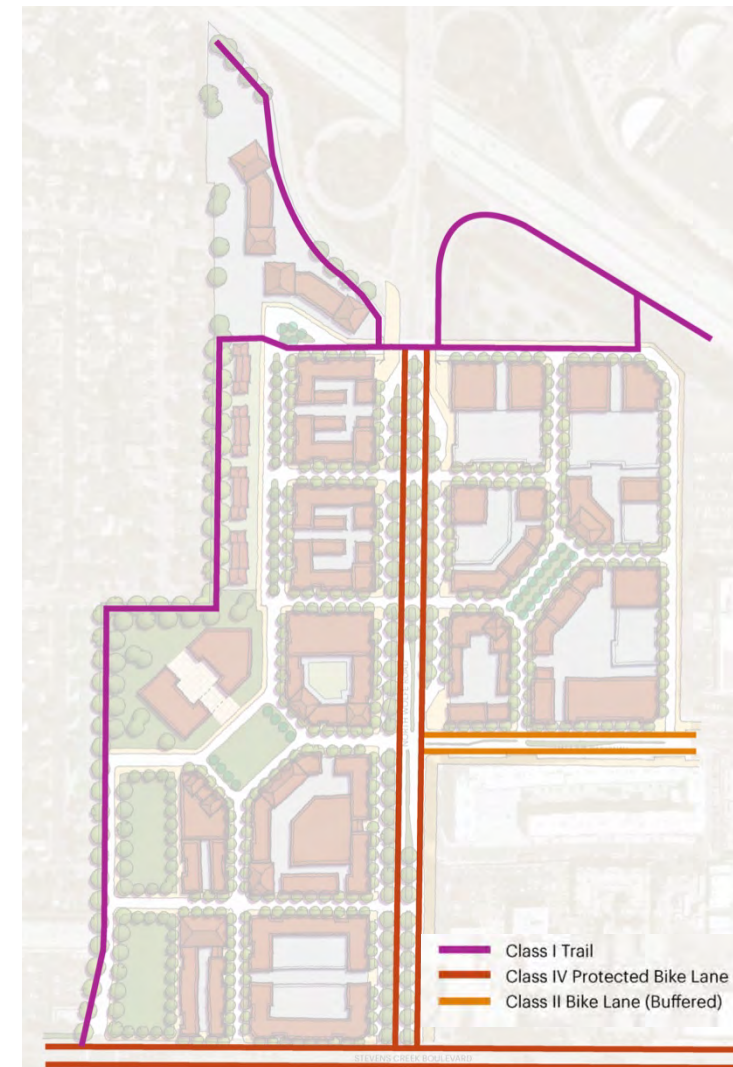
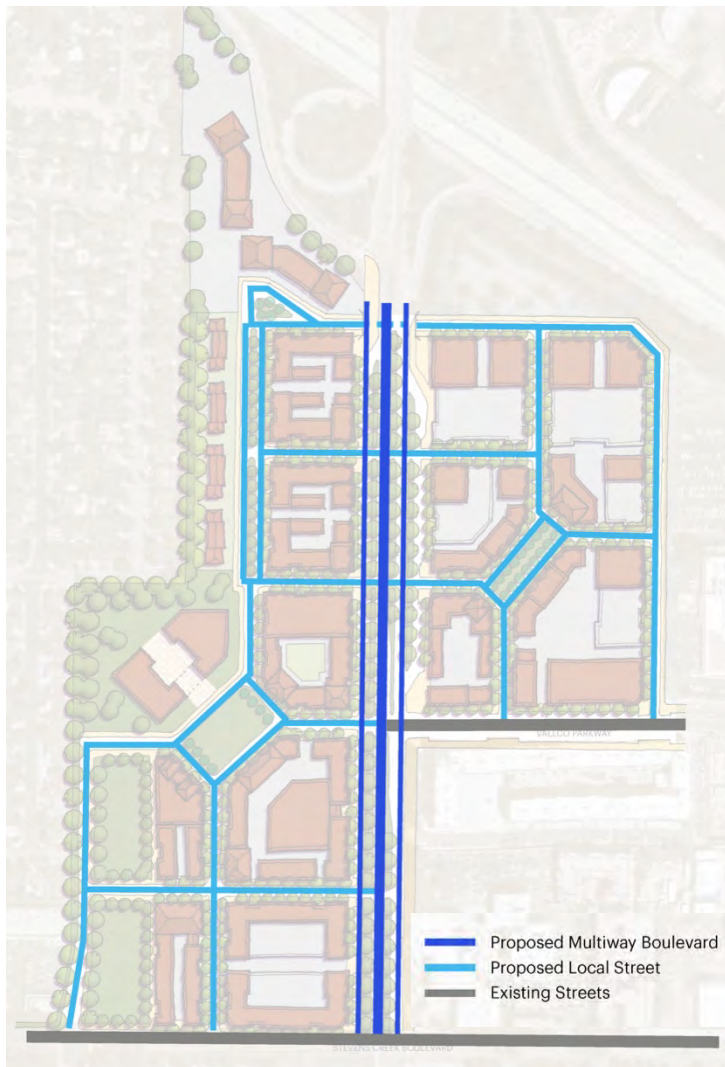
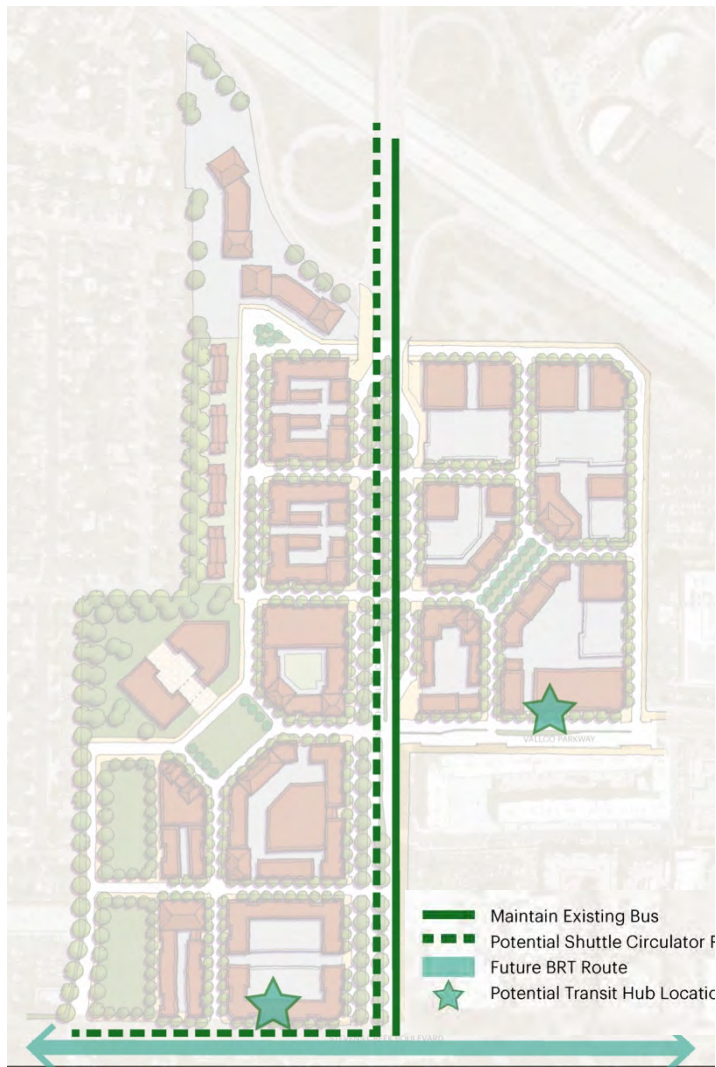
The framework diagrams are preliminary ideas (on this page and the next) for allocating land uses, massing and scale of buildings, circulation networks for autos, bikes, pedestrians and transit.

The diagrams shown here are for Plan 1B, but will be similar for Plan 1A.



Plan 1: Framework Diagrams

Transit Network, Street Network and Bike Network



Existing Vista (looking west from Vallco Parkway)



Creating a Gateway to Downtown

A New Vista: Plan 1A

- Vallco Parkway redesigned to make it more pedestrian-oriented.
- Ground floor retail for new buildings on the north side of the street improves connectivity between Main Street and the Downtown.
- A signature building or architectural feature will act as a project gateway and identity generator.

View from Vallco Parkway towards Wolfe, looking west: Plan 1A



Creating a Gateway to Downtown

Adding Height - Plan 1B

- To allow for more park space, taller buildings can be sited along Wolfe Road, with adequate separation from the North Blaney neighborhood.
- Taller elements would function as a gateway, and in place-making.
- The 'vertical forest' concept for buildings can provide high quality green space for owners or renters.

View from Vallco Parkway towards Wolfe, looking west: Plan 1B



Plan 1A – “SB 35 Comparable”

Program Studies

This is a necessary baseline that needs to be established to enable comparison with the SB 35 submittal.

Use	Allowed Program
Retail/Ent.	410,000 sf
Office	1,810,000 sf
Housing Units	2,400
Civic	65,000 sf
Parks/Public Space	215,000 sf / 5 acres



Block 5 Program
Residential: N/A
Retail: 57,000.00sf
Civic: 65,000.sf
Building Heights
2 to 4 stories (32' to 64')
Parking
1 level of underground parking

Block 9 Program
Residential: 69,000.00sf
Retail: N/A
Office: N/A
Building Heights
3 stories (33')

Block 7 Program
Residential: 408,132.00sf
Retail: 47,950.00sf
Office: N/A
Building Heights
3 to 13 stories (38' to 148')
Parking
2 levels of podium parking
2 levels of underground parking

Block 4 Program
Residential: 188,680.00sf
Retail: 25,982.00sf
Office: N/A
Building Heights
3 to 5 stories (38' to 60')
Parking
2 levels of underground parking

Block 6 Program
Residential: 230,532.00sf
Retail: 55,494.00sf
Office: N/A
Building Heights
1 to 12 stories (16' to 137')
Parking
3 levels of underground parking

Block 8 Program
Residential: 432,196.00sf
Retail: 47,950.00
Office: N/A
Building Heights
3 to 13 stories (38' to 148')
Parking
2 levels of podium parking
2 levels of underground parking

Block 2 Program
Residential: 218,725.00sf
Retail: 19,400.00sf
Office: N/A
Building Heights
3 to 6 stories (38' to 71')
Parking
1 level of parking tuck
1 level of underground parking

Block 1 Program
Residential: 316,959.00sf
Retail: 63,392.00sf
Office: N/A
Building Heights
6 stories (71')
Parking
2 levels of podium parking
1 level of underground parking

Block 3 Program
Residential: 310,187.00sf
Retail: 21,800.00sf
Office: N/A
Building Heights
4 to 12 stories (49' to 137')
Parking
3 levels of underground parking

Block 10 Program
Residential: 276,219.00sf
Retail: 9,279.00sf
Office: N/A
Building Heights
3 to 12 stories (38' to 137')
Parking
4 levels of podium parking
1 level of underground parking

Block 11 Program
Residential: 193,276.00sf
Retail: 21,782.00sf
Office: 244,800.00sf
Building Heights
7 to 13 stories (82' to 148')
Parking
4 levels of podium parking
3 levels of underground parking

Blocks 12-14 Program
Residential: 344,572.00sf
Retail: 39,485.00sf
Office: 1,565,563.00sf
Building Heights
4 to 15 stories (56' to 210')
Parking
9 levels of parking garage
3 levels of underground parking

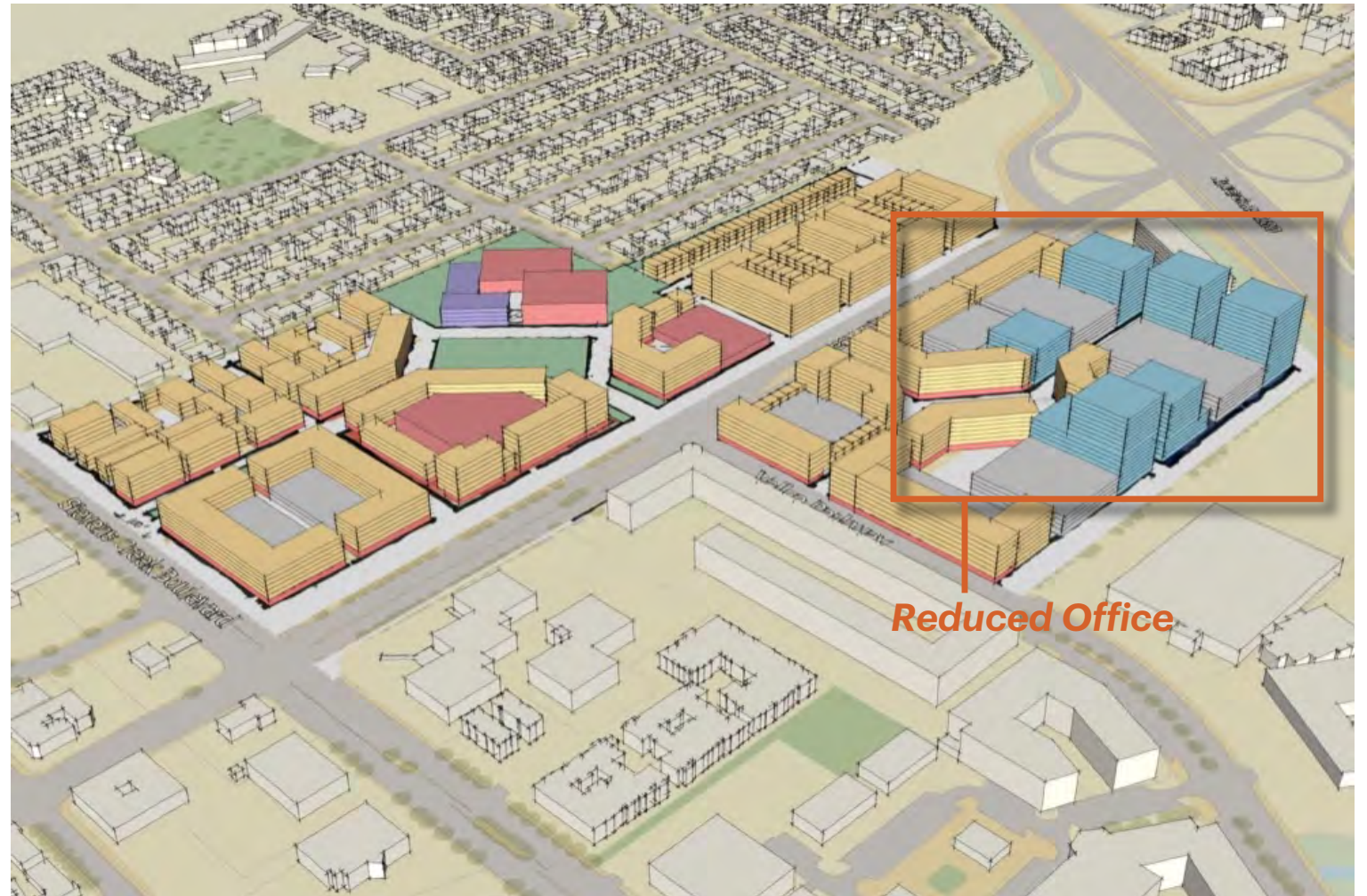
Typical Height per Program
Residential: 11'-0"
Retail: 16'-0"
Office: 14'-0"

Plan 1A with Reduced Office

Program Studies

If the program provides less office, what needs to be added to make this a viable and attractive alternative?

Use	Allowed Program
Retail/Ent.	410,000 sf
Office	1,300,000 sf
Housing Units	2,400
Civic	65,000 sf
Parks/Public Space	215,000 sf / 5 acres

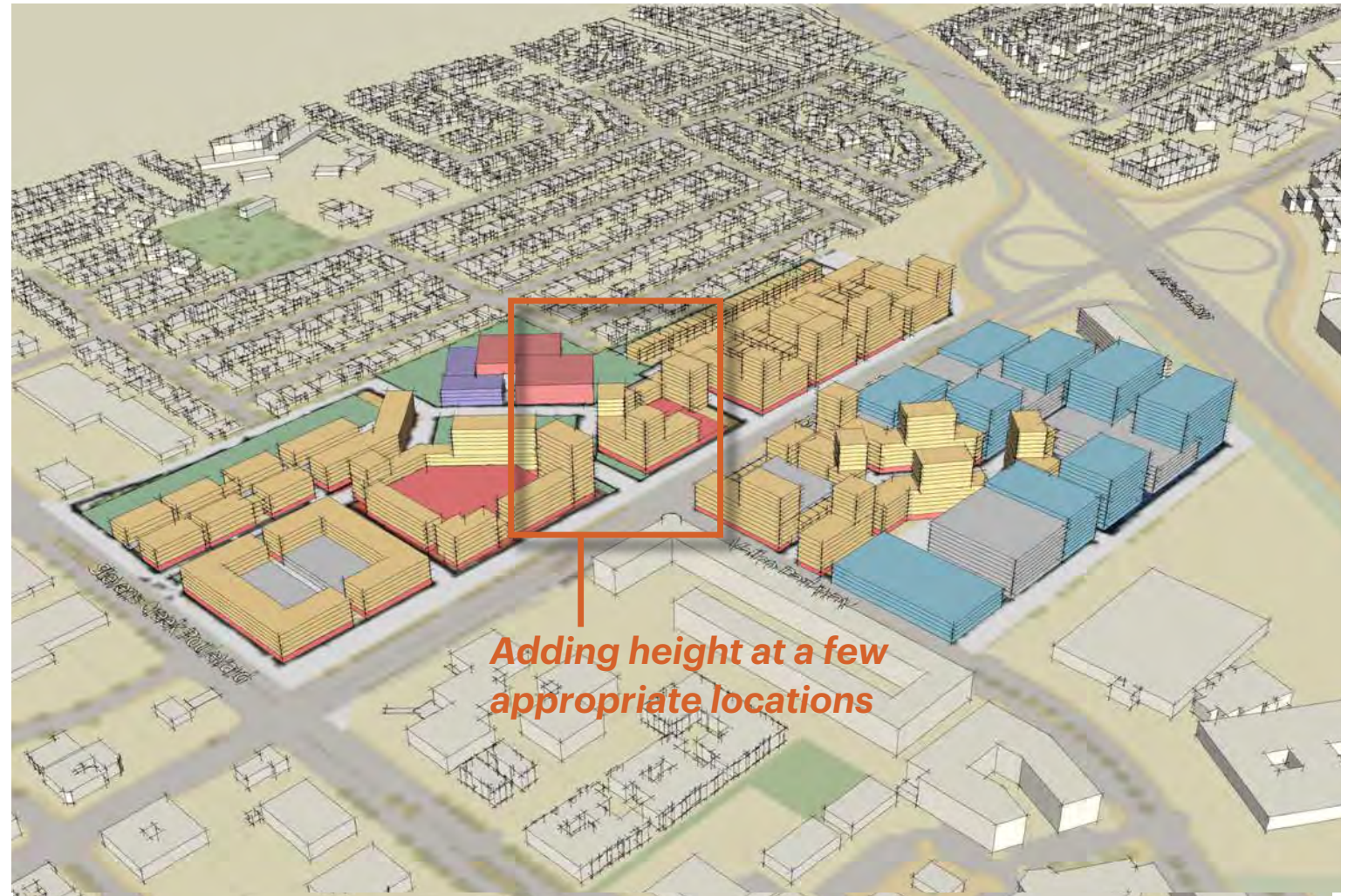


Plan 1B – More Open Space

Program Studies

What if the plan provided more at-grade open space? To keep the same program, some buildings get taller.

Use	Allowed Program
Retail/Ent.	410,000 sf
Office	1,810,000 sf
Housing Units	2,400
Civic	65,000 sf
Parks/Public Space	309,000 sf / 8 acres





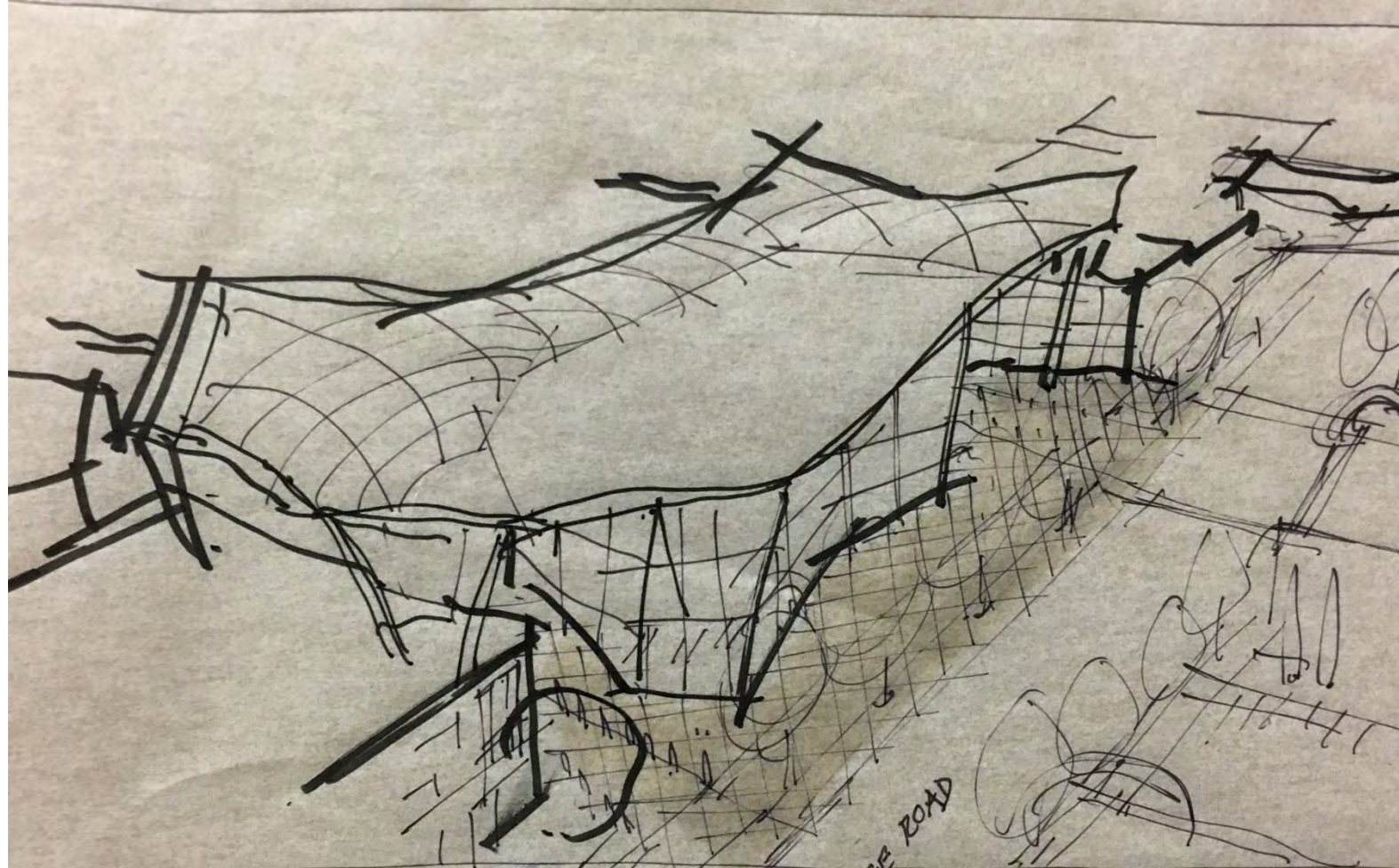
Plan 2: Edge Plaza Options A and B

Plan 2: Edge Plaza

Options A and B

In this scheme, the focal point and retail core of the new downtown is shifted to the edge of the site, directly adjacent to Wolfe Road.

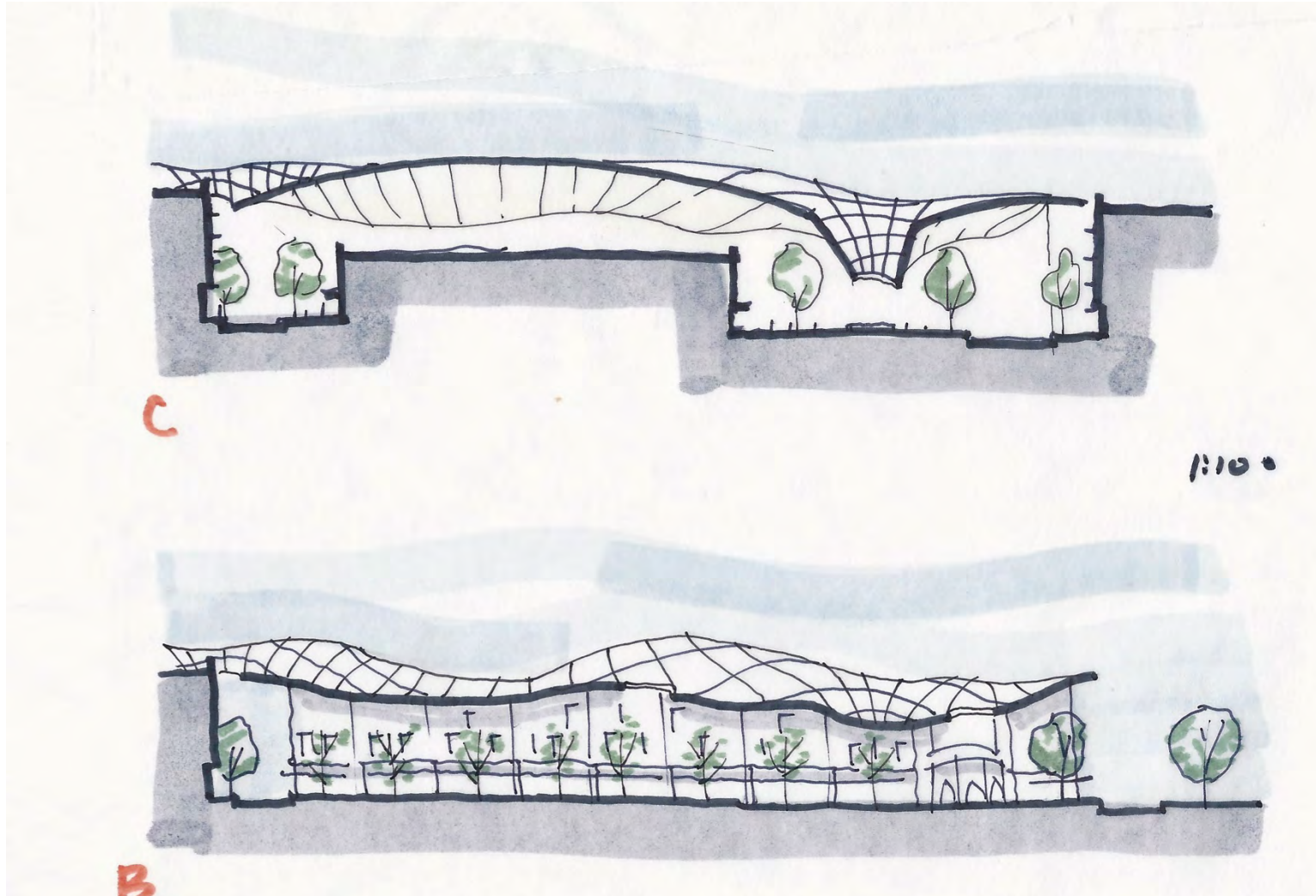
A large, iconic, multi-story retail and entertainment “pavilion”, set within a large public space, would be a central feature and act as the gateway to downtown.



This Can be Achieved in Many Ways



Cross Sections of the New Plaza



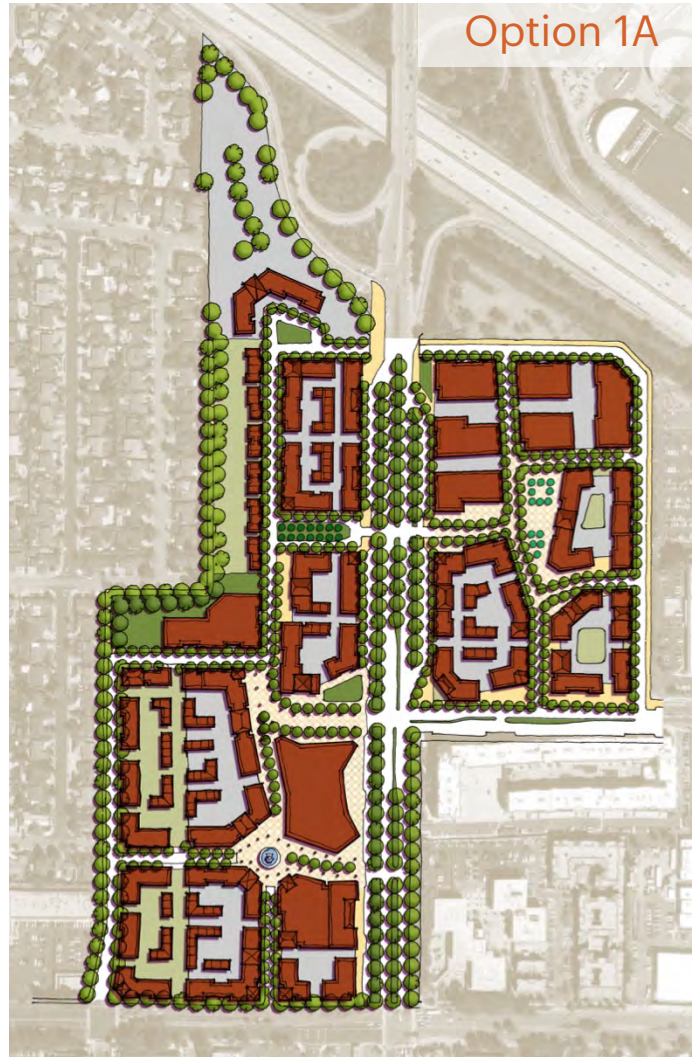
Plan 2: Edge Plaza

Option A

In Plan 2A, the geometry of the street layout and blocks is more irregular, creating interesting vistas and public spaces.

The part of the site south-west of the Vallco Parkway/Wolfe Road intersection is set aside for the iconic pavilion. The retail and entertainment uses will mostly be concentrated within this area.

The City Hall or similar civic functions are adjacent, and anchor the north-west corner.



Civic uses

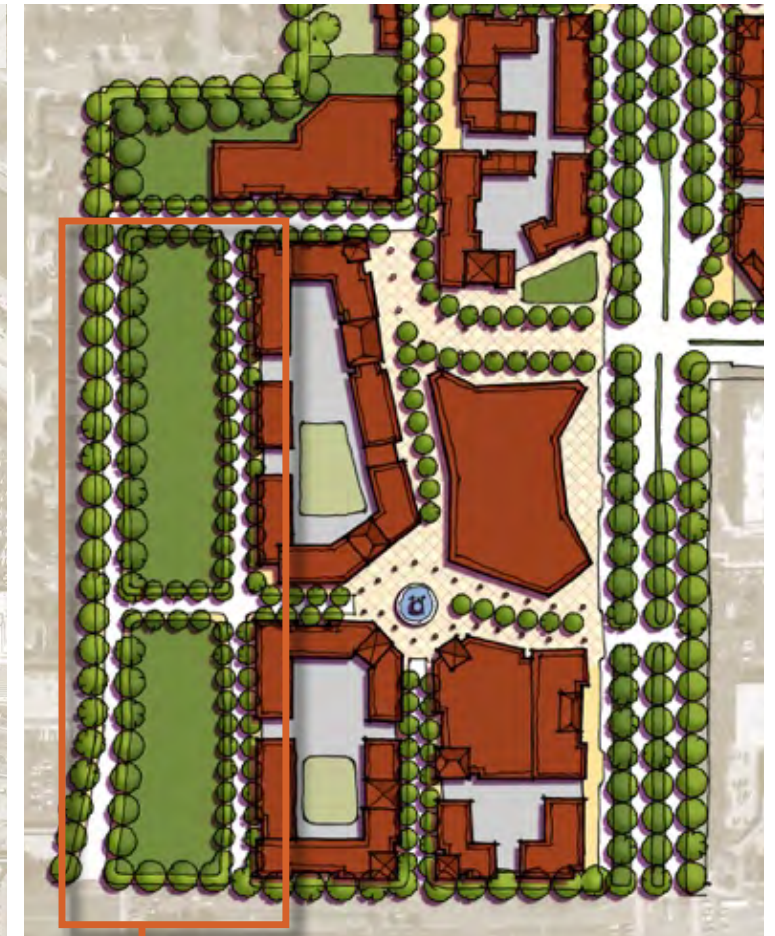
Retail and entertainment pavilion and public plaza, with retail uses framing the plaza.

Plan 2: Edge Plaza

Option B

The alternative for this framework, Plan 2B, introduces a new green space along the western edge of the property along Perimeter Road.

Similar to Plan 1B, the trade off to keep the same program (and consequently same number of units and ratio of affordable units), is that taller buildings need to be integrated into a few suitable locations within the project.



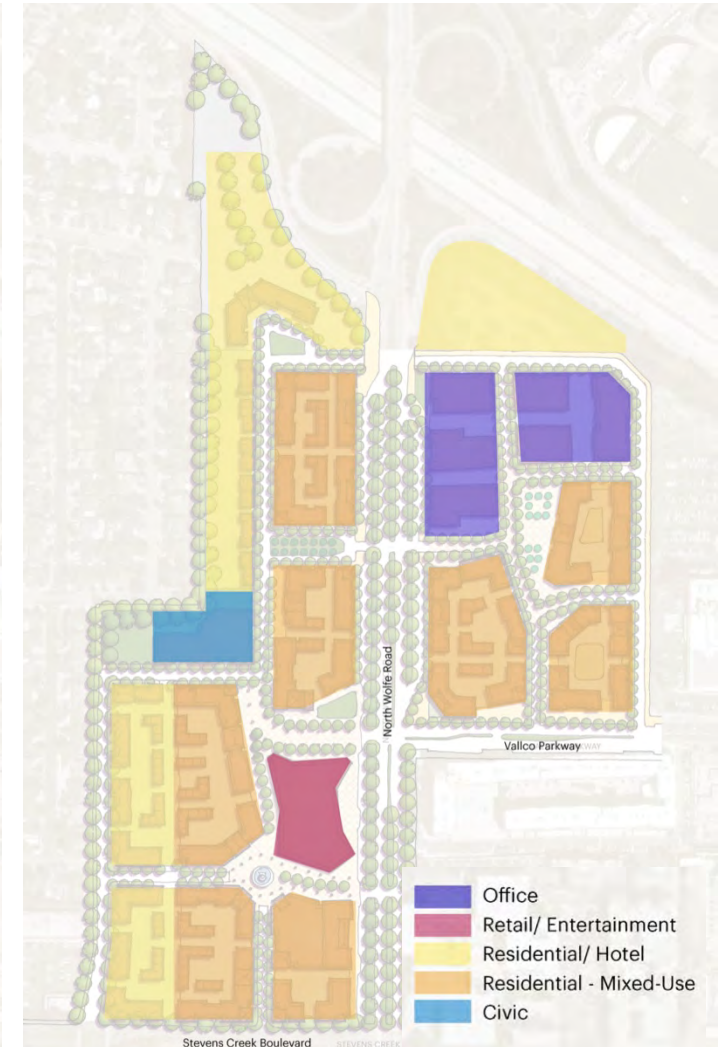
New community park

Plan 2: Framework Diagrams

Small-Medium-Large Buildings and Land Uses

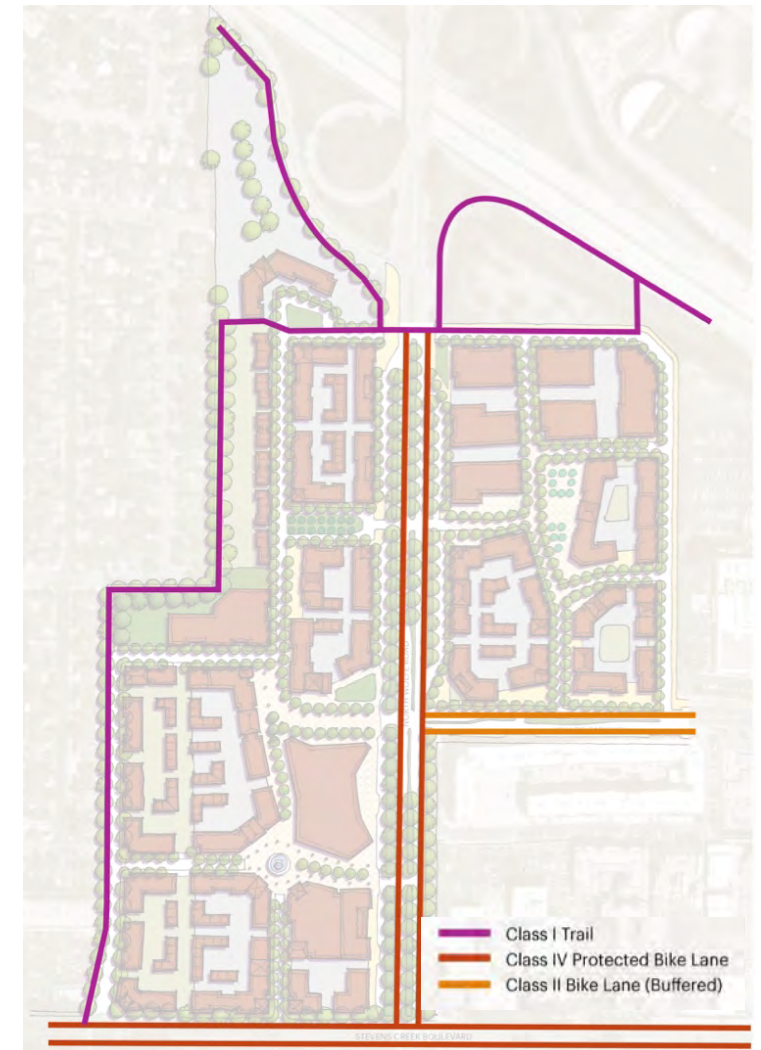
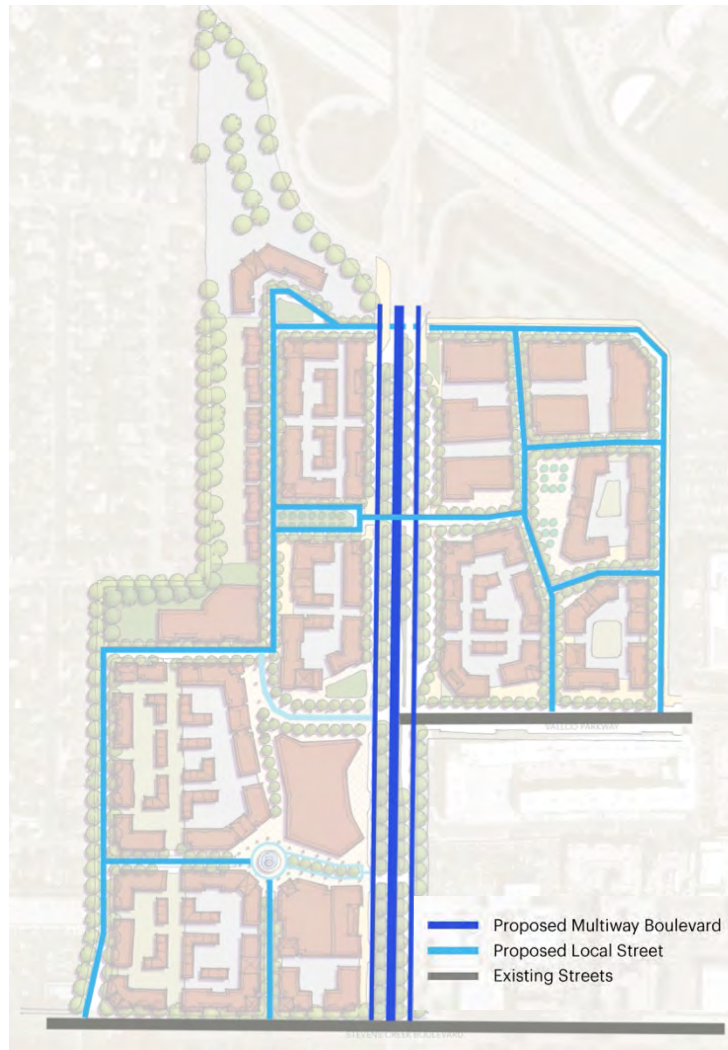
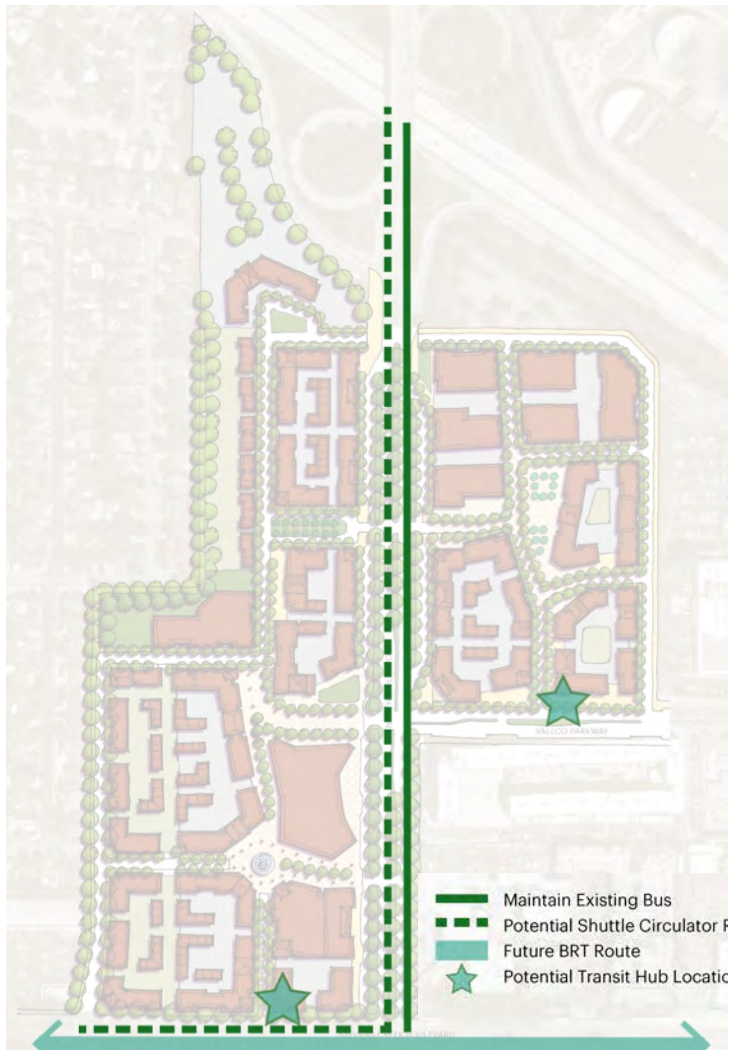
The framework diagrams are preliminary ideas (on this page and the next) for allocating land uses, massing and scale of buildings, circulation networks for autos, bikes, pedestrians and transit.

The diagrams shown here are for Plan 2A, but will be similar for Plan 2B.



Plan 2: Framework Diagrams

Transit Network, Street Network and Bike Network



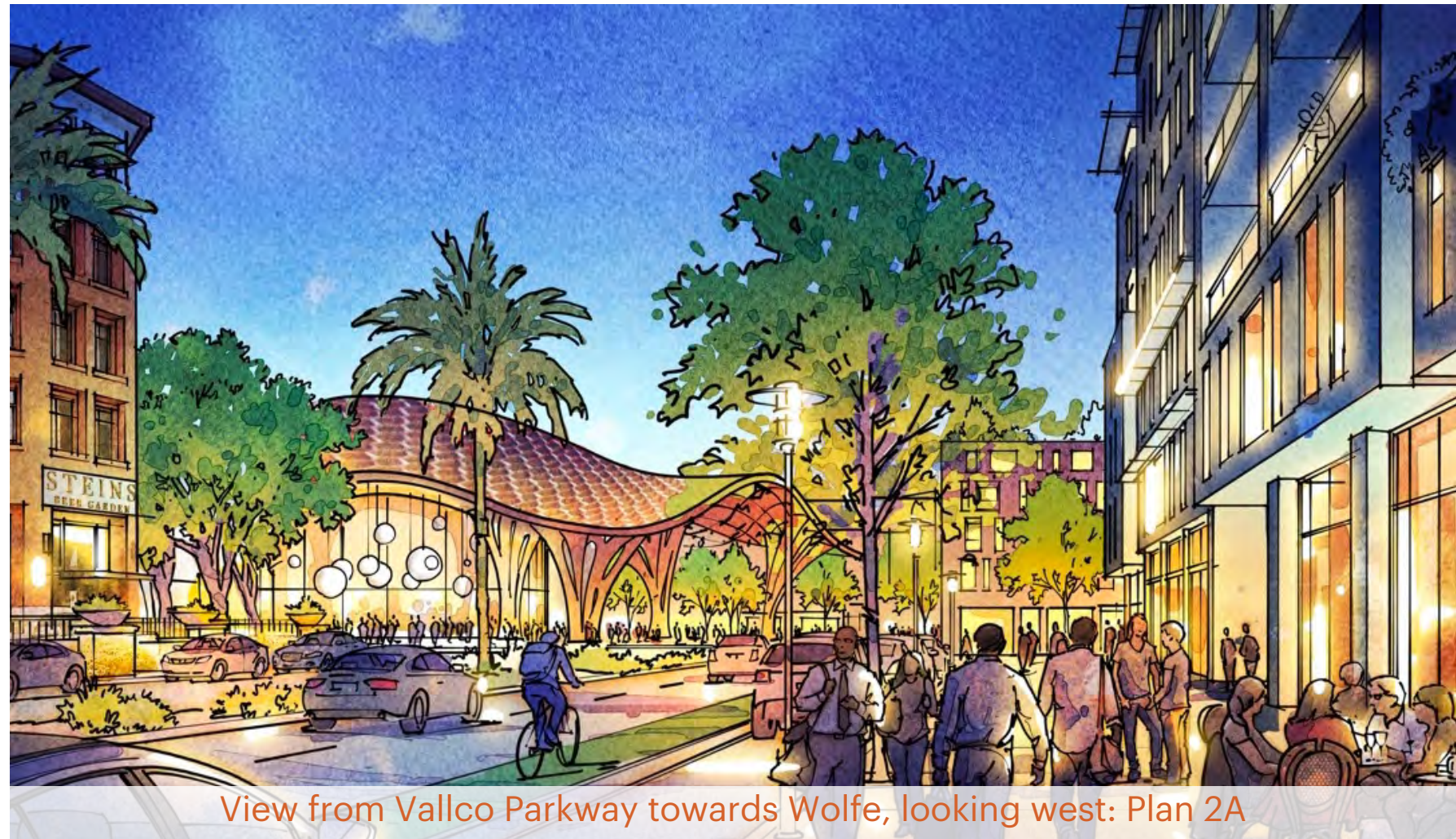
Existing Vista (looking west from Vallco Parkway)



Creating a Gateway to Downtown

A New Vista: Plan 2A

- Vallco Parkway redesigned to make it more pedestrian-oriented, and ground floor retail for new buildings help activate the street.
- The new gateway is the large, iconic, retail and entertainment pavilion surrounded by a series of public spaces which can be landscaped or hardscaped.

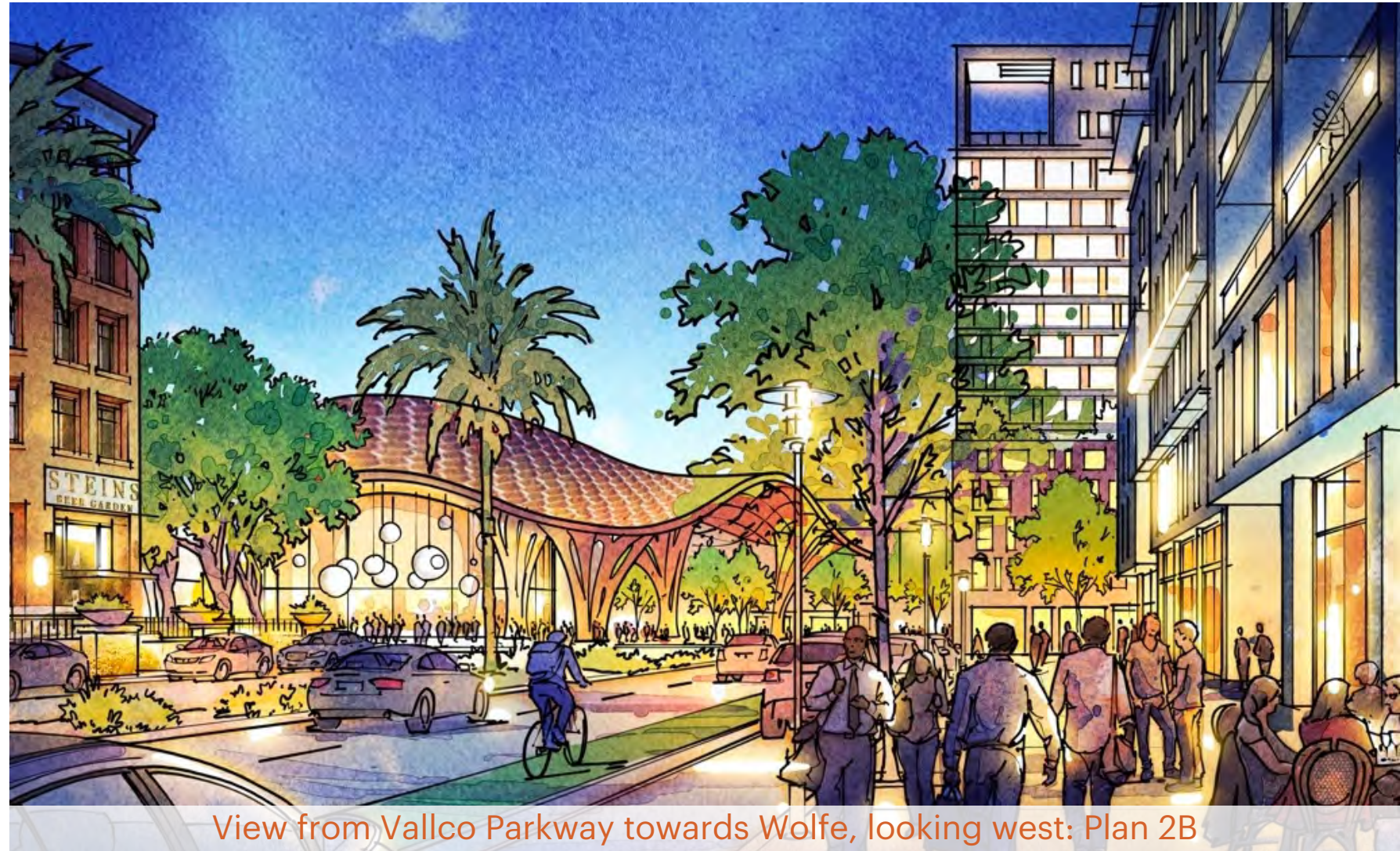


View from Vallco Parkway towards Wolfe, looking west: Plan 2A

Creating a Gateway to Downtown

Adding Height - Plan 2B

- Similar to Plan 1B, to allow for more park space, taller buildings can be sited closer to Wolfe Road, away from the North Blaney neighborhood.
- Taller elements would function as a gateway, and in place-making.
- The 'vertical forest' concept for buildings can provide high quality green space for owners or renters.



View from Vallco Parkway towards Wolfe, looking west: Plan 2B

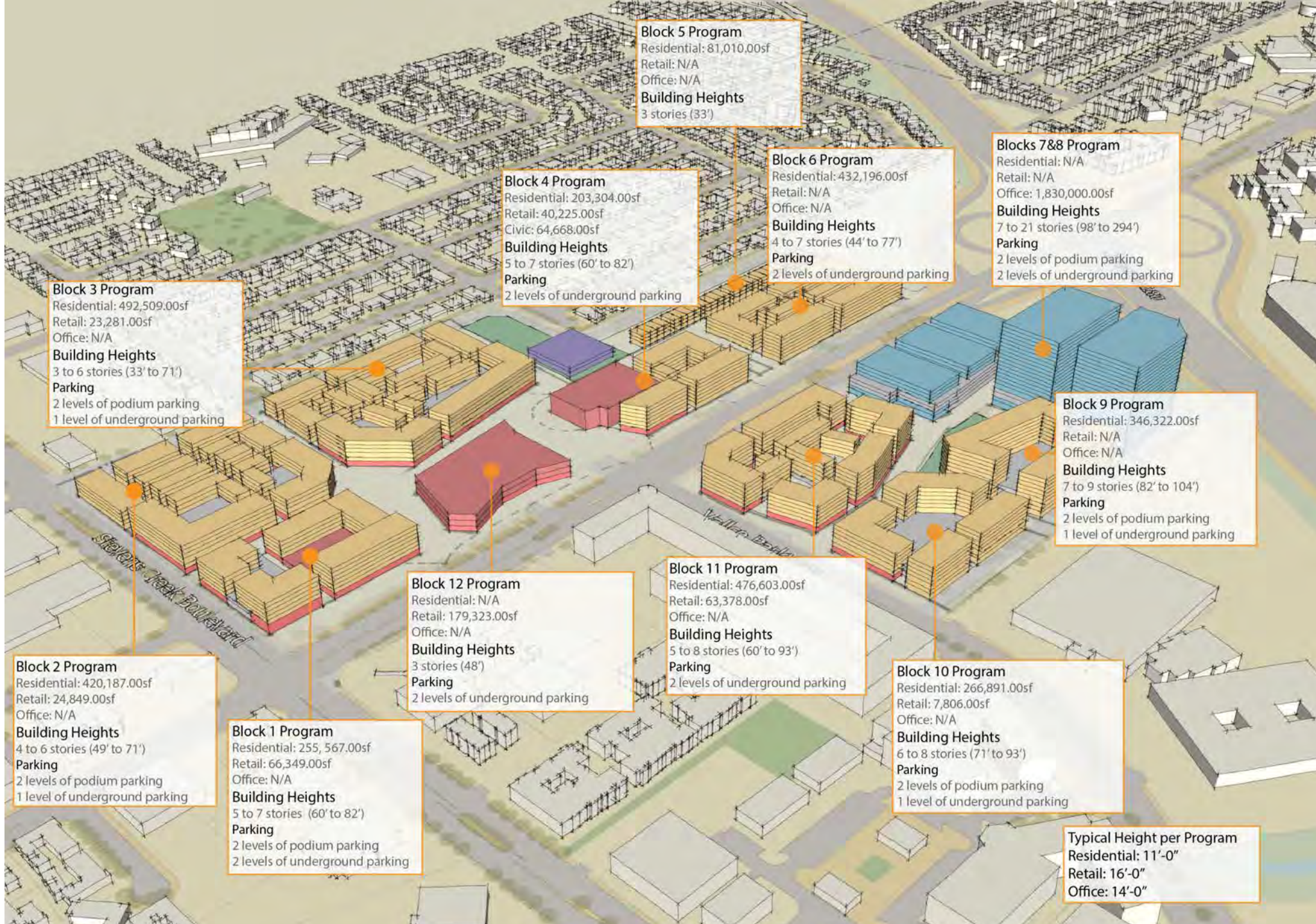
Plan 2A: "SB 35 Comparable"

Program Studies

This is a necessary baseline that needs to be established to enable comparison with the SB 35 submittal program.

Use	Allowed Program
Retail/Ent.	405,200 sf
Office	1,830,000 sf
Housing Units	2,400
Civic	65,000 sf
Parks/Public Space	351,000 sf / 8.6 acres





Block 5 Program
Residential: 81,010.00sf
Retail: N/A
Office: N/A
Building Heights
3 stories (33')

Block 4 Program
Residential: 203,304.00sf
Retail: 40,225.00sf
Civic: 64,668.00sf
Building Heights
5 to 7 stories (60' to 82')
Parking
2 levels of underground parking

Block 6 Program
Residential: 432,196.00sf
Retail: N/A
Office: N/A
Building Heights
4 to 7 stories (44' to 77')
Parking
2 levels of underground parking

Blocks 7&8 Program
Residential: N/A
Retail: N/A
Office: 1,830,000.00sf
Building Heights
7 to 21 stories (98' to 294')
Parking
2 levels of podium parking
2 levels of underground parking

Block 3 Program
Residential: 492,509.00sf
Retail: 23,281.00sf
Office: N/A
Building Heights
3 to 6 stories (33' to 71')
Parking
2 levels of podium parking
1 level of underground parking

Block 9 Program
Residential: 346,322.00sf
Retail: N/A
Office: N/A
Building Heights
7 to 9 stories (82' to 104')
Parking
2 levels of podium parking
1 level of underground parking

Block 2 Program
Residential: 420,187.00sf
Retail: 24,849.00sf
Office: N/A
Building Heights
4 to 6 stories (49' to 71')
Parking
2 levels of podium parking
1 level of underground parking

Block 11 Program
Residential: 476,603.00sf
Retail: 63,378.00sf
Office: N/A
Building Heights
5 to 8 stories (60' to 93')
Parking
2 levels of underground parking

Block 10 Program
Residential: 266,891.00sf
Retail: 7,806.00sf
Office: N/A
Building Heights
6 to 8 stories (71' to 93')
Parking
2 levels of podium parking
1 level of underground parking

Block 12 Program
Residential: N/A
Retail: 179,323.00sf
Office: N/A
Building Heights
3 stories (48')
Parking
2 levels of underground parking

Block 1 Program
Residential: 255,567.00sf
Retail: 66,349.00sf
Office: N/A
Building Heights
5 to 7 stories (60' to 82')
Parking
2 levels of podium parking
2 levels of underground parking

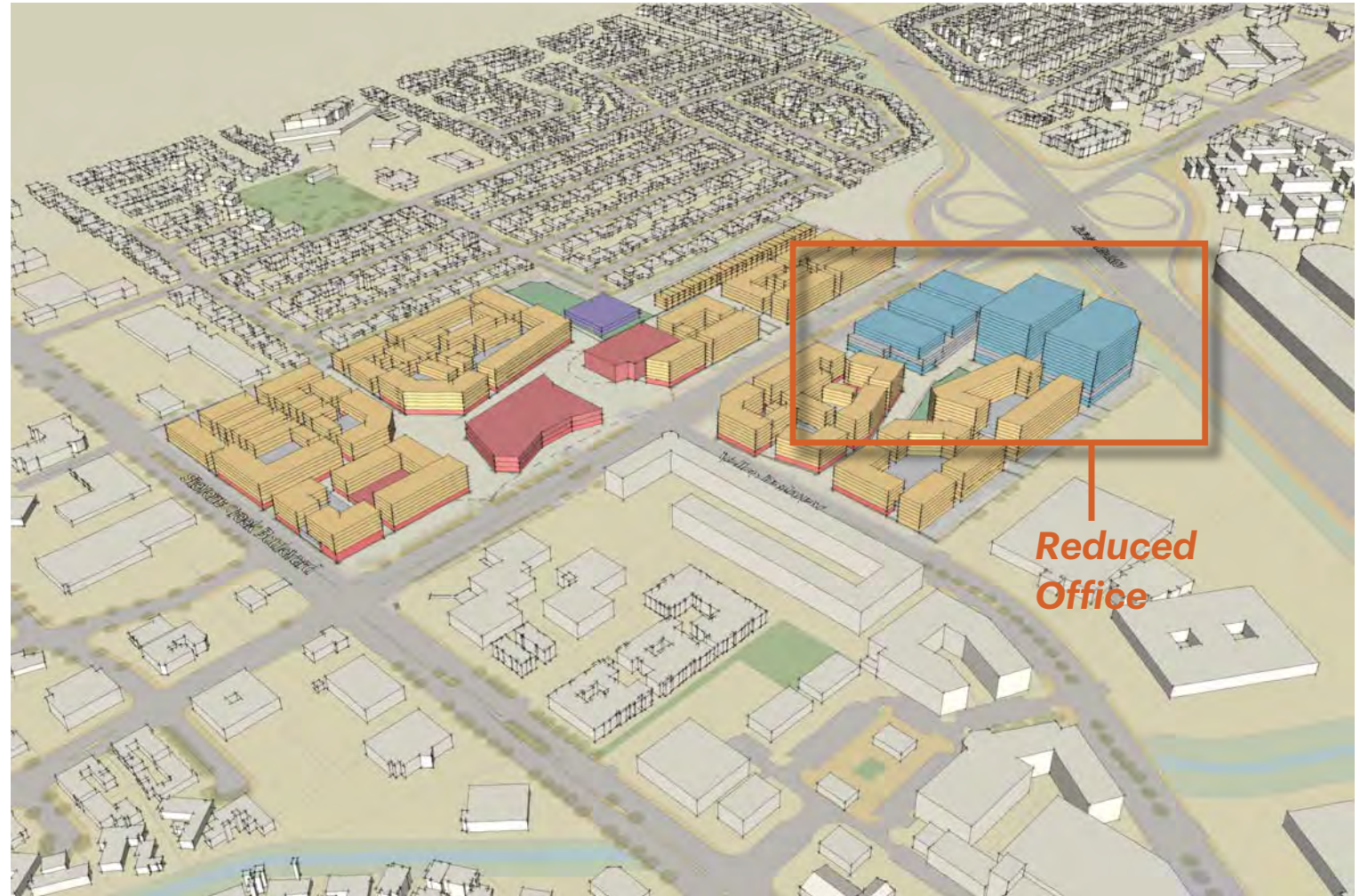
Typical Height per Program
Residential: 11'-0"
Retail: 16'-0"
Office: 14'-0"

Plan 2A with Reduced Office

Program Studies

If program provides lower office, what needs to be added to make this a viable and attractive alternative?

Use	Allowed Program
Retail/Ent.	405,200 sf
Office	1,300,000 sf
Housing Units	2,400
Civic	65,000 sf
Parks/Public Space	351,000 sf / 8.6 acres

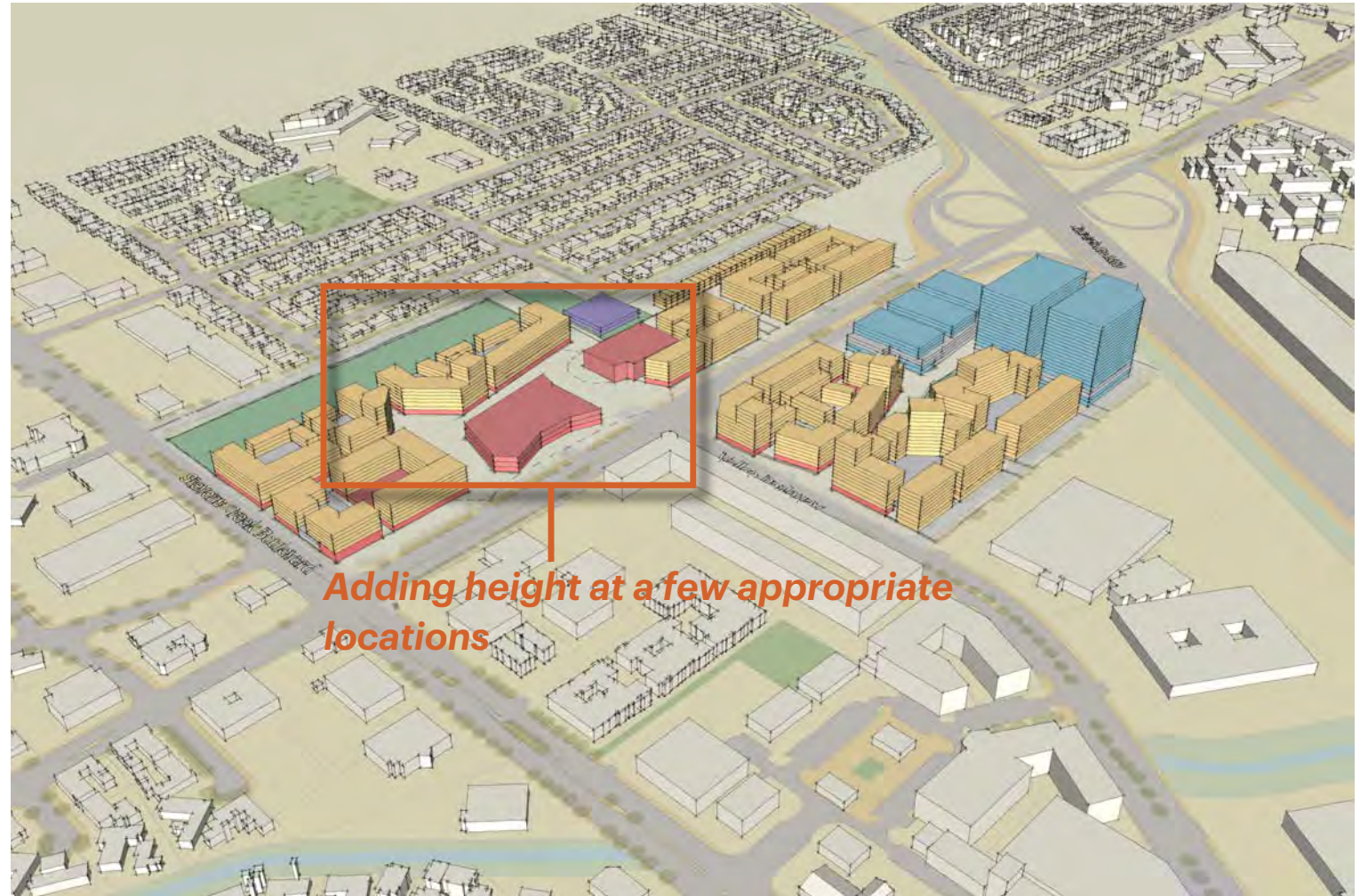


Plan 2B – More Open Space

Program Studies

What if the plan provided more at-grade open space? To keep the same program, some buildings get taller.

Use	Allowed Program
Retail/Ent.	405,200 sf
Office	1,830,000 sf
Housing Units	2,400
Civic	65,000 sf
Parks/Public Space	552,000 sf / 12.6 acres



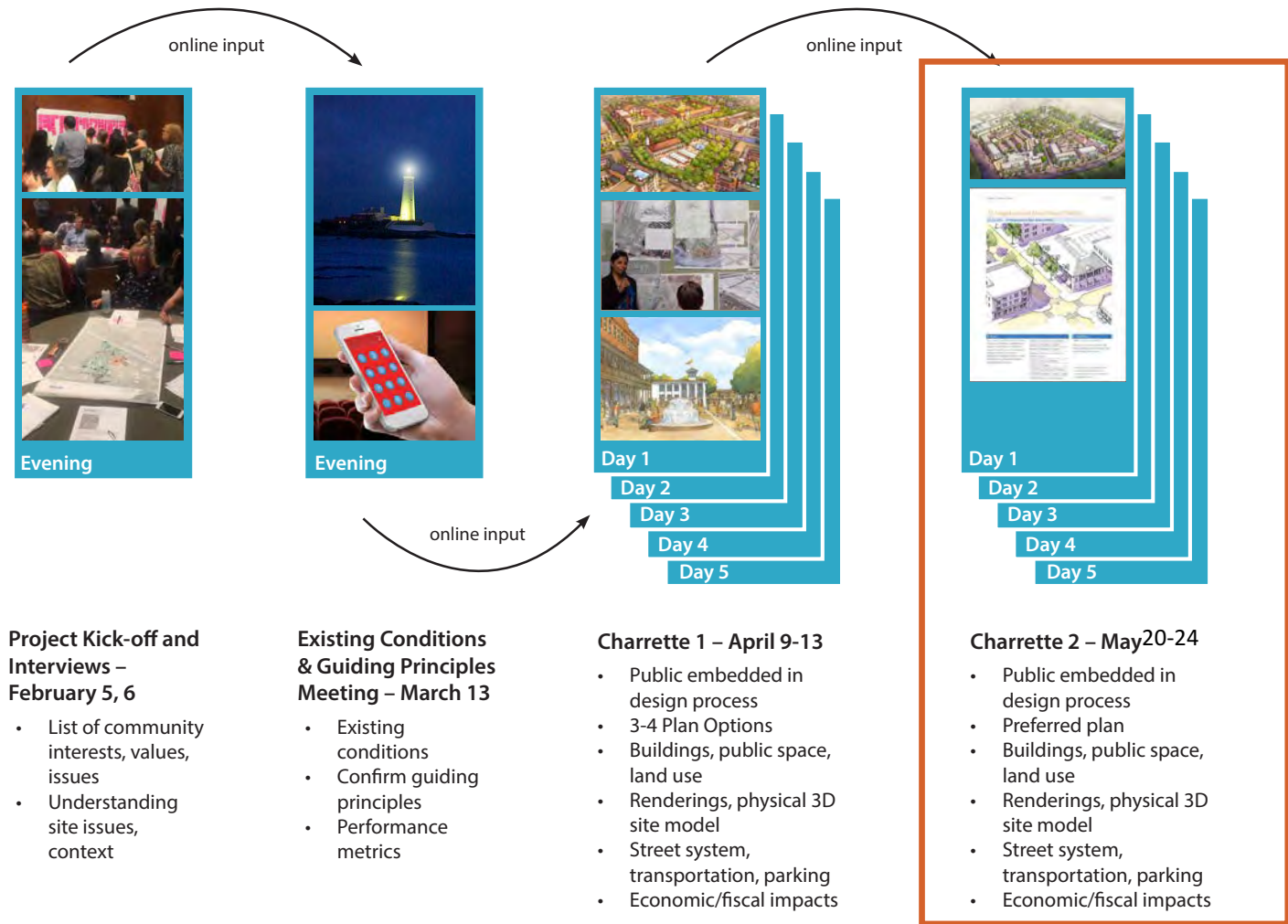


Next Steps

The Plan Options generated at the first Charrette (April 9th –13th 2018) need to be vetted for economic and transportation feasibility, and will be further refined based on technical analysis and feedback received from the community.

There is More to Do

We understand the alternatives need to be carefully assessed, which is partly why we set up a two-stage charrette process.



Project Kick-off and Interviews – February 5, 6

- List of community interests, values, issues
- Understanding site issues, context

Existing Conditions & Guiding Principles Meeting – March 13

- Existing conditions
- Confirm guiding principles
- Performance metrics

Charrette 1 – April 9-13

- Public embedded in design process
- 3-4 Plan Options
- Buildings, public space, land use
- Renderings, physical 3D site model
- Street system, transportation, parking
- Economic/fiscal impacts

Charrette 2 – May 20-24

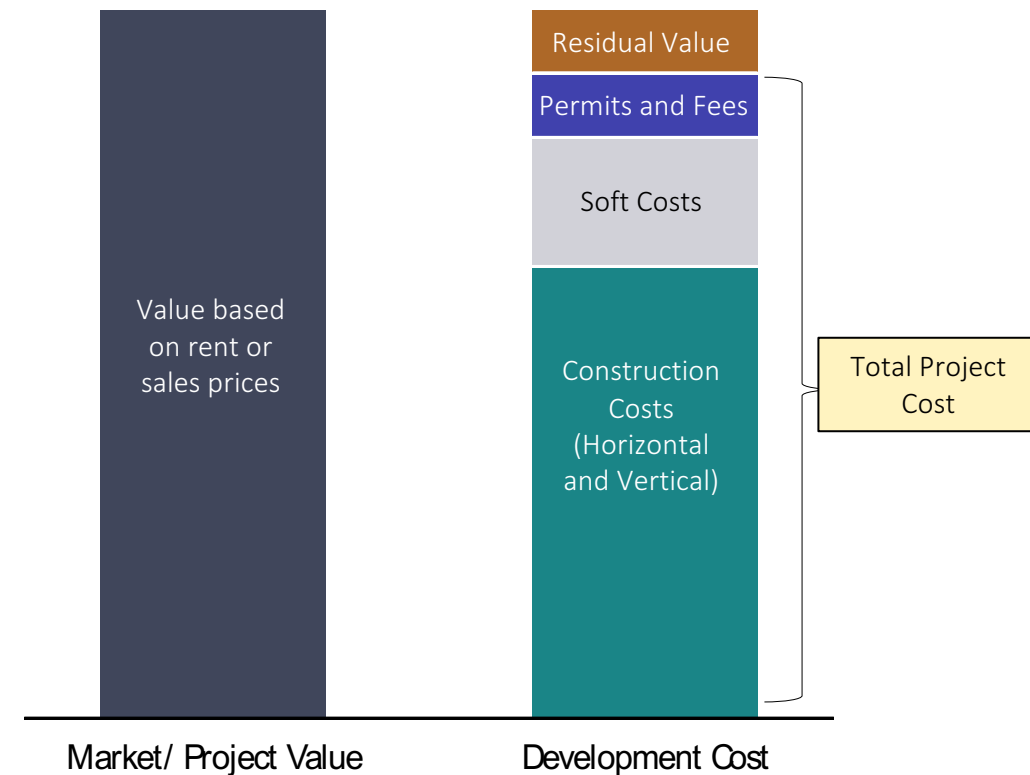
- Public embedded in design process
- Preferred plan
- Buildings, public space, land use
- Renderings, physical 3D site model
- Street system, transportation, parking
- Economic/fiscal impacts

Next Steps: Economics

Real Estate Financial Feasibility

- A site-specific pro forma financial feasibility model and analysis for the Vallco Specific Plan will offer critical input to preparation of preferred Specific Plan alternatives.
- Testing of development alternatives and key real estate development variables. The EPS pro forma will detail the development program by use, with cash flow analysis and development cost budgets for each.
- The model will establish the “residual land value” for each land use (i.e., value net of development costs including required developer returns to establish project feasibility and provide a gauge on the potential for additional community benefits.

Illustrative Project Economics



Next Steps: Transportation

Studying Transportation Impacts and First Pass at TDM Strategies:

- Identify expected traffic impacts and evaluate available capacity.
- Modeling and analysis to determine potential effectiveness of TDM strategies.
- Refining package of improvements and programs needed to help manage transportation impacts.

