

MEMORANDUM



City of Campbell

To: Mayor Waterman and Council Members

Date: February 18, 2014

From: Paul Kermoyan, Community Development Director *PK*

Via: Mark Linder, City Manager *ML*

Subject: Dell Avenue Area Plan – Project Update

PURPOSE OF STUDY SESSION

The purpose of this study session is to update the City Council on the progress of the Dell Avenue Area Plan and to receive direction as to the Plan's approach prior to continuing further with its preparation.

BACKGROUND

The preparation of the Dell Avenue Area Plan (DAAP) was conceptually supported by the City Council and eventually approved in the FY 2013-2017 Capital Improvement Plan (CIP) on May 7, 2012. It was placed as a "New Capital Project" with a total budget of \$150,000 in the first year of the five-year CIP list and the budget was later adjusted up to a maximum of \$334,495, on July 16, 2013, after receiving consultant proposals.

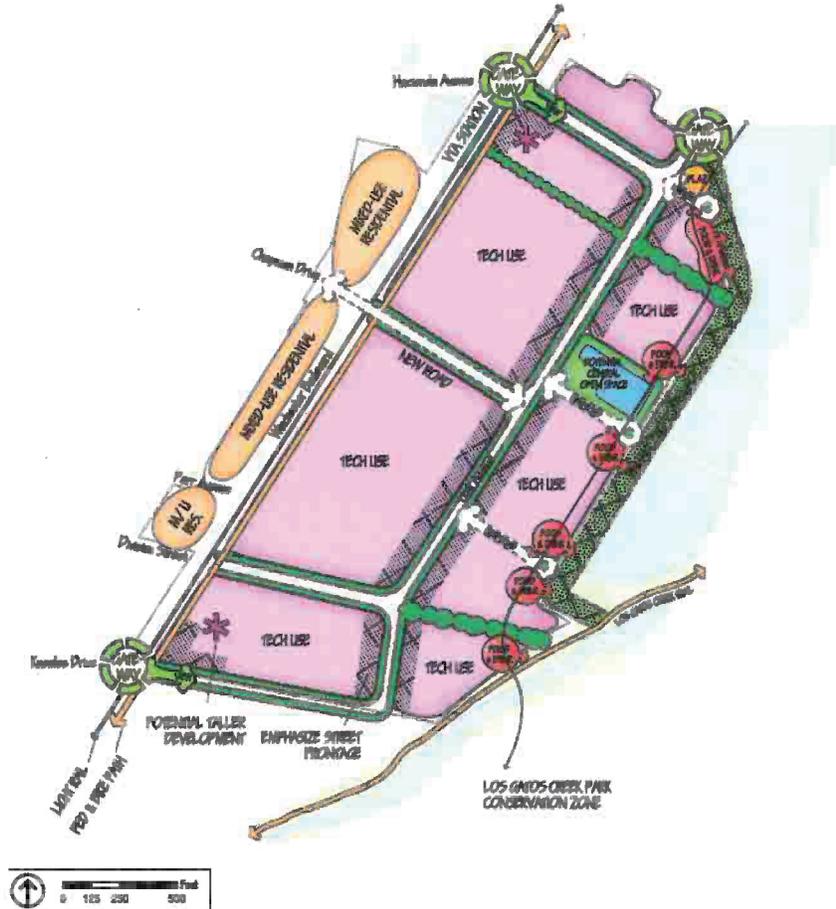
On August 26, 2013, the project contract was awarded to The Planning Center – DC&E who has been working with staff and the Citizen Advisory Committee (CAC) since that time. In total, three CAC meetings have occurred along with three Stakeholders meetings and one Community meeting.

DISCUSSION

Included in this memorandum is the DAAP's draft vision, land use and development standards (Attachment 1). This material represents the bulk of the Plan's regulatory framework absent other pertinent information such as how the City intends to amortize out uses that are contrary to the Plan's vision, design guidelines, and permit processes.

The attached draft material is divided into six (6) sections including Vision, Land Use, Development Prototypes, Development Standards, Conceptual Development Potential (Build out) and Additional Transformational Tools. Below is a discussion of these sections with questions provided after each discussion. Responses to these questions will help the consultant and staff move forward with the DAAP's preparation.

Vision – The overall vision strives to address the retention and attraction of high-tech companies in a 21st Century Technology Park. In addition, the vision promotes a business-supportive and workplace-friendly climate while integrating into the context of greater community needs. An example of how the “project area” could be arranged is as follows:



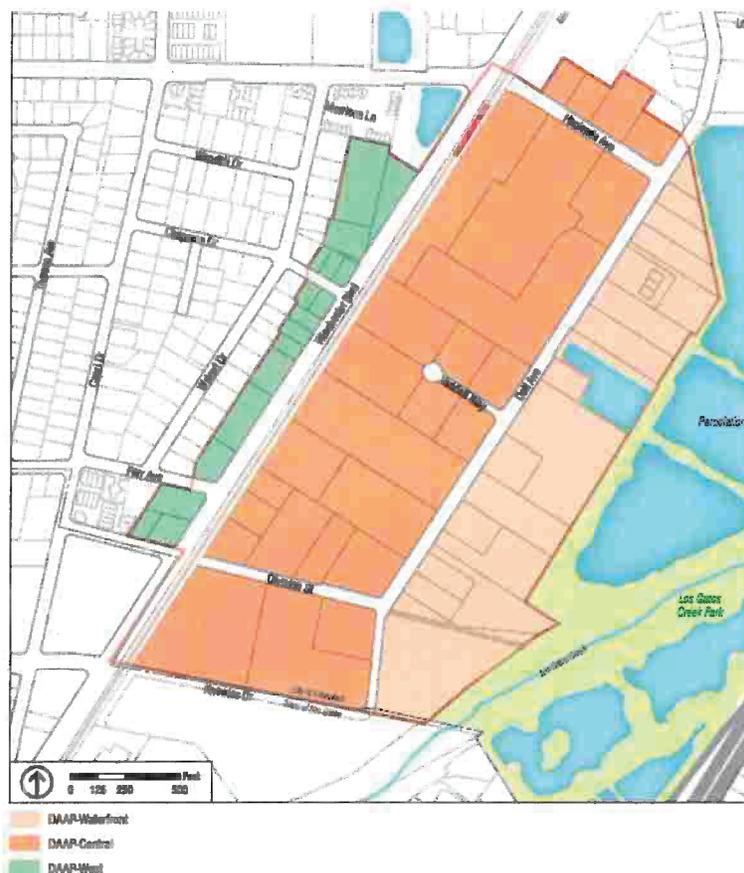
Overall, the DAAP’s Vision attempts to achieve:

- Supportive land uses
- Open space and improved open space connections
- A network of multi-modal connections
- Environmental and economic sustainability
- Improve urban design and character
- Enhance lifestyle and vitality
- Create mixed-use residential opportunities
- Attract investment

Question – Does the City Council feel the Plan should include other vision statements?

Land Use – The success of the Plan’s vision will be determined by the uses that locate there. The Plan identifies major land use groups that are recommended such as:

- Core Tech Uses
- Core Tech Complementary Uses (Low and High Intensity)
- Services and Support Uses (For the Employee and Employer)
- Waterfront Uses
- Employee Housing



The above land use groups would be allocated into one of three quadrants of the project area entitled “Waterfront”, “Central” and “West.” Within Table 1 of the draft document, specific uses that satisfy the major land use groups have been identified as either administratively permitted (A), permitted (P), or conditionally permitted (C). The “permitted” and “conditional” uses would require Planning Commission consideration whereas the “administrative” uses would require decision by the Community Development Director. By “administratively” permitting the Plan’s more focused land uses (e.g., core tech offices), project processing can be expedited faster than if the project required a public hearing and decision by the Planning Commission. The tiering

of the individual permit processes is an approach to encourage the development of some uses over others. In addition, an administrative permit process also demonstrates greater certainty in the decision making process because the City has made a statement that these types of uses are preferred and can be decided at the staff level.

In order to implement an administrative permit process, the Plan would need to establish a checklist of standards that must be met in order to qualify for such an expedited permit process. These standards could include focused uses, typical development provisions, and design guidelines.

Question – Does the City Council support the concept of allowing staff to process administrative permits for focused uses?

Although the Plan will focus on uses that more closely align with the preferred major land use types, it also identifies currently existing land uses located within the Dell Avenue area and as specified in the current Controlled Manufacturing (C-M) zone district that would be inconsistent with the Plan's vision. The Plan is intended to include an amortization period in which these uses should discontinue. At this point, those provisions have not been prepared. When staff conducted its October 2012 Study Session with the City Council as part of a "scoping" session, the City Council felt that a future plan should be aggressive in this regard.

Question – Does the City Council believe that the Plan should be aggressive in discontinuing uses that do not satisfy the major land use types?

Question – If so, what time period would be acceptable to amortize out these uses?

Development Prototypes – The Consultants have studied developed and recently approved (but not yet constructed) high-tech company buildings in Silicon Valley to understand the industry standard and best practices. Photos of those existing buildings or recently approved projects have been incorporated in the Plan. Four prototypes have been identified and illustrated in the draft Plan material. These examples include Floor Area Ratios (FAR), height and parking standards for comparison purposes. The prototypes include the following ranges:

- FAR from .55 to 1.4
- Height from 60 ft. to 75 ft.
- Parking averages 1 stall/300 sq. ft.

Question – Does the City Council wish to include other prototypes that they may be aware of and are not included in the draft Plan material?

Development Standards – The draft material provides development standards for the project area and more specifically, within each of the three quadrants (“Waterfront”, “Central” and “West”). The draft standards generously expand the development potential of the project area by focusing on Floor Area Ratio (FAR) and building height. Relaxing these two development standards provides greater development potential which is intended to stimulate private property reinvestment. It also encourages “smart” planning by concentrating specific uses to a geographical area. Below is a comparison between the two main existing development standards and the proposed:

Standards	Existing C-M	Waterfront	Central
Max. FAR	.40	1.5	1.5
Max. Height	45 ft.	60 ft. Base 75 ft. Bonus	60 ft. Base 75 ft. Bonus

Standard	Existing C-2	West
Max. FAR	.40	1.5
Max. Height	75 ft.	45 ft. *

* Although the height is currently 75 ft., the narrowness of the parcels could not achieve such a height. In this regard, the height has been reduced to a level that could be realized. Special rear yard setbacks would also be established similar to the Winchester Blvd. Master Plan.

Question – Are these development standards generous enough or overly generous? If changes are needed, what would the Council suggest?

As illustrated in the above tables, the maximum height permitted is proposed at 60 feet (base standard). This draft standard exceeds the current standard by 15 feet. The increase in building height, over the existing standard, is another approach to encourage redevelopment of properties. By creating a “base” standard of 60 feet without requiring other improvements is equally another method to encourage development. However, if a property owner wishes to pursue the 75 foot maximum height standard (30 feet over the current height allowance), additional design features and/or the introduction of a focused core use will qualify the development for that height. Consistent with the other incentivized development approaches, the Plan will attempt to encourage maximum build-out in exchange for uses that are consistent with the preferred core uses.

The CAC expressed concern with this approach and felt that the height standard should be simply 75 feet with no incentivized development approaches.

Question – Does the City Council agree with the approach to increase the height over the existing 45 foot limit?

Question – If so, is the 60 foot base height sufficient enough to encourage development with a maximum of 75 feet if specific design standards or proposed uses apply?

As a tangent to the height discussion, the draft standards provide a “minimum” height and story requirement of 24 feet and two stories respectively. These would apply to the Central and Waterfront quadrants. Single story buildings would only be permitted as ancillary structures to the main structure typically used as an amenity to the core tech development project.

Question – Does the City Council support a minimum height and story requirement or should the City allow the market to dictate these development parameters?

Pedestrian circulation is an important part of the draft standards which is anticipated to cover more than typical sidewalks that are parallel to streets. The Plan would involve a series of pedestrian paths throughout the project area that could follow property lines, as well as streets. As written, new development on properties of four (4) acres or greater will be mandated to provide public pedestrian paths through the respective properties. The purpose of this standard is to require appropriate pedestrian circulation through large land masses. Although projects that do not meet this standard will, more than likely, provide pedestrian connections for the tenants of the private property in any case, the success of a public path relies on the successful connection to other public pathways in a cohesive manner. Otherwise, a public path could dead end into a private property. In certain respects, it may be more appropriate to plot the location of all paths up front and then mandate such improvements regardless of the project size.

Question – What is the Council’s thought to mandate such pathway improvements up front as compared to apply to a particular lot size?

Projects that are located adjacent to the railroad tracks would be required to install a multi-use path for bicycles and pedestrians, regardless of project size. Although the pathway is proposed to be 15 feet wide, an improvement template has not been prepared. The Plan will need to coordinate a design template with VTA’s plans to install the light rail line.

In addition, an enhanced promenade (or waterfront public pathway) is proposed adjacent to the percolation ponds. Although the draft Plan material currently lacks language explaining how this improvement will be installed, the consultant will work with the District to determine the feasibility of the improvements and the trigger of when a property owner’s pro rata share of the improvement is warranted.

Question – What are the Council's thoughts on public pathways paralleling the railroad tracks and the percolation ponds?

The Plan will also include off-street parking requirements which have had ample discussion during the CAC meetings despite the belief that maybe there hasn't been enough. As the Council may be aware, Barracuda Networks' number one concern is not enough parking due to their occupancy of approximately one person per every 150 square feet. Even with shuttle programs and parking off-site, the availability of convenient parking is an issue. Nevertheless, the construction of on-site parking is an added expense that some members of CAC have expressed an opinion that the standard should be relaxed more than it already is suggested in the draft standards. For example, the draft parking standards would apply the current parking standards in the City's Zoning Ordinance. However, a parking reduction could be made so long as certain measures that decrease the dependence of vehicles are included in the project. The current parking standard within the Zoning Ordinance for professional office is 1/250 sq. ft. and a parking reduction could permit a standard of 1/350 sq. ft. as suggested in the draft Plan material.

Question – Should the Plan include its own parking standards or should the plan rely on the current parking ordinance? The current ordinance also allows a parking reduction without stating to what extent the standard can be reduced?

Special setback standards have also been prepared and they apply to properties adjacent to the waterfront and those on Winchester Boulevard adjacent to the established residential neighborhood. The purpose of these setbacks is to respect the built environment by minimizing imposing building forms near property lines and sensitive receptors. These standards provide greater setbacks for building height and require the taller portions of a building to be moved further from property lines as compared to the lower building heights. The draft standards also apply a greater setback provision for buildings adjacent to the residential neighborhoods as compared to the waterfront/percolation ponds.

Question – Does the City Council support this urban design approach or should the setbacks be reduced or increased?

Iconic Buildings and Conceptual Development Potential – Figure 1 identifies the location of "iconic" buildings that could potentially promote the project area as a signature technology park. Although it is suggested that the buildings could be taller than 75 feet at the Knowles and Hacienda Avenue entrances, the Plan material also recognizes that such height increase will require approval from Campbell voters.

The idea of establishing iconic buildings with heights taller than 75 feet was suggested by several members of the CAC. However, it has not been established that high tech companies need building heights greater than 75 feet. If there is a desire to have tall

buildings at the two entrances into the project area, the Plan could place a minimum height requirement of 75 feet for new developments on those properties. In this regard, the Plan's desire to realize tall buildings at the entrances will more likely be achieved rather than rely on market conditions that may prefer two-story buildings.

Question – Does the City Council believe it is necessary to have iconic buildings at the entrances to the project area? If not, should the Plan remove or modify such language?

Question – If so, does the City Council wish to mandate minimum height requirements for certain properties or rely on market conditions to dictate such developments?

The draft material also looks at the build-out potential assuming properties maximize their allowed FAR. Currently, there is approximately 1.1 million square feet of building area in the Dell Avenue district. Assuming that properties will take advantage of the suggested 1.5 FAR allowance, an additional 1 million square feet will be provided. It should be noted that this increase is not representative of all properties being redeveloped. The consultants have established a more realistic expectation of development potential with their figures.

Question – Is the proposed FAR an appropriate amount for the area?

Question – Does the City Council agree with the strategy of calculating build-out of the Plan by assuming development on key opportunity sites but not every site?

Additional Transformational Tools – The draft material provides ideas of transformational tools that include a variety of actions that could be taken by the City to support reinvestment and development in the area. These approaches include:

- Physical Improvements
- Regulatory Considerations
- Economic Incentives
- Information and Education

As the DAAP is further refined, the consultants will need to consider these tools as a means to facilitate the area's redevelopment.

Question – What are the Council's ideas on the transformational tools noted and can you offer other suggestions that may have worked in other communities?

CONCLUSION

As mentioned in the beginning of this memorandum, the purpose of this study session is to update the City Council on the progress of the Dell Avenue Area Plan and to

receive direction as to the Plan's approach prior to continuing further with its preparation. To facilitate City Council discussion, the memorandum provided the following:

- A brief background of the project.
- A discussion of the six (6) sections of the draft material.
- Issues associated with each of the sections.
- Questions for City Council response that will serve to guide the Plan.

The following questions were asked:

1. Does the City Council feel the Plan should include other vision statements? (Page 2)
2. Does the City Council support the concept of allowing staff to process administrative permits for focused uses? (Page 4)
3. Does the City Council believe that the Plan should be aggressive in discontinuing uses that do not satisfy the major land use types? (Page 4)
4. If so, what time period would be acceptable to amortize out these uses? (Page 4)
5. Does the City Council wish to include other prototypes that they may be aware of and are not included in the draft Plan material? (Page 4)
6. Are these development standards generous enough or overly generous? If changes are needed, what would the Council suggest? (Page 5)
7. Does the City Council agree with the approach to increase the height over the existing 45 foot limit? (Page 6)
8. If so, is the 60 foot base height sufficient enough to encourage development with a maximum of 75 feet if specific design standards or proposed uses apply? (Page 6)
9. Does the City Council support a minimum height and story requirement or should the City allow the market to dictate these development parameters? (Page 6)
10. What is the Council's thought to mandate such pathway improvements up front as compared to apply to a particular lot size? (Page 6)
11. What are the Council's thoughts on public pathways paralleling the railroad tracks and the percolation ponds? (Page 7)
12. Should the Plan include its own parking standards or should the plan rely on the current parking ordinance? The current ordinance also allows a parking reduction without stating to what extent the standard can be reduced? (Page 7)
13. Does the City Council support this urban design approach or should the setbacks be reduced or increased? (Page 7)
14. Does the City Council believe it is necessary to have iconic buildings at the entrances to the project area? If not, should the Plan remove or modify such language? (Page 8)
15. If so, does the City Council wish to mandate minimum height requirements for certain properties or rely on market conditions to dictate such developments? (Page 8)

16. Is the proposed FAR an appropriate amount for the area? (Page 8)
17. Does the City Council agree with the strategy of calculating build-out of the Plan by assuming development on key opportunity sites but not every site? (Page 8)
18. What are the Council's ideas on the transformational tools noted and can you offer other suggestions that may have worked in other communities? (Page 8)

ATTACHMENT

1. Draft Vision, Land Use, and Development Standards

Draft Vision, Land Use, and Development Standards

Memorandum

1.24.14

DRAFT VISION, LAND USE, AND DEVELOPMENT STANDARDS MEMORANDUM

This memorandum provides an overview of the current draft vision, land use, and development standards for the Dell Avenue Area Plan (DAAP) and the land use and regulatory framework that support it. These draft vision, land use, and development standards are based on input from the community and the DAAP Citizen Advisory Committee (CAC). After review by City staff, CAC, and City Council, the development program contained in this memo will be analyzed to assess effects on the circulation system.

This memo is divided into the following sections:

- Vision
- Land Use
- Development Prototypes
- Development Standards
- Conceptual Development Potential (Buildout)
- Additional Transformation Tools

A. Vision

Reinvestment in the Plan Area is viewed by City leaders and local residents alike as crucial to the retention and attraction of high-tech companies in a 21st Century Tech Park that bolsters the City's competitiveness in the Silicon Valley region. The following principles are intended to guide future development in the Plan Area consistent with the community's vision. The principles promote a holistic approach to achieve the physical, economic, and regulatory infrastructure necessary to foster a vibrant, modern, and innovative high-tech workplace environment. Furthermore, in addition to promoting a business-supportive and workplace-friendly climate, the principles strive to integrate this vision within the context of greater community needs and desires. The key principles that make up the DAAP Vision are represented in Figure 1: Draft Conceptual Diagram and presented below.

1. Create Supportive Land Uses

Tailor land uses to encourage the efficient use of land through sustainable development patterns, a mixture of uses, and development intensities that support transit and walking. Ensure uses are compatible with and support a high-tech office environment, and disallow uses that are a barrier to achieving this. Provide opportunities for small start-ups and incubator businesses within the larger workplace infrastructure. Rehabilitate and improve existing buildings and create avenues for independent cafes and restaurants to operate.



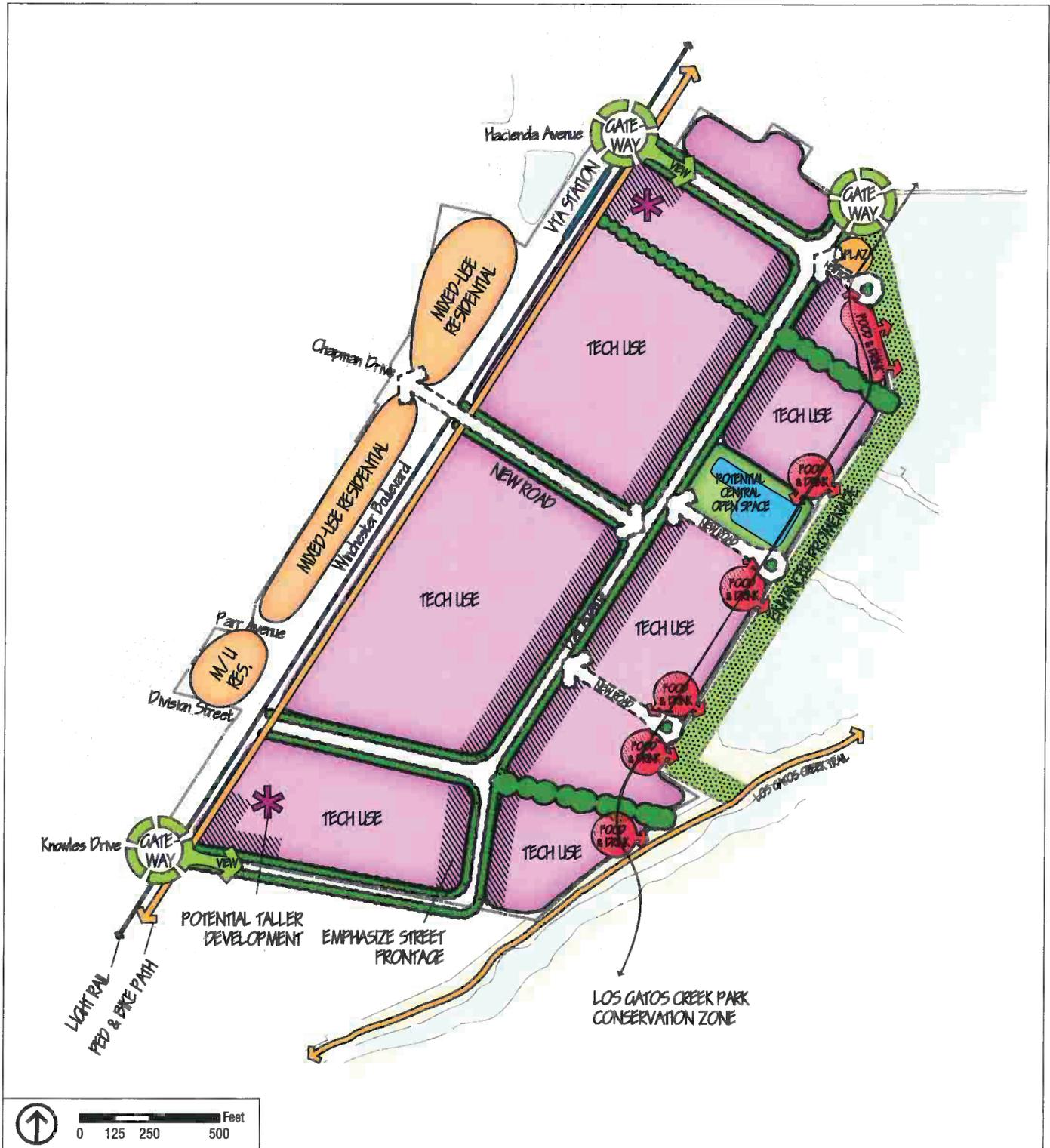
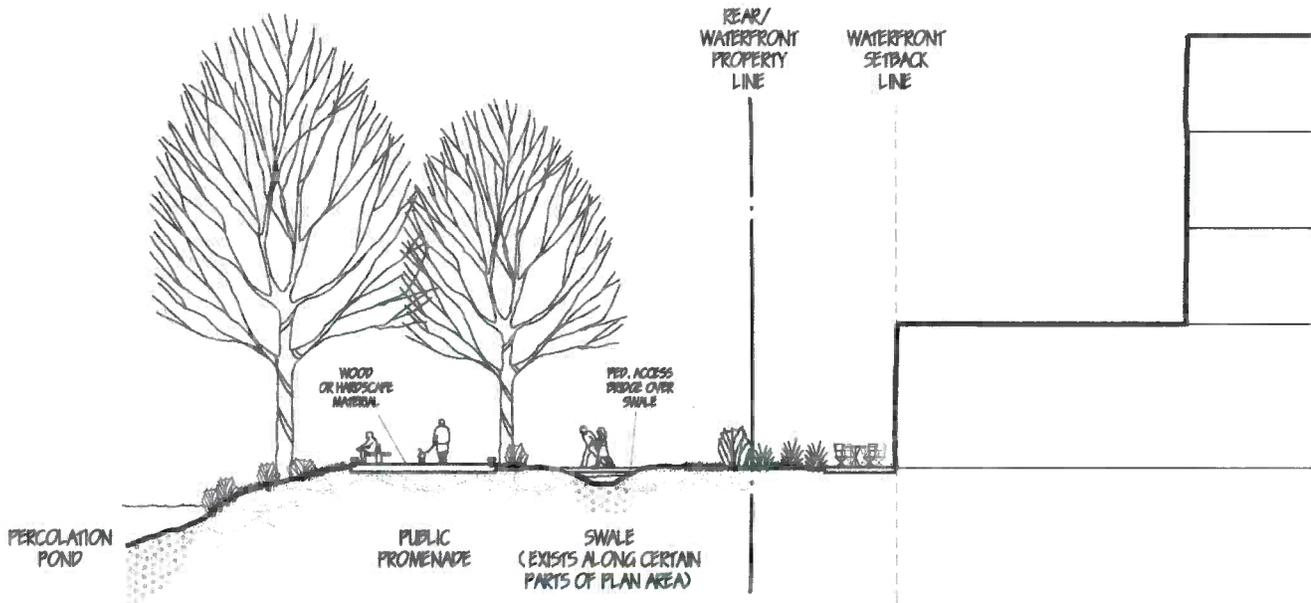


FIGURE 1
 CONCEPTUAL DIAGRAM

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2. Enhance the Area with Additional Open Space and Provide Improved Open Space Connections

Orient and emphasize development to interact with existing ponds and creekside natural areas at Los Gatos Creek Park. Create a public promenade as a walkway along the water's edge linking dedicated open spaces, envisioned to occur on existing County park land between new development and the ponds, as shown below. Emphasize the promenade for leisure and exercise, including both walking paths and resting areas. Carefully create a central public space around the existing water recharge facility, pending study and coordination with the Santa Clara Valley Water District. Integrate smaller, functional linear open spaces in new development that provide places to rest, recreate, and gather. Program these linear spaces as direct connections to the ponds and creeks, and as a means to preserve views, and encourage waterfront-facing development to create plazas, restaurant seating, and other open spaces along this edge. Seek to protect and enhance the natural character of the creek through allowing solar access, soft edges, appropriate building materials, and landscaping. Transition height to be scaled back as development approaches the waterfront. Eating and drinking establishments are encouraged as part of new development at the water's edge.



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3. Integrate a Network of Multi-modal Connections

Enhance existing roadways with sidewalks and pedestrian amenities, and create new pedestrian, bicycle, and vehicular facilities to improve connectivity. Create clear, safe, and direct pathways to the proposed VTA light rail station, and integrate it into the larger pedestrian network.

4. Focus on Environmental and Economic Sustainability

Incorporate green design and stormwater features in public and private development. Encourage efficient land use and higher intensities. Create avenues to preserve existing businesses and ensure long-term economic sustainability by creating uses that serve the community.



5. Improve Urban Design and Character

Balance modern development style with the small-town feel of Campbell. Incorporate and protect cherished amenities, including views and open spaces. Create gateways, nodes, plazas, and other new places for gathering and leisure activity. Consider special architectural design, enhanced landscaping, and other features at three identified gateway locations.

6. Enhance Lifestyle and Vitality

Support amenities and places of activity, commerce, and trade that support a high-tech workplace culture. Ensure these amenities, such as restaurants, cafes, workout and spa facilities, childcare, markets, bars, and recreational uses, are also beneficial to the wider community, bringing an after-work-hours energy to the area.



7. Create Mixed-Use Residential Opportunities

Support high-quality housing in mixed-use formats (retail and residential) on the west side of Winchester Boulevard, which will create an employment-to-housing synergy and enhance the overall character of the street. Encourage ground floor commercial along Winchester Boulevard to support high-tech industry, and provide neighborhood-serving uses that also cater to the needs of adjoining neighborhoods.

8. Attract Investment

Align policies, strategies, and City processes to remove barriers to collaboration, leverage funding, and increase the support for growth, development, and preservation for the Dell Avenue area.

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B. Land Use

1. Land Use Goal

The success of transforming Dell Avenue into a 21st Century business park that retains and attracts high-tech businesses will largely be determined by the uses that locate there. In order to ensure a successful business park, it is important to accommodate high-tech uses as well as uses that support and complement high-tech industry. This section identifies the major land use groups that are recommended to achieve a high-tech business park in the Dell Avenue Plan Area.

a. Core Tech Uses

Core Tech uses are defined as the current and future uses that will anchor Dell Avenue as a high-tech, innovation-oriented business park with a strong skilled-labor pool. Core Tech uses include professional offices that are geared directly toward the Silicon Valley tech industry, specifically those related to the innovation and product development of consumer electronics, software, and web solutions for consumers and businesses. Core Tech uses are the primary uses that Dell Avenue needs to retain and attract. Additional Core Tech uses include mobile devices and software, social media startups, data processing and web hosting, online retail, information systems, and the research & development that is supportive of these uses. Physically speaking, the spaces that house these industries are highly unique, customized, and tailored for collaboration and creativity, whether they are in the form of corporate campuses or standalone office development. Core Tech formats also include the rehabilitation of existing buildings for small startups in a single space or a multiple-tenant incubator shared space. Manufacturing facilities are important within the technology sector; however, they are not seen as a Core Tech use within the Dell Avenue Plan Area.



b. Core Tech Complementary Uses (Low and High Intensity)

Core Tech Complimentary uses are defined as uses that are not explicitly related to the tech industry, but that do not detract aesthetically from the envisioned character for the Dell Avenue Plan Area. Core Tech Complementary uses are allowed on a limited basis so as not to overshadow the goal of retaining and attracting high tech businesses and may include professional services, such as professional consultants, engineering and design firms, and financial, insurance and real estate related services. Similarly, biotechnology, scientific labs, and healthcare facilities, along

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with technology component manufacturing or technology product assembly at a small scale, may also be appropriate on a limited basis. While these uses are not the primary target for Dell Avenue, they should be allowed as long as they do not detract from the design character that supports or the amount of space needed for a high-tech environment. Therefore it is recommended that more intensive complementary uses be accommodated, as long as they are fitting and support the character of a high-tech business park.



c. Service and Support Uses (For the Employee and Employer)

The highly-skilled and well-compensated labor pool created in Core Tech uses generate a demand for everyday services, significantly driving economic growth in the Dell Avenue area. There are a range of service and support uses that will need to be accommodated in the Plan Area that support the activities of Core Tech uses and Core Tech Complementary uses, but that are subservient to the foremost goal of retaining and attracting high tech businesses to the Dell Avenue area. Service and Support uses for employees should provide opportunities for employees of businesses falling into the above two categories to efficiently attend to day-to-day personal and social needs close to their place of work. As such, the Service and Support uses would encourage and accommodate restaurants, cafes and coffee shops, convenience stores, childcare facilities, salons, dry cleaners, bars, small retail shopping, exercise facilities as ancillary uses at a limited scale, and other similar employee-supportive uses. Service and Support uses that accommodate business needs of Core Tech uses must also be accommodated. These uses are intended to create efficiencies for businesses thereby by increasing the attractiveness of Dell Avenue for high tech companies looking to locate or expand in the Silicon Valley. Service and Support uses for employers include printing and shipping services, hotels, travel agencies, and other uses that are capable of serving the critical needs of Core Tech businesses.

d. Waterfront Uses

The DAAP vision includes a lively active waterfront edge populated by employees and visitors. For this reason, food and drink establishments are encouraged in the Waterfront Setback Zone, along Los Gatos Creek Park.

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e. **Employee Housing**

Locating housing in an area that provides options for employees to live close to their office is a key goal for tech companies looking to locate or expand in Silicon Valley. As such, it is important that the Plan Area provide for housing opportunities where appropriate. High-density mixed use buildings with ground floor retail and upper floor housing, such as apartments or condominiums, should be supported in the Plan Area on the west side of Winchester Boulevard. This location responds to the current practice of encouraging mixed-use (commercial/residential) on Winchester Boulevard. This transit corridor is ideal for mixed-use development, promoting “Smart Growth” strategies. Locating residential development here also preserves land in the heart of the Dell Avenue area for high-tech development. It should be noted that ground floor residential uses fronting Winchester Boulevard are not allowed.



2. Permitted Uses

The Dell Avenue Plan Area is divided into three land use districts: DAAP-West, DAAP-Central, and DAAP-Waterfront (as shown in Figure 2). Each district is intended to allow uses in certain forms and intensities in order to carry out the vision of the Plan. Table 1 shows the uses that are permitted (P) in each district, including those that are subject to a conditional use permit (C). Uses marked with an (A) can be permitted through an administrative site and architectural review process provided that they are deemed by the Community Development Director to be a Core Tech Use as shown in Table 1. If permitted in the table, ancillary uses provided as part of Core Tech Uses, such as business services or small cafes, may also be reviewed administratively provided that they are within the same building as a Core Tech Use.

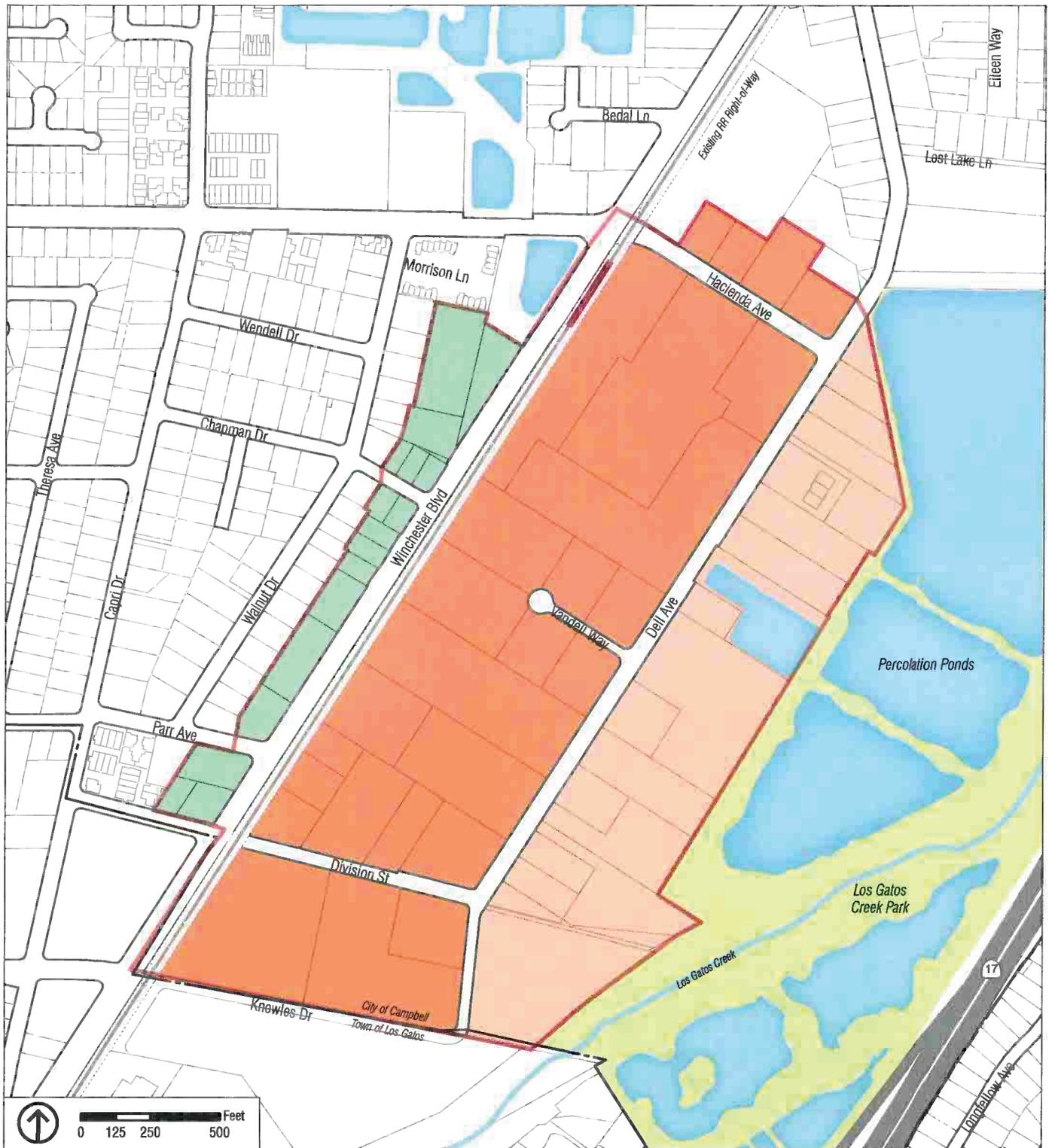


FIGURE 2
LAND USE DISTRICTS

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TABLE 1: ALLOWED LAND USES

	DAAP- Whittier	DAAP- Central	DAAP- West
Office and Research and Development			
Core Tech Professional Offices *	A	A	A
Core Tech Research and Development Facilities * (maximum of 10% of square footage used for exclusive manufacturing or assembly in support of Core Tech)	A	A	
Professional Offices	C	C	C (1)
Medical Offices	C	C	
Research and Development Facilities (maximum of 10% of square footage used for exclusive manufacturing or assembly)	C	C	
Biotechnology/Scientific Labs	C	C	
Retail Services			
Restaurants and Cafes (under 3,000 square feet)	P	P (2)	P (2)
Restaurants and Cafes (over 3,000 square feet)	P		P
Grocery Stores (no greater than 4,000 square feet)	C (2)	C (2)	P
Bars	P	C (2)	P
Salons/Barber Shops	P	P (2)	P
Banks	P (2)	P (2)	P
Childcare Facilities	P (2)	P (2)	P
Commercial Health/Fitness Centers (no greater than 4,000 square feet)	P (2) (4)	P (2) (4)	P (1)
Business Services			
Printing and Publishing Services (no greater than 4,000 square feet)	P (2)	P (2)	P (1)
Shipping Services (no more than 4,000 square feet)	P (2)	P (2)	P(1)
Office Supply Sales (no greater than 4,000 square feet)	P (2)	P (2)	P (1)
Computers and Electronics Sales and Services (no greater than 6,000 square feet)	P (2)	P (2)	P (1)
Hotels			C

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	DAAP Waterfront	DAAP Central	DAAP West
Catering Services (must provide retail service)	P (2)	P (2)	P (1)
Travel Agencies	P (2)	P (2)	P (1)
Employment Services	P (2)	P (2)	P (1)
Commercial and Manufacturing			
Brewery (no greater than 15,000 square feet)	P	C (2)	
Food and Beverage Product Manufacturing (must provide retail component; manufacturing component cannot be greater than 10,000 square feet)	P (2)	C (2)	
Core Tech Product Assembly (no more than 30,000 total square feet and provided as a larger Core Tech office development)	P	P	
Core Tech Component Manufacturing (no more than 30,000 total square feet and provided as a larger Core Tech office development)	C	P	
Pharmaceuticals Manufacturing	C	P	
Public Facilities			
Libraries	C	C	C
Post Office (no greater than 6,000 square feet)	P (2)	P (2)	P (1)
Community Facilities (as ancillary uses)			
Amphitheater	P	P	P
Trails	P	P	P
Sports Fields	P	P	P
Theaters and Auditoriums	P	P	
Residential			
Multi-family Residential			P (3)
Townhomes			P (3)
Infrastructure			
Light Rail and Transit Facilities	P	P	P
Park 'n' Ride Facilities	C	C	C
Wireless Telecommunications Facilities	C	C	C

* Core Tech uses are defined in Section B-1a. The Community Development Director may determine that additional uses not mentioned in this section qualify as a Core Tech use.

(1): Only allowed on ground floor below residential uses as part of a mixed use project.

(2): Only allowed as an ancillary use.

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(3): Residential uses are permitted provided that no ground floor residential uses front front Winchester Boulevard. Residential uses facing Winchester Boulevard must be provided on upper floors above ground floor commercial uses as part of a mixed use project.

(4): Allowed provided that no more than one commercial fitness center is provided within a single development project.

3. Land Uses to be Transitioned Away from the Dell Avenue Plan Area

Under current Controlled Manufacturing (CM) zoning, there are several uses permitted or conditionally permitted that are inconsistent with the vision for Dell Avenue as a high-tech business park. Below are the currently permitted and conditionally permitted uses that are recommended to be prohibited under the Dell Avenue Area Plan.

Existing CM Permitted Uses to be Prohibited

- Artisan products, small-scale assembly
- Blueprinting shops
- Clothing products manufacturing
- Furniture/cabinet shops
- Glass products manufacturing
- Handicraft industries, small-scale assembly
- Laundries/dry cleaning plants
- Machinery manufacturing
- Metal products fabrication
- Paper products manufacturing
- Plastics and rubber products
- Pharmaceutical manufacturing
- Sign manufacturing
- Warehousing, wholesaling and distribution facility, incidental (less than fifty percent of floor area)
- Textile products manufacturing

Existing CM Conditionally Permitted Uses to be Prohibited

- Broadcast and recording studios
- Caretaker/employee housing
- Emergency shelters
- Massage establishments
- Public utility service yards
- Public works maintenance facilities and storage yards

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- Radio or television transmitters
- Radio stations

It is recommended that these uses be relocated to the Light Industrial (M-1) district to the north of the Plan Area. These business types and uses contribute to the overall health of Campbell's use mix; however, they do not fit with the vision for a 21st Century tech business park and should be transitioned from this area to other parts of the city.

C. Development Prototypes

Several recently constructed or approved office projects that are currently leased or are marketed towards high-tech companies in the Silicon Valley region were studied in order to develop preliminary development standards and the draft buildout presented later in this memo. These development types provide real-world examples of feasible projects in a similar physical locations and real estate market to Campbell. Components such as building coverage, height, bulk, setbacks, parking configurations, location of amenity buildings, and pedestrian pathways and public open spaces were all carefully considered in order to determine appropriate building prototypes for the Plan Area.

The prototypes presented on the following pages are purely conceptual and in no way reflect any final recommendations on specific parcels.

Prototype 1

Four-Story Surface Parked

DAAP Context

(max. based on simple rectilinear geometries) **.55 FAR**
60' Tall
1 Parking Space/300 sq ft

Regional Context

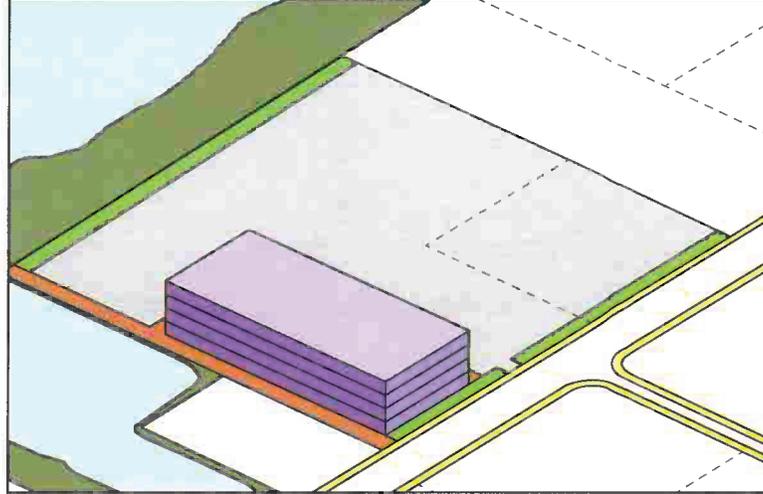
This building type accommodates one or two four-story office buildings in a traditional office park format. Surface parking generally surrounds the building, although the building sometimes may front a public right-of-way. This prototype generally includes minimal landscaping and pedestrian amenities.

Typical Height of Projects Studied: 60 feet
Typical FAR of Projects Studied: .45 - .55
Parking Configuration: Surface

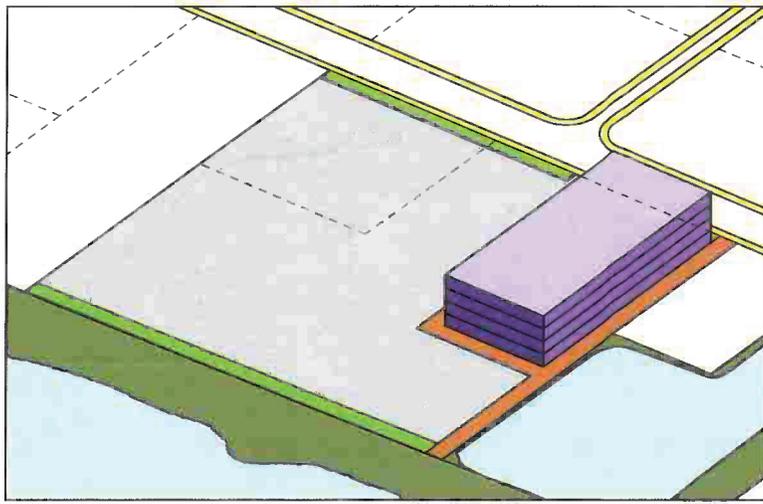
151 Commonwealth Drive, Menlo Park 12 acres



Development project along Dell Avenue 5.6 acres



3333 Scott Boulevard, Santa Clara 30 acres



Prototype 2

Four-Story Surface and Garage Parked

DAAP Context

.7 FAR (max. based on simple rectilinear geometries)

60' Tall

1 Parking Space/300 sq ft

Regional Context

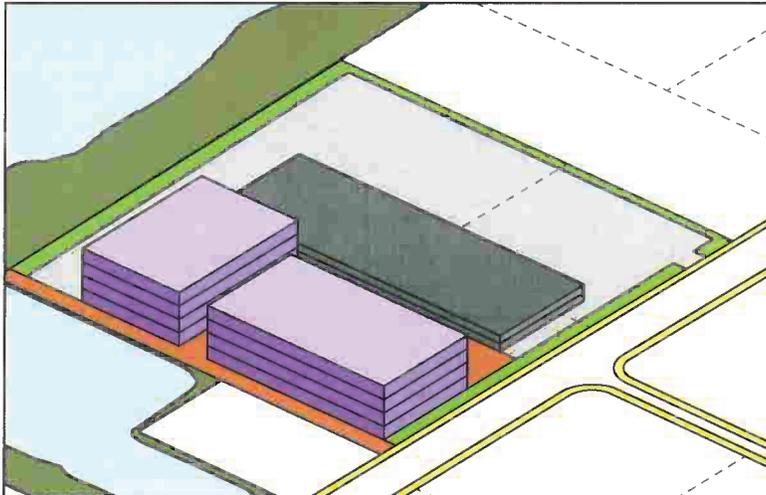
This building type accommodates two or more four-story office buildings. It is parked through a combination of three-level garages and surface parking, affording it more floor area ratio and plaza/courtyard space. This prototype generally includes a moderate level of landscaping and pedestrian amenities.

Typical Height of Projects Studied: 60 feet - 75 feet

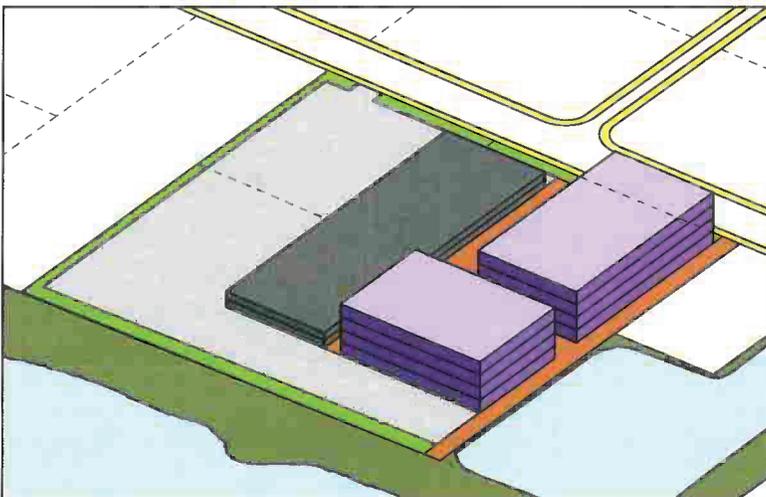
Typical FAR of Projects Studied: .55 - .7

Parking Configuration: Surface and Small Garage

Development project along Dell Avenue 5.6 acres



950 W Maude Ave, Sunnyvale 17 acres



Prototype 3

Five-Story Garage Parked (some surface)

Regional Context

This building type accommodates two or more five-story office buildings in a campus setting. Increased height combined with five- and six-level parking garages allow more flexibility for ground floor amenity buildings, meeting spaces, and open space. This prototype generally includes generous landscaping and pedestrian amenities.

Typical Height of Projects Studied: 75 feet

Typical FAR of Projects Studied: .9 - 1.0

Parking Configuration: Large Garage and Surface

DAAP Context

(max. based on simple rectilinear geometries) **1.2 FAR**

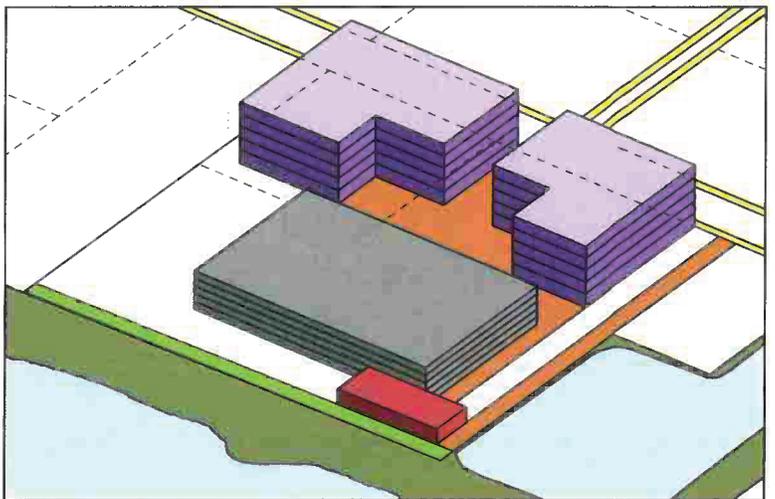
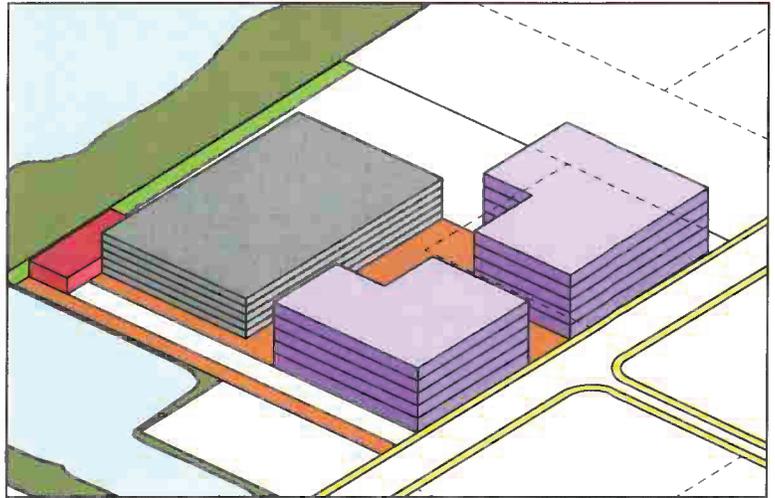
75' Tall

1 Parking Space/300 sq ft

Lawson Lane, Santa Clara 16 acres



Development project along Dell Avenue 5.6 acres



Prototype 4

Four-Story Podium and Garage Parked

DAAP Context

1.4 FAR (max. based on simple rectilinear geometries)
75' Tall Above Grade
1 Parking Space/300 sq ft

Regional Context

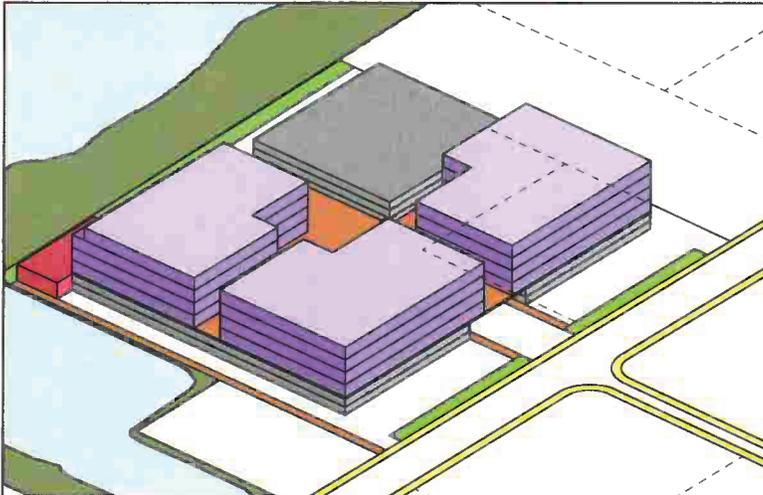
In a typical module, this building type accommodates three four-story buildings built on top of two two-story parking podiums. Three or more additional garage levels in a standalone garage stands on top of the remaining quadrant. To accommodate a 75-foot building height, the first parking level is partially underground. The deck level above the podium provides rooftop gardens and restaurant seating. This prototype includes a generous level of landscaping and pedestrian amenities.

Height Shown Below: 75 feet
 (partially underground and not included in height)

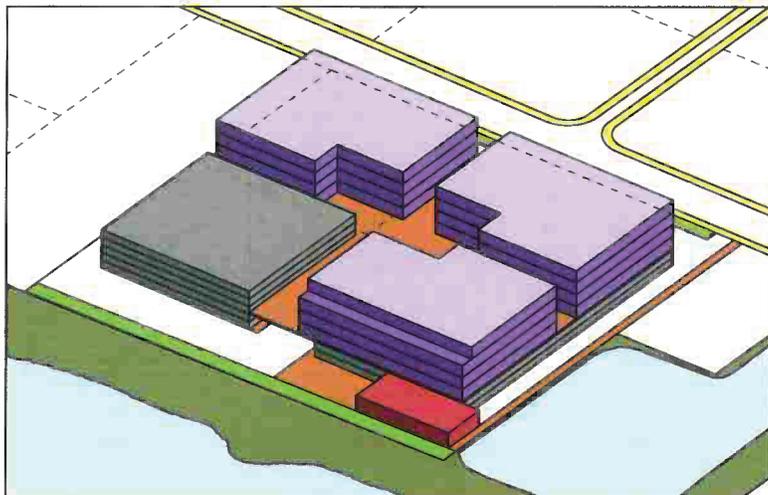
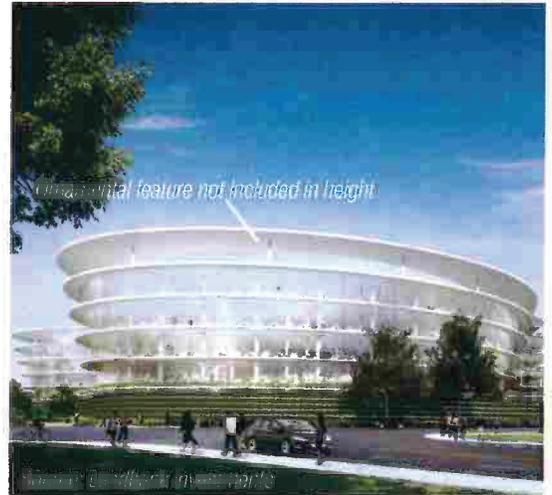
FAR Shown Below: 1.0

Parking Configuration: Podium and Structure Garage

Development project along Dell Avenue 5.6 acres



222 North Wolfe Road, Sunnyvale 18 acres



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D. Development Standards

This section provides development standards applicable to all new development in the Dell Avenue area. General development standards are found in Table 2 below. Additional standards are provided later in this section. Core Tech uses referred to later in this section are defined in Section B-1a of this memorandum. The Community Development Director may determine that additional uses not mentioned in Section B-1a qualify as a Core Tech use.

1. General Standards

TABLE 2: DEVELOPMENT STANDARDS

	DAAP- Western	DAAP- Central	DAAP- East
Maximum Height	60' Base; 75' Height Bonus*	60' Base; 75' Height Bonus*	45'***
Maximum FAR	1.5	1.5	1.5
Maximum Residential Density	N/A	N/A	27 du/ac
Minimum Non-Residential Parking	Per City Zoning Code Chapter 21.28(**)	Per City Zoning Code Chapter 21.28(**)	Per City Zoning Code Chapter 21.28(**)
Minimum Hotel Parking	N/A	N/A	Per City Zoning Code Chapter 21.28
Min. Residential Parking	N/A	N/A	Per City Zoning Code Chapter 21.28
Min. Setbacks			
<i>Dell Avenue</i>	15 feet	15 feet	N/A
<i>Hacienda Avenue</i>	N/A	10 feet	N/A
<i>Division Street</i>	N/A	10 feet	5 feet
<i>Knowles Drive</i>	N/A	10 feet	N/A
<i>Winchester Boulevard</i>	N/A	N/A	5 feet
<i>Parr Avenue</i>	N/A	N/A	5 feet
<i>Chapman Drive</i>	N/A	N/A	5 feet
<i>Future Public Right-of-Way</i>	10 feet	10 feet	10 feet
Min. Interior Setbacks (Includes Rear or Interior Side)	15 feet	15 feet	10 feet

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	DAAP-Waterfront	DAAP-Central	DAAP-West
Special Setbacks (Min.)			
<i>Waterfront</i>	20 feet	N/A	N/A
<i>Railroad</i>	N/A	20 feet	N/A
<i>Neighborhood (Winchester Boulevard Rear Setback)</i>	N/A	N/A	24 feet
Minimum Open Space and Landscaping			
<i>Publicly-Accessible Open Space</i>	5%*	5%*	0%
<i>Landscaped Area</i>	15%	15%	10% for parcels deeper than 140 feet
<i>Parking Lot Landscaping</i>	10%	10%	5% for parcels deeper than 140 feet
<i>Residential Open Space</i>	N/A	N/A	150 square feet per unit

*Refer to the next section, Height Bonus.

**Special parking reduction incentives described below in Section D-5, Special Incentives for Lower Parking Requirements.

***Special height requirements for development along Winchester Boulevard and adjacent to existing residential neighborhoods is discussed below in Section D-7, Winchester Boulevard Setback Standards.

2. Height Bonus

In the DAAP-Central and DAAP-Waterfront districts, an increase in allowable height from the base maximum of 60 feet to 75 feet may be achieved through a combination of the following provisions, at the discretion of the Community Development Director.

- a. Required Provision:
An increase of publicly-accessible open space from 5 percent of total site area to 15 percent.
- b. Additional Provisions:
The required provision may alone satisfy the requirement for achieving the higher height limit, or may be required to be provided in combination with one or more of the following, at the discretion of the Community Development Director.

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- A Core Tech use provides an ancillary standalone or waterfront-facing retail project built along the pond, creek trail, and/or open space frontage for within the DAAP-Waterfront district.
- The remodel or renovation of an existing building for accommodating startup businesses and/or incubator space as part of a larger Core Tech development project.
- Incubator or startup businesses provided at 10,000 square feet or greater within a new Core Tech development.
- Additional publicly-accessible programmed park, open space, ballfield, basketball court, or other outdoor amenity of 6,000 square feet or greater within new Core Tech development projects
- One project may increase height if it provides space for a new street connection between Dell Avenue and the railroad tracks (applicable locations subject to traffic study)
- An enhanced public plaza with a performance/event area.
- An amphitheater
- Parcel assembly

3. Minimum Building Height

In the DAAP-Central and DAAP-Waterfront districts, new buildings must be a minimum of 24 feet or two stories tall. New single-story structures are allowed only as ancillary, as an amenity use on the same parcel as a part of a Core Tech development project, or within the 75 feet Waterfront Setback Zone discussed in Section D-6, Special Waterfront Setback Standards, provided the Community Development Director determines it is a use that activates the waterfront.

4. Pedestrian Paths

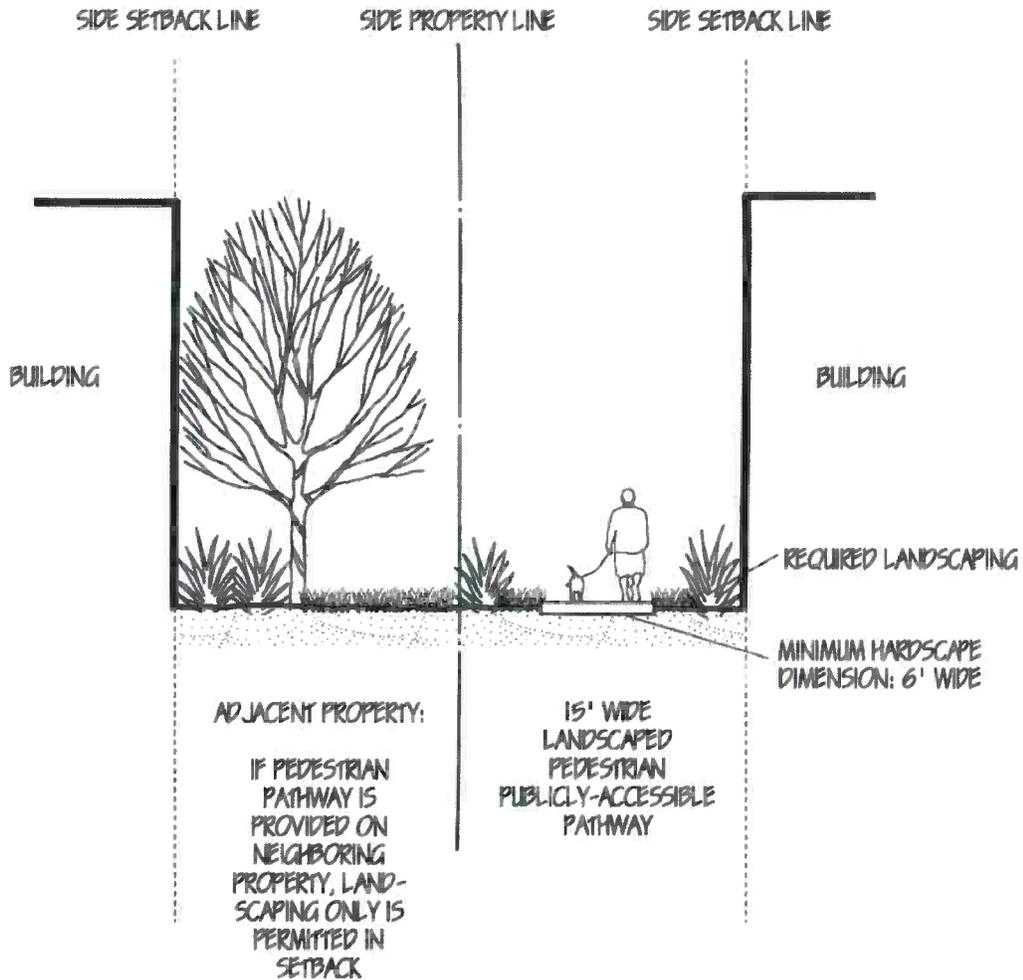
The following standards will help to achieve increased pedestrian circulation throughout the Dell Avenue area, and improve access to the ponds and open space areas in particular.

a. Pedestrian Paths to Ponds and Open Space

In the DAAP-Central and DAAP-Waterfront districts, new development over 4 acres in gross site area must provide a clearly marked and signed publicly-accessible pathway of at least 15 feet in width that directs pedestrians to the ponds and creek open space. This pathway must be landscaped or include other pedestrian-oriented treatments. A minimum 6-foot-wide hardscape dimension is required. This pathway is required to either be located within the side setbacks or through the parcel as part of development, and may be included within a surface parking lot. Pond Pathways are not allowed in the front setback, the Waterfront Setback, or

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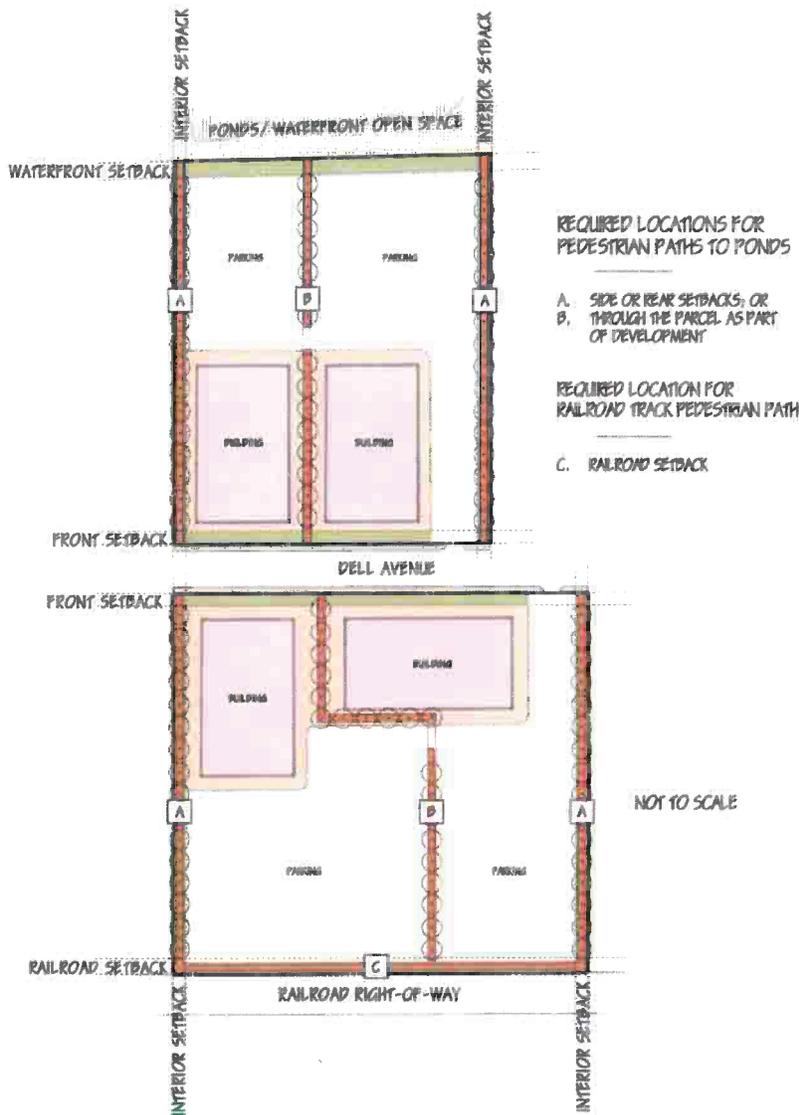
the Railroad Setback. The total amount of landscaping provided within in the pathway may satisfy the overall Landscaping Requirement for DAAP-Central and DAAP-Waterfront districts. If a project is adjacent to an existing pathway that is within a side setback, the adjoining setback of the project must be landscaped only, and a pedestrian pathway must be located in other parts of the project. Development projects that are adjacent to publicly-owned pathways may fulfill this requirement by renovating or enhancing the existing pathway, or providing landscaping in the adjacent setback.



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b. Multi-Use Paths along Railroad Track

New development adjacent to the railroad right-of-way in the DAAP-Central district must provide a publicly-accessible, multi-use path adjacent to the railroad tracks, required to be located within the Railroad Setback. The multi-use paths must be at least 15 feet wide with a required hard-scape width of at least 10 feet to accommodate pedestrians and bicyclists.



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5. Special Incentives for Lower Parking Requirements

New development and significant remodels and renovations to existing buildings will be required to provide parking consistent with the requirements of Section 21.28 in the Campbell Municipal Code. However, if new development can demonstrate that it provides a combination of the following measures or others to reduce the need for parking, a reduction may be granted by the Community Development Director if the project can be processed administratively or by the Planning Commission if the project must be processed discretionarily. A reduction of current parking requirements for Core Tech office uses may be reduced to require as low as 1 parking space per 350 square feet of leasable floor area provided that the project demonstrate in a parking study that the parking need of the project can be met through the use of some or all of the following measures, as well as other measures that will result in reduced parking need. Measures include:

- Shuttle Programs
- Carshare
- Employee Transit Programs and Incentives
- Additional Bicycle Parking Facilities above and beyond those required by City code
- Vanpool and Carpool programs
- Parking programs
- Bicycle Incentives
- Bikeshare
- Telecommuting
- Staggered work schedules
- Charge for parking
- Other programs or facilities that demonstrate a reduced need for on-site parking

6. Special Waterfront Setback Standards

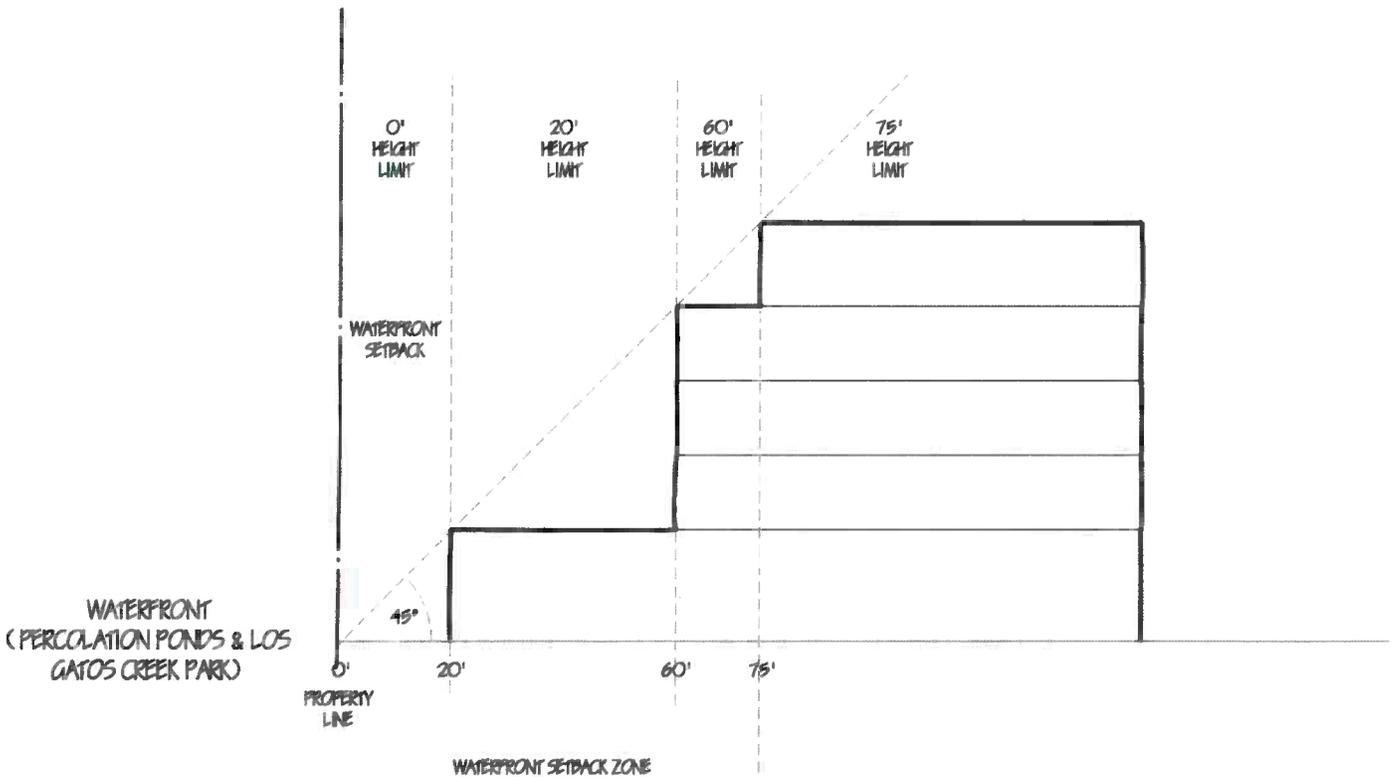
As shown in Table 2: Development Standards, parcels with sides that are adjacent to the County percolation ponds or any Los Gatos Creek open space areas shall have a 20-foot setback along this side in order to preserve the natural characteristic along this edge. This setback shall be landscaped and may not include buildings, building materials, or paved surfaces other than sidewalk connections to the waterfront. Additionally, in order to buffer development impacts from existing open spaces, special height limit setbacks are required along this edge. Building height

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shall be limited between the property line and 75 feet of the property line. This 75 feet limit is the Waterfront Setback Zone, shown in the figure below.

a. Special Height Limit Zone

- No building is allowed within 20 feet of the parcel line.
- Buildings may have a height of 20 feet when placed between 20 feet and 60 feet of the waterfront-facing parcel line. Roof deck railings, flag poles, plantings, patio umbrellas or other similar structures would be allowed above the 20 foot limit provided that no additional space above the 20 foot limit is allowed for providing additional floor space.
- Buildings may have a height of 60 feet when placed between 60 feet and 75 feet of the waterfront-facing parcel line.
- Buildings may have a height of 75 feet when placed 75 feet or greater from the waterfront-facing parcel line.



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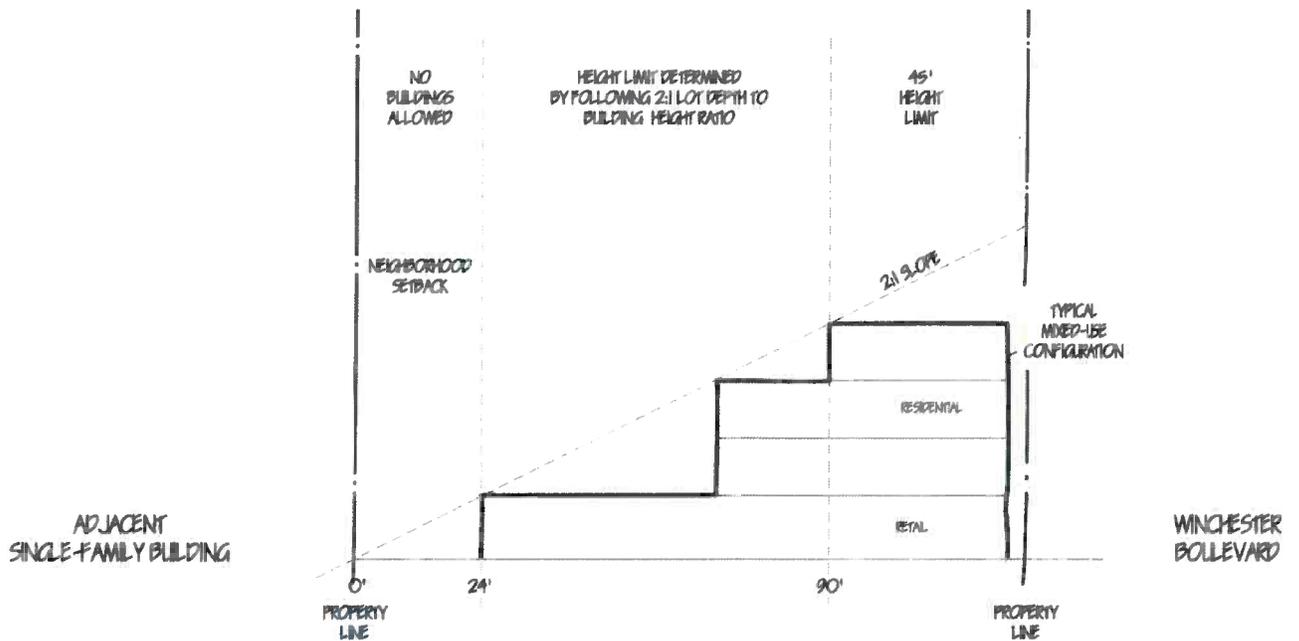
b. Safety

To the extent possible, public open spaces should be programmed to create or maintain visual connections to open spaces and nature areas near the percolation ponds and Los Gatos Creek to increase safety and visibility.

7. Winchester Boulevard Setback Standards

As shown in Table 2: Development Standards, parcels adjacent to residential uses in the DAAP-West district shall have a rear setback of at least 24 feet in order to preserve the low-scale residential quality and protect against shade and shadow impacts along this edge. This setback may not include buildings or building materials. It may contain landscaping, rear yards, or paved surfaces for parking and access. It may not be used in any shape or form for retail uses, such as outdoor seating or storage, except for parking, access, or loading.

Additionally, in order to buffer development impacts from existing residential uses to the west, special height limit setbacks are required along this edge in accordance with the Winchester Boulevard Master Plan. Building height is allowed as shown below. Building heights should be achieved following a “wedding-cake” model, locating taller building elements along the street frontage. A 2:1 ratio of lot depth to building height is required.



8. Public Open Space

As described in Table 2: Development Standards, development must provide at least 5 percent of its site area to publicly-accessible open space, and 15 percent if the development wishes to reach the Height Bonus. The following describes the requirements for consideration as publicly-accessible open space.

- a. Public open spaces are defined as programmed spaces within development that are visually and architecturally distinct from building development with a minimum dimension of 100 square feet.
- b. The public open space requirement may be fulfilled within setbacks; however, if the open space is placed within the front setback, it must be at least 20 feet wide.
- c. Public open space may be a combination of both hardscape and landscape where neither component may exceed 70 percent of the total makeup.
- d. Public open spaces must include a combination of shade trees, benches, pedestrian lighting, and small plazas. Cafes and restaurants are encouraged to surround public open spaces to create lively and dynamic meeting places in the Dell Avenue area.
- e. Up to 80 percent of the total programmed public open space may be located on an upper story deck no taller than 18 feet as long as clear and distinct signage and access are provided to the pedestrian.

9. Landscaping

As described in Table 2: Development Standards, development must provide landscape to at least 10 percent of its site area in the DAAP-West district, and 15 percent in the DAAP-Central and DAAP-Waterfront district. Additional landscaping standards include:

- a. Tree and plant species should be water-efficient and meet City standards.
- b. Existing mature trees, such as redwoods, should be retained and incorporated into the overall site plan to the extent possible.
- c. A continuous landscaped area shall be provided within the setback for at least 50 percent of the frontage along a public right-of-way.
- d. 10 percent of surface parking areas should be devoted to landscaping, with a focus on stormwater retention features. Parking rows should be designed to include features such as swales that convey water through the site.
- e. Landscaping will meet Model Water Efficient Landscape Ordinance (WELO) requirements.

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- f. For every eight surface parking stalls, one shade tree shall be provided in the paved area. Shade trees shall be a minimum 24-inch box in size and shall be selected from a City-approved list of canopy tree species.
- g. Parking areas along public rights-of-ways shall including landscape plantings at their edges. Landscaping shall allow views into the site.

E. Iconic Buildings

As shown in Figure 1: Conceptual Diagram, the DAAP vision recommends one to two iconic buildings that serve as gateways to the Dell Avenue area. These buildings should exhibit unique architectural quality and/or site landscaping features that provide a landmark for the Dell Avenue area. These buildings could potentially be taller than 75 feet if additional height helps to promote Dell Avenue as a signature technology district in the Silicon Valley. As suggested in the diagram, special iconic buildings are recommended to be located at key gateway locations away from the ponds and open space if they are provided at heights greater than 75 feet in order to preserve the natural character of these areas. Further study would be required to assess the appropriateness of taller buildings at these locations. The City of Campbell currently restricts maximum building height at 75 feet. Any change or request to exceed this maximum limit, including policies or plans, requires the approval of Campbell voters.

F. Development Potential

Table 3: Buildout, shows the development potential of the Dell Avenue Area, based on the vision outlined in this memo. It was calculated utilizing the FARs developed for the prototypes and a thorough assessment of likely developable land in the area. Based on an analysis of parcel shape, size, and the likelihood of parcel assembly, a range of FARs were applied to conceptual project sites. Rectilinear parcel shapes, such as squares and rectangles, and combined parcel sizes of at least 4 acres were appropriate for FARs 1.2 or higher. Irregular shaped parcels and small project sizes were appropriate for FARs .7 or lower.

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TABLE 3: BUILDOUT

	Gross New	Existing to be Removed	Net New
Office	2,850,000 sf	558,000 sf	2,292,000 sf
Research & Development/Light Industrial	350,000 sf	498,000 sf	-148,000 sf
Retail & Services	72,000 sf	52,000 sf	20,000 sf
Residential	300 units	n/a	300 units

G. Additional Transformation Tools Under Consideration

This memorandum outlines many of the policy and regulatory tools intended to support the transformation of Dell Avenue into a 21st century high-tech business park. To spark discussion in our last meeting with the CAC, we outlined several potential Transformation Tools. The Transformation Tools include an array of possible actions that could be taken by the City to support the redevelopment of Dell Avenue. Many are already included in this memorandum, such as recommendations for the prohibition of certain land uses, development standards that allow increased intensities, and incentives for land assembly, as well as others.

As the Area Plan process moves forward, the project team will be considering other Transformation Tools as a means to facilitate Dell Avenue’s redevelopment. These may include recommendations in some or all of the following categories:

1. Physical Improvements

- Streetscape improvements
- Infrastructure investments

2. Regulatory Considerations

- Streamlined environmental review of future projects through a potential Program Level EIR
- Removal of unnecessary regulation
- Amortization of non-conforming land uses

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3. Economic Incentives

- Reduced development fees
- Streamlined permitting process
- Strategies for relocation of existing businesses that do not fit with Dell Avenue vision

4. Information and Education

- Business attraction/recruitment
- Education of/collaboration with property owners about redevelopment opportunities
- Identification of relocation opportunities for undesired uses

H. Next Steps

This memorandum provides an initial draft vision for Dell Avenue, as well as a regulatory structure that supports that vision. Following the third meeting with the CAC to discuss these recommendations, The Planning Center | DC&E will meet with the Campbell City Council to present this information. Based on feedback from the CAC and City Council, the Preferred Alternative will be finalized and its potential traffic analyzed by Whitlock & Weinberger Transportation (W-Trans). The analysis by W-Trans will inform the final calibration of the Preferred Alternative development potential (buildout numbers) to ensure that no significant traffic issues will arise and will help to determine a course of action regarding CEQA review. Drafts of the Dell Avenue Area Plan and associated environmental review will then be prepared. These documents will undergo public review prior to going before the Planning Commission and City Council for final adoption.