

Vallco Town Center Specific Plan

Cupertino, California

Adopted
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Specific Plan Authority

This Specific Plan is authorized by California Government Code sections 65450 through 65457. The law authorizes adoption of a Specific Plan for the systematic implementation of an area covered by a local general plan.

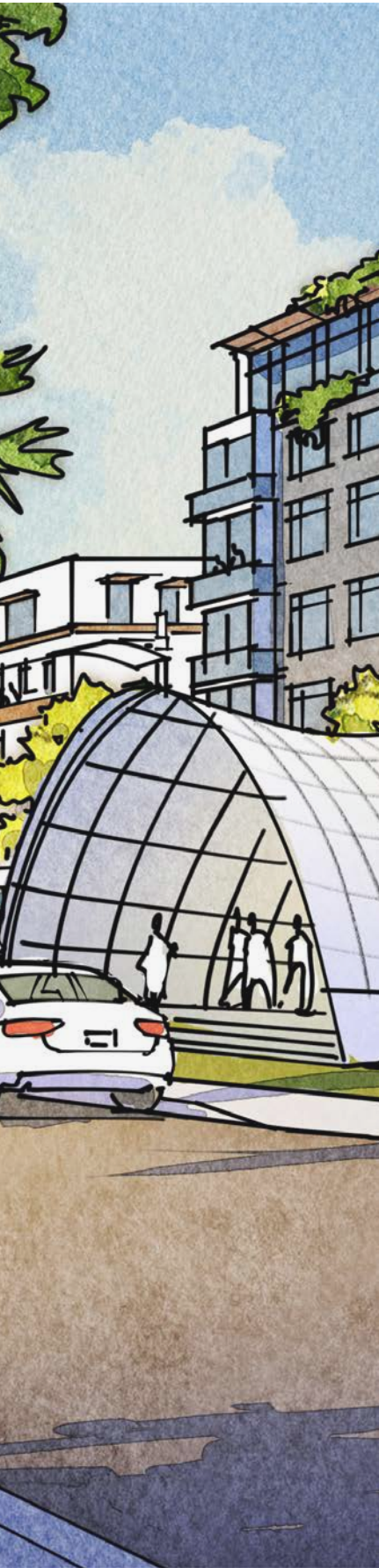
This Specific Plan implements the goals and policies of the Cupertino General Plan: Community Vision 2040 and provides additional detail to implement the General Plan's policy direction for the Plan Area. This Specific Plan serves as both a policy and regulatory document providing the goals, policies, expected outcomes, programs, standards and guidelines for future development in the Plan Area.

What's Inside?

Vallco Town Center Specific Plan

Purpose and Intent	1
Background and Setting	2
Vision	3
Mobility	4
Infrastructure and Public Facilities	5
Development Standards	6
Administration, Implementation and Financing	7





Purpose and Intent

CHAPTER
1

In this chapter

1.1 Purpose of the Specific Plan	1-02
1.2 Key Issues and Opportunities	1-04
1.3 Goals and Expected Outcomes	1-08
1.4 Community Engagement	1-16

1.1 Purpose of the Specific Plan

'Community Vision 2015-2040', the Cupertino General Plan, identifies the Vallco Town Center Special Area as an area to be transformed into a vibrant mixed-use town center serving the Santa Clara Valley, providing a destination for regional visitors and the local community for shopping, dining and entertainment.

Policy LU-19 of the Cupertino General Plan ('General Plan') requires the preparation of a specific plan prior to any development in the Vallco Town Center Special Area ('Plan Area') to specify the requirements for land uses, design standards and guidelines, and infrastructure improvements.

This Vallco Town Center Specific Plan ('Specific Plan') satisfies that requirement and is aimed at one overarching purpose: to transform the existing Vallco Shopping Mall site into a walkable, mixed-use district anchored by retail, entertainment and cultural uses, and supported by new neighborhoods, employment areas and public open spaces. This would provide a major new destination for Cupertino residents and visitors to socialize, work, and enjoy the shops, restaurants and streetscapes.

This vision is the result of a comprehensive public design process with the Cupertino community in 2018. That process and the resulting community direction generated guiding principles that inform and drive the vision, described in Chapter Three: Vision.



Figure 1.1. The Vallco Special Area, with the existing Vallco Shopping Mall.

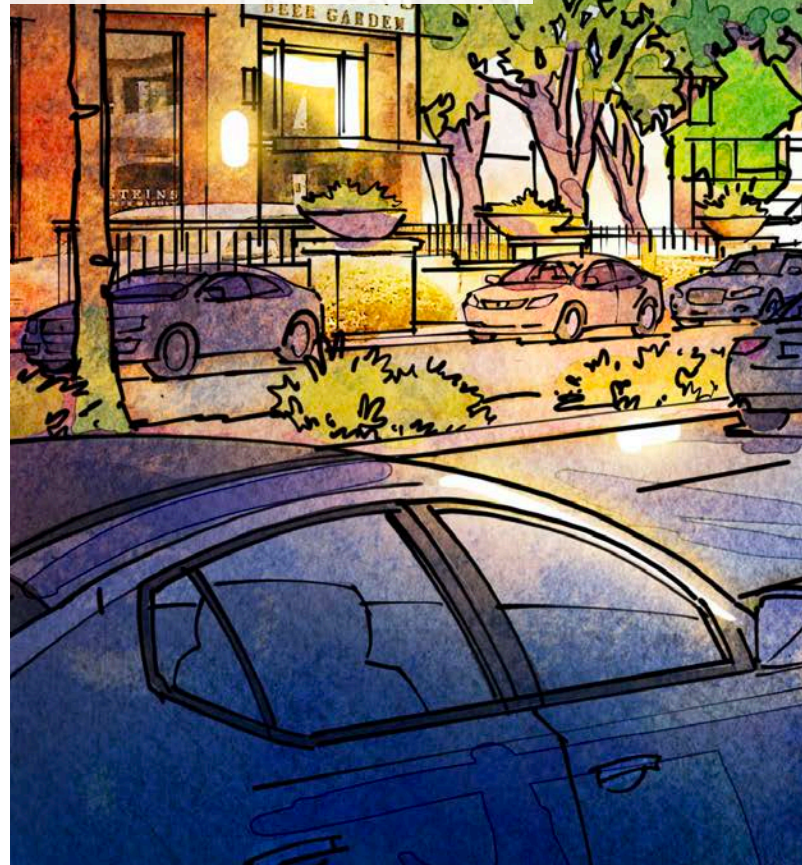




Figure 1.2. A visualization of the Plan Area, viewed from Vallco Parkway looking west towards North Wolfe Road.

1.2 Key Issues and Opportunities

Key issues and opportunities in the Plan Area have shaped the Specific Plan goals and policies.

The 2018 Specific Plan process included extensive community engagement to identify the concerns and aspirations of Cupertino residents and workers, as well as analysis of the site and real estate market conditions in the region, to help define potential redevelopment opportunities for the Plan Area.

This process identified six key issues. Each is described in this section, along with corresponding opportunities. These issues and opportunities informed the process and content of this Specific Plan.

For more information on the community outreach and background analysis, please refer Section 1.4: Community Engagement and Chapter Two: Background and Setting of this Specific Plan.



1

Regional Identity and Relevance



2

Housing Needs and Affordability



3

Lack of Usable Public Space



4

Weak Connectivity and Public Realm



5

Transportation Needs and Congestion



6

Declining School Enrollment

Issue

1 Regional Identity and Relevance



Figure 1.3. Vallco Mall, view from an interior parking court.

Issue

The Plan Area has 1.2 million square feet of existing building area, of which 85 percent was vacant as of early 2018. The Hyatt House hotel was under construction in 2018. The regional indoor mall format for retail is increasingly becoming irrelevant because of a significant increase in online purchasing and the success of revitalized downtowns and new lifestyle centers in the region. Nationally, declining regional malls are adjusting to economic conditions by including a significant housing component; or are being redesigned as walkable, mixed-use developments.

Opportunity

The Cupertino General Plan envisions the Plan Area becoming a regional shopping and entertainment destination and a place where people can live and work. By redeveloping the Plan Area as a mixed-use district, sales leakage to other communities can be reduced. There is an opportunity to accommodate the existing demand for more office space, in particular from the technology sector.

- **Integrate an optimal mix of housing, retail, office, hotel and cultural uses to ensure relevance to the community and market trends.**
- **Establish a new walkable, mixed-use district for Cupertino that is a destination of choice for both residents and visitors.**

Issue

2 Housing Needs and Affordability

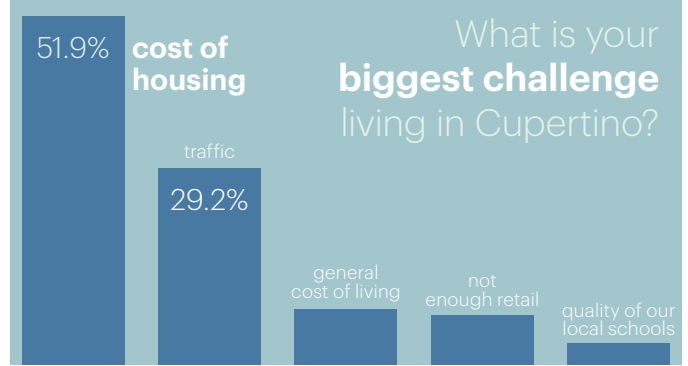


Figure 1.4. A 2018 survey (Data source: www.cupertino.com)

Issue

The Cupertino General Plan expects the city to grow by 22 percent from 2014 to 2040. This translates into 12,898 residents or 4,557 housing units needed over the next 26 years based on a household size of 2.83 persons. Currently, the Plan Area has no residential units on the entire 58 acres. Cupertino also has low housing affordability, with a median home value of \$2.3 million and average monthly rents at \$3,150 (June 2018 figures). The City's housing stock of approximately 21,500 residential units is approximately 60 percent single-family, higher than the Bay Area average of 54 percent, which limits housing access and diversity.

Opportunity

The 2018 Specific Plan process studied scenarios that could accommodate significant amounts of housing in the Plan Area, including a base density of 35 units per acre, with opportunities for additional units through the state density bonus law or a city-defined "Community Benefits Density Bonus" available for qualifying projects that provide more affordable housing than otherwise required and other specified community benefits. The Plan Area can potentially meet 44 to 67 percent of the city's housing needs by 2040.

- **Allow and encourage a variety of housing types to accommodate a range of housing needs, including options such as co-housing (shared living). Allow both rental and for-sale housing to advance greater housing access.**
- **Promote affordable housing at all levels: low, very low, median and moderate.**

Issue

3 Lack of Usable Public Space



Figure 1.5. Vallco Mall: lack of outdoor open space.

Issue

The Plan Area has no defined public space. The nearest public spaces, a plaza and park, are at the Main Street development 1,000 feet away. Portal Park is a 3.8-acre neighborhood park in the North Blaney neighborhood to the west of the Plan Area. A boundary wall runs along the western edge of the Plan Area, separating it from the North Blaney neighborhood. The residents of the North Blaney neighborhood have expressed a desire to keep the wall and thus there may not be any bicycle and pedestrian connections across the property line.

Opportunity

There is an opportunity to realize a variety of public spaces in the Plan Area to serve the new development as well as surrounding neighborhoods.

- **Create a network of publicly accessible spaces anchored by two main centrally located public spaces that can be new gathering places for the community.**
- **Allow civic uses within the site to enhance the active use of publicly accessible spaces.**
- **Establish standards to ensure that all public spaces are quality spaces in terms of size, layout, landscaping and other design details.**

Issue

4 Weak Connectivity and Public Realm



Figure 1.6. Vallco Mall entrance from North Wolfe Road.

Issue

The entire 58-acre Plan Area has limited connections to North Wolfe Road, Vallco Parkway and Stevens Creek Boulevard and no routes across the site. This is a result of the superblock regional mall model with very large footprint buildings separated from streetscapes by large parking lots. The existing public streets within and adjacent to the Plan Area are large arterials primarily focused on the efficient moving of vehicles and less on the needs of cyclists and pedestrians. With the exception of street trees along Perimeter Road and parts of North Wolfe Road, the streetscapes lack visual appeal and coherence.

Opportunity

The site offers an opportunity to implement the Cupertino General Plan direction of establishing a network of streets that will provide multiple routes to popular destinations and support all travel modes.

- **Establish a highly interconnected, fine-grained network of pedestrian-oriented streets and short blocks within the site, with connections to North Wolfe Road, Vallco Parkway and Stevens Creek Boulevard.**
- **Retrofit North Wolfe Road and Stevens Creek Boulevard to promote walkability, transit and biking.**
- **Highlight the street grid through the location of public spaces and design the new streetscapes to encourage walking and biking, and to create a coherent identity.**

Issue

5 Transportation Needs and Congestion



Figure 1.7. Congestion at commute times on the region's highways.

Issue

The auto-oriented land use regulations and street designs of the past have left Cupertino with congested streets and few good alternatives to driving alone. Inadvertently, zoning rules have created strong financial incentives that reward employees and residents for driving alone, but withdraw support if they walk, bicycle, carpool or take transit.

The result is too many drive-alone motor vehicle trips (which are a primary cause of air pollution and traffic congestion) and community fears that adding new homes, shops, or jobs will worsen matters further.

Opportunity

The high value and large scale of the plan area offers the opportunity to establish a comprehensive transportation system that will give both employees and residents better transportation choices.

- **Establish a menu of solutions and measures such as vehicle trip caps and reduction of single-occupancy vehicle trips, that ensure that employees and residents can walk, bicycle, take transit or rideshare.**
- **Use impact fees and development standards to build the civic transportation infrastructure needed to minimize traffic.**
- **Establish mixed-use neighborhoods where future residents can choose to meet most daily needs without needing a car.**

Issue

6 Declining School Enrollment



Figure 1.8. A Cupertino school (Image source: www.cusdk8.org)

Issue

Cupertino's regional reputation for the high quality of its schools has contributed to high home sale values and rents. However, according to the Cupertino Union School District, enrollment in the district has declined by 3% from 2016 to 2017. Recent analyses show this trend increasing, resulting in a decline of 1,521 students in the school district from 2018 to 2023. Contributing to this trend are two key factors: lack of housing and changing demographics. Also observed is an increase in teacher turnover, in part due to the lack of affordable housing, that can potentially impact the quality of the schools.

Opportunity

The Plan Area permits new residential units at a maximum base density of 35 units per acre, with opportunities for additional units through the state density bonus law or a city-defined 'Community Benefits Density Bonus'. This planned development can add new students, and consequently additional school fees to the district over the life of this plan. A project that applies for the 'Community Benefits Density Bonus' will be required to make additional contributions to local school districts.

- **Better utilize and maintain existing school facilities through increased enrollment, and apply school fees generated by the Plan Area development to school programs and facility renovations.**
- **Retain teachers and school support staff by providing more housing choices.**

1.3 Goals and Expected Outcomes

In response to the key issues and opportunities described earlier, the five goals in this section frame this Specific Plan's purpose and inform its vision through corresponding polices and expected outcomes.

To ensure tangible and effective policy direction of the Specific Plan, a summary is provided at the end of each goal to show how the expected outcomes for that goal address the six key issues discussed in Section 1.2: Key Issues and Opportunities.

Goals

Each goal addresses the key issues and opportunities by stating the desired situation or end condition to be reached. The goals are intentionally limited to keep the plan's focus sharp and realistic.

Policies

Each goal is implemented through policies to state Cupertino's position on topics that relate directly to achieving that goal. These policies refine the Cupertino General Plan's intent for the Plan Area so that

outcomes can be identified and pursued. The polices are intentionally brief and limited in number to be meaningful and easy to implement.

Expected Outcomes

The policies that implement each goal are carried forward through a list of expected outcomes. This list is also useful to inform the implementation actions and zoning standards needed to achieve the outcomes.

Figure 1.9. A walkable, mixed-use neighborhood provides shops and services within easy walking distance of most homes.





Figure 1.10. Providing adequate facilities for walking and biking promotes a healthier community.

Q TABLE 1.1 HELPFUL TERMS

The following terms have been used frequently in this Specific Plan to describe the desired quality and aspects of places and uses. They are described here for reference and clarity.

Community-serving. Amenities that will attract people from within Cupertino and the region, such as 'destination retail', specialty and/or fine-dining restaurants, entertainment venues, special services, civic and cultural uses.

Neighborhood-serving. Everyday amenities such as cafés, restaurants and services aimed primarily at the needs of customers within an approximately five-minute walking distance.

Below Market-Rate (BMR) Housing. Housing choices, rental or for-sale, that are priced below the prevailing market price. BMR for-sale units are typically made available to median and moderate income households. BMR rental units are typically made available to low, very low and extremely low income households. For more information on the City of Cupertino's BMR program and specifics of each income category, please refer to the City of Cupertino's website (<http://www.cupertino.org>).

Market-Rate Housing. Housing of all product types produced by private developers on sites acquired at fair market value, without any public assistance or public involvement beyond approval of entitlements.

Mixed-Income Housing. Development projects that include a combination of market-rate, workforce, and BMR housing. These projects often occur when cities seek to develop workforce and BMR housing units in addition to market-rate units, and can either include public assistance or be done by developers without public assistance beyond approval of entitlements.

Shopping Streets. The primary streets with ground-floor retail, entertainment, restaurant and/or other 'active ground floor' uses.



Goals

- 1 A Vibrant Mixed-Use District and Town Square
- 2 Improved Mobility and Adaptability
- 3 A Network of High Quality Streets and Public Spaces
- 4 Diverse Housing Choices
- 5 Integrated Community Amenities

Goal

A Vibrant Mixed-Use District and Town Square



The core of the Plan Area is transformed into a compact and highly appealing mixed-use district oriented on a Town Square that is framed by shops, restaurants, entertainment venues and services.

Implementing Policies

- 1.1** Allow the highest intensity of buildings and uses in the heart of the Plan Area. benefit from, and contribute to, the mixed-use quality and character of the Plan Area.
- 1.2** Balance 'destination retail' and entertainment venues with neighborhood-serving retail and services.
- 1.3** Integrate uses such as housing, office, civic, and cultural in a manner so as to

Expected Outcomes	Key Issues Addressed
a. The core of the Plan Area has a retail, entertainment and cultural focus with shopping streets.	1 2 3 4 5 6
b. Shopping streets around key public open spaces are shaped by taller buildings and lined with active frontages at ground level - shops, restaurants, entertainment venues and building entrances.	1 2 3 4 5 6
c. Vehicular traffic on Plan Area streets is intentionally slow in favor of a pedestrian-oriented environment.	1 2 3 4 5 6
d. Street design includes wide tree-lined sidewalks, and allows street parking.	1 2 3 4 5 6
e. Shopping streets immediately transition to high-quality mixed-use neighborhoods.	1 2 3 4 5 6
f. The Town Square is located along or between streets with active ground floor uses.	1 2 3 4 5 6

Key:	1 Regional Identity and Relevance	4 Weak Connectivity and Public Realm
X Issue Addressed	2 Housing Needs and Affordability	5 Traffic Issues and Lack of Mobility Options
X Not Applicable	3 Lack of Usable Public Space	6 Declining School Enrollment



Figures 1.11 (top), 1.12 (bottom). Images from Santana Row, San Jose. Diverse uses and well-designed streets, buildings and public spaces help to create an active, vibrant environment.

2

Goal

Improved Mobility and Adaptability

Innovative transportation solutions promote walking and biking, eliminate or reduce potential traffic impacts, and increase mobility choices.

Implementing Policies

2.1 Balance vehicular traffic with the needs of cyclists and pedestrians based on the intended physical context.

2.2 Fully interconnect the street network within the Plan Area to generate walkable urban blocks.

2.3 Design and maintain each street per the thoroughfare strategies discussed in Section 4.3 of this Specific Plan.

2.4 Manage on-street and off-street parking as per the strategies discussed in Sections 4.4 and 4.5 of this Specific Plan.

2.5 Enable adaptability to the future of transit and transportation.

2.6 Apply Transportation Demand Management techniques per Chapter Four: Mobility in support of the intended physical contexts across a variety of uses.



Figure 1.13. Dedicated bike lanes increase safety for riders and drivers.

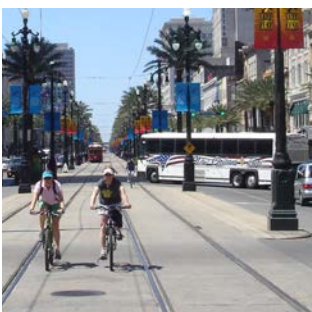


Figure 1.14. A connected street network promotes multi-modal transportation.

Expected Outcomes	Key Issues Addressed
a. Each street is created or retrofitted to support the adjacent blocks while serving its role within the network.	1 2 3 4 5 6
b. Block lengths and pedestrian-crossing distances are short to enable walking and biking in response to the different transportation needs of the Plan Area districts.	1 2 3 4 5 6
c. The street network, designed as a grid, provides multiple routes to each destination.	1 2 3 4 5 6
d. A Mobility Hub on site will complement planned transit improvements.	1 2 3 4 5 6
e. The Mobility Hub is integrated into the street network and complements the adjacent blocks and buildings.	1 2 3 4 5 6
f. Mobility on streets adjacent to the Plan Area improves.	1 2 3 4 5 6
g. North Wolfe Road is reconfigured into a multi-way boulevard providing calm frontage streets along faster through-traffic in the center lanes.	1 2 3 4 5 6

Key:	1 Regional Identity and Relevance	4 Weak Connectivity and Public Realm
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Goal

A Network of High Quality Streets and Public Spaces

3

The public realm consists of a completely interconnected network of pleasant and interesting streetscapes, parks, plazas and green spaces that generate a variety of unique physical places.

Implementing Policies

3.1 Use the public realm to articulate the transition in physical character between the retail and entertainment core of the Plan Area and the adjacent mixed-use neighborhoods.

3.2 Coordinate each street and publicly accessible open space with the adjacent streetscapes and buildings.

3.3 Integrate existing trees, that are in good condition and where practical to do so, into new or extended streets and streetscapes.

3.4 Punctuate the Plan Area with parks, greens and plazas, each with a unique character and identity.

Expected Outcomes	Key Issues Addressed
a. Distinct streetscapes articulate the public realm for the various districts and neighborhoods within the Plan Area.	1 2 3 4 5 6
b. Each streetscape is designed and detailed in support of the adjacent intended physical character and range of activities.	1 2 3 4 5 6
c. Streetscapes integrate the sidewalk with the ground floor of buildings with little if any change in grade from the sidewalk.	1 2 3 4 5 6
d. The Town Square and East Plaza generate identity and appeal for the adjacent buildings, especially the ground floor.	1 2 3 4 5 6
e. Art installations and wayfinding are integrated into publicly accessible parks, plazas and greens.	1 2 3 4 5 6

Key:	1 Regional Identity and Relevance	4 Weak Connectivity and Public Realm
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Figure 1.15. Plazas adjacent to restaurants and cafes allow outdoor seating.

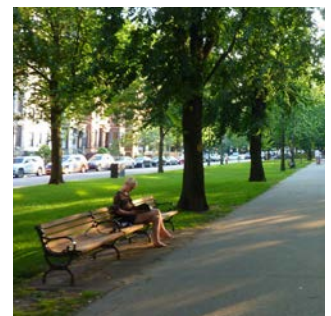


Figure 1.16. Landscaping enhances the visual appeal of streetscapes.

4

Goal

Diverse Housing Choices

The Plan Area and its neighborhoods offer a wide variety of housing choices for people of all income levels and abilities who live and work in Cupertino.

Implementing Policies

4.1 Expect housing diversity and affordability at the scale of the neighborhood, the individual block and within most buildings.

4.2 Accommodate parcelization needs to promote ownership and rental opportunities, if required for financing or feasibility reasons.

4.3 Enable smaller and more affordable housing by unbundling parking requirements from individual residential units, allowing residents to choose to pay for parking, similar to their choosing a dwelling size or number of bedrooms.

4.4 Provide housing in the form of residential buildings as well as mixed-use buildings to support the intended context.



Figure 1.17 (top) Madera Apartments, Mountain View and Figure 1.18 (bottom) the Fine Arts Building, Berkeley: A mix of residential unit types can promote housing.

Expected Outcomes	Key Issues Addressed
a. Each residential block features a range of dwelling sizes.	1 2 3 4 5 6
b. A variety of housing types is used to articulate building massing and allow appropriate transitions in scale.	1 2 3 4 5 6
c. Parking standards allow parking to be 'unbundled' from housing cost.	1 2 3 4 5 6
d. Housing is provided near or within employment centers to increase the ratio of local commutes and promote the use of alternate transportation.	1 2 3 4 5 6
e. At least 15 percent of the Plan Area's dwellings are BMR units, with greater affordability for projects applying for the city-defined 'Community Benefits Density Bonus'.	1 2 3 4 5 6
g. Teacher turnover in the local school district is reduced through affordable housing choices.	1 2 3 4 5 6

Key:	1 Regional Identity and Relevance	4 Weak Connectivity and Public Realm
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X Not Applicable	3 Lack of Usable Public Space	6 Declining School Enrollment

Goal

Integrated Community Amenities with Additional Development

5

Key community amenities for all ages, including entertainment venues, parks and open space, and public art are integrated into the Plan Area.

Implementing Policies

5.1 Incentivize community benefits to be provided through development by allowing intensity and height beyond the maximum base density through a 'Community Benefits Density Bonus' program as an alternative to the state density bonus.

5.2 Locate community amenities within or adjacent to public parks, plazas and greens.

5.3 Ensure compatibility between each community amenity and the adjacent ground floor activities.

5.4 Include public art beyond the required amount, in a thoughtful manner to enrich the quality of the overall Plan Area, and each public space.

Expected Outcomes	Key Issues Addressed
a. Community amenities are located in the Plan Area as featured destinations.	1 2 3 4 5 6
b. Civic buildings, when provided, are integrated into the walkable grid of streets and blocks, and provide visual emphasis through their architecture and siting.	1 2 3 4 5 6
c. Standards for uses provide clarity about the types of compatible uses that can be near community amenities, public parks, plazas and greens.	1 2 3 4 5 6
d. Public art is integrated into streetscapes, parks, plazas and other publicly accessible open spaces.	1 2 3 4 5 6

Key:	1 Regional Identity and Relevance	4 Weak Connectivity and Public Realm
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Figure 1.19. Community and civic functions broaden the appeal of mixed-use districts.



Figure 1.20. Public art celebrates the local character of the community.

1.4 Community Engagement

The Vallco Town Center Specific Plan is the result of a robust community engagement process held in the spring of 2018.

The Design Process

At the Project Kick-off public meeting on February 5th 2018, the role of the Opticos team was figuratively described as that of a taxi driver. The community and stakeholders tell the team where they want to go (their values and vision) and the Opticos team, using their professional expertise, determines the best feasible route that leads to a long-term sustainable solution.

Throughout the design process, the team presents optional routes or plans and the community and stakeholders provide input on those. Key to this process of getting feedback and refining design options were two public design workshops, or 'charrettes'.

Community Design Charrettes

The community engagement process featured two community design charrettes to clarify and confirm the vision for the

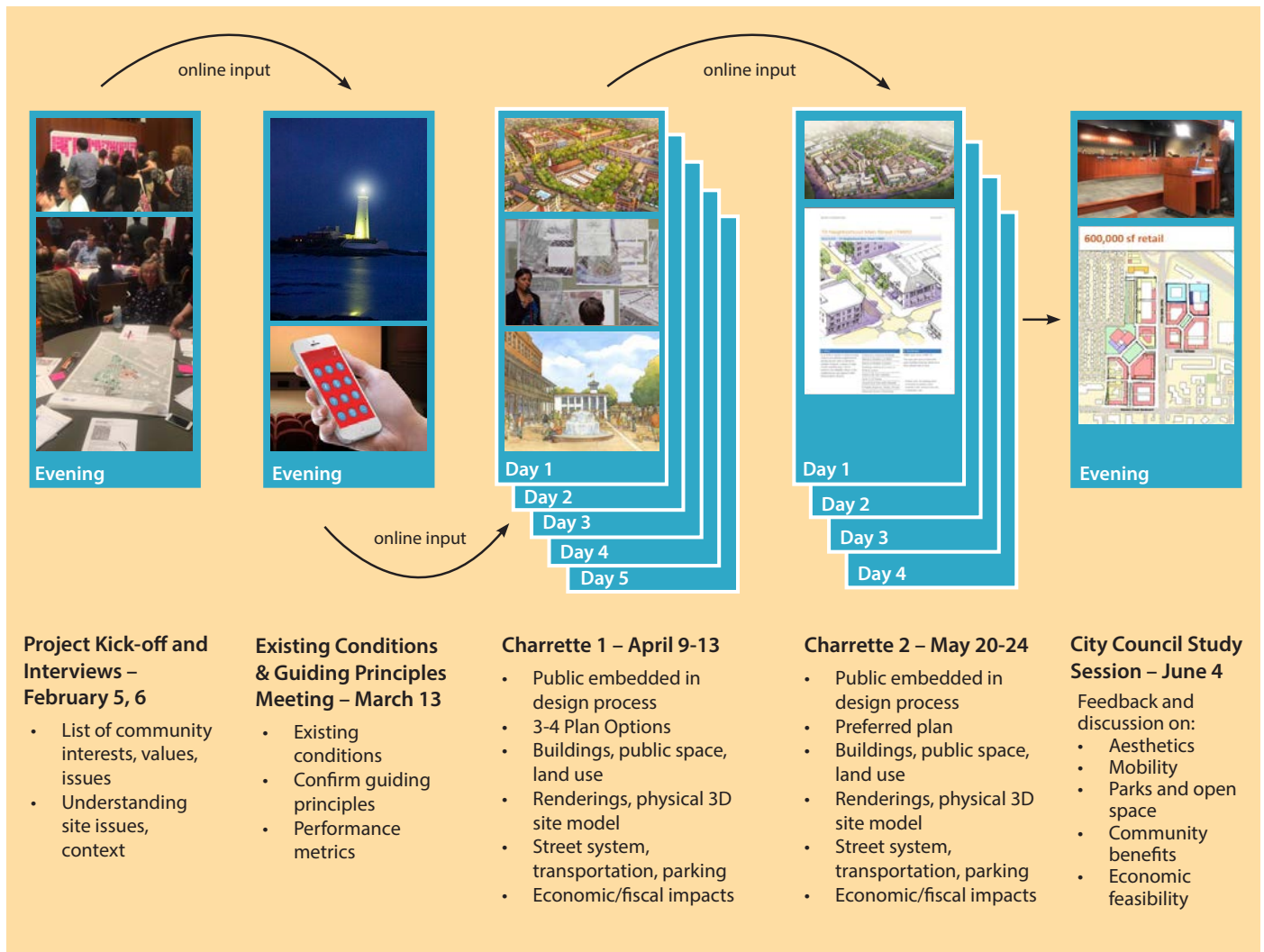
Specific Plan. Each of these multiple-day public design workshops sought to bring together community members, decision makers and stakeholders to provide input to the impartial multi-disciplinary Opticos team through a series of short feedback loops or meetings over the course of the multiple-day charrette.

Through this charrette feedback process, the Opticos team narrowed down the options to present to City Council. Anyone directly affected by the outcome of the project, as well as those in a position to approve, promote, provide valuable information, or even potentially block the project were invited to engage in the design process.

The following describes the six-step process for gathering information about the community values and vision.

Q TABLE 1.2. COMMUNITY PARTICIPATION: January - May 2018
For details, visit www.envisionvallco.org

- **3,219** recorded public comments
- **928** in-person participants (interviews, formal interviews, charrettes, public meetings)
- **152** hours of public access (meetings, charrette 'Open Studio' and 'Open House')
- **4,175** unique visits to project website
- **440** total registered users
- **545** online comments
- **7,446** online page views



Step 1: Listening, learning and building trusting relationships

Public Kick-Off Meeting

The Opticos team held a Public Kick-Off Meeting at City Hall on February 5th 2018 with over 150 people attending. Upon entering the venue, participants were asked to write their top three concerns or interests about the Vallco project on sticky notes (one per note) that they then placed, roughly organized by topic, on a wall in the meeting room to create a 'Vision Wall'.

After an introduction by the Mayor, the Opticos project team made a presentation on the process and objectives of the Specific Plan.

Participants then worked in table groups using maps to identify opportunities and

challenges in and around the site. They then repeated the exercise, stating their 20-year vision for the site. The comments were recorded by table facilitators on flip charts and by hand on aerial maps of the site. Every note was transcribed verbatim and posted on the project website.

Interviews

On February 6th 2018, the Opticos team held a full day of interviews with community members and other stakeholders. The purpose of the interviews was to begin to create relationships between the Opticos team, stakeholder groups, community leaders and others, and to learn about the varying viewpoints within the community.

The interviews were not intended to poll the number of people holding different

Figure 1.21. The community engagement process featured a series of feedback loops at key points for receiving public input, both in person and online.



Figure 1.22 (top left). The Project Kick-Off public meeting included a presentation on the team's role in the project. Figure 1.23 (bottom left). Table groups participated in an exercise to identify opportunities and their future vision for the Plan Area. Figure 1.24 (right). Community members wrote their top three issues, concerns and aspirations for the Plan Area to create a Vision Wall.

viewpoints. Rather, they were designed to connect the Opticos team one-on-one with community members and build an understanding about the general dynamics within the community.

The list of invitees to the focus group meetings was created by the Opticos team based on their discussions with people across the political and demographic spectrum. This list was created independent of the property owner and the City, and included only people who live and/or work in Cupertino.

The interviews lasted over six hours with over 70 participants, representing a wide range of viewpoints including site neighbors, block leaders, pro-Measure C, pro-Measure D, students, seniors, faith-based and philanthropic organizations, parent groups, planning commissioners, planning supporters, employees of technology companies, renters, business chambers, local businesses and 'undecided'. In addition, Opticos

conducted phone interviews with anyone who requested an interview.

Step 2: Existing Conditions and Guiding Principles

The Existing Conditions & Guiding Principles Public Meeting on March 13th 2018 marked the first feedback session of the Specific Plan process. The Opticos team presented its analysis of existing conditions and a draft set of project guiding principles based on the community input gathered in Step One.

The guiding principles represent the community's values and needs and are one of the key measures used throughout the design process to guide decision-making during the charrettes. During the meeting, community members provided feedback on the guiding principles using polling keypads.

The results of this meeting launched the community-wide input process on the guiding principles using a survey on the interactive website, CiviComment. All



Figure 1.25 (left). At the Existing Conditions and Guiding Principles public meeting, the Opticos team presented their initial background analysis and preliminary guiding principles. Figure 1.26 (top right). Community members voted on preliminary guiding principles using keypads allowing for instant display of the polling results. Figure 1.27 (bottom right). The meeting also included break-out discussions with the team. Feedback was collected through written comments.

online survey participants were required to register on the website, and agree to the rules of participation.

Step 3: Charrette One - Plan Options

Charrette One was held during five days from April 9th to 13th 2018. It began with a public meeting explaining the focus and desired objectives of the charrette. Over the course of the week, the Opticos team developed a set of plan options in response to the feedback and information received in Steps One and Two.

The design intent was to test various options for street and block frameworks, street types, building massing, and public spaces, as well as initial thoughts on the program for the Plan Area. The plan options were analyzed and refined through feedback sessions with the general public as well as key stakeholders.

Unique to this charrette was the use of a physical 3D model that was used to test various plan and massing

schemes. This allowed the design team and the community members to get a better understanding of the scale and relationship of the buildings and spaces while working on the plan options.

The feedback sessions included break-out discussions following the formal Opening and Closing Presentations and the Brown Bag lunch presentations; team pin-ups and the informal Mid-Point presentation, as well as Open Studio hours which offered opportunities to observe the ongoing work and to interact further with the charrette team.

The impacts and trade-offs of the plan options were openly discussed and the participants could weigh in on which ideas deserved to move forward. The Opticos team then synthesized the best aspects of the larger set of frameworks and design ideas into two plan options, each with variations in program and design components. These were shared at the comprehensive Closing Presentation at a public meeting on the last night.

Q **TABLE 1.3. WHAT IS A DESIGN "CHARRETTE"?**
 ("Charrette" means 'cart' in French)

In the 1800s, students at the École des Beaux-Arts in Paris were assigned intensive, short-term design projects, that ended "en charrette" as proctors circulated a cart to collect drawings, while students continued to put finishing touches on their work.

Applied to community design and planning, a charrette describes an intense, time-compressed design effort; peer-reviewed and community-critiqued. This 'co-design' process results in greater interaction between the design team and community at the critical design stages, to get comprehensive feedback and consensus for ideas and concepts. This focus helps to

identify issues and resolve problems more quickly and with stakeholder input, resulting in creative yet feasible design solutions. In the more typical approach of first designing, then presenting finished results for review, the timeline is often longer, and can lead to re-work, coordination delays, and the community to lose interest. This can adversely affect the project's outcome.



Figure 1.28. The charrettes featured a scaled model of the site, for participants to get a better sense of the scale and size of buildings and spaces.



Figures 1.29, 1.30. Both charrettes included Open Studio (24 hours for Charrette One and 14 hours for Charrette Two), during which participants could view and comment on the work being produced.



Figures 1.31, 1.32. Throughout the week during both charrettes, the design team generated graphics and pinned them up daily in the studio; reviewed comments from the community, and replaced them with revised versions in a series of three feedback loops.



Figure 1.33 (left). The 3D model was used to test and refine plan elements such as the size of public spaces as well as transitions in building form and height, such as at the western edge of the site, adjacent to the North Blaney neighborhood (Figure 1.34, right).



Figures 1.35, 1.36. Both charrettes featured formal and informal presentations that included break-out discussions with the design team.



Figures 1.37 (top), 1.38 (bottom). Similar to the first charrette, the second charrette included robust discussions with Cupertino residents and workers that helped to inform the draft Specific Plan.

The results of Charrette One were a set of illustrative drawings and diagrams for each of the two plan options including site plans, framework diagrams, 3D renderings addressing land use and built form; as well as initial strategies related to transportation, parking and Transportation Demand Management (TDM), and potential economic and fiscal impacts.

Step 4: Plan Options Analysis and Public Comment

The results of Charrette One were posted on the CiviComment interactive web tool on the project website, and from April 27th to May 15th 2018, the community could comment on the plan options. During the time between the two charrettes, the Opticos team also conducted an analysis of the performance of the plan options according to the project guiding principles and indicators. The online feedback was analyzed by the design team and design modifications were made accordingly.

Step 5: Charrette Two - Specific Plan Elements

Charrette Two was held from May 20th to 24th 2018 and broadly followed the same format as Charrette One, with fewer structured events. It started with an Open House on May 20th and an Opening Presentation at a public meeting on May 21st. During the public meeting, the Opticos team presented updated plan options that were developed after Charrette One in response to what was heard from the community. These updated options included modified program ranges and were supported by a preliminary economic analysis to highlight the trade-offs for providing various community amenities.

The team clarified the objective of the second charrette - to take the results of the work done to date and start identifying and refining key elements that would be addressed further in the Specific Plan. It was made clear that the project objective



Figure 1.39. A highlight of both charrettes was that community members had many opportunities for one-on-one discussions with the design team and experts on the topics of transportation, parking, form-based codes and economics.

Q TABLE 1.4. COMMUNITY ISSUES AND CONCERNS

The most common themes heard during the community involvement process are listed below. The complete log of community input can be found on the project website (www.envisionvallco.org).

- Cupertino shares in the Silicon Valley housing crisis. The Plan Area provides a unique opportunity to provide more housing that is affordable to all income levels.
- Many people are concerned about increased traffic from office and retail uses.
- There is a desire for more local retail.
- There are concerns about the impacts of additional housing on school enrollment.
- There is desire for public parks and green space.
- There is a desire that the project be walkable, bikeable and offer transit options.
- There is a desire that any new office space provide opportunities for local tenants including medical offices and providers of services.
- There are concerns from adjacent neighbors about increased parking on streets and buildings looming over their homes.



Figure 1.40. Charrette Two included a presentation on the latest statistics on school enrollment by the Fremont Union High School District.



Figure 1.41. Opticos presented key findings to the City Council at the Study Session on June 4th 2018.

was not to design a particular scheme; but to learn from the various plan options to create a set of design rules that would guide future development in the Plan Area. Also presented at the charrette were strategies to significantly reduce traffic impacts through Transportation Demand Management; as well as a presentation by the Cupertino Union School District on the topic of school enrollment, presenting data and facts from the latest surveys.

Over the next three days, community members continued to engage with the Opticos team during the Open House and Open Studio time. The Opticos team worked on testing and refining various design elements using the 3D model and computer modeling, and presented the results during the Closing Presentation at a public meeting on May 24th.

Step 6: Post-Charrette Study Session with City Council

The Opticos team, along with City staff, made a presentation to the City Council

at a public meeting on June 4th 2018. The intent was to give a brief overview on the results of the two charrettes, and get direction from the council on key topics that included Aesthetics, Mobility, Parks and Open Space, Community Amenities and Economic Feasibility.

The feedback received at the Study Session, from the community, and from the Plan Area property owners have helped to guide the Specific Plan.

Preparation of this Specific Plan

The Opticos team worked with City staff to take all of the preceding community input and City Council direction to prepare the Specific Plan. The public review draft of the Specific Plan was released to the public in August 2018. Following this, the Planning Commission gave direction to City staff, supported by the Opticos team, in September 2018 and recommended approval of the Specific Plan. The final Specific Plan was considered and adopted by City Council in September 2018.

