

# EAST SANTA CLARA STREET CORRIDOR

Assessment, Community Engagement Process and Improvement Recommendations

San José State University | Urban & Regional Planning Department | Graduate Students in URBP 201/203

May 2010

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# East Santa Clara Street Corridor

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May 2010

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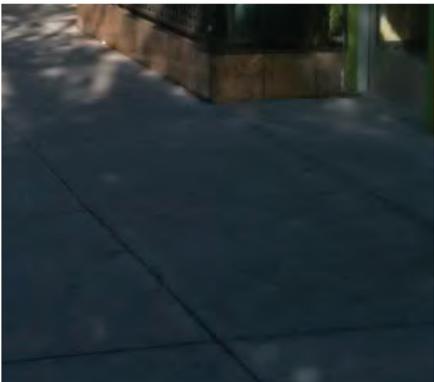
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# Executive Summary



East Santa Clara Street looking eastward from City Hall

This document represents the culmination of work conducted by San José State University Masters degree candidates in the Urban and Regional Planning Department in the Fall 2009 and Spring 2010 semesters. We endeavored to create a well-constructed and usable community assessment for a section of East Santa Clara Street in downtown San José, the tenth-largest city in the United States. This assessment of the corridor encapsulates existing conditions and includes ideas for future redevelopment and economic revitalization. Our sincerest hope is that this assessment will be of value to the Redevelopment Agency of the City of San José and will be viewed as a helpful reference.

The East Santa Clara Street study corridor is bounded by 4th Street and downtown to the west, and 17th Street and Coyote Creek to the east. It is considered one of the main connections between east San José and the city's downtown core. Within a three mile radius of the corridor lives a diverse population of 285,000 people, including segments of the city's Mexican,

Vietnamese and Portuguese populations who consider the corridor an important focal point for commerce and entertainment.

The East Santa Clara Street Corridor is located entirely within City Council District 3 and is divided amongst several Strong Neighborhood Initiative (SNI) areas: University, Thirteenth Street, and Five Wounds/Brookwood Terrace. The corridor is also strongly influenced by the following current and proposed developments:

- San José City Hall and Plaza
- San José State University and Martin Luther King Jr. Library
- BART Extension and High Speed Rail plans
- HP Pavilion
- Surrounding neighborhoods (in relation to respective SNI Plans)

Information for the study was gathered from multiple sources, including staff of the Redevelopment Agency, the City's Planning Department, Valley Transportation Authority (VTA), and Transform.

Additional information was collected in the field, including property condition, parking lot configurations, a vacant lot assessment, and a consideration of retail composition. Digital Geographic Information Systems (GIS) data received from the Planning Department and other agencies assisted in our analysis.

This document consists of eight chapters, containing an analysis of pertinent documents and policies that will directly impact the corridor’s future design; GIS and interpretive maps of existing conditions; and the identification of redevelopment opportunities. The eight chapters are:

- Chapter 1: Introduction
- Chapter 2: Regional Context and Study Area Overview
- Chapter 3: Laws, Plans and Policies Affecting the Study Area
- Chapter 4: Social and Physical Setting
- Chapter 5: Merchant Outreach with the Bus Rapid Transit Survey
- Chapter 6: Stakeholders
- Chapter 7: Recommendations for the Future of East Santa Clara Street

The plan also features an appendix of photos of key sites along the corridor, a listing of regulatory documents reviewed in the plan, and our project methodology.

Opportunity sites for revitalization/redevelopment were selected based on one or all of the following general criteria:

- Can be refurbished with private funds or public funds;
- Provides an overall better use of the space;
- Can be completed during an economic downturn;
- Would produce an ongoing economic benefit to the city through an increase in taxes and/or employment; and
- Can combine multiple parcels for best use.

**GOAL: Cultivate a place to live, work, shop and play.**

**OBJECTIVES:**

1. Consider diverse population of residents, visitors, workers, students, children and families.



East Santa Clara Street between 7th and 8th Streets



Class orientation with the San Jose  
Redevelopment Agency

2. Offer a variety of housing choices.
3. Provide shopping and entertainment featuring both local flavor and national appeal.
4. Foster diversity and variety with small, medium, and large businesses.
5. Restore historical buildings.

**GOAL: Create a walkable, pedestrian-friendly streetscape.**

**OBJECTIVES:**

1. Improve safety, access, and orientation for all populations.
2. Focus on environmentally and economically sustainable development.
3. Celebrate diversity through cultural and artistic expression.
4. Preserve, strengthen and take advantage of cultural identities and neighborhood assets.

**GOAL: Promote and prioritize developments serving the City's needs.**

**OBJECTIVES:**

1. Showcase the identities, strengths and potential in district and neighborhood.
2. Require mixed-use development with active street level use.
3. Demand highest design quality in public and private development.
4. Solicit timely input from corridor residents and merchants on downtown development.

We prepared a listing of preliminary opportunities, categorized according to short- and long-term possibilities. We define short-term opportunities as those that are relatively easy to implement and which do not require major building projects, while long-term opportunities require major funding, planning and construction efforts. We also created power/interest grids that reflect relative influence of each stakeholder. We conclude with an action plan matrix that we hope will guide future improvement projects.



# Introduction

**1.1 Purpose and Scope of the Plan**

**1.2 Plan Objectives**

**1.3 Team Members and Groups**

**1.4 Regional Context and Study Area**

**1.5 Opportunity Sites and Next Steps**

*The purpose of this plan is to provide an assessment of existing conditions within the East Santa Clara Street Corridor in San José, California and to identify opportunity sites for potential revitalization through community engagement techniques.*

### 1.1 Purpose & Scope of the Plan

The purpose of this plan is to provide an assessment of existing conditions within the East Santa Clara Street Corridor (referred throughout this report as “the corridor,” “the study corridor” and/or “the study area”) in San José, California and to identify opportunity sites for potential revitalization using community engagement techniques. The study area of the corridor is bounded by 4th Street and concludes just east of 17th Street, at Coyote Creek.

This plan represents a collaboration between neighborhood residents and merchants, graduate students in the Urban and Regional Planning Program at San José State University (SJSU), the City of San José, and the San José Redevelopment Agency (SJRA).

### 1.2 Plan Objectives

- Review regulatory and other guiding documents affecting the study area.
- Create Geographic Information Systems (GIS)-based and illustrative, interpretive maps to highlight aspects

of the corridor’s physical and social environment.

- Conduct extensive field work and collaborative studio work sessions as foundational training for urban planning students.
- Develop strategies to potentially redevelop identified opportunity sites.
- Apply a collaborative, community-based planning process involving outreach and the facilitation of public meetings in order to build upon community assessment efforts.
- Provide a stakeholder and social capital inventory as well as a community-generated priority list using information collected from merchant surveys and two community meetings.

### 1.3 Team Members & Groups

Thirty-four SJSU graduate students in the *URBP 201: Community Assessment* course in the Fall 2009 semester and ten graduate students in the *URBP 203: Collaborative Neighborhood Planning* course

in the Spring 2010 semester created this plan. The URBP 201 class was divided into two sections of seventeen students. One section focused on a synthesis of relevant regulatory policies and conducted a GIS-based analysis of the corridor's physical and social setting. The other section concentrated on physical planning, including an urban design analysis of the corridor, and led the plan's design and production process. The URBP 203 class was divided into small teams to accomplish tasks related to merchant surveys, stakeholder analysis, and meeting preparation. A more detailed description of the teams and their contributions to the plan are described in Chapter 3 of this report.

#### **1.4 Regional Context & Study Area**

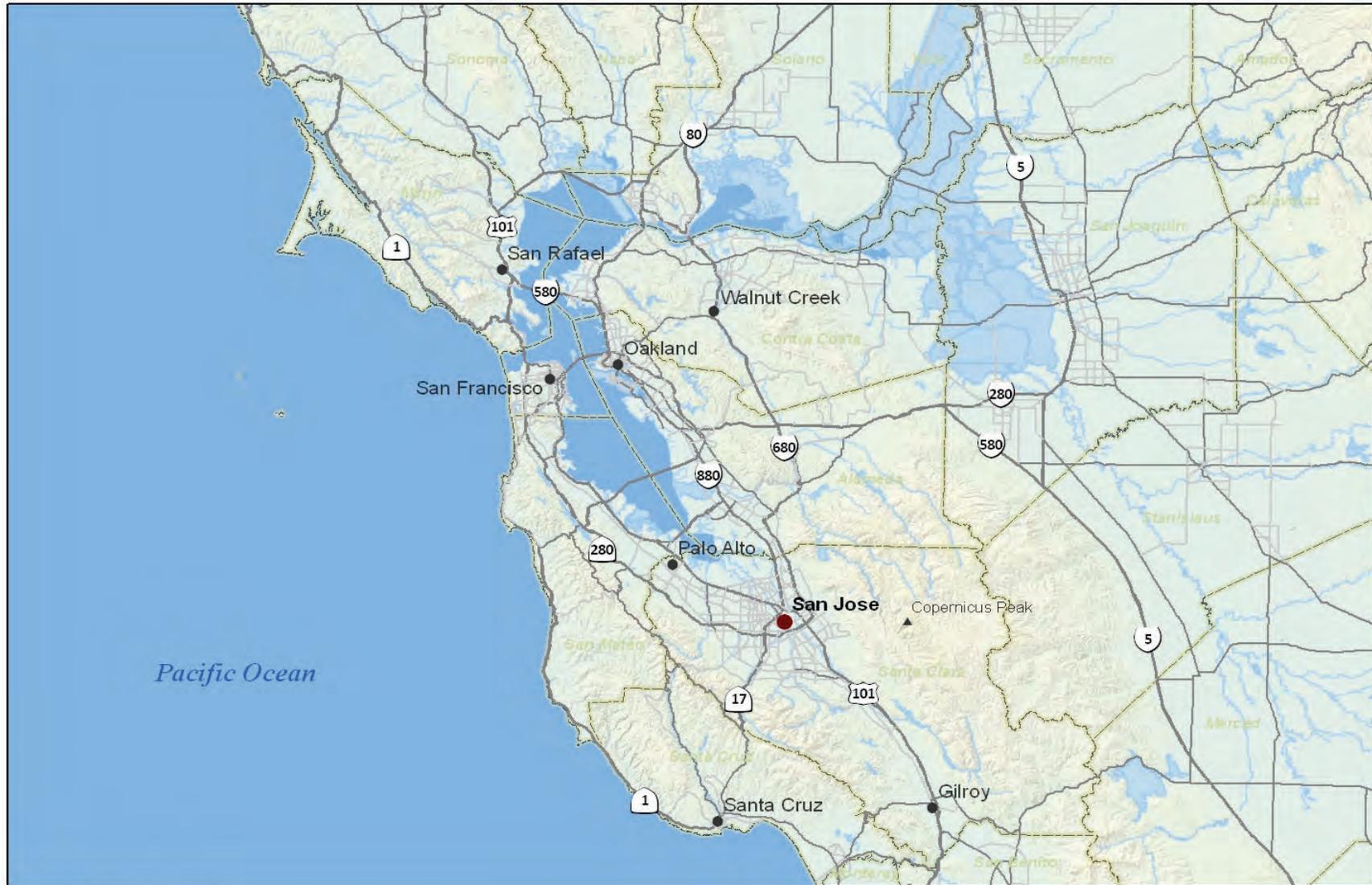
San José, known as the “Capital of Silicon Valley,” is a bustling city with just over 1,000,000 residents in the southern portion of the San Francisco Bay Area, located approximately 50 miles south of San Francisco and 40 miles south of Oakland. San José is the seat of Santa Clara County and home to many high-tech companies. The city is located in the Santa Clara Valley,

with elevations ranging from a few feet above sea level at its northern boundary to almost 400 feet in its southern reaches. The Diablo Range and Santa Cruz Mountains bound the valley, where the highest point is Copernicus Peak (elevation 4,372 feet) on Mt. Hamilton (see Figure 1.1).

The corridor's 14-block long study area is just under a mile in length, extending eastward from Downtown San José to the entrance of the Five Wounds/Brookwood Terrace neighborhood (see Figure 1.2). The primarily commercial corridor provides a major east-west connection between Downtown San José, US-101, and I-680. Areas to the north and south of the corridor consist of single and multi-family residential neighborhoods. The corridor is entirely within City Council District 3 (Sam Liccardo), and runs through the 13th Street Strong Neighborhood Initiative (SNI) planning area.

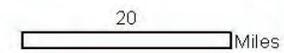
For additional information about the corridor and a more detailed discussion of its context within the San José, please refer to Chapter 2.

*The corridor's 14-block long study is just under a mile in length, extending eastward from Downtown San José to the entrance of the Five Wounds/Brookwood Terrace neighborhood.*



**Figure 1.1 Regional Context Map**

Source: California Spatial Information Library >> U.S. Census, U.S. Bureau of Reclamation, U.S. Geological Survey, and California Department of Forestry & Fire Protection  
Map Prepared by Justin Meek





**Figure 1.2 Local Vicinity Map**

Source: California Spatial Information Library, U.S. Census, U.S. Bureau of Reclamation, U.S. Geological Survey, and California Department of Forestry & Fire Protection  
Map Prepared by Justin Meek

## 1.5 Opportunity Sites & Next Steps

Students conducted extensive field work within the corridor and identified areas that imposed physical constraints and challenges to redevelopment. Community members also voiced their concerns about challenges they face on the corridor, including vacant parking lots, underutilized parcels, and undesirable streetscapes. Suggestions for improvement included offering numerous and affordable housing choices; putting the corridor on a “road diet” by narrowing the width of East Santa Clara Street; providing shopping and entertainment spaces with both local flavor and national appeal; and attracting economically diverse businesses. Students and community members also identified several specific opportunity sites with themes that included: land use, building design/use, open space, transportation, identity, retail opportunity, and sustainability.

More specific opportunity sites for revitalization/redevelopment were selected based on one or all of the following criteria:

- Can be refurbished with private funds or public funds;
- Provides an overall better use of the space;
- Can be completed during an economic downturn;
- Would produce an ongoing economic benefit to the city through an increase in taxes and/or employment; and
- Can combine multiple parcels for best use.



# **Regional Context and Study Area Overview**

**2.1 San José and the East Santa Clara Street Corridor**

**2.2 Influences on the Study Corridor**



San José City Hall &amp; Civic Plaza

*The corridor is at the center of a very diverse community with a population of 285,000 people within a three-mile radius.*

## 2.1 Overview of San José and the East Santa Clara Street Corridor

Founded in 1777 as California’s first civil settlement, San José has been an important focal point in northern California. The city once served as California’s first capital, as a major agricultural core, and after World War II it became one of the nation’s leading technological centers. As a result of the postwar industrial boom, the city’s urban area expanded across the Santa Clara Valley. Expansion towards the Diablo Range foothills followed East Santa Clara Street until it eventually became the “Main Street” of East San José. The study area of the corridor is considered the main connection between East San José and Downtown San José.

The corridor is at the center of a very diverse community with a population of 285,000 people within a three-mile radius. In particular, the city’s Mexican, Vietnamese and Portuguese populations consider the corridor to be an important destination for commerce and entertainment.

Currently, many of the concerns about the study corridor include blight, underutilized land, and crime. Although improvements to the area include the recent relocation of City Hall (between 4th and 6th Streets), the construction of Horace Mann School, and the construction of the Roosevelt Community Center just east of Coyote Creek, there is still much physical and economic improvement needed in the area. The closing of the San José Medical Center (2004) has left a physical and economic void in the corridor, adversely affecting many local businesses. Outdated buildings and underutilized lots dot the corridor and tarnish its appearance.

## 2.2 Influences on the Study Corridor

The corridor is near several significant sites and is also home to City Hall. San José State University and the Dr. Martin Luther King, Jr. Library are steps away, and Diridon Station and the HP Pavilion are a short bus or bike ride away. Diridon Station is anticipated to be a future multi-modal node, featuring Bay Area Rapid Transit (BART) and high-speed rail

connections, in addition to serving as an already important transit center for VTA, Caltrain, and other transit agencies.

SAN JOSÉ CITY HALL & CIVIC PLAZA

City Hall is where strategic planning decisions and policies are made. Its current, remodeled building opened in 2005 and includes an 18-story tower and three-story wing. The area surrounding City Hall includes commercial and residential uses, the historic Vintage Tower, a few churches, Horace Mann Elementary School, and vacant lots. City Hall employees frequently walk to restaurants, specialty stores, and coffee shops nearby.

City Hall features a civic plaza which serves as a gathering place for community events. Based on student observations, the civic plaza is not being used to its fullest potential (despite its notable architectural pedigree). Therefore, in order to make it vibrant and functional, it is vital to identify possible design elements such as landscaping, public art, seating choices, and other features in order to encourage walkability in the area. As noted later in

this report, the plaza has been identified as a major opportunity site within the study area.

SAN JOSÉ STATE UNIVERSITY & DR. MARTIN LUTHER KING, JR. LIBRARY

The university campus offers 134 Bachelor’s and Master’s degrees and is home to 31,455 full and part-time students.<sup>1</sup> Dr. Martin Luther King, Jr. Library, located on the northwest corner of campus, is one of the largest libraries in the western United States and hosts about 7,000 people on a daily basis. Both the university and library have a significant impact on the corridor since they have the potential to generate foot traffic for local businesses within the corridor and beyond. These destinations also contribute to relatively high public transit usage in the immediate vicinity.

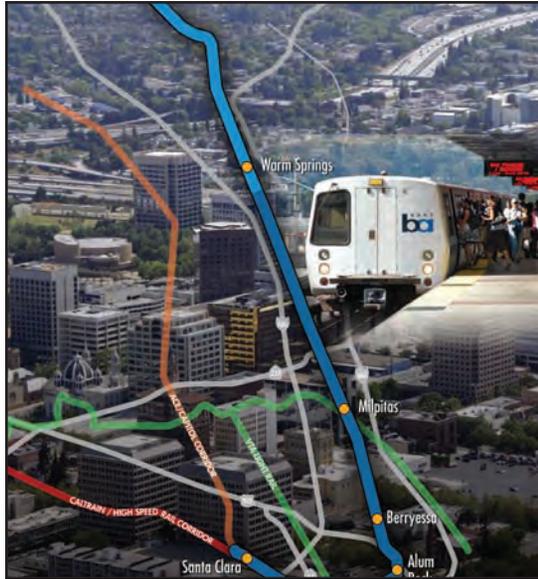
BART EXTENSION AND HIGH-SPEED RAIL

Diridon Station is located approximately one mile west of the corridor. The proposed BART extension to the Silicon Valley and high-speed rail service between



Dr. Martin Luther King, Jr. Library

*The closing of the San José Medical Center has left a physical and economic void in the corridor, adversely affecting many local businesses.*



BART Extension  
Source: VTA, BART Silicon Valley



High-Speed Rail  
Source: High Speed Rail Authority

San Francisco and Los Angeles will converge at the Diridon Station. There is also a planned BART station in Downtown San José, at 1st and East Santa Clara Streets. These planned changes could make Diridon Station one of the busiest multimodal stations in the region as it would connect with other local and regional transit systems, such as VTA light rail and bus lines. Future transit developments should greatly increase public transit ridership and likely increase foot traffic in the corridor.

#### SURROUNDING NEIGHBORHOODS

The corridor is influenced by its four surrounding neighborhoods: 13th Street to the north; University and Naglee Park to the south; and Five Wounds/Brookwood Terrace to the east. All are part of the city's SNI program (except for Naglee Park), which is a "comprehensive neighborhood revitalization program led by the City of San José, the San José Redevelopment Agency, and the community to build clean, safe, and attractive neighborhoods with strong, independent, and capable organizations."<sup>2</sup> In total, there are nineteen SNI planning areas in the city.

Neighborhood improvement plans for the 13th Street, University, and Five Wounds/Brookwood Terrace neighborhoods affect certain parts of the corridor. For example, the 13th Street Neighborhood Improvement Plan recognizes the corridor as having the potential to be a "Main Street." The University Neighborhood Revitalization Plan lists the conversion of the 10th and 11th Street one-way couplets to two-way streets as a priority. The Five Wounds/Brookwood Terrace Neighborhood Improvement Plan identifies the corridor as a future boulevard with street-facing buildings and heavy landscaping.<sup>3</sup>

#### HP PAVILION AND THE PROPOSED BASEBALL STADIUM

HP Pavilion, located on West Santa Clara Street, west of Hwy 87, is a popular indoor arena. It is home to the San José Sharks of the National Hockey League and hosts an average of 190 events a year, including many non-sporting events. Every home game invariably affects local street traffic through downtown San José, but the stadium's proximity to nearby Diridon Station, as well as Interstate 280 and Highway 87, tends to shorten the length of time that local streets are impacted.

There is the possibility that the Oakland A’s Major League Baseball team may move to San José to a site in the Diridon Station area. If this were to happen, the HP Pavilion/Diridon Station area could become a vibrant entertainment/sporting events district. The corridor could benefit from this due to its relatively close proximity.

CITY OF SAN JOSÉ POLICIES AND PLANS

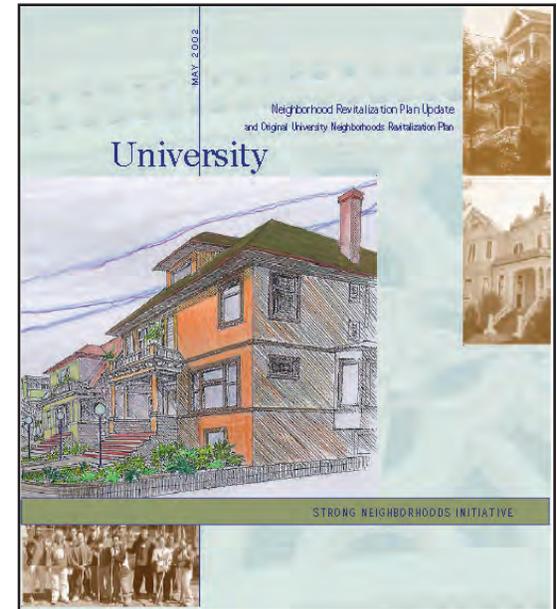
In addition to the corridor’s central role in a number of SNI efforts, it will be impacted and improved upon via a number of additional projects in the works. VTA’s plans for a Bus Rapid Transit line along the corridor are moving forward, as are plans to extend BART service southward from its current terminus at Fremont, under the corridor, and into Downtown San Jose. Additional city efforts that are likely to impact the corridor include traffic calming policies, historic preservation policies for at least four sites along the corridor, and riparian corridor regulations for Coyote Creek.

End Notes:

1. Office of Institutional Research, “Quick Facts- Spring 2009,” San José State University, <http://www.oir.sjsu.edu/students/quickfacts/20092quickfacts.cfm> (accessed December 1, 2009).
2. San José Redevelopment Agency, “Strong Neighborhoods Initiative,” City of San José, [www.strongneighborhoods.org](http://www.strongneighborhoods.org) (accessed December 1, 2009).
3. Department of Planning, Building, and Code Enforcement, “Strong Neighborhoods Initiative,” City of San José, <http://www.sanjoseca.gov/planning/sni/plans.asp> (accessed December 1, 2009).



HP Pavilion Stadium



SNI University Neighborhood Plan





# Laws, Plans, and Policies Affecting the Corridor

3.1 General Plan, Land Use & Zoning

3.2 Housing-Related Considerations

3.3 Design Guidelines

3.4 Visioning Documents

3.5 Transportation

It is essential to analyze the regulatory setting by considering the numerous policies and projects that affect, or will affect, the corridor in some manner. This will help ground visioning work in the realities of established policies. This chapter summarizes the most relevant policies to the study corridor. Also provided is a snapshot of the services and amenities within the study area, with a particular focus on transportation-related changes that are likely to significantly reshape the corridor during the next few decades.

### 3.1 General Plan, Land Use & Zoning

#### GENERAL PLAN

A General Plan provides a statement of policy for the physical development of a community and represents a city's overall vision for achieving its social, economic, and environmental goals. The General Plan map (Figure 3.1) depicts General Plan land use designations for the corridor and surrounding neighborhoods. The predominant General Plan designations along the corridor are General Commercial and

Office, while the blocks surrounding the corridor are designated as Residential with density specifications varying between eight dwelling units per acre (DU/AC) and 25-50 DU/AC.

Of note is the tapering down of General Plan-based residential densities as one moves north to south away from East Santa Clara Street. On the north side

*The current General Plan designates the corridor as an “intensification corridor,” where higher densities and mixed-use development are encouraged.*

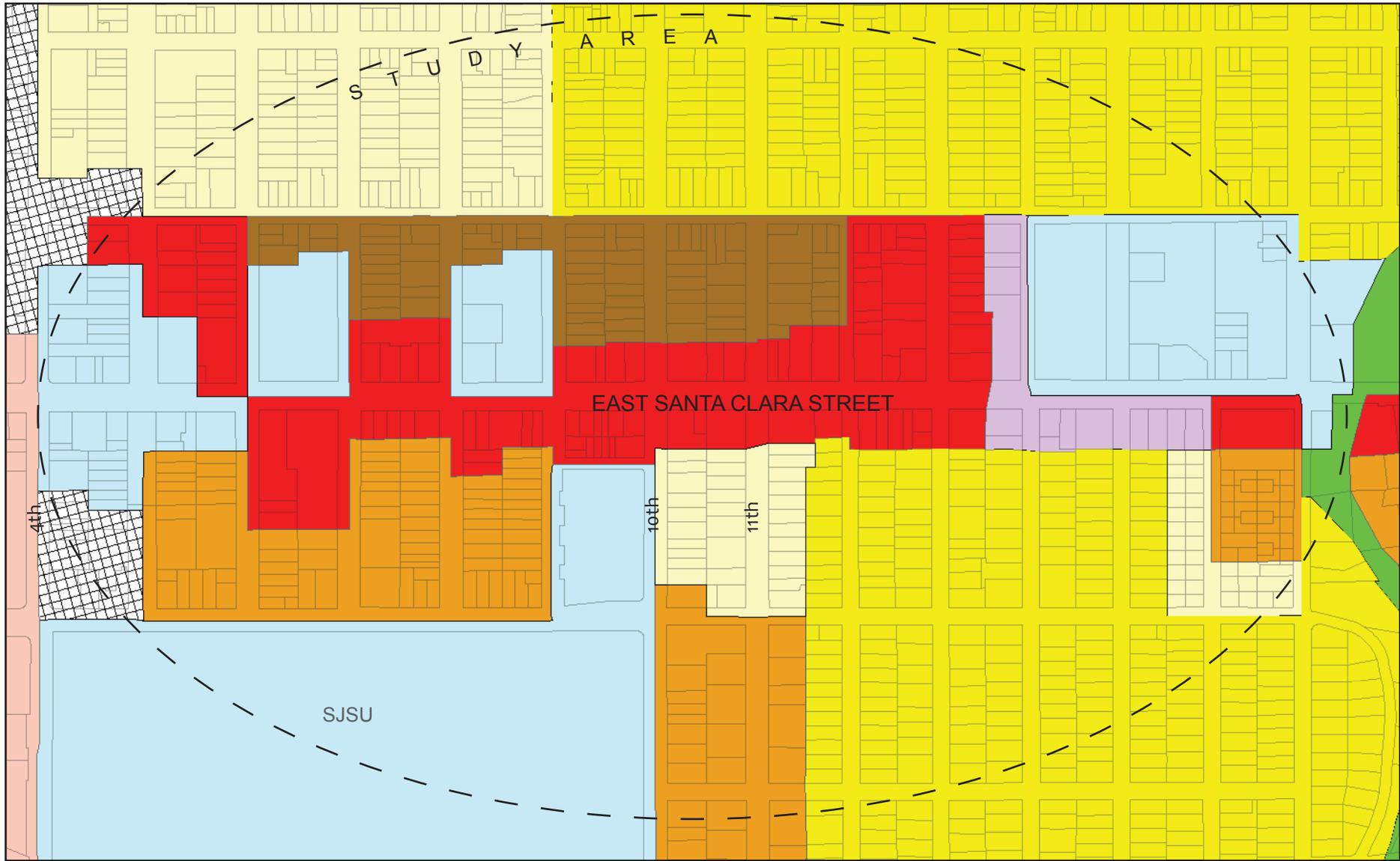
of the study area, along St. John Street between 6<sup>th</sup> and 12<sup>th</sup> Streets, there is a section designated for high density residential (25-50 DU/AC). On the south side of the study area, along San Fernando Street between 5<sup>th</sup> and 9<sup>th</sup> Streets, there is a section of medium-high density residential (12-25 DU/AC). Further south in the Naglee Park neighborhood, between 12<sup>th</sup> and 15<sup>th</sup> Streets, there are medium-low density

residential designations (8 DU/AC) – typical for single family homes.

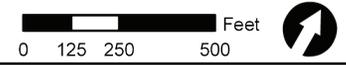
The city is currently in the process of updating its 2020 General Plan to the year 2040, using an interactive, web-based program to engage residents in the planning process. The *Envision San José 2040 General Plan* will focus on creating an innovative economy, fostering environmental leadership, and ensuring diversity and social equity.

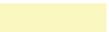
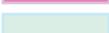
#### EAST SANTA CLARA STREET AS AN “INTENSIFICATION CORRIDOR”

The current General Plan designates the corridor as an “intensification corridor,” where higher densities and mixed-use development is encouraged. This brings services and stores closer to residents, enabling more efficient use of land and providing residents with opportunities to meet daily needs by walking, biking, or taking transit. It also creates a setting where neighbors can interact, thus strengthening a neighborhood's sense of community.



**Figure 3.1 East Santa Clara Street Current General Plan Designations**



- |   |                     |   |   |
|---|---------------------|---|---|
|  | Study Area          |  | Medium Density Residential (8-16 DU/AC)       |
|  | Downtown Core Area  |  | Medium High Density Residential (12-25 DU/AC) |
|  | General Commercial  |  | Medium Low Density Residential (8 DU/AC)      |
|  | Office              |  | Residential Support for Core Area             |
|  | Public/Quasi Public |  | Public Park and Open Space                    |



Downtown Core: East Santa Clara Street between 4th and 5th Streets

In addition to the intensification corridor designation, the General Plan identifies two distinct development areas, the Downtown Core and surrounding Frame planning areas, which overlap the corridor. (Figure 3.2) There are six goals for the two areas: to attract new retail, create downtown housing, encourage downtown offices, attract major hotel development, provide civic/cultural facilities, and integrate with the San José community.

High rise residential development is encouraged within the Downtown Core and Frame areas, however, the Frame area is not expected to have the same level of high-density development as the Downtown Core since its main purpose is to support downtown.

#### CURRENT LAND USE MAP

Figure 3.3 shows current uses of buildings within the corridor. Through visual representation of the current commercial/retail, residential and public/quasi-public conditions in the study area, this map provides a baseline understanding of the spatial distribution of these uses. Currently, the

map helps identify retail/commercial use clusters that support particular kinds of future development; sporadic or conflicting uses; and vacant parcels and unoccupied spaces.

Names, addresses, and short descriptions of businesses in the study area were provided by the city finance department's Business Tax Directory. The SJRA's Retail Recruitment Program website provided information about available vacant retail spaces. Field observations confirmed the data from the above sources. The data were then merged with parcel and building footprint GIS files provided by the Planning Department.

#### ZONING

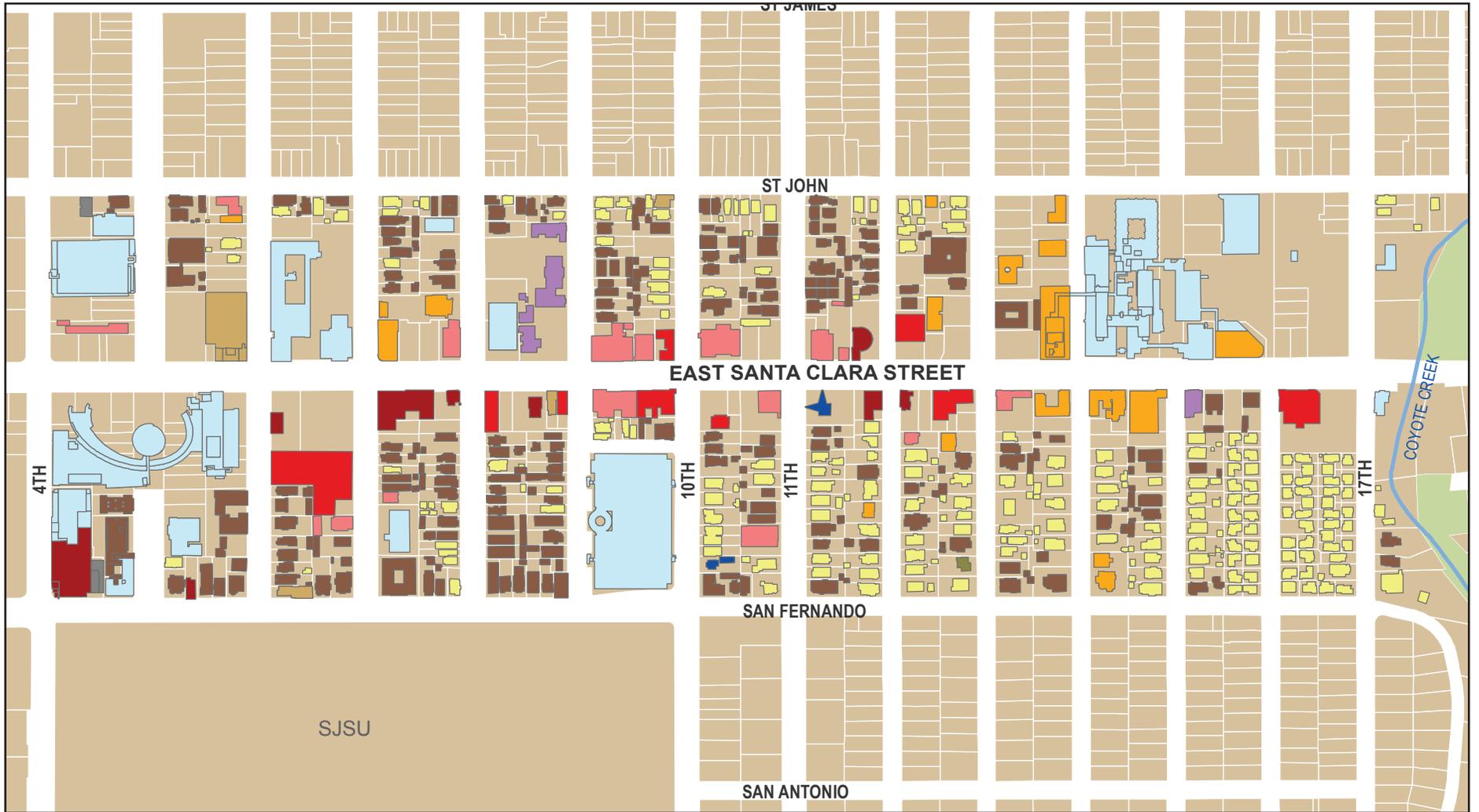
The city's Zoning Ordinance fulfills the goals and objectives of the General Plan through land use regulations. The GIS-based zoning map in Figure 3.4 shows that the corridor's frontage is almost entirely zoned as General Commercial. This district allows a full range of retail and commercial uses, including auto-oriented uses and large commercial centers. The streets



**Figure 3.2 San Jose Planning Areas**



- |   |                                |   |                                   |   |                                  |
|---|--------------------------------|---|-----------------------------------|---|----------------------------------|
|  | Downtown Core Planning Area    |  | 13th Street SNI                   |  | Neighborhood Business District   |
|  | "Frame" Planning Area          |  | Five Wounds/Brookwood Terrace SNI |  | SC/AR TIP and BRT Strategic Plan |
|  | Coyote Creek Trail Master Plan |  | University SNI                    |   |                                  |



**Figure 3.3 East Santa Clara Street Current Land Uses**



**Residential Use**

- Multi-Family Residential
- Single-Family Residential
- Food Services and Drinking Places
- Professional and Administrative

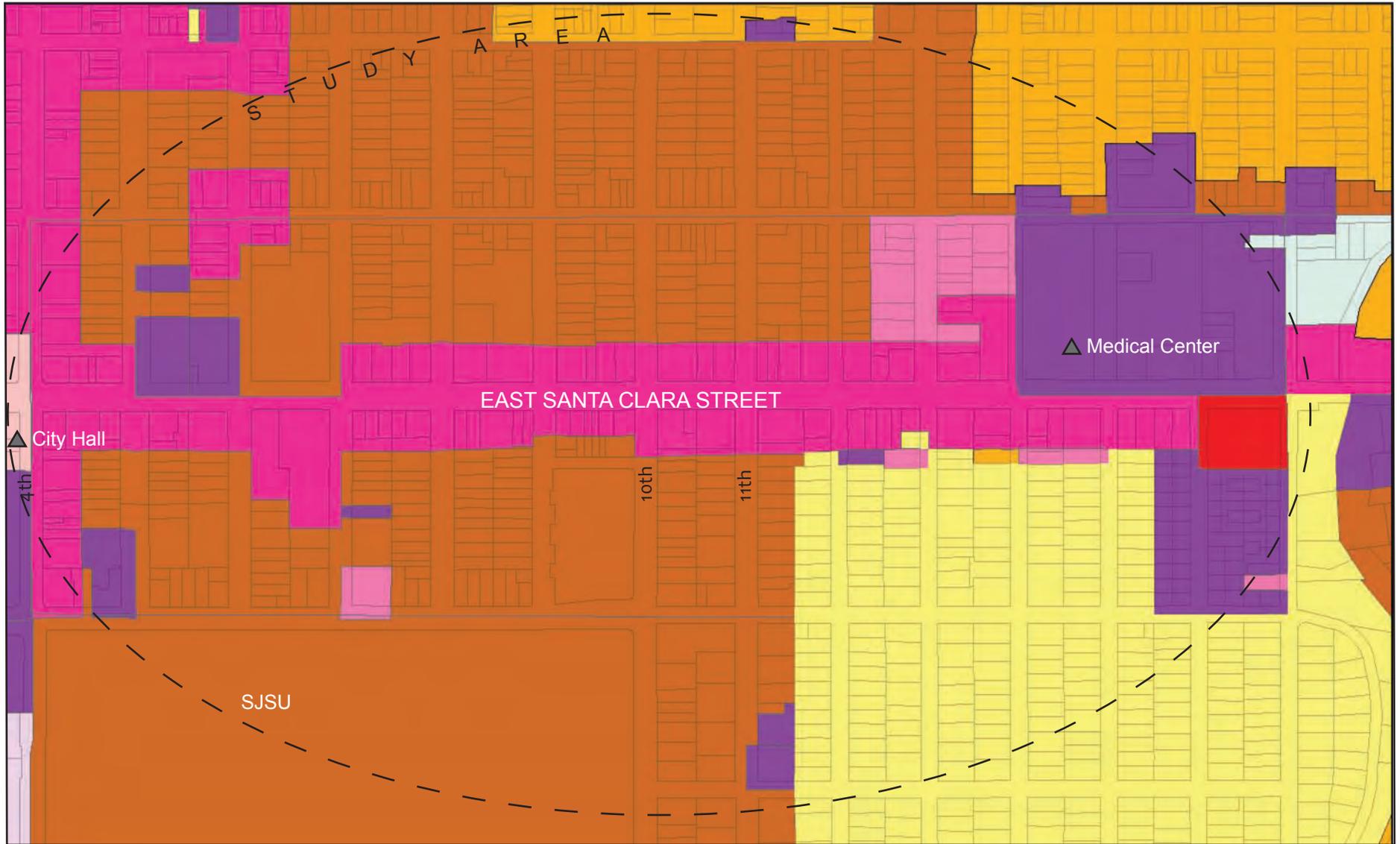
**Commercial Uses**

- Retail Trade
- Construction and Manufacturing
- Health Care and Social Assistance
- Educational Services

**Civic & Public**

- Public / Quasi-Public
- Mixed Use
- Vacant

- Parks
- Coyote Creek



**Figure 3.4 East Santa Clara Street Current Zoning Districts**



Study Area	Light Industrial	Medium Low Density Residential (8 DU/AC)
Core Area	General Commercial- Planned Development	Medium Density Residential (8-16 DU/AC)
General Commercial	Neighborhood/Community Commercial	Medium High Density Residential (12-25 DU/AC)
Office	Planned Development	



Figure 3.5 1876 Map showing the portions of Wards 2 & 3 in the study corridor; Coyote Creek runs north-to-south, right of center

north and south of the corridor, west of 11th Street, are zoned as multiple family residential districts (R-M), which allow densities up to 25 DU/AC. Streets south of the corridor, east of 11th Street, are zoned almost entirely medium low density residential at 8 DU/AC.

### 3.2 Housing-Related Considerations

#### HISTORICAL DEVELOPMENT OF SURROUNDING NEIGHBORHOODS

East Santa Clara Street, west of 11th Street, was part of San José's original develop-

ment. The city's boundary was extended from 11th Street to Coyote Creek in the late 19th century when the estate of former Civil War General Henry Morris Naglee was subdivided for residential development, now known as Naglee Park. The subdivision was attractive for professionals due to its proximity to downtown businesses and its accessibility from public transit along East Santa Clara Street. Most of the housing stock was built from 1906 (after the San Francisco earthquake) onward. The neighborhood features many historical buildings in both the Victorian and Crafts-

man styles which have been preserved to the present day.

From the 1950s through the 1980s, the character of Naglee Park changed when older homes were subdivided to create rooming houses. A cluster of halfway homes were also located in the neighborhood. By the late 1980's, a revitalization movement gathered steam, and homeowners began fixing up, and in some cases, completely restoring the historical buildings. Most of the homes in the neighborhood are now single-family residences, though some rental units remain.

The Julian/St. James and Horace Mann neighborhoods also feature historic homes with notable architectural styles. These houses, however, are not as well preserved as homes in the Naglee Park neighborhood, as many historic homes were converted to apartment units. The area was and remains a working class area and today houses a diversity of ethnic and socioeconomic groups. A prominent building in this neighborhood is the high-rise Medico-Dental building at the northwest corner of 6th and East Santa Clara Streets. It was built as an office building but was renovated and converted to an apartment building in the early 1990s.

#### RECENT HOUSING CHANGES

In Downtown San José, developers have built new high-density housing with commercial spaces occupying ground level frontages. The style and appearance of Downtown San José has changed, but East Santa Clara Street looks much as it did in years past with only the new City Hall and the closure of the San José Medical Center marking major changes. The corridor has lost housing units, mainly from the con-

struction of City Hall and its associated parking garages. Additionally, two large parcels currently sit vacant across from City Hall. These provide opportunities for housing and/or commercial development, but will likely stay vacant until the economy improves.

Since SJSU is located just south of the corridor, student housing greatly drives the local rental market. To help relieve housing impacts to adjacent neighborhoods, in the early 2000s, the university built high-rise dorms ranging from seven to fifteen stories that provide on-campus housing to more than 3,500 students (roughly 10% of the student body).

#### FUTURE HOUSING TRENDS

Higher density housing in the corridor is likely, aided by future investments in transit linkages such as bus rapid transit. The San José Medical Center site can potentially redevelop as a large mixed-use development with high-density housing and retail. Future intensification will likely require adding housing above commercial properties along the corridor. A major



Example of a Naglee Park historic home



Example of a historic home in the Horace Mann Neighborhood



Model LED streetlights as a part of San Jose's Green Vision

concern to residents is how the increases in density will be compatible with the existing historic neighborhoods.

City budget limitations suggest that project-based subsidies might not be available in the near future. Creative partnerships, such as the one developed with Santa Clara County for the medical center site, might define the development patterns for the corridor. Private capital and ordinance-based incentives will likely drive residential development in the corridor for the foreseeable future.

### 3.3 Design Guidelines

The Downtown Streetscape Master Plan, Downtown Lighting Master Plan, and Downtown Signage Master Plan direct urban design guidelines for the Downtown Core and surrounding Frame Area, which includes the study corridor. These documents share similar goals: to create a positive pedestrian experience and encourage people to visit Downtown San José.

The Streetscape Master Plan encourages streetscape enhancements to im-

prove safety, walkability, and continuity throughout downtown. The Lighting Master Plan aims to establish a cohesive lighting scheme to improve safety and encourage people to experience the urban environment at all times of the day. The Signage Master Plan strives to reduce clutter; improve wayfinding and the pedestrian experience; and provide information about downtown resources and parking.

### 3.4 Visioning Documents

#### GREEN VISION

In 2007, the City of San José adopted Green Vision,<sup>2</sup> a 15-year plan focused on clean technology, sustainability, and green transportation. To realize this vision, the city has committed itself to accomplish ten goals by the year 2022, such as creating 25,000 clean tech jobs; building or retrofitting 50 million square feet of green buildings; and planting 100,000 new trees and replacing 100 percent of streetlights with smart, zero-emission lighting. The 2040 General Plan update will include policies to help fulfill the Green Vision.

STRATEGY 2000

The Redevelopment Agency Board uses Strategy 2000 as a reference for making policy, planning, and budgetary decisions concerning development in Downtown San José.<sup>3</sup> The future development of the study corridor and adjacent downtown area relies on changes to the local economy, transportation, urban design, urban landscape, historic resources, and cultural resources. Strategy 2000 provides four main principles intended to guide development:

- Make the Greater Downtown area a memorable urban place to live, work, shop, and play.
- Promote the identity of Downtown San José as the Capital of Silicon Valley.
- Create a walkable, pedestrian-friendly greater downtown.
- Promote and prioritize development that serves the needs of the entire city and valley.

13<sup>TH</sup> STREET SNI NEIGHBORHOOD IMPROVEMENT PLAN (2002)

The 13<sup>th</sup> Street SNI community supports the future of East Santa Clara Street as a high density, mixed use transit-oriented development corridor with a “Main Street” vibe. The community would like for the city to retain adequate parking and sup-

*The 13<sup>th</sup> Street SNI community supports the future of East Santa Clara Street as a high density, mixed use transit-oriented development corridor with a “Main Street” vibe.*

port existing and new local businesses in light of the future intensification.

The community does not want to lose on-street parking with the future transit improvements. They also discourage large surface parking lots near proposed transit stations. The community hopes the city can support existing and new local businesses through façade improvements and encouraging their involvement in the East Santa Clara Street Business Association.

The plan expects streetscape improvements with improved transit service, including a median and mixed-flow travel lane, wider sidewalks, curb bulb-outs, and room for outdoor seating, street furniture and other pedestrian amenities.

UNIVERSITY NEIGHBORHOOD IMPROVEMENT PLAN (2002)

The University SNI community’s boundaries changed in the years since its neighborhood improvement plan was adopted, and East Santa Clara Street is no longer in their purview. However, it is important to note the references to the corridor in the plan since the neighborhood sentiment has likely remained unchanged.

One location targeted for redevelopment in the plan is the Su Vianda site on the south side of the corridor between 6<sup>th</sup> and 7<sup>th</sup> Street. The community desires to retain a grocery store on-site with adequate parking, but is also comfortable with a higher density, mixed-use project with affordable housing and ground floor neighborhood-serving retail and service uses.

The community wants the vacant lot between 15<sup>th</sup> and 16<sup>th</sup> Street to develop into a small, affordable multi-family residential project that is compatible with the adjoining apartment buildings. The community opposes the conversion of this lot into a parking lot. Two of the corridor's cross streets, 7<sup>th</sup> and 11<sup>th</sup> Street, are listed as future pedestrian corridors. These pedestrian corridors run from East Santa Clara Street to I-280 and are intended to provide a safe and enjoyable path from the south campus area to destinations and transit stations along East Santa Clara Street.

### 3.5 Transportation

Future transportation projects will significantly reshape the study corridor and its adjacent neighborhoods. This concluding section focuses on a summary of existing transportation conditions followed by an assessment of planned local and regional projects that will support the city's goals of intensification along the corridor.

#### EXISTING CONDITIONS FOR AUTOMOBILES

East Santa Clara Street serves as a major east/west arterial beginning at US-101 and proceeding westward into Downtown San José. Cars and VTA buses are the dominant forms of transportation. According to the Santa Clara/Alum Rock Transit Improvement Project (SC/AR FEIR), East Santa Clara Street carries approximately 19,000 to 35,000 vehicles per day (estimated at 23,000 near 11<sup>th</sup> Street). At the time of the study, all road intersections were performing at a LOS (level of service) of C or better; but on-street parking, frequent traffic signals, and numerous drive-ways likely increase the perceived level of congestion and lead to reduced roadway capacity. On-street parking exists along the entire stretch of the corridor to varying degrees, mostly as metered spaces, including approximately 160 spaces between 4<sup>th</sup> and 17<sup>th</sup> Streets. Several off-street parking lots serve local businesses.

#### EXISTING BUS SERVICE

VTA develops, operates, and maintains Santa Clara County's transportation network, and serves as the county's designated Congestion Management Agency. VTA currently operates two local bus routes (lines 22 and 23) and one modified Bus Rapid Transit (BRT) line (Rapid 522) along the entire length of the study corridor. Several other routes cross the corridor, running north and south. According to the Community-Based Transportation Plan for East San José, VTA performed a two-year Comprehensive Operations

*East Santa Clara Street carries approximately 19,000 to 35,000 vehicles per day*

Analysis (COA) in 2006-2008 designed to analyze the entire VTA bus network and seek ways to improve service and create efficiencies within the system. As a result of the study, bus re-alignments increased service on lines 22 and 23 to every twelve minutes starting in 2008. These two

routes were synchronized to create combined service headways of six minutes.

Local line 22 has the highest ridership of all of VTA's routes, carrying over 15,770 passengers on an average weekday over the entire length of the route. Together with route Rapid 522, these two routes account for over 20 percent of VTA's overall daily ridership, per VTA's BRT Strategic Report. They provide a crucial link to the San José Diridon station, including transit links to Greyhound, SamTrans, light rail, ACE, Amtrak, and Capital Corridor trains. Service headways are every twelve minutes.

Local route 23 also carries a high number of VTA's passengers, an average of 8,240 on weekdays. This line connects the Alum Rock Transit Center in East San José to De Anza College in Cupertino via Stevens Creek Boulevard, San Carlos Avenue, Downtown San José, Santa Clara Street and Alum Rock Avenue, and also serves light rail. Major trip generators along the route include De Anza College, Cupertino Square, Valley Fair, the San José Conven-

tion Center, Downtown San José, and SJSU. The bus runs on twelve-minute headways.

The Rapid 522 is VTA's only BRT service currently in operation and follows essentially the same route as line 22 (as an overlay). The main difference is the number of

*VTA bus route 22 has the highest ridership of all of VTA's routes, carrying over 15,770 passengers on an average weekday over the entire length of the route.*

stops, which are reduced for BRT and thus average speeds are greatly improved.

Rapid 522 began service in 2005 and exhibits a uniquely branded product, differentiated from regular VTA buses, with clearly differentiated bus stop amenities, signs, marketing, and system maps. The 522 currently operates on fifteen-minute service headways. All vehicles are low floor, permitting easier and faster access,

and are equipped with bus signal priority mechanisms tied to traffic signals in the corridor. VTA estimates daily ridership on the entire Rapid 522 line at 6,200.

Bus stops along the study corridor all contain poles with signs as well as waiting benches. Some benches and stops are sheltered by an overhang (at 7<sup>th</sup>, 11<sup>th</sup>, and some between 13<sup>th</sup> and 15<sup>th</sup> Streets), while some are completely exposed (at 17<sup>th</sup> and some between 13<sup>th</sup> and 15<sup>th</sup> Streets). The corridor contains five bus stops in the east-bound direction (7<sup>th</sup>, 11<sup>th</sup>, 13<sup>th</sup>, 14<sup>th</sup>, and 17<sup>th</sup> Streets), and five bus stops in the west-bound direction (7<sup>th</sup>, 11<sup>th</sup>, 13<sup>th</sup>, 14<sup>th</sup>, and 17<sup>th</sup> Streets). High transit commute shares are achieved in part because the study corridor has a high percentage of zero-car and low-income households—segments of the population that tend to use public transit more often than others. The traffic generators of SJSU, the Civic Center, Downtown San José, HP Pavilion, public agency offices, and multimodal transit connections add to the heavy usage of buses along the study corridor.



Daily traffic at the intersection of East Santa Clara and 11th Streets



Bike lanes on 7th Street off of East Santa Clara Street

### EXISTING CONDITIONS FOR BICYCLISTS

While there are no bicycle lanes on the corridor, there are some nearby on San Fernando Street (one block south) and 7<sup>th</sup>, 17<sup>th</sup>, and 21<sup>st</sup> Streets. Only portions of San Fernando Street have a dedicated bicycle lane in the vicinity of the study corridor. Bicyclists may use the established bicycle lanes and routes to connect to the various VTA bus lines, many of which provide bicycle racks.

The *San José Bicycle Plan* guides development of the city's bicycle network, routes, and facilities through the year 2020. The primary purpose of the plan is to provide a safe environment for all skill levels of bicyclists and to promote bicycling as a form of exercise, as well as an alternative form of transportation that can help reduce carbon emissions. The plan aims to create new bicycle lanes, enhance and connect existing lanes, plan for new bicycle facilities to help encourage bicycle ridership, and create a balanced, multimodal transportation network.

### PLANNED PUBLIC TRANSPORTATION PROJECTS

In 1999, VTA began a major investment study (MIS) of the east valley area of San José in an effort to identify transportation needs and develop an investment strategy to meet them. Completed in 2000, the study identified a Preferred Investment Strategy that, among other things, called for light rail transit in the Santa Clara/ Alum Rock corridor. However, based on funding realities and further planning studies, it was determined that immediate development of BRT within the corridor with flexibility for later conversion to light rail after completion of the BART extension was a better option. This led to the creation of the Santa Clara/Alum Rock Transit Improvement Project and the corresponding Final Environmental Impact Report (SC/AR FEIR), which was certified in 2008. This document describes future development of BRT and light rail along the corridor and details potential impacts and mitigation measures for significant or potentially significant impacts. The BRT portion of the plan has since been ad-

dressed by the adoption of a detailed BRT Strategic Plan by VTA in 2008.

Due to construction complications related to the extension of BART through the corridor, a light rail extension cannot begin until after the completion of BART (not expected until 2018 at the earliest). Plans for light rail service through the corridor consequently will not begin until the BART extension is at a later stage of completion. BRT construction will, however, be built according to VTA light rail specifications in order to facilitate future light rail expansion into the corridor at a later date, if desired.

#### BUS RAPID TRANSIT (BRT)

Perhaps the most significant near-term transportation improvement is the introduction of new BRT service along the corridor. Construction details have not yet been finalized, but a specific operating plan has been chosen which includes two new BRT lines: BRT 522 to replace Rapid 522, and BRT 523 to complement line 23. Both local lines 22 and 23 will remain. This combination of BRT buses and local lines will achieve VTA’s goal of

maintaining a high-frequency service that current residents and workers along the corridor expect. Each new BRT line has been planned for “10-15 service”, meaning 10-minute BRT service headways and 15-minute local bus headways. Since they would operate simultaneously on the same corridor, the effect would be a combined BRT 5-15 service, with a BRT bus stopping at a bus station every five minutes, on average.

Because BRT is a highly specialized, branded, and marketed product, much research and public input went into the process of choosing buses, a logo, and distinctive color scheme for the buses and BRT stations. The name that emerged as a result of this process is *Valley Rapid*, and buses will be predominantly blue, with red and white features. BRT stations will feature real time information, an overhanging shelter to protect riders from inclement weather, and other passenger amenities such as improved maps, better signage, increased lighting, and eventually ticket vending machines for off-vehicle fare payment.



Current VTA 522 Rapid Bus  
Source: Valley Transportation Authority



Model BRT Bus: Valley Rapid  
Source: Valley Transportation Authority

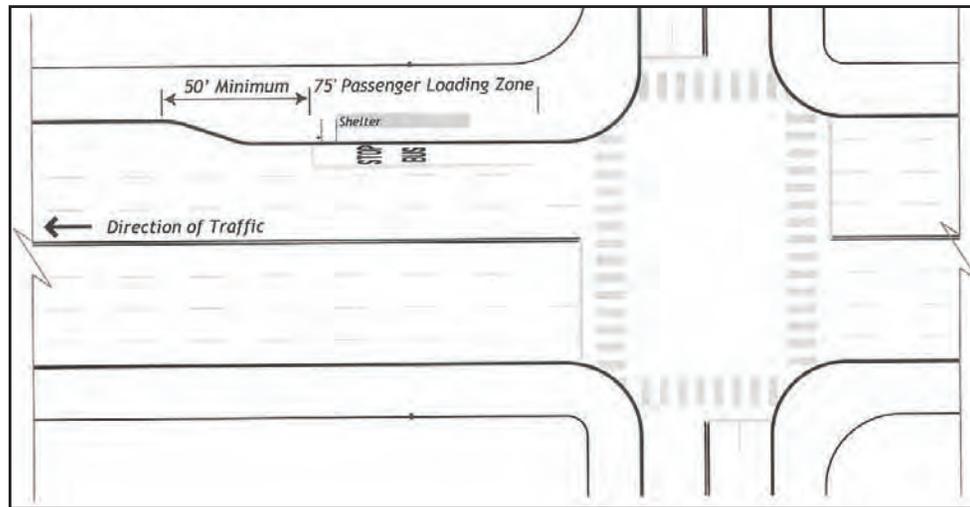


Figure 3.6 Typical BRT Stop Configuration

Source: Santa Clara Valley Transportation Authority CDT Manual

*Plans for light rail service through the corridor consequently will not begin until the BART extension is at a later stage of completion. Bus Rapid Transit construction will however be built according to VTA light rail specifications in order to facilitate future light rail expansion into the corridor at a later date if desired.*

Preliminary engineering has already started, and initial operation along the study corridor is scheduled to commence by mid-2013. The BRT lines will operate in mixed-flow traffic in the right lane, sharing the right lane with regular auto traffic. BRT stations will be located along the curb as 180-foot long bulb outs to allow simultaneous docking of a 90-foot BRT vehicle and a 60-foot local bus, although initially only 60-foot BRT buses will be used. BRT stations will allow for right-side board-

ing only and have an 8-foot wide bulb out platform for each travel direction. Two BRT stations will be located in the corridor. One will be located in front of the Su Vianda shopping center at the southwest corner of 7<sup>th</sup> and East Santa Clara Streets and the other at 16<sup>th</sup> and East Santa Clara Streets. Typical BRT stop configurations can be seen in Figure 3.6.

Most existing bus stops located between BRT stops will remain. Existing bus stops at 16<sup>th</sup> Street would be removed and relo-

cated. BRT stations just beyond the study corridor include 28<sup>th</sup> Street (Five Wounds) and 1<sup>st</sup>/2<sup>nd</sup> Street (Transit Mall). Some existing bus stops are width-constrained due to adjacent buildings or property walls, limiting the expansion or widening of such stops into full BRT stations (they will remain as local stops). A gradual implementation of off-board fare collection will ensure a smooth transition from current service to a full BRT service.

**BRT EFFECTS ON PARKING**

Construction of the BRT bulb-out stations will require removal of some on-street parking spaces, but relocation/removal of existing bus stops will result in additional parking. For example, there are 160 existing on-street parking spaces along the corridor. Implementation of BRT is anticipated to result in a net decrease of 18 spaces (to 142). VTA does not intend to replace all parking lost due to project construction, as demand for parking is estimated to be less after BRT implementation.

**ENVIRONMENTAL ISSUES RELATED TO BRT**

The BRT Federal Environmental Impact Report was certified in 2008 and therefore the BRT project can move forward with mitigated measures in place. BRT is not expected to generate new traffic, and therefore the only noise impacts will be from the BRT vehicles themselves, which are well within standards of acceptable noise. Any trees removed will be replaced by trees of the same species or acceptable native species.

Because of the expected long-term regional air-quality benefits of increased bus ridership, the implementation of BRT may even qualify as a Green List project under the CAPCOA (California Air Pollution Control Officers Association) guidelines. BRT buses will initially be diesel fuel powered, but with the commercial viability of hydrogen fuels increasing, conversion at a future date is likely. Visual quality could be potentially impaired for residents in the area due to new proposed lighting at BRT stations that would be lit throughout the night. This can be mitigated through



Rendering of BRT along East Santa Clara Street  
Source: Valley Transportation Authority

the use of downward directed full-cutoff luminaries that only shine directly on the sidewalk.

Construction impacts will exist for the 12 to 18 months that construction of the BRT system take place, but only for three months at a time for any given station. To minimize impacts to businesses, existing sidewalks will remain intact during construction. By restricting construction to one side of the street, existing on-street parking and traffic lanes will be maintained. Each station platform will take approximately three months to complete, with final touch-ups about one month later.

#### RELEVANT TRANSPORTATION PROJECTS BEYOND THE STUDY CORRIDOR

The introduction of High Speed Rail (HSR) and BART into the San José area presents the potential for transportation impacts and opportunities. Diridon Station will serve as the city's HSR and BART station, making it a major transit hub for the entire South Bay region. Current plans for BART

and HSR call for service to begin around 2018 (with possible delays as the process continues to unfold). When completed, the Diridon Station will provide service for HSR and BART in addition to its existing Caltrain, Light Rail, Altamont Commuter Express (ACE), and the Capitol Corridor train service. This revitalized transit hub could help spark a boom in housing, commercial, and retail activity within and around the downtown area that is likely to affect the study corridor significantly. For example, transit use and traffic could conceivably increase dramatically along the corridor as more people use it for access to Diridon Station. These effects could help to revitalize the corridor and legitimize current and planned transit improvements.

The BART extension will feature two stations just beyond the corridor. The Alum Rock station will be located near 28<sup>th</sup> and East Santa Clara Streets; and the downtown station is planned on East Santa Clara Street between Market and 2<sup>nd</sup> Streets. All stations and tracks for the Santa Clara Street BART segment between Berryessa and Santa Clara will be built underground,

with pedestrian entrances located at street level. Direct impacts on the study corridor will include the placement of a gap breaker structure near the intersection of East Santa Clara and 9<sup>th</sup> Street, and a ventilation structure, with adjoining auxiliary power substation, just west of the bridge spanning Coyote Creek. Several alternatives for the exact placement of this structure have been offered, but the current favored option places it near the northwest corner of 13<sup>th</sup> and East Santa Clara Streets (currently a surface parking lot for the medical center).

BART construction activities present other potentially major negative impacts, the effects of which have been meticulously addressed in the Environmental Impact Report (EIR). Temporary effects on businesses and residents are expected, including street closures, loss of parking, and noise and vibration issues. Mitigation measures are expected to reduce these impacts to less than significant levels.

Major streetscape improvements will come to East Santa Clara Street between 4<sup>th</sup> and San Pedro Streets. These improvements

include new landscaping, trees, accent street lighting, bus transit furniture, new signage, and other amenities. The idea is to create a vibrant pedestrian corridor linking the Civic Center and SJSU with downtown San José. Positive spillover effects could benefit the study corridor and continue the trend of increased vitality, beautification, and transit usage.

**TRANSIT-ORIENTED DEVELOPMENT**

The city has made it clear that it will encourage development in areas near transit. By pairing intensified uses with transit, each can be mutually supportive. The theory is that the more people who live and work within close proximity to transit, the more likely they will be to use it. By focusing growth around transit stops, the need for residents to drive is reduced, allowing for San José to ease strain on roadways - improving air quality and saving money on road infrastructure at the same time. The

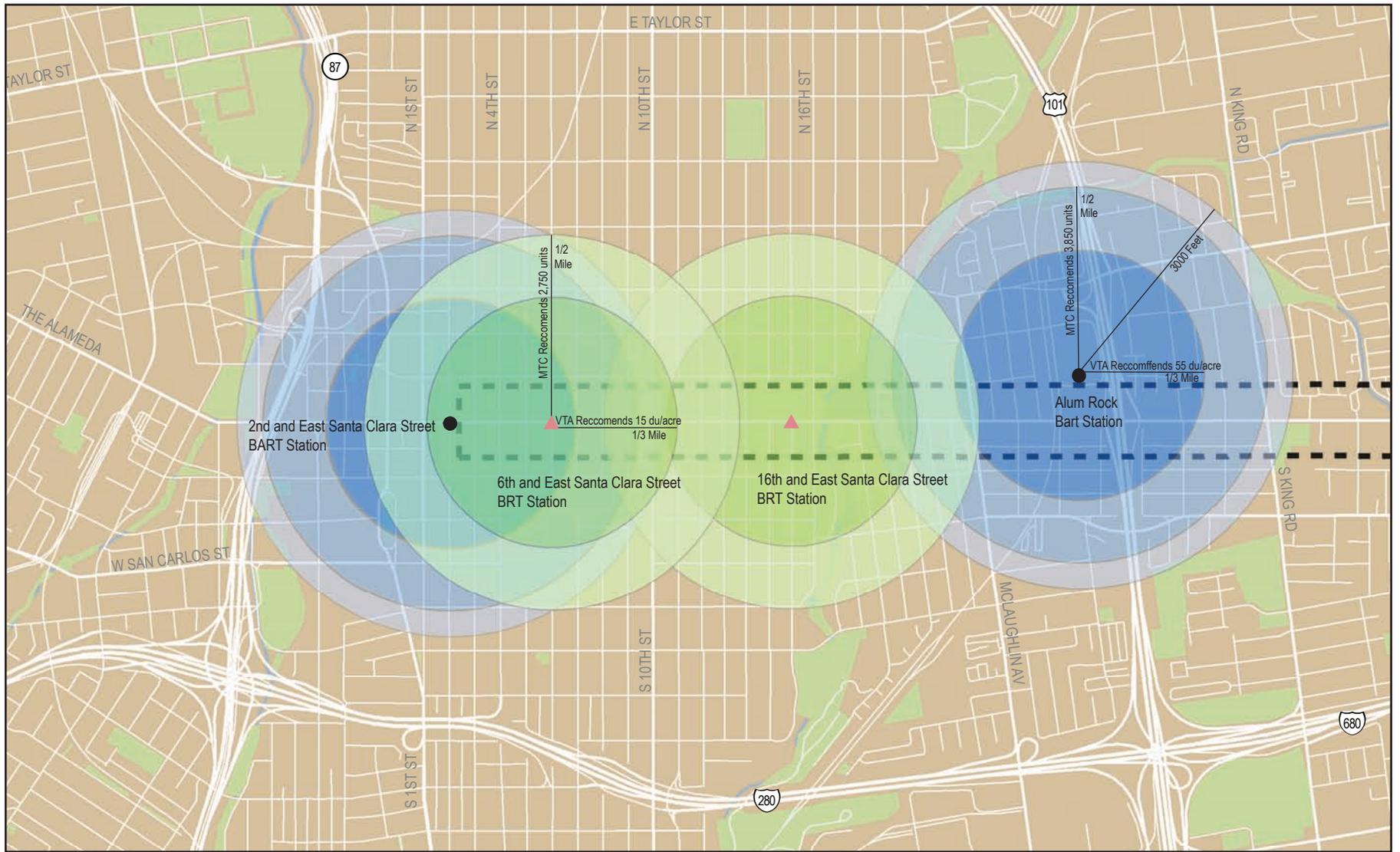
higher densities associated with transit oriented development also allow San José to meet the housing demand while maintaining open space.

In accordance with San José’s transit oriented development focus, the city has designated station areas and transportation corridors for more intensive development—generally high residential densities, intensive non-residential uses, and mixed use development. San José has designated the study corridor as one of six transit corridors in the city. Transit corridors

Table 3.1 TOD Station Area Density Guidelines by Agency

Transit Type	San José	MTC	VTA Residential	VTA Commercial
TOD Corridor	Increased density within 500 ft. of the right of way	n/a	25-32 DU/AC <sup>1</sup> within 1-2 blocks or 330-660 ft. of right of way (for BRT)	2.0 FAR <sup>2</sup> within 1-2 blocks or 330-660 ft. of right of way (for BRT)
BART Station	Increased density within 3,000 ft.	3,850 housing units within 1/2 mile	55 DU/AC within 1/3 of a mile	3.0 FAR within 1/3 of a mile
BRT Station	n/a	2,750 housing units within 1/2 mile	15 DU/AC within 1/3 of a mile	0.75 FAR within 1/3 of a mile
Light Rail	Increased density within 2,000 ft.	3,300 housing units within 1/2 mile	30 DU/AC within 1/3 of a mile	1.25 FAR within 1/3 of a mile

<sup>1</sup> dwelling units per acre  
<sup>2</sup> floor area ratio



**Figure 3.7 City of San Jose, VTA & MTC Residential Goals at Future BART/BRT Zone**



- BRT Transit Oriented Development Zones
- BART Transit Oriented Development Zones
- Proposed BRT Stations
- Proposed BART Stations
- City of San Jose Transportation Analysis Zone
- Parks
- Water Features

are areas along transit routes where high density residential and mixed use developments are encouraged, thereby encouraging the use of public transit as a means of transportation. East Santa Clara Street/ Alum Rock Avenue makes for an ideal transit corridor because it is the main connection between East San José and Downtown San José.

San José identifies a transportation corridor as the area within 500 feet of the main right of way. In addition to transportation corridors, San José identifies station areas for transit-oriented development (TOD). These station areas include the property within 3,000 feet of a planned BART station and 2,000 feet within a planned light rail station. As can be seen on the TOD area map in Figure 3.7, a significant portion of the study corridor lies within 3,000 feet of the proposed 2<sup>nd</sup> Street BART Station. Although East Santa Clara Street has been identified as a potential light rail site, there is currently no construction plan. Construction plans do exist for BRT stations within the corridor at 6<sup>th</sup> and 16<sup>th</sup> Street; however, San José has no current TOD designation for such use.

The city is not the only agency encouraging TOD. The Metropolitan Transportation Commission (MTC), the regional transportation planning agency for the Bay Area, also promotes pairing transit with more intensified residential and commercial land use. MTC has the authority to distribute transportation funds, such as money from Measure A and Proposition 1B, which are expected to fund the majority of the Santa Clara/Alum Rock BRT project. MTC has found that providing transportation alone is not enough to make transportation more efficient. Growth must be coordinated with transit for transit systems to achieve higher efficiency and MTC encourages housing and job growth near transit and transit corridors. This, in turn, would promote the use of non-auto methods of transportation including walking, biking, bus, light rail and heavy rail. Unlike San José, MTC is more concerned with achieving a sufficient number of housing and jobs within close proximity to transit stations to ensure that there are enough people to make transit extensions feasible. They give little attention towards preserving the neighborhood scale of the community.



Diridon Station

*East Santa Clara Street/Alum Rock Avenue makes for an ideal transit corridor because it is the main connection between East San José and Downtown San José.*

Though the proposed Alum Rock station is near the study corridor, it is not within a half-mile. On the other hand, the proposed downtown BART station's half-mile radius reaches well into the study corridor and currently exceeds the average housing threshold. At this time, it has not yet been identified whether the planned BRT stations within the study corridor at 7<sup>th</sup> and 16<sup>th</sup> Streets meet the average housing threshold.

VTA is also interested in pairing land use with transit. In its Transit Sustainability Policy, VTA acknowledges that there is a reciprocal relationship between diverse, high-density land uses and transit ridership. Actions that VTA has taken to promote densification and mixed use include adopting TOD policies, TOD design guidelines and funding pedestrian improvements. The density guidelines that VTA has provided include residential and commercial density minimums, targets, and optimums for each mode type. Residential density guidelines are calculated in dwelling units per acre (DU/AC) and commercial density guidelines are calculated

by floor area ratio (FAR). The density target for a local BRT station, such as the ones proposed at 6<sup>th</sup> and 16<sup>th</sup> Street, are 15 DU/AC for residential and a 0.75 FAR for commercial - within 1/3 of a mile of a station.

A separate residential and commercial density target is given for BRT corridors, which is 1-2 blocks or 330-660 feet from the right of way. The residential target is 25-32 DU/AC and the commercial target is 2.0 FAR. VTA has set a target of 55 DU/AC within 1/3 of a mile of a regional commuter rail station, such as the planned BART station at 2<sup>nd</sup> Street. Targets also exist for light rail stations and corridors, which will come into play if light rail is built along the Santa Clara Street corridor in the future.

Between the different agencies, station area radiuses, transit corridors, and residential/commercial densities it is difficult to discern what minimum thresholds are and where they exist, as reflected in Table 4.2 above. However, the goal is very clear: high-density development is encouraged near transit service.

## End Notes

1. San Jose Redevelopment Agency, About SJRA, <http://www.sjredevelopment.org/aboutsjra.htm> (accessed November 4, 2009).
2. City of San José, "San José Green Vision", City of San Jose, <http://www.sanjoseca.gov/greenvision/> (accessed December 4, 2009).
3. Development Strategy Task Force, San Jose Redevelopment Agency, "Strategy 2000: San Jose Greater Downtown Strategy for Development," San Jose Redevelopment Agency, (February 2001), <http://www.sjredevelopment.org/Publications-Plans/Strategy2000.pdf> (accessed December 4, 2009).



# Physical and Social Setting

4.1 Community Services & Amenities

4.2 Social / Demographics

4.3 Physical Setting: Streetscape

4.4 The Pedestrian Experience on East Santa Clara Street

4.5 Building Quality

4.6 Cleanliness & Blight

4.7 Safety

4.8 Lighting

4.9 Parking

4.10 Circulation



Table 4.1 Church and Community Center Locations

Name of Church or Community Center	Address
First Unitarian Church	160 N. 1 <sup>st</sup> St.
Trinity Church	81 N. 2 <sup>nd</sup> St.
First Christian Church	80 S. 5 <sup>th</sup> St.
Grace Baptist Church	484 E. San Fernando St.
River Church Community	4 N. 2 <sup>nd</sup> St.
Third Street Community Center	160 N. 3 <sup>rd</sup> St.
Apostolic Assembly of Faith	77 N. 5 <sup>th</sup> St.
Methodist First United Methodist	24 N. 5 <sup>th</sup> St.
Metropolitan Community Church of San José	65 S. 7 <sup>th</sup> St.
Church of Jesus Christ of Latter-Day Saints	66 S. 7 <sup>th</sup> St.
Saint Patrick's Proto Cathedral	389 E. Santa Clara St.
Seventh Day Adventist Church	246 N. 7 <sup>th</sup> St.
Antioch Baptist Church	268 E. Julian St.
San José Missionary Baptist	499 E. Saint James St.

This chapter considers the people who work and live near the corridor and also assesses its existing urban form. Students analyzed census data to capture demographic and economic profile of residents within the immediate vicinity of the corridor. Students also walked the corridor many times to record built environment characteristics and observe how they affect the quality of life along the corridor.

#### 4.1 Community Services & Amenities

This section describes the numerous services and amenities found in the vicinity, including schools, churches, parks and medical services. Figure 4.1 locates the various community services in and around the corridor.

##### SCHOOLS

There are three San José Unified School District (SJUSD) public schools and one private school that serve residents in the vicinity of the corridor. The three public schools are Horace Mann Elementary School, Peter Burnett Academy (a middle school), and San José High School Academy. Saint Patrick School offers private

Catholic education from kindergarten to eighth grade.

##### CHURCHES AND COMMUNITY CENTERS

Table 4.1 is a list of addresses for churches and community centers along or near the study corridor as shown in Figure 4.1.

##### PARKS

Unfortunately, City Council District 3, which includes downtown and the study corridor, has the least green space of any area in San José. By 2020, the city estimates that District 3 will need 246 more acres of park space to serve residents. The city plans to reach this goal by focusing on existing and future trail systems, creating mini-parks or pocket parks, and enhancing existing community parks. The General Plan outlines nineteen policies that would help San José meet these goals, including working with other property owners or agencies such as the school district, the Santa Clara Valley Water District, and PG&E to either acquire or utilize parcels for additional park space.



**Figure 4.1 Community Services Around the Study Corridor**

0 125 250 500 Feet



- Community Service Centers
- Churches
- Schools
- Parks
- Coyote Creek

*The Coyote Creek trail, when fully completed, will also serve as a regional connector trail for the greater Bay Area region and the city's General Plan; Santa Clara County's Countywide Trails Master Plan Update; the Juan Bautista de Anza National Historic Trail; and the Bay Ridge Trail Council and Association of Bay Area Government's Connector to the San Francisco Bay Trail Plan.*

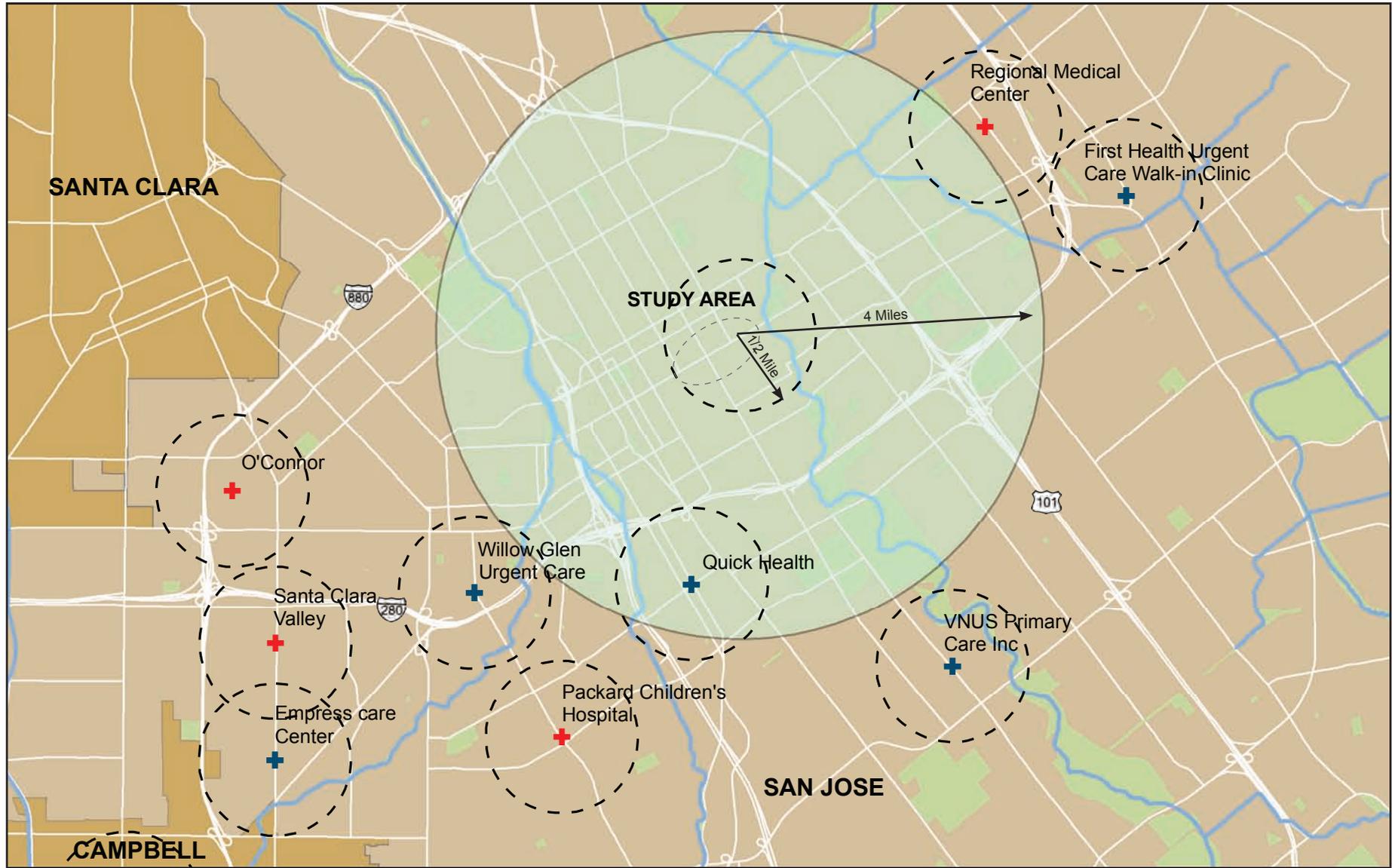
Coyote Creek, along the eastern boundary of the corridor, has been identified as an opportunity for park trail expansion. The *Coyote Creek Trail Master Plan* focuses on the three-mile trail alignment from Story Road to Lower Silver Creek near US-101. The Coyote Creek trail, when fully completed, will also serve as a regional connector trail for the greater Bay Area region and would be consistent with the city's General Plan; Santa Clara County's *Countywide Trails Master Plan Update*; the Juan Bautista de Anza National Historic Trail; and the Bay Ridge Trail Council and Association of Bay Area Government's *Connector to the San Francisco Bay Trail Plan*.

The completed trail alignment would support the 13<sup>th</sup> Street SNI's goals of creating more recreational amenities that are clean and safe. The trail alignment would also provide additional recreational, educational, and potential commuting opportunities for residents and local school children. The trail alignment is located in close proximity to bicycle routes on 17<sup>th</sup> Street and 21<sup>st</sup> Street at East Santa Clara Street, along which runs VTA bus line 22.

## MEDICAL SERVICES

Figure 4.2 shows the locations of hospitals and emergency centers in the vicinity and denotes hospitals as red crosses and emergency centers as blue crosses. The dotted circular rings around these locations show a one-half mile radius. The larger circular ring around the San José Medical Center indicates a four-mile radius and reflects the approximate distance to the nearest medical services from the study corridor. The closure of the San José Medical Center has created a gap in the availability of emergency hospitals and trauma services in downtown San José.

The expected growth of middle-aged and elderly populations as well as general population growth in the downtown area will increase demand for medical services in the area.<sup>1</sup> A mixed-use facility may replace the now-vacant medical center and include a primary care clinic, an urgent care center for minor emergencies, and a mix of housing, retail stores, and medical offices.<sup>2</sup>



**Figure 4.2 Spatial Distribution of Medical Services Around the Study Corridor**



## 4.2 Social / Demographics

The maps included in this section show the demographic composition of the study corridor based on the 2000 Census. Unfortunately, census data for the year 2010 were not available during the report's production. The 2000 census data was supplemented with the more recent American Community Survey to get a sense of the corridor's demographics.

### AVERAGE HOUSEHOLD SIZE BY CENSUS BLOCK

The average household size near the corridor in 2000 was 3.3 persons per unit; slightly higher than the average for the rest of San José.

Larger household sizes are found north of the corridor and east of 10th Street, and smaller household sizes are located south of the corridor, west of 7th Street.

### MEDIAN AGE BY CENSUS BLOCK

In 2000, the median age of the area around the corridor was 26-35 years old. The senior living facility on San Fernando Street between 4th and 5th Streets held

the highest concentration of older persons.

### HISPANIC POPULATION PERCENTAGE BY CENSUS BLOCK

Figure 4.3 shows the percentage of Hispanics in the area near the corridor. This is important to know because Hispanics are the largest ethnic group near the corridor; in 2000, they comprised 54% of the neighborhood. The largest percentage of Hispanics live north of East Santa Clara Street.

### MEDIAN ANNUAL HOUSEHOLD INCOME

Figure 4.4 shows the median annual household income level of residents near the corridor. Income level is an important aspect of community assessment because it may be a determinant of the type of businesses, services, and housing stock in the area. The median income for households in the area was \$77,627 in 2000, slightly higher than the median for San José, which was \$70,243. Households in the Naglee Park neighborhood (south of the corridor and east of 11th

Street), have considerably higher incomes in comparison to other adjoining neighborhoods.

### PERCENTAGE OF RENTERS BY CENSUS BLOCK

Figure 4.5 shows the percentage of households that are occupied by renters near the corridor. Renters clearly occupy more households than property owners. The percentage of renters in the area in 2000 was 63.3 percent. This is likely due to a high concentration of SJSU students living in the area.

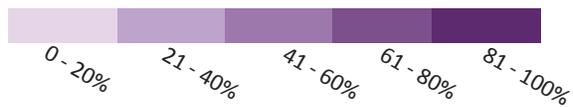
### EDUCATIONAL ATTAINMENT

Figure 4.6 shows the levels of education of residents over 25 years of age near the corridor. In 2000, 49% of residents over 25 had Associate degrees or higher; 10 percentage points higher than the San José average. Most of the higher educated residents are concentrated in the Naglee Park neighborhood.



Source: Census 2000

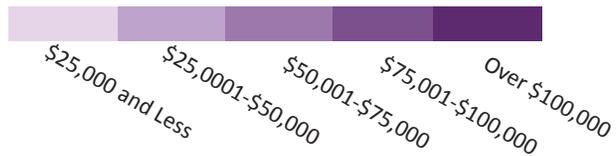
**Figure 4.3 Hispanic Population Percentage by Census Block**





Source: Census 2000

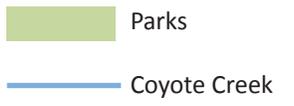
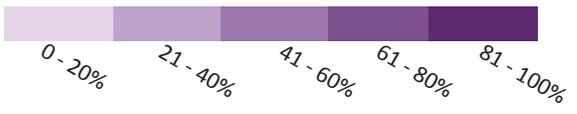
**Figure 4.4 Median Annual Household Income by Census Block Group**

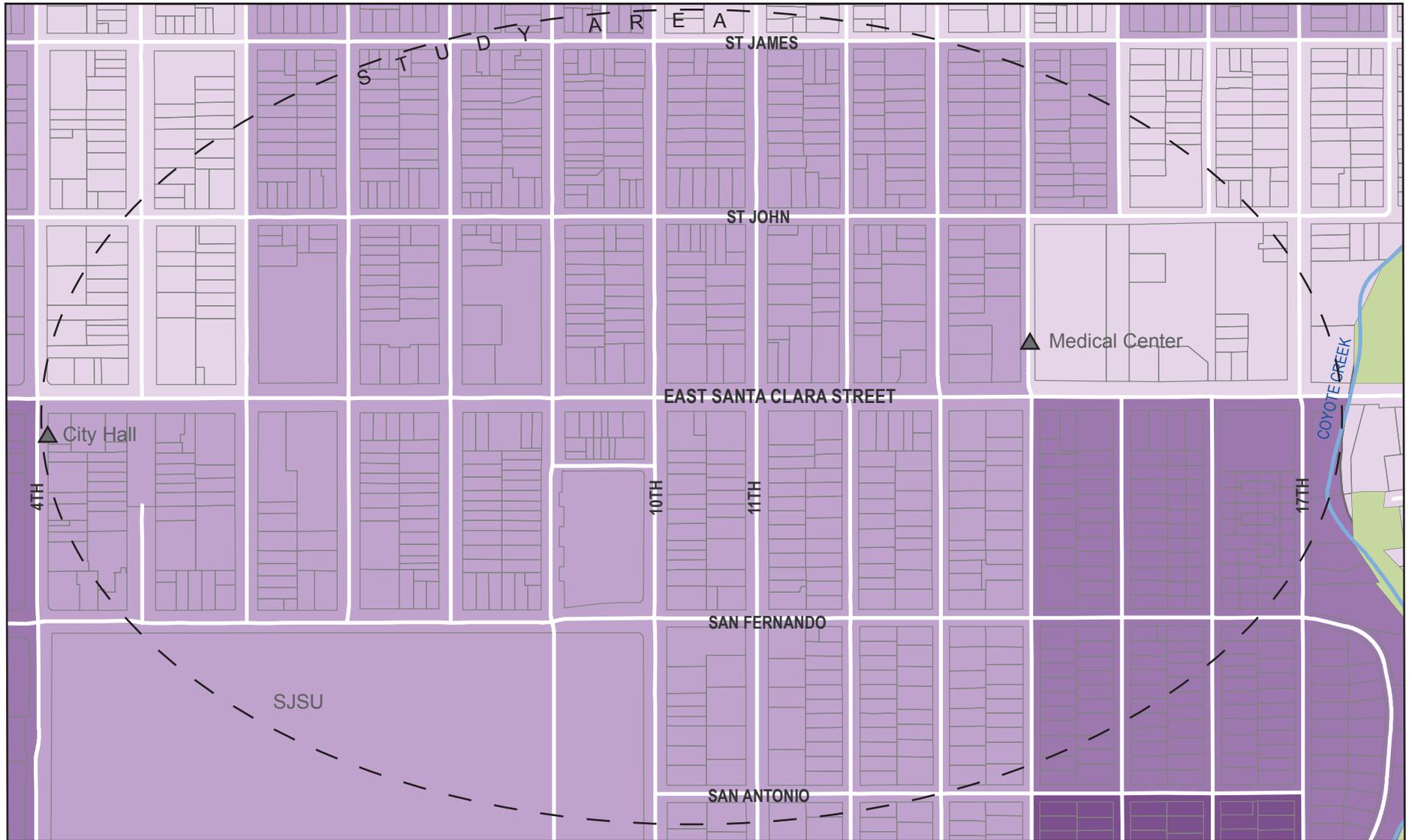




Source: Census 2000

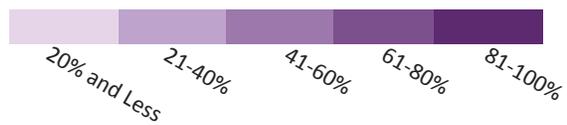
**Figure 4.5 Percentage of Renters by Census Block**





Source: Census 2000

**Figure 4.6 Educational Attainment by Census Block Group: Associates Degree or Higher**



CRIME ASSESSMENT

Street crime and safety have considerable impacts on the community and can influence decisions of current and future residents, business owners, and developers. Safety issues deter people from walking or using public transit, allowing their children to walk to school, and visiting businesses in their neighborhood. Crime could impede businesses from operating late in the evening as well as discourage new businesses from moving into a neighborhood.

Crime data was extracted from the SJPD’s Public CADmine, a public computer aided dispatch application, which is available to the public through the SJPD website.<sup>3</sup> This system pulls dispatch information into a database that displays call-for-service information by Beat Building Block (BBB), a police patrol area consisting of a small group of city blocks.

For the purpose of this analysis, crimes that might have a direct impact on the neighborhood, such as violent and property-related crimes were taken into

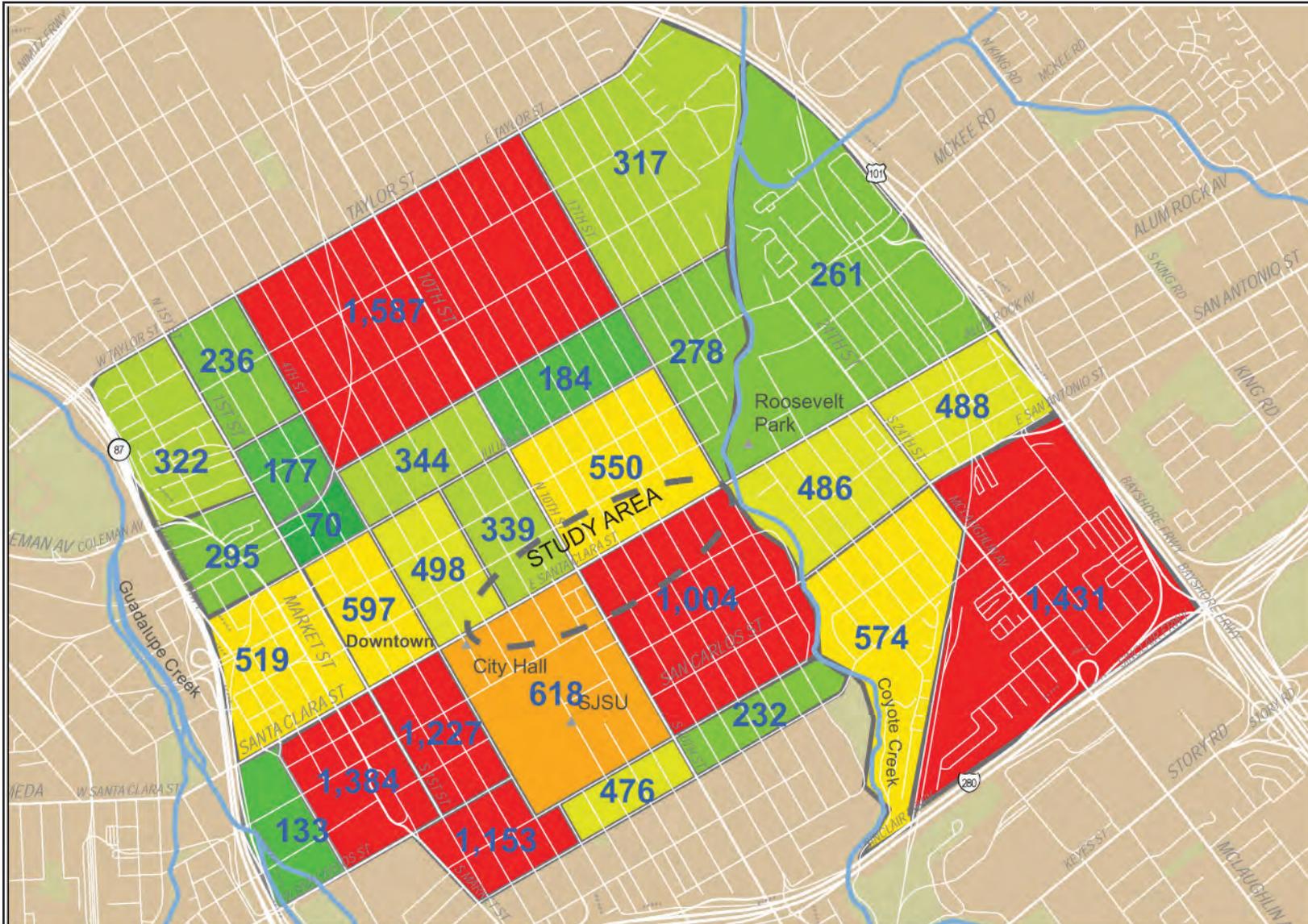
consideration (Table 4.2 shows the types of calls that were included). Calls relating to traffic violations, calls for assistance, and other situations that do not have a direct impact on the neighborhood were excluded from this analysis and are not shown on the map. Calls-for-service do not indicate that an arrest was made.

The Police Call map in Figure 4.7 shows the number of calls-for-assistance to the SJPD over a one year period (October 2008-October 2009) regarding crimes listed in Table 4.2 in 29 BBBs in the downtown area.

The total number of calls over the last year for the above-mentioned crimes in all of San José was 170,719. There were a total of 3,009 calls for police service near the corridor, representing approximately 2% of all calls in San José. Although higher numbers of calls were received in the study area than in some of the surrounding residential neighborhoods, there were significantly fewer calls than in the downtown area.

Table 4.2 Police Call Categories Included

911	Kidnapping
Arson	Mental Subject
Assault	Missing Person
Bomb	Murder
Burglary	Narcotics
Burglary-Auto	Parole Violation
Child Abduction	Prowler
Child Abuse	Robbery
Community Policing	Restraining Order Violation
Criminal Threats	Sexual Assault
Disorderly Conduct	Sex Registrant Violation
Disturbance- Weapons	Shots Fired
Disturbance	Stalking
Domestic Violence	Suspicious Situation
Disturbance	Theft
Drunk In Public	Theft-Vehicle
Fight	Trespassing
Indecent Exposure	Vandalism
Juvenile Violations	Weapons Violation



**Figure 4.7 Police Calls Over Two Year Period** (Oct 2008-Oct 2010) 0 .25 .5 1 Miles



It is important to note that BBBs vary in size and population, thus the number of calls is not necessarily reflective of the level of crime. In a similar regard, the numbers shown are for calls-for-service, not actual arrests or police reports. It is also likely that residents of certain neighborhoods are more inclined to report suspicious circumstances or disturbances than residents of other neighborhoods.

#### ECONOMIC ACTIVITY

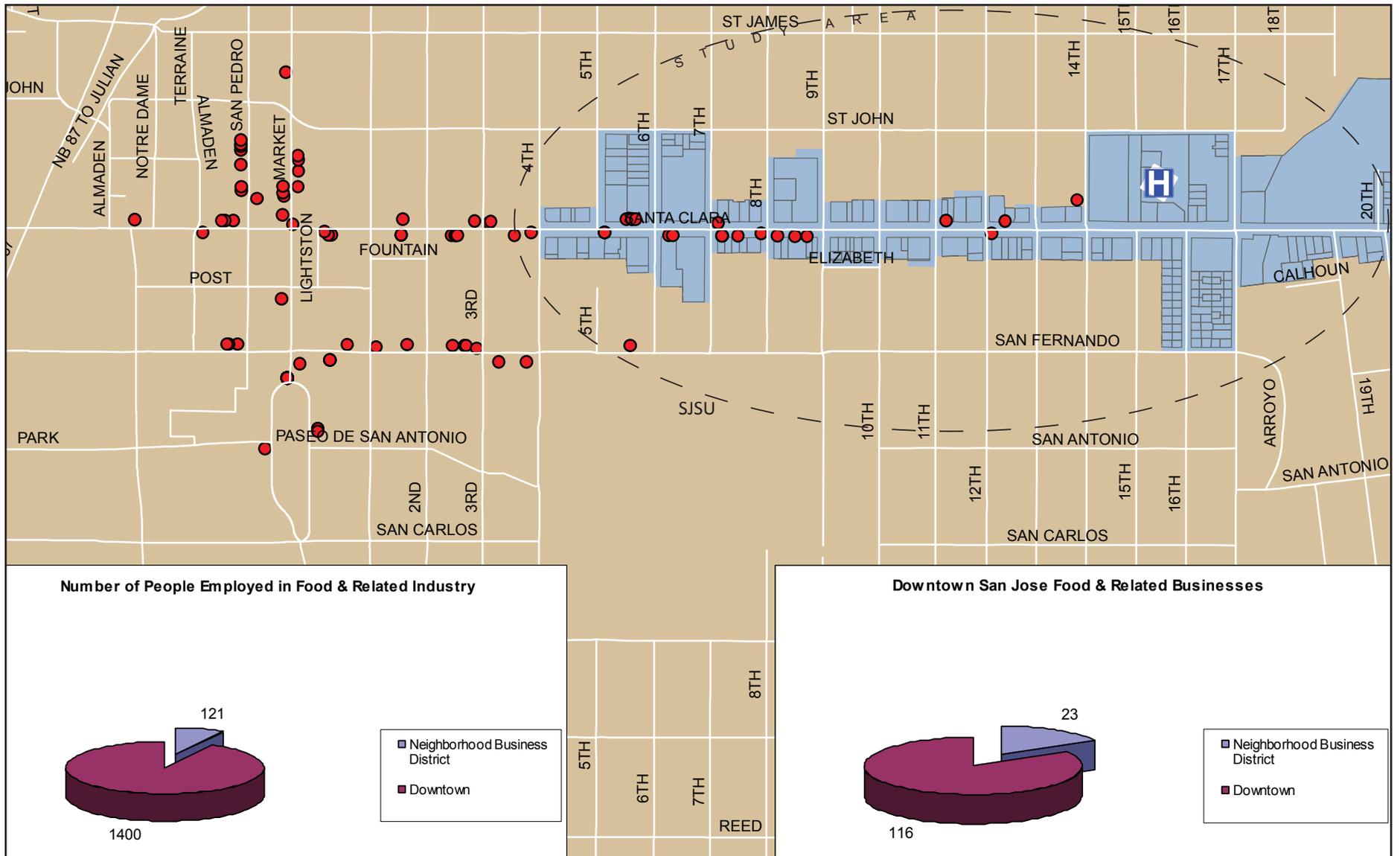
The food and medical sectors represent the largest employers along the corridor. Economic information was collected from walk-throughs and the city’s Department of Finance web site.

Figure 4.8 shows the distribution of food-related establishments along the study corridor as well as the number of food sector employees and businesses in comparison to Downtown San José. The map illustrates that there is a possible correlation between areas of high pedestrian traffic, large employers, and locations of food-related businesses.

Figure 4.9 shows the distribution of medical-related establishments along the corridor, which are largely clustered around the former San José Medical Center site. The map also shows a pie chart of corridor employees in the medical industry, which comprise 27% of those employed in all corridor businesses.

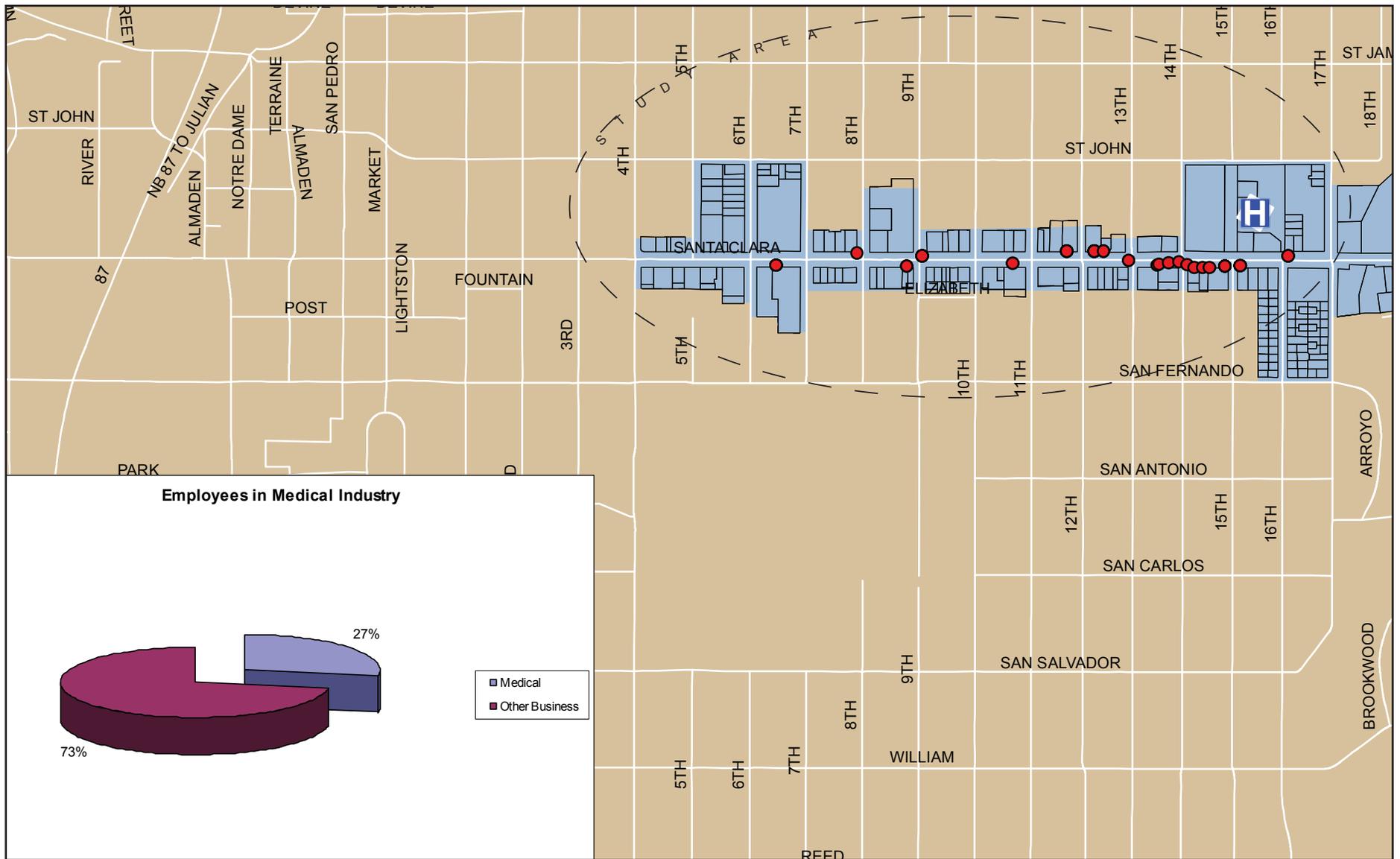
Figure 4.10 shows the locations of the top fifteen major employers in the downtown area and includes a bar chart that identifies the number of employees at these locations. None are located on the corridor.

*The food and medical sectors represent the largest employers along the corridor.*



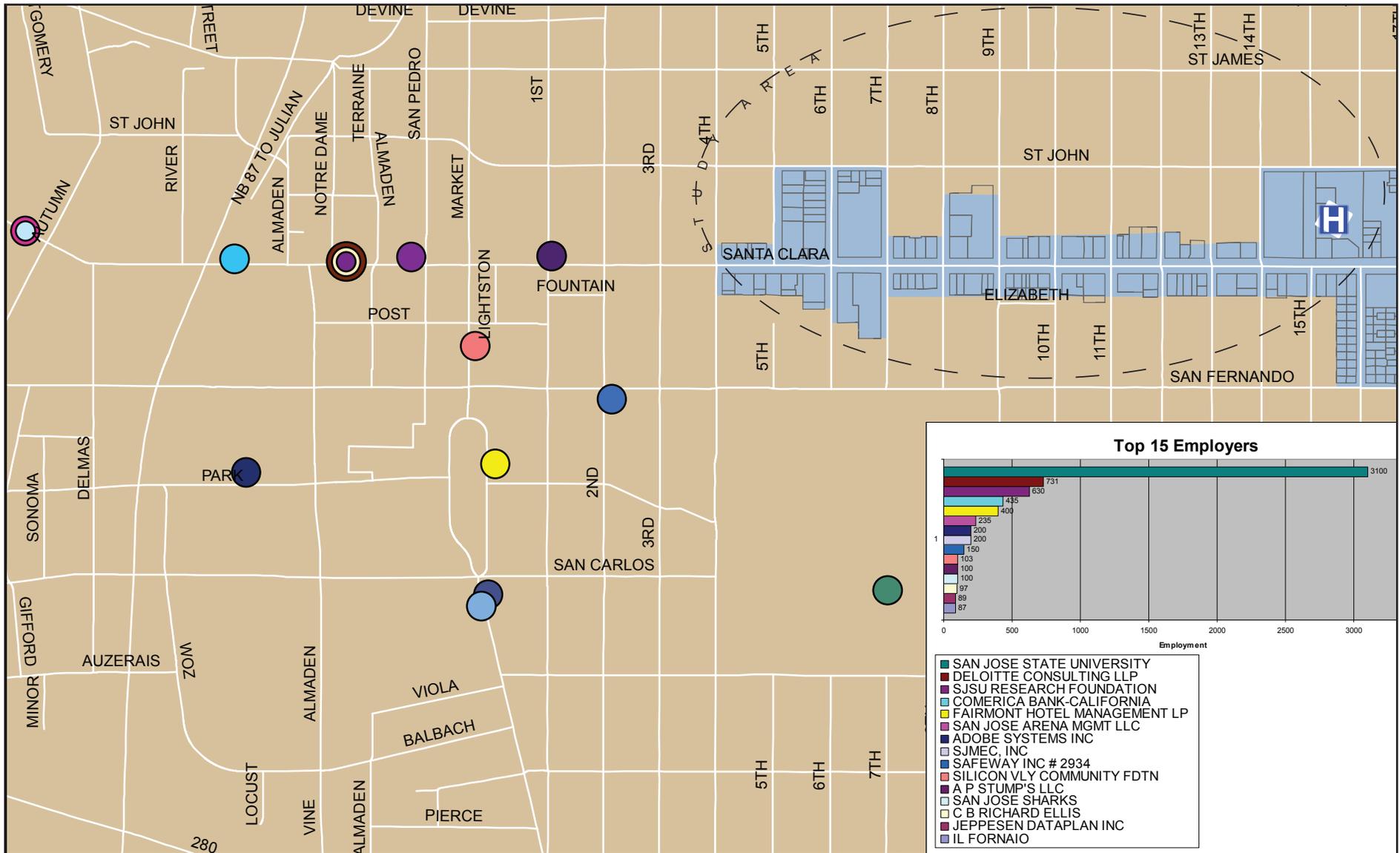
**Figure 4.8 Downtown San Jose Food & Related Businesses**





**Figure 4.9 East Santa Clara Medical Businesses**





**Figure 4.10 Downtown San Jose Top 15 Employers**



- |                              |                               |                              |                                |
|------------------------------|-------------------------------|------------------------------|--------------------------------|
| San Jose State University    | Deloitte Consulting LLP       | San Jose Research Foundation | San Jose Medical Center        |
| Fairmont Hotel Management LP | San Jose Arena Mgmt LLC       | Adobe Systems Inc            | Parcels                        |
| Safeway Inc                  | Silicon Valley Community FDTN | A P Stump's LLC              | Neighborhood Business District |
| C B Richard Ellis            | Jeppesen Dataplan Inc.        | IL Fornaiio                  |                                |
| SJMEC, INC                   | San Jose Sharks               | Comerica Bank-California     |                                |

### 4.3 Physical Setting: Streetscape

Street appearance is often referred to as “streetscape.” Aesthetically pleasing streetscapes are enjoyable for pedestrians and attract people to a street while unkempt streetscapes can detract people away. The streetscape of highly visible arterial like East Santa Clara Street can reflect a neighborhood’s identity, economic vitality, transit access and pedestrian safety.

This section includes an analysis of the corridor’s streetscape with maps and diagrams to display existing conditions.

The maps in this section convey straightforward information about the physical features of the corridor, with selective interpretations where warranted. East Santa Clara Street in general is compact and walkable with frequent cross-streets, and there are sections with wide sidewalks that could support sidewalk cafes and heavy pedestrian traffic. There are sections with dense street trees, pedestrian scale lighting, bike parking, potted plants and crosswalks. However, there is opportunity for improvement in some areas, such as potentially adding bicycle lanes/facilities, widening sidewalks, and narrowing the street. This analysis

intends to help the city in their efforts to make the corridor’s streetscape attractive for all users.

#### CROSS SECTIONS AND PLAN VIEWS

##### 9th to 10th Street

Figure 4.11 shows a cross section and plan view of possibly the most pedestrian-oriented area of the corridor. Both sides of the street have trees, pedestrian-scale lighting, and bicycle parking facilities. All of the buildings front the sidewalk and parking lots, if any, are located to the rear.

Figure 4.11 9th & 10th Streets

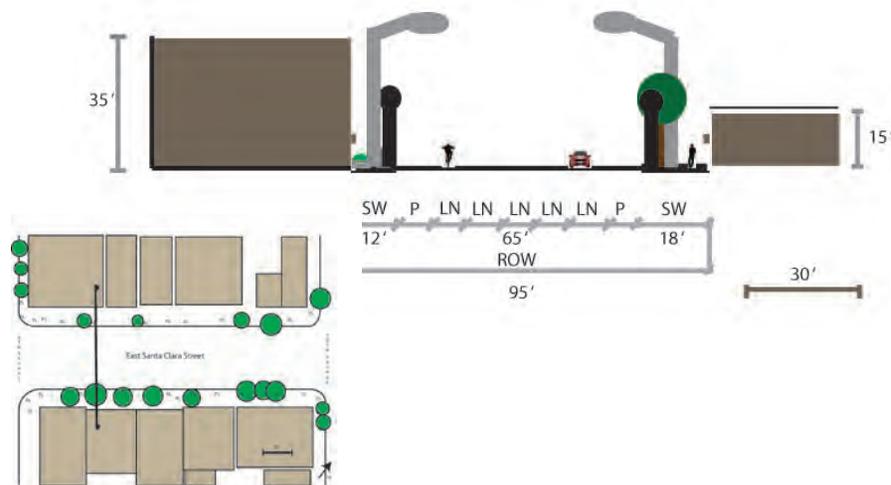
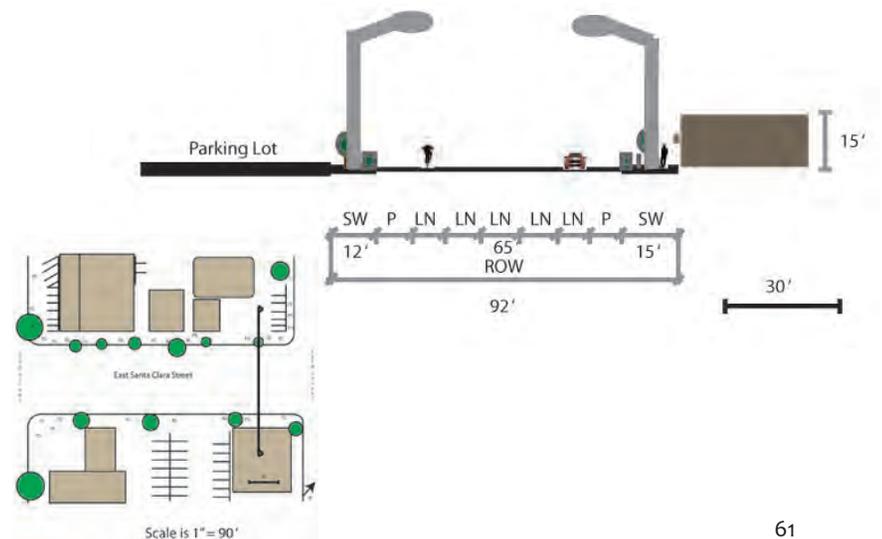


Figure 4.12 11th & 12th Streets



### 11th & 12th Streets

Figure 4.12 shows a cross section and plan view of an automobile-oriented section of the corridor. The street is wider, buildings are separated by driveways leading to large parking lots, and there is a lack of pedestrian-scale lighting and trees.

### 15th & 16th Streets

Figure 4.13 shows a cross section and plan view of a streetscape in front of the former medical center site. This streetscape has vacant or underutilized parcels and tenant spaces, which greatly detract from the pedestrian environment.

### STREET LANE AND BLOCK WIDTHS

The students analyzed block and lane widths to determine the extent to which the existing streetscape accommodates pedestrians, bicycles, vehicles, and transit. Typically, pleasant streetscapes contain narrow streets with compact blocks, fewer lanes of traffic, and facilities for pedestrians and bicycles.

East Santa Clara Street is mostly 65 feet wide. A typical section consists of four 10 foot wide lanes of traffic, one 10 foot wide center turn lane, and two 7.5 feet wide on-street parking spaces. The street is a primary arterial for vehicular traffic from

US-101 to Downtown San José, and as a result, cars often drive through quickly. The combination of high-speed traffic and a large number of wide lanes makes crossing the street difficult for pedestrians.

East Santa Clara Street’s street width provides an opportunity for the city to use engineering strategies to improve pedestrian and bicyclist conditions. For example, in 1999, San Francisco redesigned Valencia Street, which also measures approximately 65’, using the “road diet” technique. Before the conversion, the street had two lanes of traffic in each direction. After the conversion, the street had one lane of traffic in each direction, a center turn lane, and a bicycle lane in each direction. A year after the redesign, the city measured a 15% reduction in pedestrian collisions and a 144% increase in the number of bicyclists using the street, along with increased economic activity along the corridor.<sup>3</sup>

Figure 4.13 15th & 16th Streets

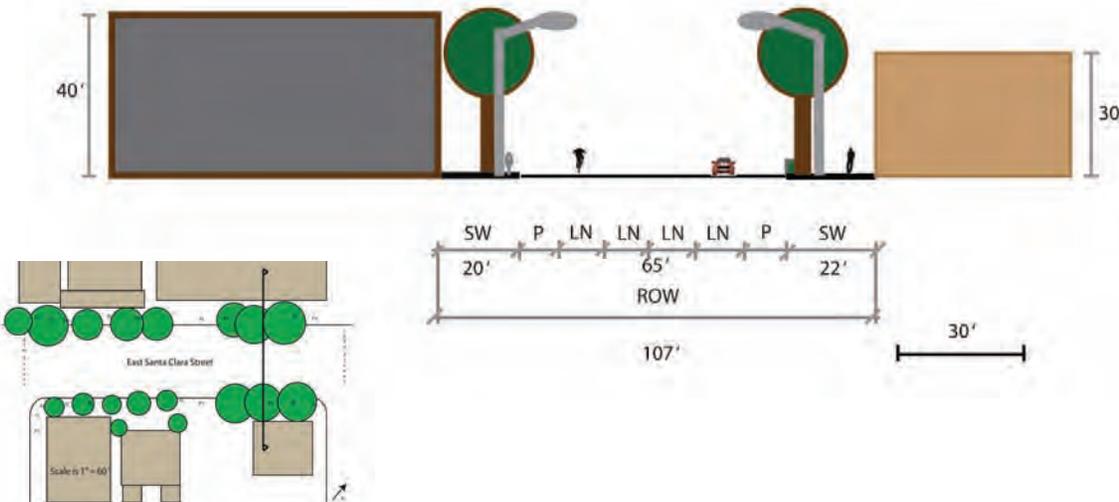
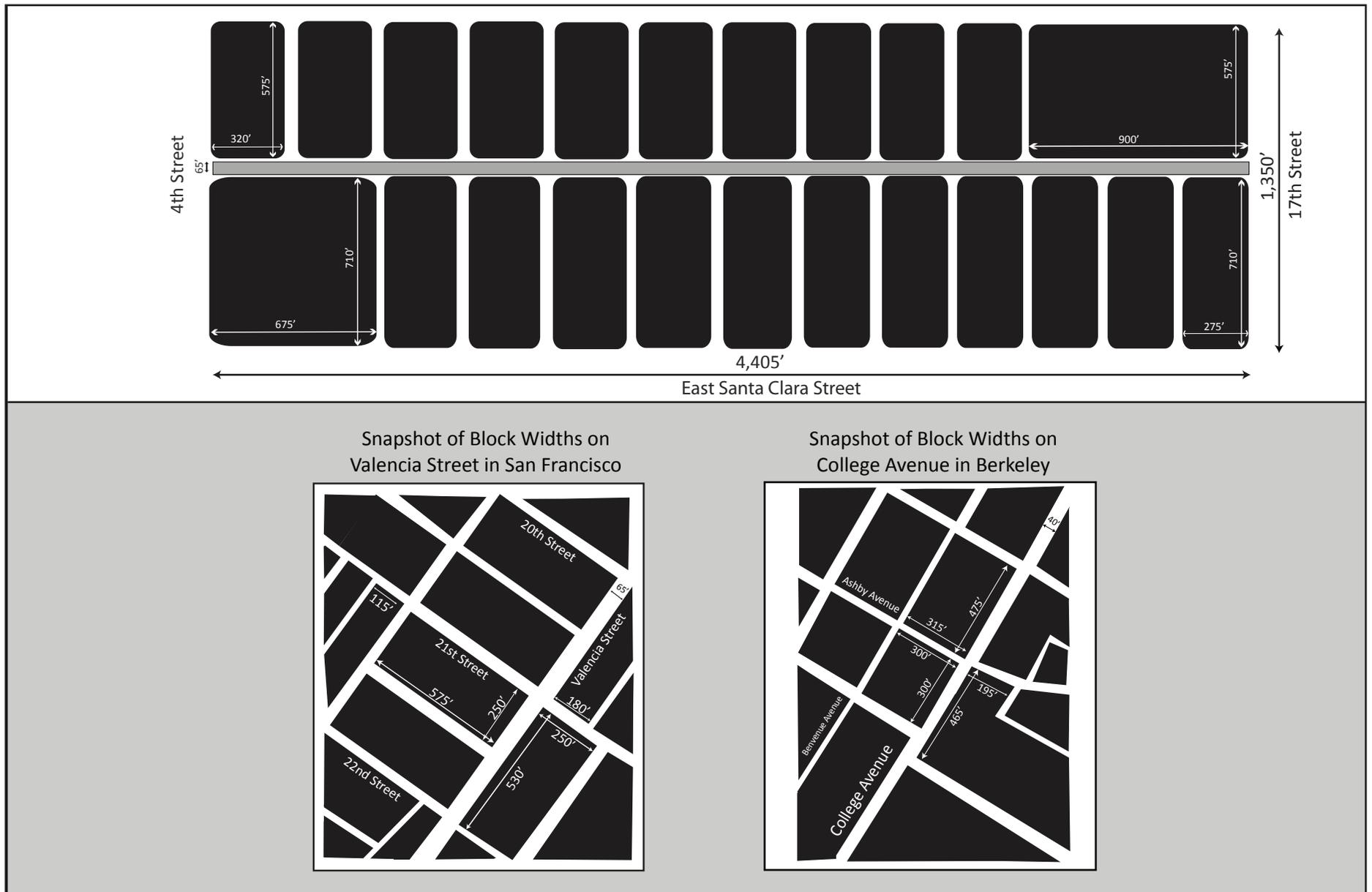


Figure 4.14 displays the block widths along the corridor. This map displays the “bones” of the street and identifies the potential physical constraints and oppor-



**Figure 4.14 Block Width Comparison**



Block Widths of San Jose's East Santa Clara Street, with Comparison to Block Widths on Valencia Street in San Francisco and College Avenue in Berkeley



East Santa Clara Street Thruway Signage

tunities for development on the corridor. This map utilizes data and simple measurements of block and lane widths from Google Earth. One notable pattern that emerges from this map is that although the block widths along the corridor are relatively compact; the block lengths north of the corridor toward East St. John Street - and especially those south of the corridor toward East San Fernando Street - are quite long.

Urban theorist Jane Jacobs discusses compact blocks in *The Death and Life of Great American Cities*. She states, “Most blocks must be short; that is, streets and opportunities to turn corners must be frequent.”<sup>5</sup> According to Jacobs, short blocks provide people with different interesting routes to walk, enable more flexible land uses and create more varied building mixes.<sup>6</sup>

To test Jacobs’ theory, students compared the corridor’s block widths and lengths with those of Valencia Street in San Francisco’s Mission District and College Avenue in Berkeley’s Elmwood District. These two neighborhoods are economically healthy

with trendy shopping and dining destinations, and plenty of foot traffic. Like East Santa Clara Street, these streetscapes feature frequent intersections and short block widths that Jacobs advocates. East Santa Clara Street’s blocks are of a comparable width to those of the two successful local corridors. On Valencia Street, block widths are 250’ and block lengths are 530’. On College Avenue, block widths and lengths vary from 300’ to 475’. East Santa Clara Street’s block widths are typically 275’ or 320’ wide, which are narrower than those along the commercially viable, popular, and pedestrian-friendly corridors in San Francisco and Berkeley. Thus, East Santa Clara Street has the foundational street layout needed for a successful pedestrian corridor.

#### SIDEWALKS

Figure 4.15 illustrates the width of sidewalks along the corridor. The contours and associated scale illustrate sidewalk widths with the upper contour representing the sidewalks on the north side of the street and the bottom contour representing the south side. The contours align with

the aerial in the middle of the diagram. Changes in the contour represent different sidewalk widths of different blocks. The sidewalk area, including the buffer zone, building zone, and main path of travel, is 19 feet at its widest point by City Hall and six feet at its narrowest point near 16th Street.

#### 4.4 The Pedestrian Experience on East Santa Clara Street

The corridor is within walking distance to Downtown San José and its physical design allows for convenient walking trips to destinations within the corridor. The corridor's form is characterized by compact street blocks, an easily navigable gridiron street pattern, and interconnected sidewalks. However, walkability is marred by surface parking lots, wide driveways, insufficient ADA access, minimal pedestrian amenities, and a lack of interesting destinations. The corridor also receives a substantial amount of automobile traffic, yet there is no signage warning motorists of pedestrians or bicyclists.

Our analysis of the corridor's pedestrian experience includes an audit of the

streetscape/pedestrian environment by street segment; examination of building quality and setbacks; curb cuts; tree cover; cleanliness/blight; safety; and lighting.

*Students audited 49 street segments, from 4th Street to 17th Street, to record built environment features.*

Many of the corridor's buildings are situated along the sidewalk for convenient pedestrian access. However, the architectural quality and lack of articulation on these buildings might not be visually interesting to pedestrians. Also, there are many curb cuts that are inadequate for a disabled pedestrian's crossing needs. Additionally, a preponderance of driveway curb cuts creates pedestrian/bicyclist and vehicle conflicts.

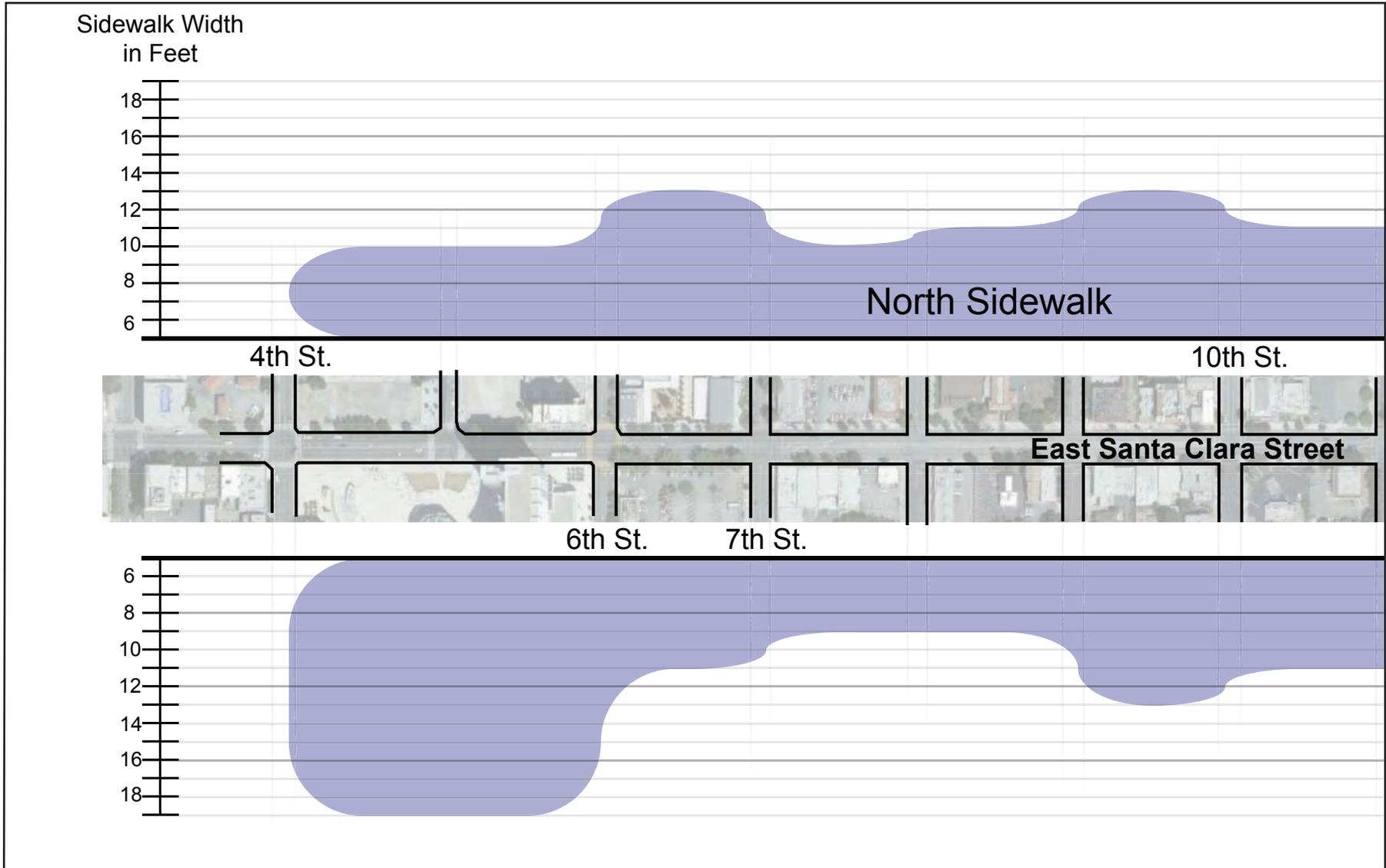
With the exception of the right-of-way along the San José Medical Center site, there are few locations with dense tree cover. A lack of trees, combined with the abundance of surface parking, creates

uncomfortable walking conditions. Instances of blight and incivilities scattered throughout the corridor add to pedestrian discomfort. For example, graffiti, litter, and empty storefronts create an unwelcoming atmosphere. Safety concerns, such as heavy auto traffic, unmarked crosswalks and dark areas may also hinder pedestrians. Pedestrian-scale light poles are in place on some blocks. However, most are oriented towards the street, leaving a dim path for night walking.

The city is ready to shift its planning focus from the automobile towards alternative modes of transportation such as pedestrians and bicyclists. The different aspects explored in the analysis of the corridor's pedestrian experience intend to illustrate where the most assistance is needed.

#### PEDESTRIAN EXPERIENCE INDEX

Figure 4.16 shows the results of a streetscape/pedestrian environment audit conducted by the interpretive mapping team. Built environment audits are a relatively new strategy used in community assessments. Such audits can be



**Figure 4.15 Sidewalk Widths**

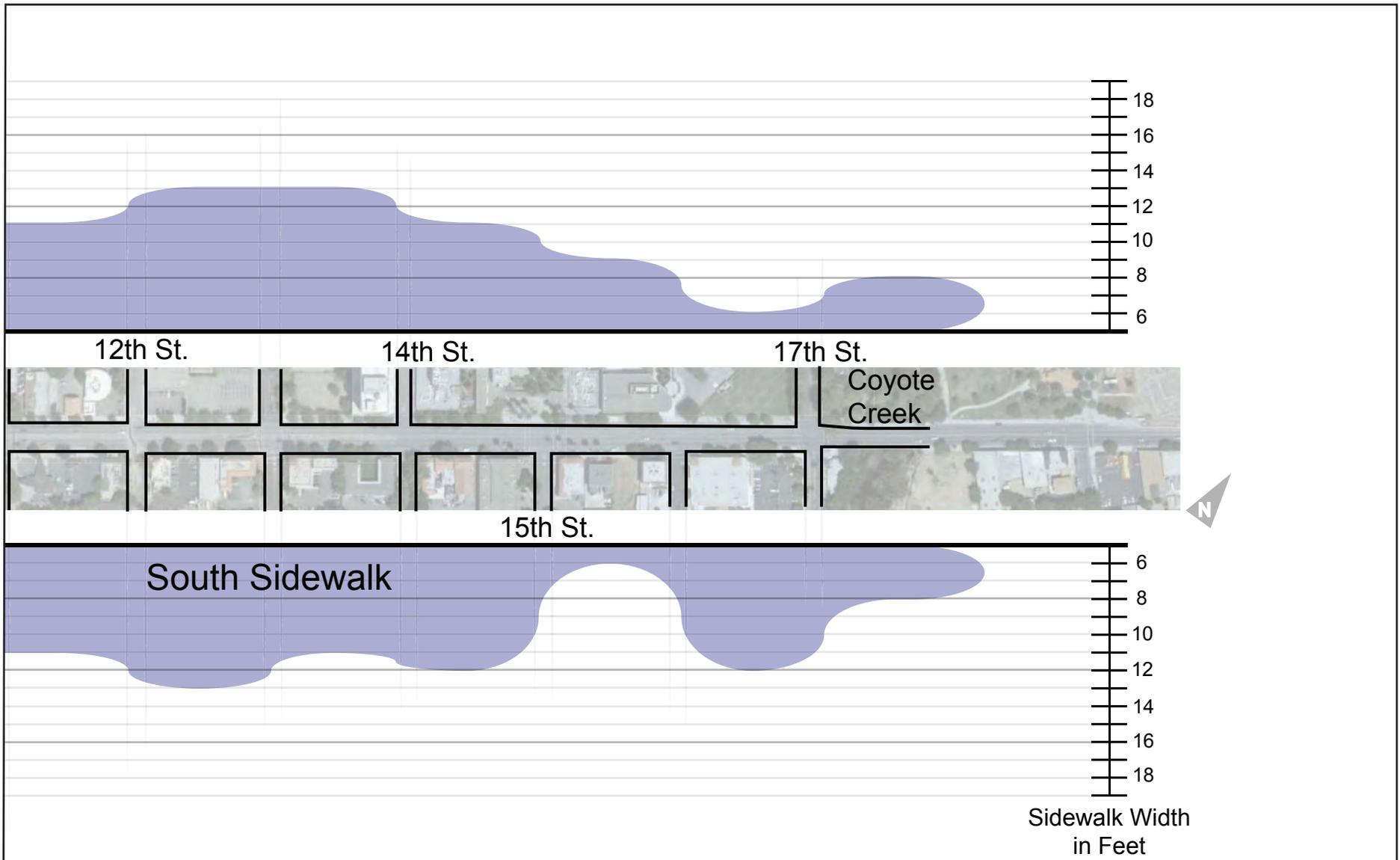




Figure 4.16 Streetscape Audit Results



used to identify locations for walkability improvements. The term “streetscape” generally encapsulates the road, pedestrian path, and land use environment within a given street segment. Students walked forty-nine street segments, from 4th Street to 17th Street, to record and audit built environment features.

The audit used a modified version of the Pedestrian Environment Data Scan (PEDS) Instrument, developed by researchers from the University of Maryland and the University of North Carolina. PEDS is a thirty-seven-item instrument that assesses land uses, pedestrian facilities, road attributes, and features in the walking and cycling environment. The modifications included a scoring system and re-wording of items for clarity. Some items have a level of subjectivity to them, such as the degree of building articulation, but the tool is primarily objective in nature. The modified PEDS instrument is displayed in Appendix E.

Teams of two students, or raters, audited the street segments. After completing the assessment of their assigned section of the corridor, raters turned in their checklists, and compiled the data into an Excel database. There are 100 possible points, with many opportunities to receive bonus points based on additional features that are characteristics of an ideal streetscape. Scores of 90 and above attain an “Excellent” rating (shown in dark green on the map); scores of 75-89 earn a “Good” rating (shown in light green); scores of 61-74 garner a “Fair” rating (shown in yellow); and scores of 60 and below have a “Poor” rating (shown in red).

The highest rated segment, 5th Street north of East Santa Clara Street, scored a 97; and the lowest rated segment, Elizabeth Street between 9th Street and 10th Street, scored a 36. The average street segment score was 70 (Fair). Despite the high scores earned by some street segments in the corridor, they may not be considered “Excellent” or “Good” by other observers. This may be the result of the untested scoring system. Never-

theless, the higher-rated segments are clearly among the best in the corridor. For context, other walkable street segments in San José were audited using the same instrument. 1st Street between San Fernando Street and Santa Clara Street downtown scored a 103 (“Excellent”); and Lincoln Avenue between Minnesota Street and Brace Street in Willow Glen scored a 116 (“Excellent”).

“Excellent” and “Good” streetscapes commonly feature buildings fronting the sidewalk, varied land uses, and strong buffers between the road and sidewalk. “Fair” streetscapes usually feature a single land use and have a mix of surface parking lots and pedestrian amenities. Poor streetscapes tend to be in areas of poor sidewalk enclosure, non-pedestrian serving land uses, with inadequate crossing aids.

The map indicates highly varied streetscape scores throughout the corridor. This variation distinguishes pedestrian-oriented segments of the corridor from the auto-oriented ones.

While no strong patterns emerge, better streetscapes are located on the western portion of the corridor towards downtown. Moreover, undesirable streetscapes are located in the middle of the corridor. The eastern portion of the corridor has a mix of favorable and unfavorable streetscapes.

As expected, the western portion scored high, most likely due to its proximity to downtown investment and activity. The more poorly-rated streetscapes towards the middle of the corridor could be due to auto-serving land uses near the 10th Street and 11th Street couplet, the primary arterials to and from Interstate 280. Scores are varied in the eastern portion probably because of a mix of better streetscape conditions near Walgreen's and ordinary conditions on the north side of the corridor around the vacant San José Medical Center site.

Future redevelopment could focus on making the area between 10th Street and 15th Street more pedestrian-friendly by installing traffic calming devices, planting more trees, and seeking development of existing surface parking sites. The

strengths of the better-rated street segments could also be built upon by focusing future housing and retail developments in these areas. Potential locations for intense development are the south side of East Santa Clara Street between 7th Street and 10th Street.

*...many of the side streets, especially those closer to downtown, have a number of curb cuts that could lead to unsafe conditions for pedestrians and motorists.*

#### CURB CUTS

The term “curb cut” refers to the dip in the curb where vehicles gain access to driveways, parking garages, and loading docks. Once the vehicle crosses the curb cut, it passes over the sidewalk and then enters the driveway or garage the driver wishes to enter. This seemingly innocuous streetscape feature can have a dramatically negative impact on the pedestrian experience. Each curb cut interrupts the sidewalk to an extent. Parcels where there are many curb cuts can degrade the

safety of sidewalk conditions for pedestrians. They can also create traffic conflicts as vehicles slow or stop to turn into a curb cut. Finally, curb cuts are generally unattractive since they are not landscaped and, since most curb cuts are linked to a parking facility, large numbers of curb cuts indicate concentrations of automobile use and traffic.

Students analyzed the locations and sizes of curb cuts in order to determine the extent to which curb cuts interfere with the pedestrian experience on the corridor. The interpretive mapping team created Figure 4.17 using a GIS base map, data collected from personal observations, and Google Maps. This map displays the locations and sizes of curb cuts only for commercial and multi-family residence parking lots or garage driveways and loading docks. The analysis excludes single-family homes because such curb cuts do not generate enough traffic or take up enough space to have a meaningful impact on the pedestrian experience.

This map uses color to differentiate “curb cut danger zones,” where five or more curb cuts exist on a single block, with



**Figure 4.17 Curb Cut Locations & Sidewalk Ramp Conditions Along East Santa Clara Street** 0 125 250 500 Feet

- |  |  |  |
|--|--|--|
| <ul style="list-style-type: none"> <li> 5 or more curb cuts</li> <li> 2 to 4 curb cuts</li> <li> 0 to 1 curb cuts</li> </ul> | <ul style="list-style-type: none"> <li> One-car-wide curb cut</li> <li> Two-car-wide curb cut</li> <li> Three-car-wide curb cut</li> <li> Four-car-wide curb cut or greater</li> </ul> | <ul style="list-style-type: none"> <li> Location with a steep sidewalk ramp</li> </ul> |
|--|--|--|

\* The curb cut analysis does not include the locations of curb cuts for single family home driveways

areas that have fewer curb cuts, and areas where pedestrian traffic is not impeded by curb cuts. The colors used are as follows:

- Blocks with no curb cuts or one curb cut are highlighted in light purple
- Blocks with two to four curb cuts are highlighted in medium purple
- Blocks with five or more curb cuts are highlighted in dark purple to draw attention to the “curb cut danger zones”

The locations and sizes of the curb cuts are also taken into consideration as part of the analysis. The widths of the curb cuts vary from one to four cars wide. The width of the curb cut is significant because larger curb cuts create larger conflict zones and reduce pedestrian safety.

The results indicate that the corridor is generally free of excessive curb cuts. There is only one curb cut on the stretch from 4th Street to 7th Street; and one from 9th Street to 10th Street. These two segments also have other pedestrian-

friendly characteristics, as the street contains an interesting mix of architecture styles, restaurants, and shops. Street segments on East Santa Clara Street between 10th Street and 12th Street, however, include a number of curb cuts. For example, Figure 4.18 depicts the concentration of four curb cuts that provide access to City Gas at 11th Street, creating numerous conflict points for pedestrians.

Most driveway entrances are clustered along the north-south cross streets, particularly those from 4th Street to 8th



Figure 4.18 The concentration of four curb cuts

The gas station at the corner of South 11th Street has four driveways, which creates numerous conflict points between vehicles and for pedestrians. Source: Google Maps.

Street. In addition, driveway entrances are clustered near areas of heavy commercial activity, such as the Chavez Building and the former San José Medical Center site. The areas with heavy commercial activity also have wider curb cuts to accommodate large parking facilities or loading docks, such as City Hall’s four-car-wide loading dock on 6th Street.

Overall, the results of the curb cut analysis indicate that the corridor does not have many “curb cut danger zones” or conflict points. However, many of the side streets, especially those closer to downtown, have a number of curb cuts that could lead to unsafe conditions for pedestrians and motorists. It is recommended that the city minimize the number of curb cuts it permits in conjunction with new development and consolidate existing curb cuts whenever possible.

**CURB RAMP CONDITION**

The pedestrian experience analysis also considered the condition of curb ramps. The Americans with Disabilities Act (ADA) is a Federal accessibility law that

requires cities to provide curb ramps at intersections to accommodate people with disabilities. The ramps must have a flush transition between the base of the ramp and the street to allow for a smooth transition for people in wheelchairs. Moreover, ramps must have a 48” minimum width and a maximum slope of 8.33%, and should include detectable warning material to provide a tactile cue for people with visual impairments.<sup>8</sup>

Students performed a series of visual observations of curb ramp conditions. Street segments from 4th to 7th Street contain curb ramps with detectable warning material, or truncated domes. Figure 4.19 shows an example of a perpendicular curb cut with detectable warning material at 5th Street. Curb ramps from 8th Street to Coyote Creek only sporadically contained detectable warning material.

In Figure 4.17, blue circles indicate several locations along the corridor where repairs are warranted because curb ramps are too steep nor do they have any detectable warning material. Figure 4.20 de-



Figure 4.19 Example of a dual curb cut with detectable warning material



Figure 4.20 Example of a curb cut. The steep, narrow, and cracked sidewalk ramp at the corner of 15th Street and East Santa Clara Street.

*The two-story structures along the corridor are generally mixed-use with retail below and residential above. Many structures need repairs and facade improvements.*

picts a curb cut at 15th Street with these characteristics.

This analysis indicates that curb ramps are present at every intersection along the corridor and at some mid-block locations, and they are generally in good condition. It is recommended that the city conduct a full engineering analysis of the locations with steep sidewalk ramps indicated on the map to determine whether they warrant repairs to improve disabled accessibility.

#### TREES

Figure 4.23 illustrates the street tree environment along the study corridor. The map of the corridor area highlights green features to facilitate easy identification of trees. The sections at the top and bottom of the page demonstrate tree frequency and clustering along the northern and southern sidewalks. Both sides of the street have small clusters of medium to large trees, separated by long stretches of sidewalk with small, distantly spaced trees. None of the sidewalk sections along the corridor have consistent canopy

coverage. This can create an uncomfortably hot walking experience during warm summers.

## 4.5 Building Quality

### EXISTING CONDITIONS

Generally, building styles along the corridor consist of storefronts with one and two-story entry facades, with window display areas and recessed entrances. Storefronts in commercial retail buildings are an important feature of the whole façade and play a crucial role in attracting customers and increasing business.

The two-story structures along the corridor are generally mixed-use with retail below and residential above. Many structures need repairs and facade improvements. Most commercial retail buildings are located three to five feet of the sidewalk or are setback at least 20 feet by a parking lot.

Some of the buildings along the corridor are attractive while most others are in need of attention. For example, the Vung Tao restaurant building at 12th Street

(Figure 4.21) has an intriguing façade. Yet directly next to Vung Tao are poorly kept buildings lacking complementary colors and architectural features (Figure 4.22).

#### FIELD BUILDING ASSESSMENT

The students conducted a photographic survey of the front façades of seventy-eight of the corridor’s buildings. The architectural assessment considered the following criteria: height, setbacks from the sidewalk, orientation, and quality. The survey also noted the address, cross street, and significance of the building. Refer to Appendix D for a matrix of building photos and characteristics.

Buildings were rated “Good,” “Medium,” and “Poor,” based on the following factors: condition and quality of building materials; colors; public visibility; structural system balance; adequacy and articulation of roof; façade design; style; and historic significance.

The building stock along the corridor is quite eclectic. However, building colors and materials could benefit from a unifying theme. Buildings in need of refurbishing

should consider complementary architectural style and form; height, width, and setbacks; and color, materials, and textures.

#### 4.6 Cleanliness & Blight

Students conducted field observations and surveys to assess the cleanliness and quality of the sidewalks, exterior building surfaces and street furniture. The term “street furniture” refers to both street and pedestrian scaled light poles, bike parking and other amenities used to enhance the streetscape. Students also tabulated incidences of vandalism on private and public property, pigeon and litter “hotspots,” cluttered storefront displays; and sidewalk obstructions. While most areas needed significant improvements, students concluded that the corridor contains a few attractive street segments, such as the area in front of City Hall and 5th Street up to East Saint John Street. However, properties east of City Hall between 6th and 13th Streets reveal increasing signs of vandalism, litter, and other sidewalk obstructions. Fortunately, the more prominent forms of graffiti and



Figure 4.21 Vung Tau’s updated façade



Figure 4.22 Example of contrasting façades



**Figure 4.23 Street Trees**



Source: Google Earth

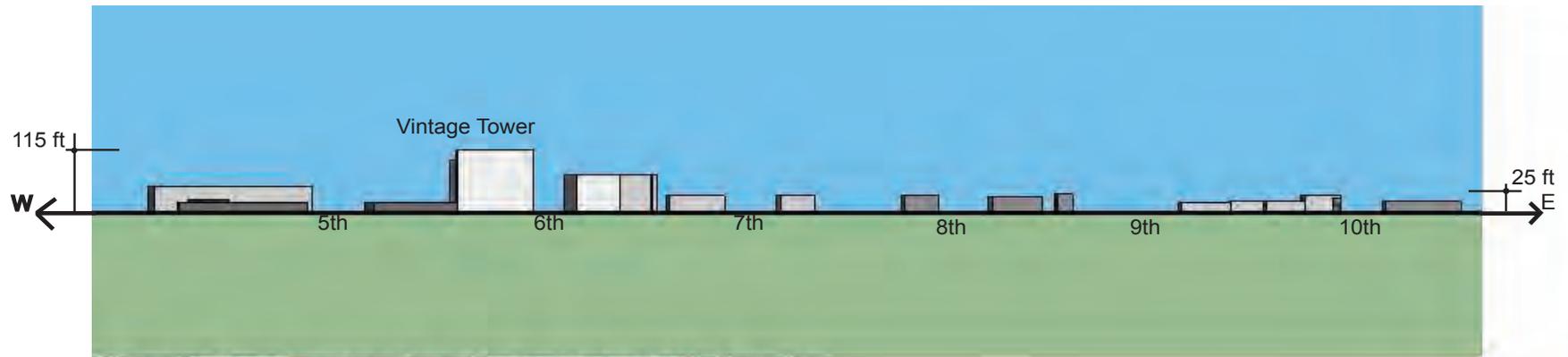




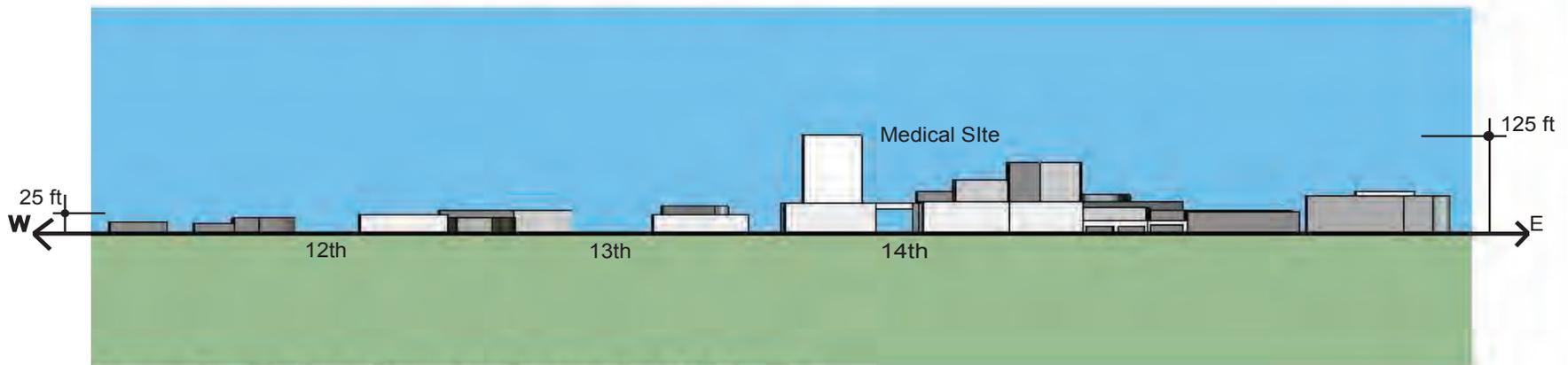
**Figure 4.24 Building Fabric Map**







Street Elevation Looking North 4th to 11th Streets



Street Elevation Looking North 11th to 17th Streets

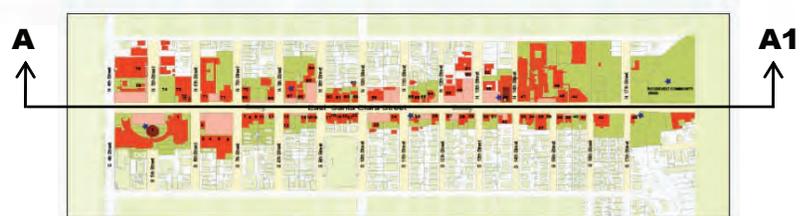
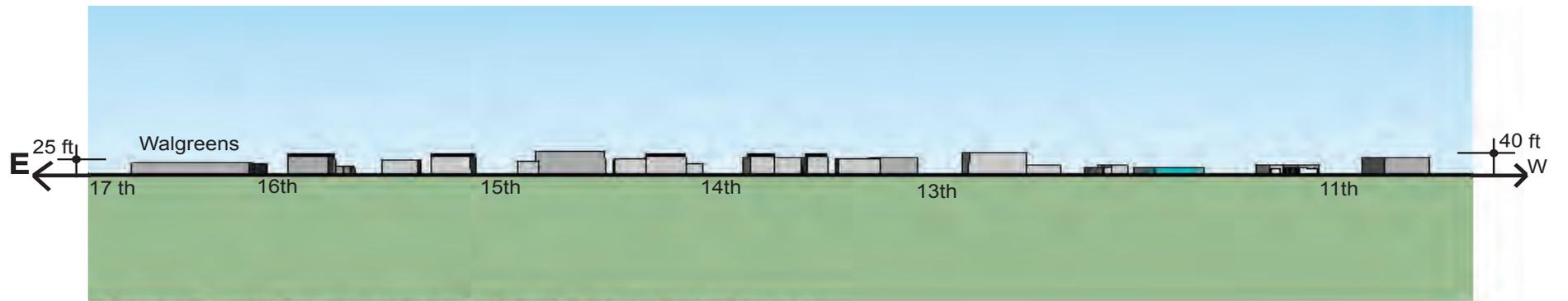
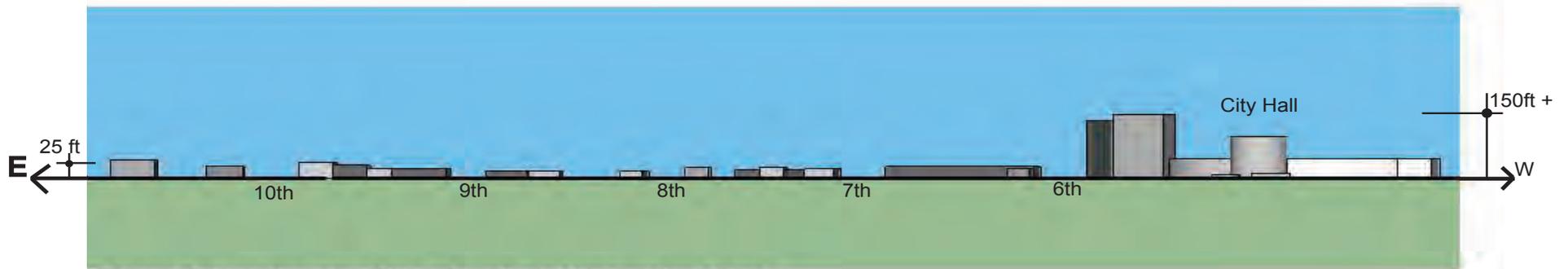


Figure 4.25 Street Elevations Looking North of East Santa Clara Street A-A1



Street Elevation Looking South 17th to 11th Streets



Street Elevation Looking South 11th to 4th Streets

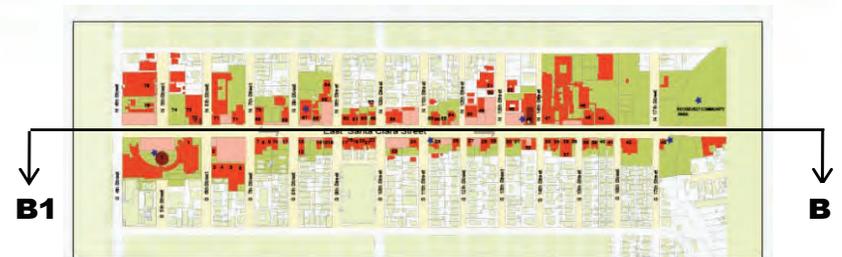


Figure 4.26 Street Elevations Looking South of East Santa Clara Street B-B1



Figure 4.27 Evidence of Vandalism on the Rejuvenis Business Sign.



Figure 4.28 Pigeon hot spot near the corner of 7th Street and East Santa Clara Street.

vandalism were either painted over or covered up, while other minor forms of vandalism were disregarded and left on walls, plaza signs, light and street poles, trash cans, business windows and sidewalks. Not uncommon are small scratches on windows and graffiti on edges of business signs, such as the display shown in Figure 4.27.

Despite the City's efforts to locate public garbage cans on street corners, the accumulation of trash still persists. Numerous amounts of trash were found around public spaces, bus stops, and areas with low pedestrian traffic. Temporary plastic newsstands are also an eyesore and clutter the sidewalk near street corners and bus stops. Typically, there is more than one chained to the nearest permanent fixture, such as a light pole.

The gathering of pigeons in certain areas also poses a concern to the overall conditions of the sidewalks and quality of the corridor. Pigeons often gather on the sidewalk at 7th Street, as seen in Figure 4.28. Additional pigeon clusters can be found at 8th Street next to the church and

on top of the 10th Street Pharmacy. The pigeons leave behind droppings that stain the sidewalk and light poles, giving the impression of a blighted area. However, it should be noted that feeding pigeons is a relaxing pastime for some corridor residents.

The city should take the initiative to actively engage business owners and tenants to keep the sidewalk conditions clean. Although there is relatively low pedestrian traffic through the corridor, business owners and tenants should be encouraged to engage more proactively with pedestrians.

## 4.7 Safety

Perceived safety conditions were observed during the daytime and nighttime on weekdays and weekends. Documented through photographs and field notes, perceived safety issues included auto traffic, crime and safety for disabled persons. Figure 4.29 (follows next page) assigns symbols for various perceived safety problems imposed upon pedestrians and bicyclists.

Street segments were color coded to indicate the number of pedestrians. This was included because people generally feel safer with a lot of people walking around. The black blobs represent unlit areas at night. The international disabled symbol with the red “no” circle around it represents an intersection with insufficient ADA curb ramps. The red “neighborhood watch” symbol represents places where vagrants occasionally congregate. The pedestrian and auto sign represents auto and pedestrian/bicyclist conflicts at heavily traveled, wide driveways. The warning symbol represents an intersection without a traffic light or stop sign. The pigeon symbol represents pigeon “hotspots” as mentioned in the previous section.

The multi-colored boxes represent other unwelcoming elements. Bars on windows indicate a high crime area and do not instill a sense of safety. Invisible storefronts are cluttered or completely obstructed store windows. A robbery could take place inside a store without any passing pedestrians being able to see inside to witness it. Barbed wire contributes to the feeling

of an unsafe environment. Vacant lots are a haven for graffiti and dumped items. Billboards may not be an unsafe element; however, those that advertise alcohol or other vices suggest a seedy environment. Similarly, liquor stores contribute to alcoholic vagrants, offering easy targets for robberies.

There are several visible patterns that emerged from observations:

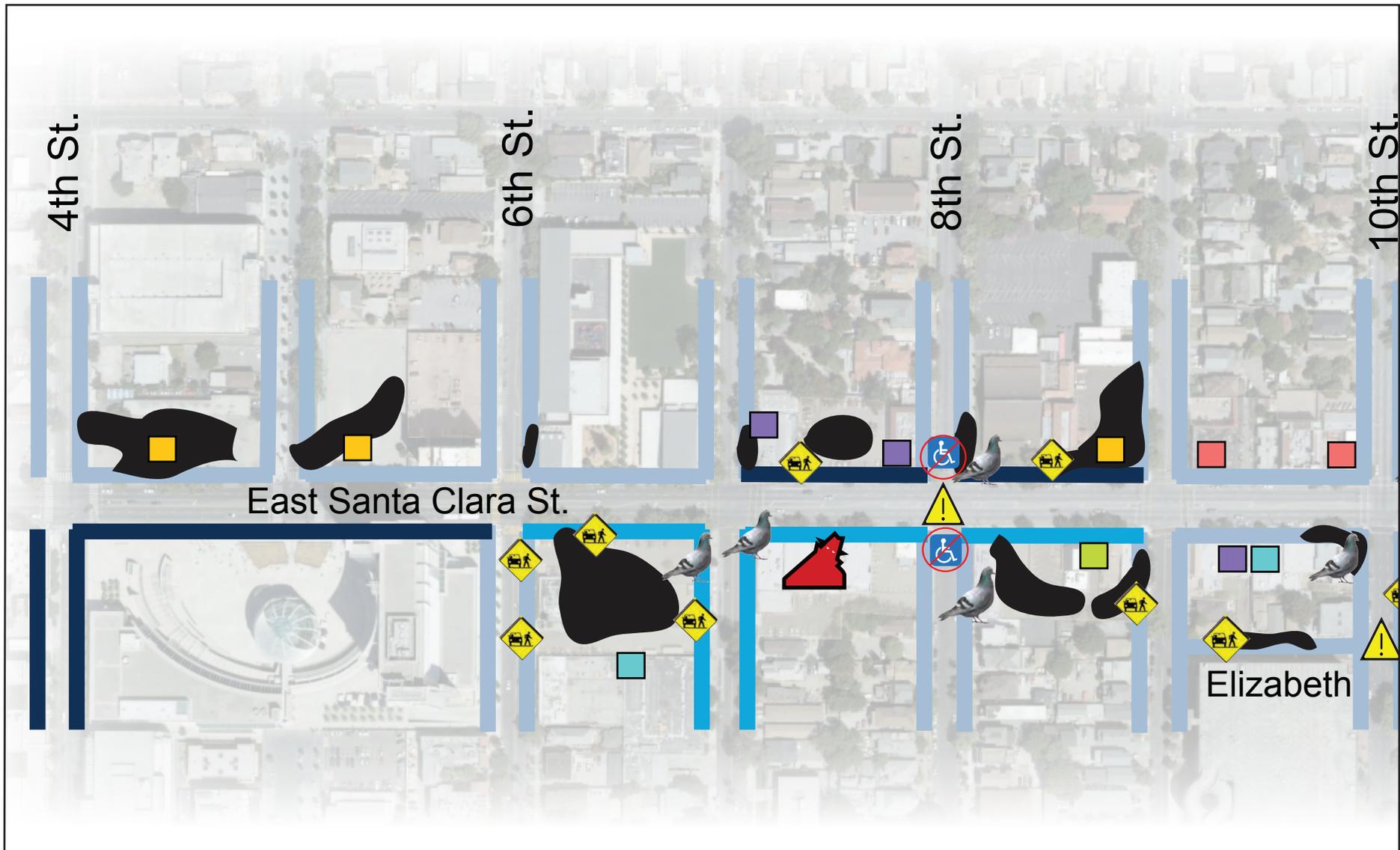
- Lack of pedestrians
- Many dark, unlit areas in parking lots and on side streets
- Many locations of insufficient ADA access at intersections on the south side of the corridor
- Clustering of perceived unsafe elements between 10th and 13th Streets

Most street lighting along the corridor caters to road orientation, leaving little light for the sidewalk. Additionally, parking lot lighting in several locations were either out of service or nonexistent. Some examples include the Su Vianda parking

lot (out of service) and the office building parking lot at the southwest corner of 10th and East Santa Clara Street (non-existent). Furthermore, abrupt lighting transitions from the corridor around the corners to side streets such as 12th and 13th Streets create potential hiding spots for criminals.

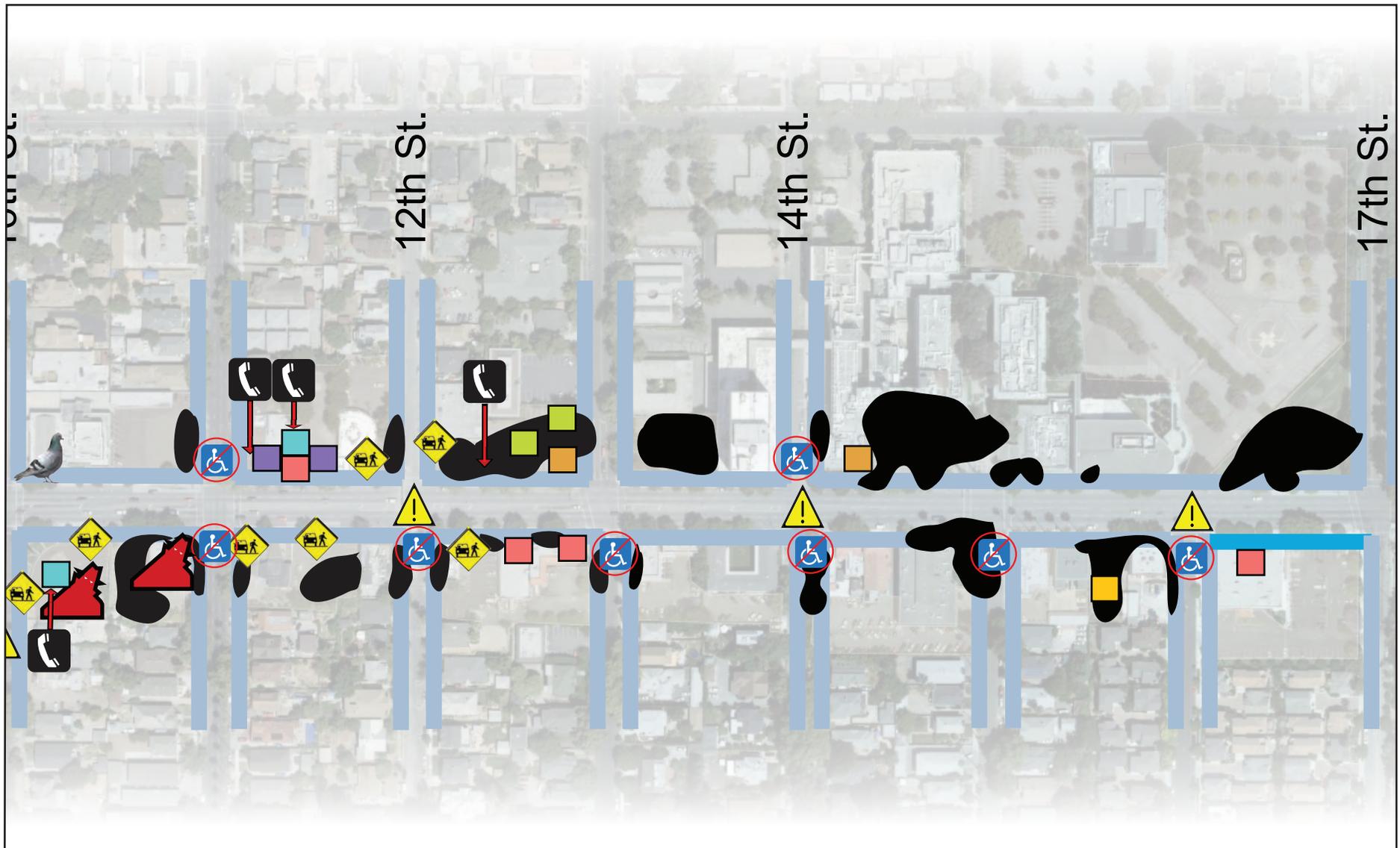
While exact measurements were not taken, curb ramps appeared to be steeper than what is allowed, these curb slopes are far too steep for persons on wheelchairs to safely cross over them. Many of these curb cuts are at an angle to the crosswalk so that persons in wheelchairs have to first travel onto the corridor in order to cross a side street. A good example of this is at the northeast corner of 14th Street. Additionally, east of 7th Street, there are no truncated domes (with the exception of the northwest corner of 12th Street) for visually impaired persons to sense where an intersection begins.

Future planning and public safety efforts should concentrate on creating a safe path for pedestrians and bicyclists.



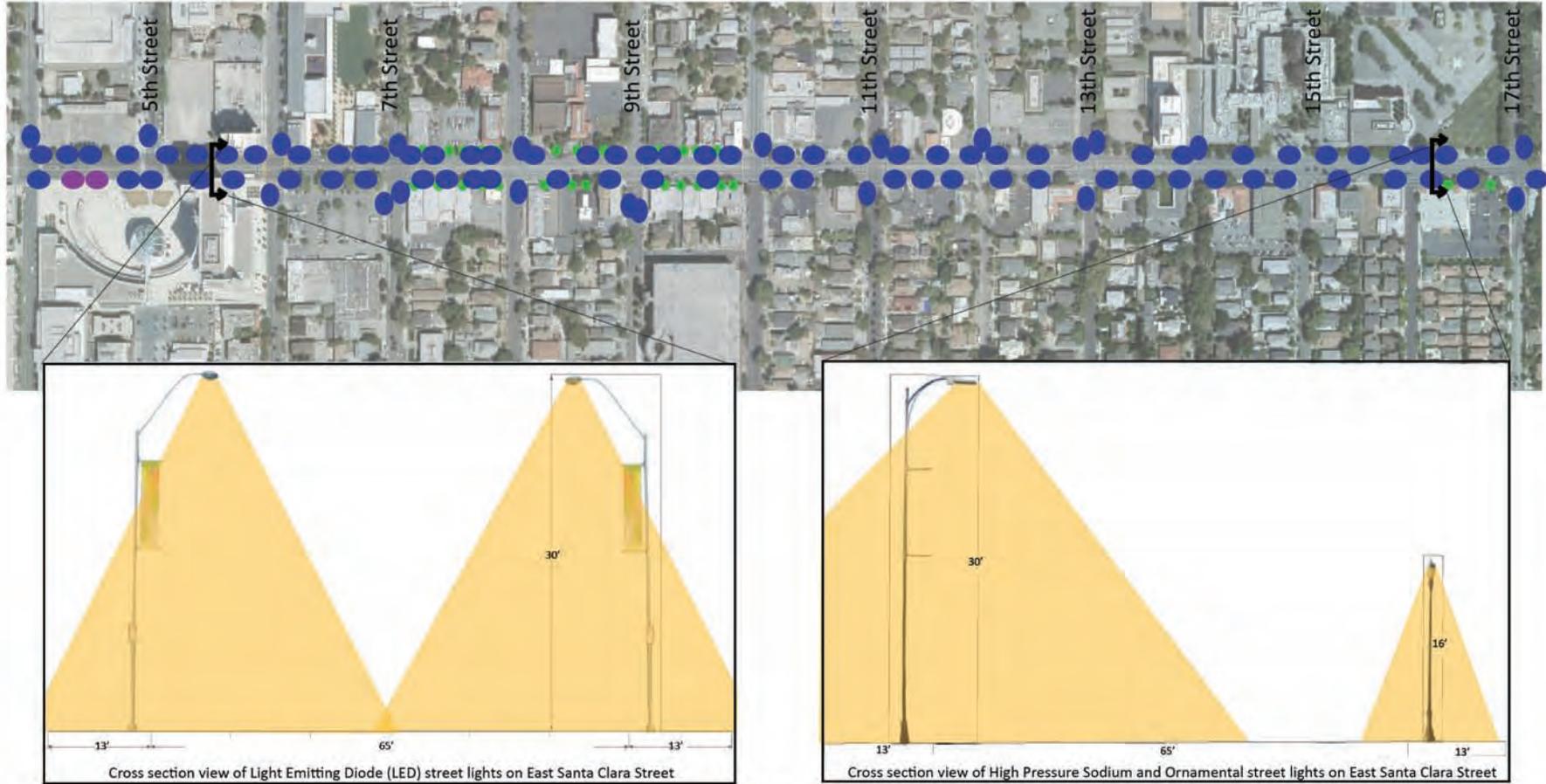
**Figure 4.29 Perceived Safety from Auto Traffic, Crime, and Other Problems**





Other unwelcoming elements:

- Bars on windows
  Billboards
  Exterior pay phones
- Invisible storefronts
  Liquor stores/check cashing
- Barbed wire
  Vacant lots



**Figure 4.30 Street Lights Along East Santa Clara Street**



- Light Emitting Diode (LED) street lights
- High Pressure Sodium street lights
- Ornamental street lights

The city should focus on attracting walkable destinations and allowing for higher density housing so more people will be on the corridor. More pedestrian-scale lighting should be installed along the corridor and on side streets. The city should take a second look at ADA accessibility at intersections past 7th Street and consider improvements to make it easier for disabled persons to traverse the corridor. The redevelopment of properties between 10th and 13th Street should focus on pedestrian-oriented design, since most of the perceived unsafe elements are caused by the auto-oriented environment in these blocks. With the right amount of attention, more people will feel safe to walk, bike, and take transit to and within the corridor.

#### 4.8 Lighting

High Pressure Sodium (HPS) lights installed by the city in the 1980s were designed to illuminate the road and cause the least amount of light interference for Lick Observatory. Consequently, this has made nighttime conditions for pedestrians and bicyclists somewhat unsafe due to lowered illumination.

Figure 4.30 shows the radii of illumination created by street lights in the corridor after dark. Measurements were collected between 7:45 and 9:00 pm. The map uses purple ovals for the Light Emitting Diode (LED) streetlights, blue ovals for the HPS street lights, and green circles for the pedestrian-oriented ornamental street lights.

The changes and types of lighting can play as much of a role towards perceived safety as business facades and human activity. The Streetlight Citywide 2002 project procured funding for the return of pedestrian oriented ornamental streetlights, which can be seen along the corridor between 7th and 10th Streets, and again between 16th and 17th Streets on the south side of the corridor. The city intends to replace all the existing high pressure sodium lights with LED lights.

#### 4.9 Parking

Parking is an important element of any community assessment. Parking availability is at the forefront of land use issues and can a highly polarized subject, especially along the corridor, where it is a

priority for local merchants and residents. Parking availability is intimately tied to retail revenues for merchants and a better quality of life for residents.

Parking utilization, or the degree to which each lot or space is filled to capacity, was chosen as an important component for study chiefly due to the large amount of physical space the surface lots and on-street parking occupy in the study area. Residential areas within the study corridor have permit parking along the curb. Businesses in the neighborhoods are exempt from the residential permit parking and have either metered or unmetered spaces on the curbs adjacent to their businesses.

#### QUANTITATIVE ASSESSMENT OF ON-STREET & SURFACE PARKING

Figure 4.31 illustrates surface (private off-street) and on-street parking in the study area. A quantitative analysis of surface parking along the corridor shows that parking is plentiful, with approximately 1,400 surface lot spaces and approximately 150 on-street spaces. On-street parking is limited between 4th and 7th Street, and between 11th and 12th Street.

This shortage is offset by a significant supply of nearby surface parking. However, since all lots are private, there is a perceived lack of parking once smaller lots and on-street parking are occupied. Rather than a parking system that allows vehicles to divert to parking spaces, drivers are faced with aggressive tow signs on nearby lots.

Due to the corridor's proximity to SJSU, parking in the western portion of the corridor may be impacted by students and staff seeking cheap metered parking. While many businesses provide parking behind their buildings, the corridor has a lack of signage to guide drivers to these lots, further impacting public on-street parking. These factors combine with an abundance of private lots and a lack of shared or public parking lots to create a situation where parking lots are underutilized.

Figures 4.31 and 4.32 show the utilization and environment of on-street and surface parking along the corridor. Two maps were chosen to depict the difference of conditions typical for a weekday afternoon and a weekend evening. The

surface parking polygon shapes reflect utilization, or occupancy. The on-street polygon shapes reflect utilization of the block's on-street parking cumulatively. Stars indicate surface lots that scored above average in the urban design audit.

The chief source of data for this qualitative assessment were field observations recorded on Tuesday, October 21, Tuesday, November 4 and Tuesday, November 11, 2009 from 1:00 - 4:00 pm and Saturday, October 31, 2009 from 5:30 - 7:30 pm to assess traffic and conditions. Limited time and resources prevented a rigorous approach to this field study. More observations are needed to produce an integrated assessment that includes multiple observations of different times and days of the week.

The methodology for creating this map was observation for capacity and an urban design audit. Utilization was measured by the percentage of spaces occupied. The audit was based on urban design principles in parking. The principles create an index to audit each surface lot's existing conditions, as well as identify locations for improvement. The categories

assessed included lighting, automobile access, material quality, boundaries, signage and markings, landscape, pedestrian safety and reduced parking techniques. The pedestrian experience, with regard to parking conditions, is defined as paths the pedestrian takes from his or her car to a destination.

During observations, parking lots were not consistently full, and on-street parking was underutilized. Specifically, during weekday observations, 60% of the parking lots were utilized at a medium capacity or lower. Street parking was underutilized with a very low occupancy rate between 6th and 17th Streets. During the weekends, the rates mimic weekday utilization with a 60% rate of medium capacity or lower for surface lots and underutilized street parking between 6th and 17th Streets. However, the weekend observations indicated a higher percentage of underutilized parking lots: 42% to 39%.

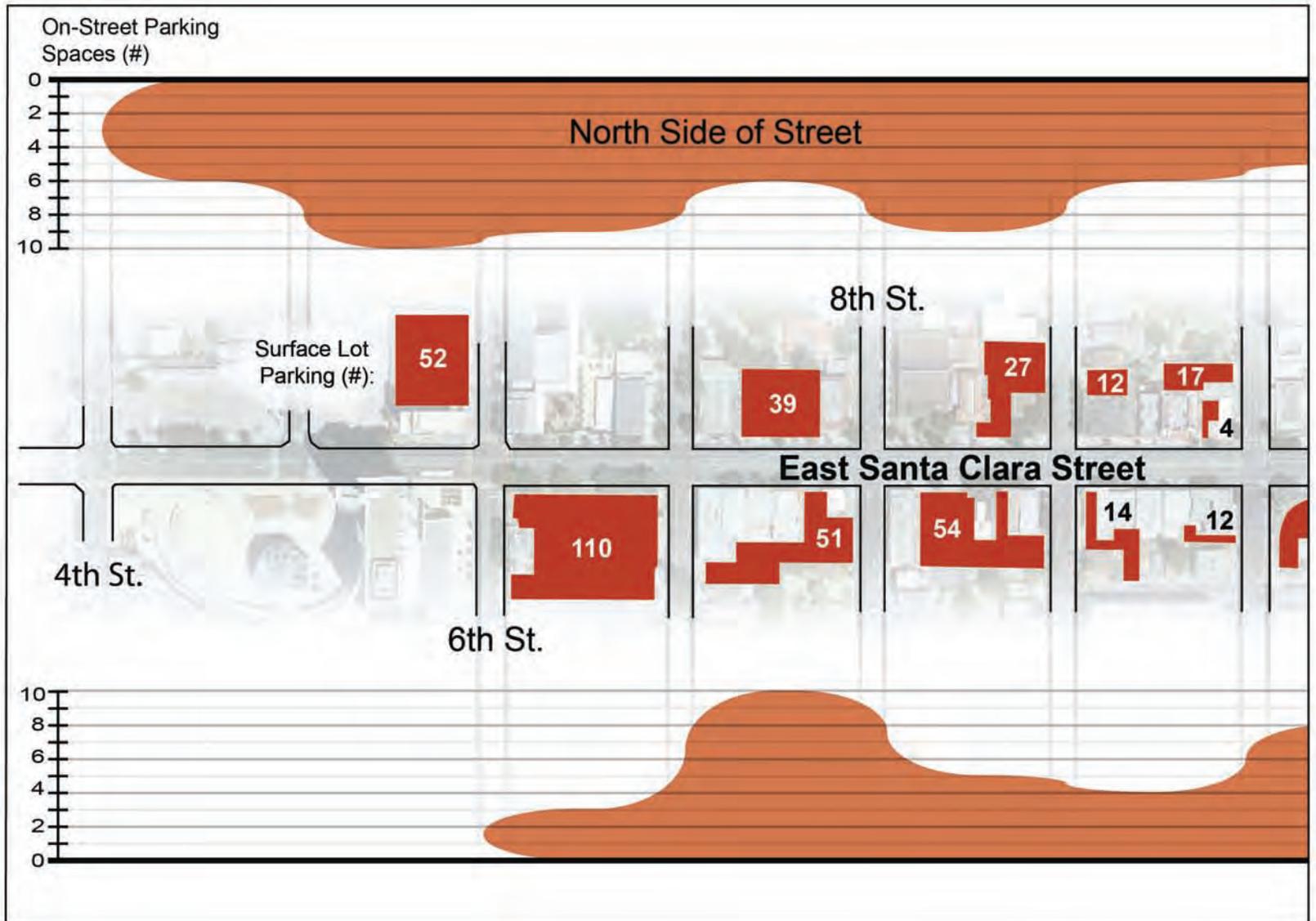
Available parking was rarely utilized at full capacity throughout the corridor. Moreover, the threshold for full capacity is quite low (50%), which indicates

that parking availability is abundant. Surface parking lots, as shown in the maps, occupy a large percentage of the corridor's footprint, and it is questionable whether the large percentage of surface lots is the most efficient use of land space. A strong pattern is also evident in on-street parking as one travels a few blocks away from City Hall. Street parking is simply not being used due to the abundance of surface parking lots.

VTA's plan to upgrade the corridor and transit service to BRT could provide an opportunity to reduce the quantity of on-street parking and improve the pedestrian environment by widening the sidewalk. In the larger context, parking is abundantly available along this corridor for merchants, residents, and business owners. From here, further investigation could determine what changes could be made to existing parking to reduce the automobile-centric footprint and allow for improved public transportation, streetscape design, and a pleasant pedestrian experience.

The parking environment index of this corridor indicates that most surface lots are of average quality. In our corridor, a relatively high percentage of parking lots with clearly delineated boundaries separate the automobile from the pedestrian.

*VTA's plan to upgrade the corridor and transit service to Bus Rapid Transit could provide an opportunity to reduce the quantity of on-street parking and improve the pedestrian environment by widening the sidewalk... parking is abundantly available along this corridor for merchants, residents and business owners.*



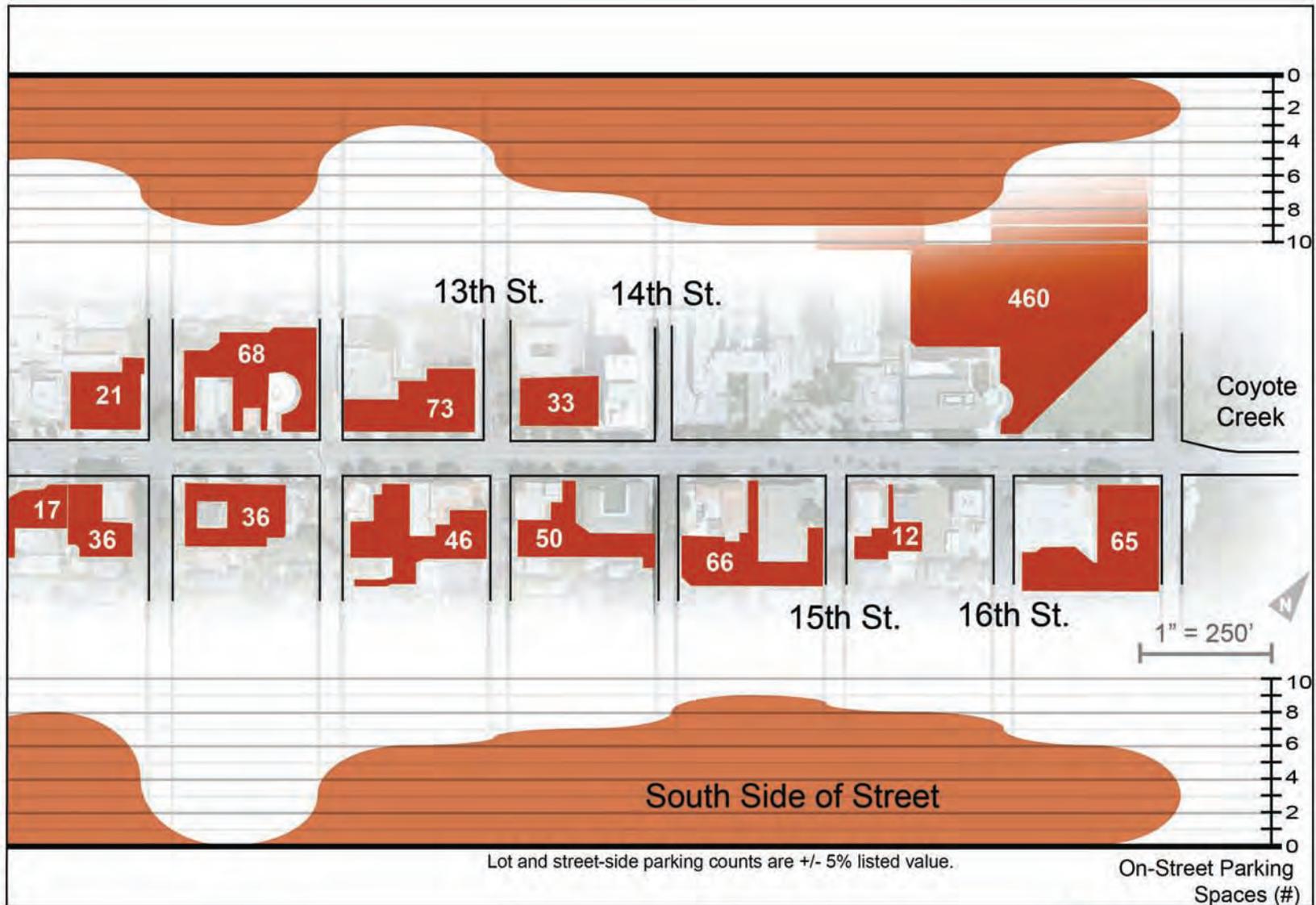
**Figure 4.31 On-Street and Surface Parking**

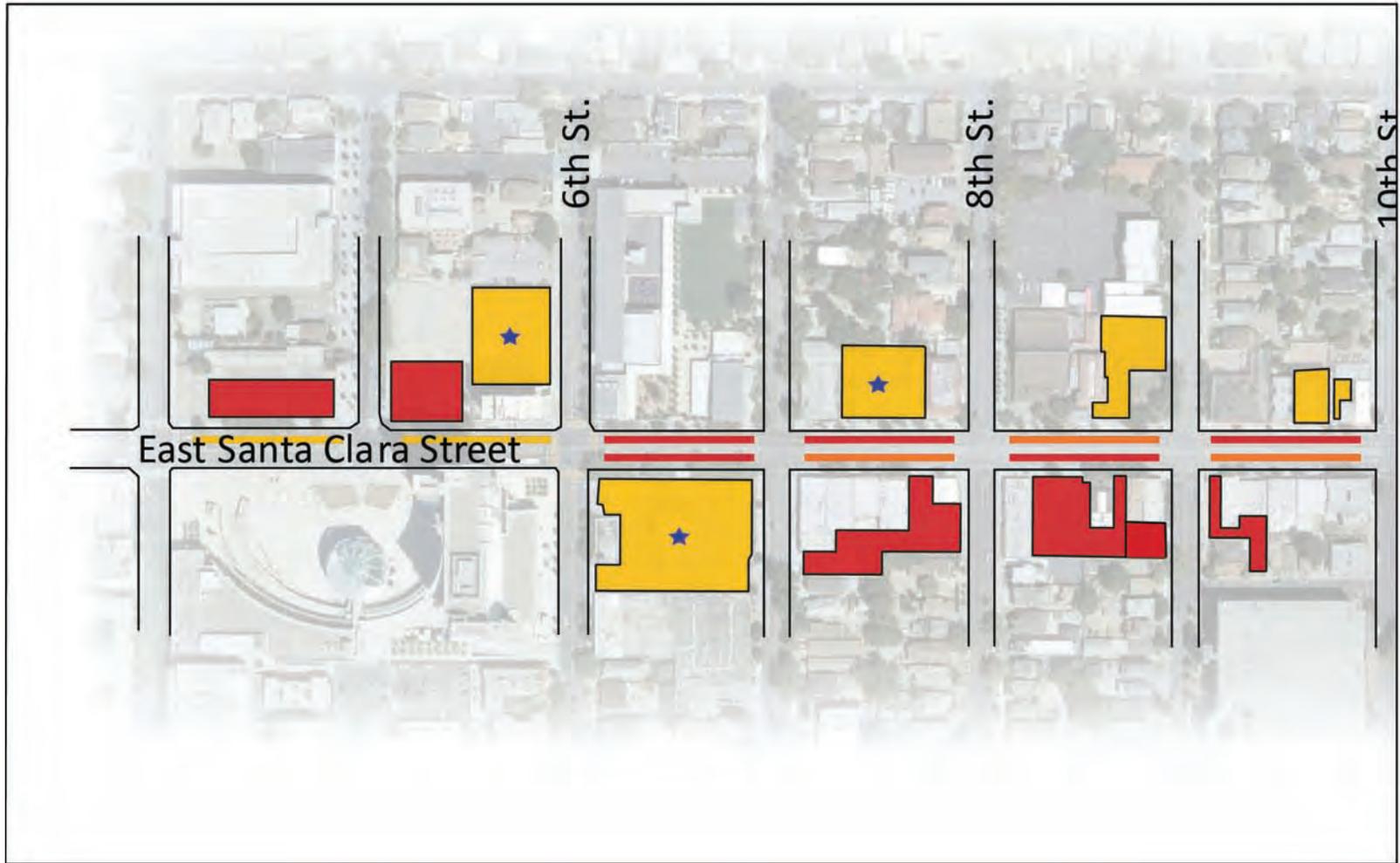


Surface Lot Parking

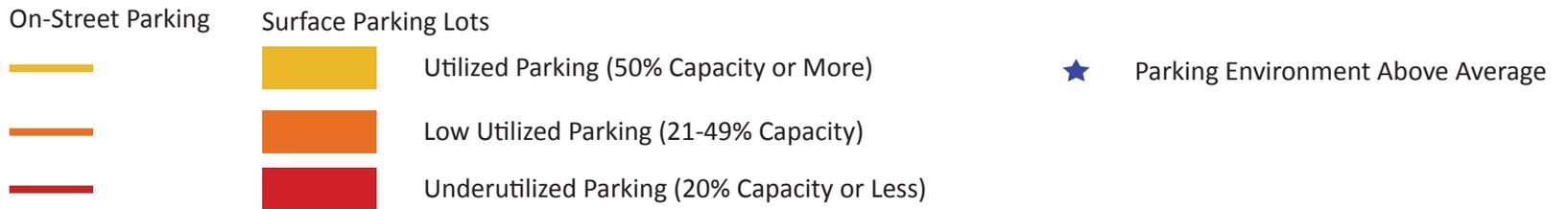


On-Street Parking Spaces (#)

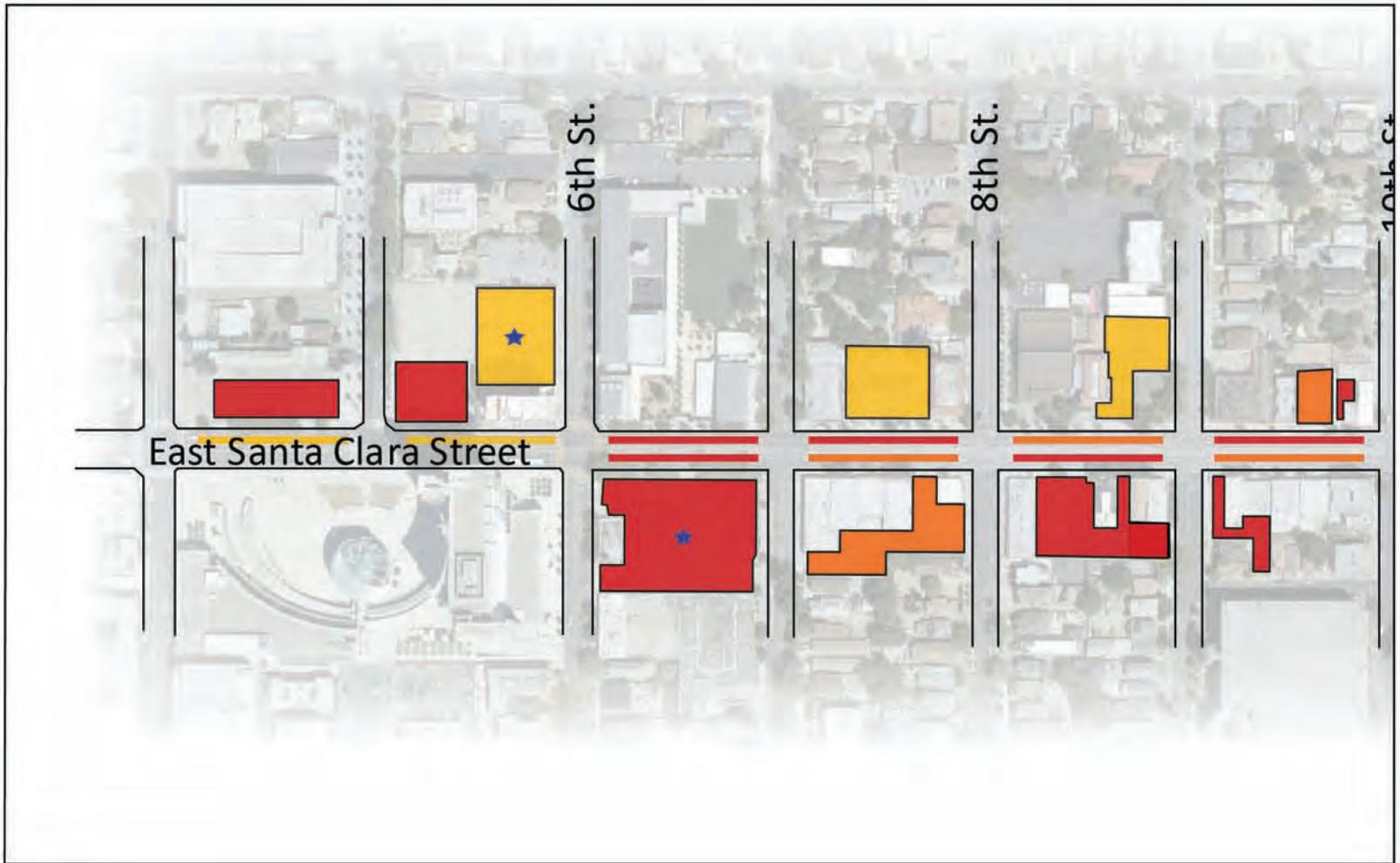




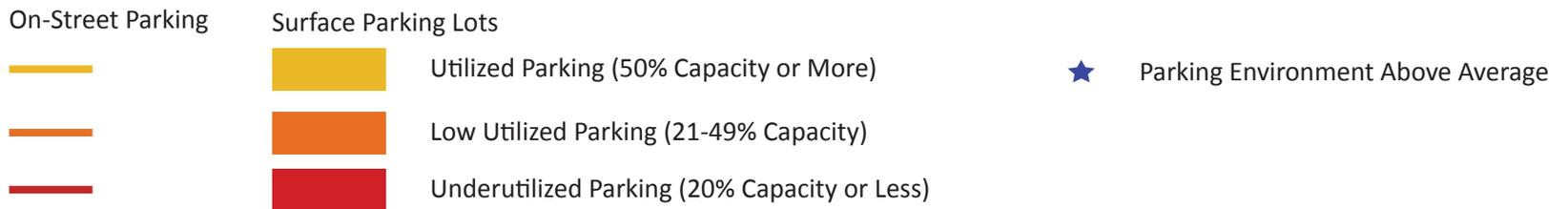
**Figure 4.32 Qualitative Assessment of Parking Utilization & Atmosphere on Weekdays**

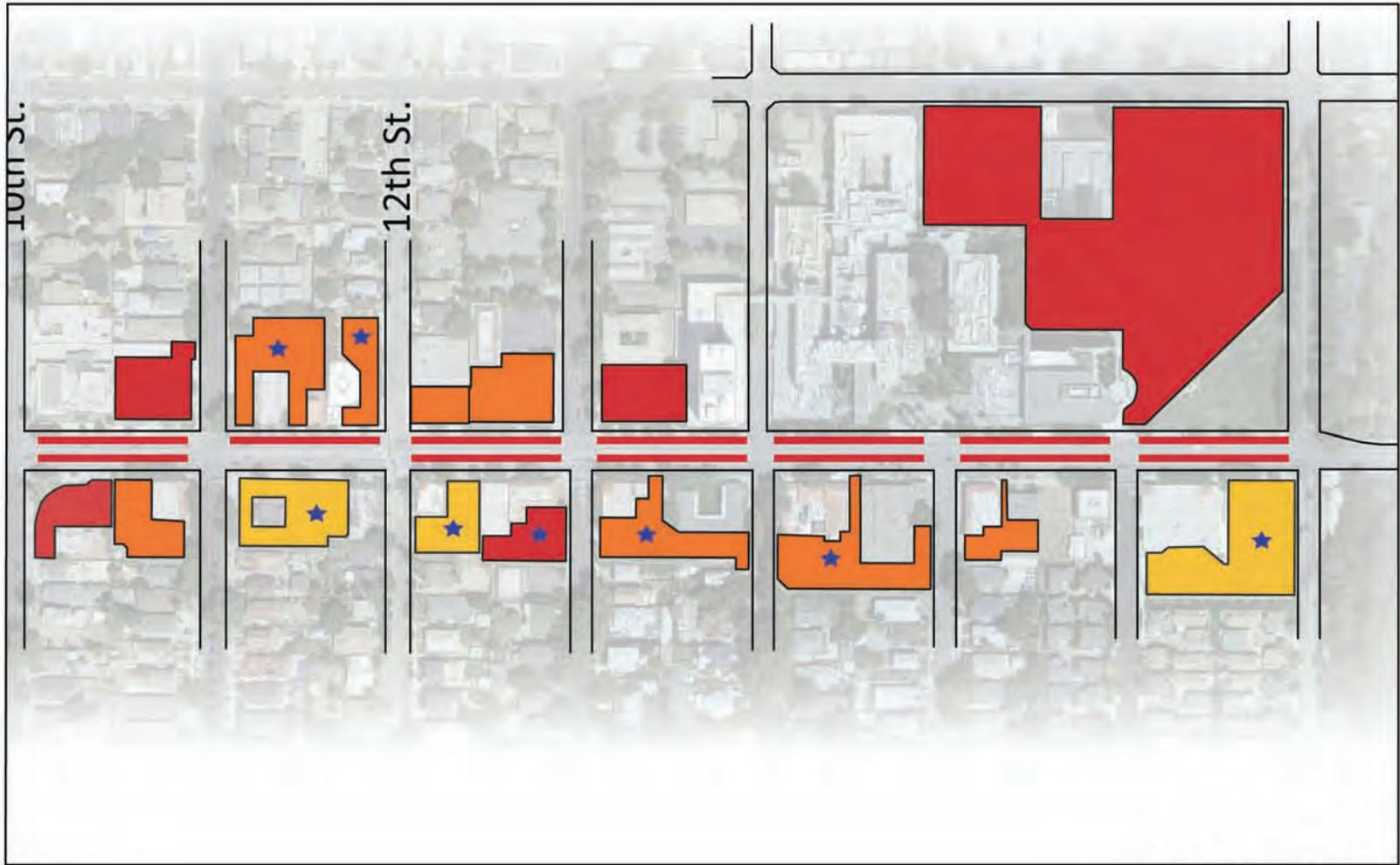






**Figure 4.33 Qualitative Assessment of Parking Utilization & Atmosphere on Weekends**





*At weekday evening peak hours, there are approximately 1,700 cars per hour at 17th street and 1,300 cars per hour at 4th street.*

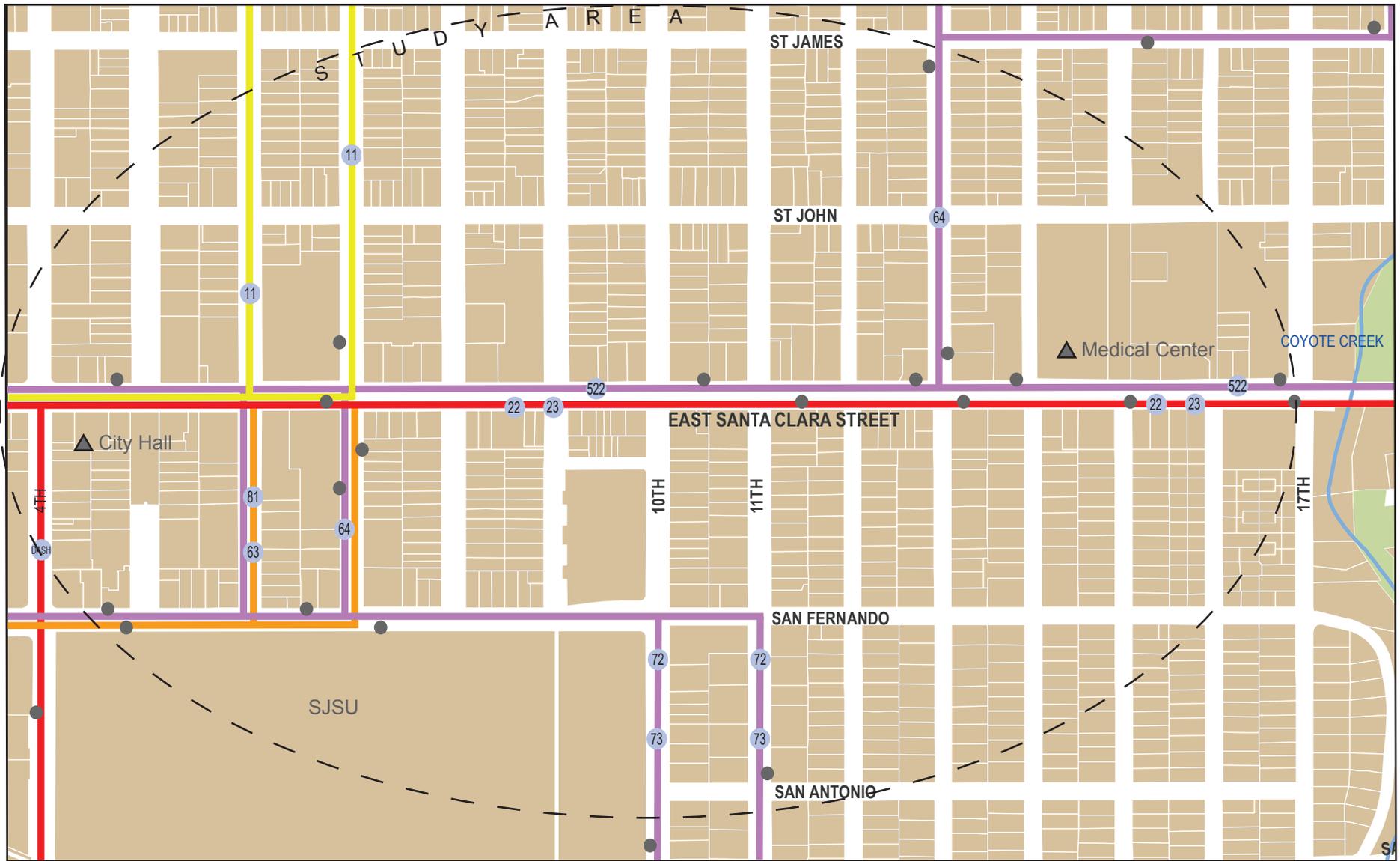
#### 4.10 Circulation

Figure 4.34 depicts the existing public transportation conditions along the corridor. The map portrays bus routes, actual bus stops and the frequency of bus service along the corridor. Moreover, the map demonstrates the importance of the corridor as a major transit corridor given the abundance of routes, the high frequency of bus headways and the number of stops. The map focuses on the 22, 23, and 522 bus lines and locates the associated bus stops. Also shown is the frequency of service (i.e. headways). Routes highlighted in red show bus service approximately every 12 minutes. In order to group bus routes, four headway categories were created. The map shows that routes 22 and the 23 provide some of the most frequent bus service in the city, with combined headways of seven minutes.

Figure 4.35 reveals the contrasting levels of vehicular street traffic, bike pathways, and pedestrian and circulation patterns from field observations and data from the city Department of Transportation and *San José Bike Master Plan*.

The green lines on the map depict the level of traffic along the main arterial and residential streets. The red “no” circles show all non-through streets. The black lines illustrate the limited pedestrian pathways that connect residential areas with the corridor. The dotted blue lines depict the dedicated Class II bicycle lanes. The map also shows traffic counts at three intersections (4th, 10th and 17th Streets) that gives the bi-directional, afternoon traffic volumes along the corridor.

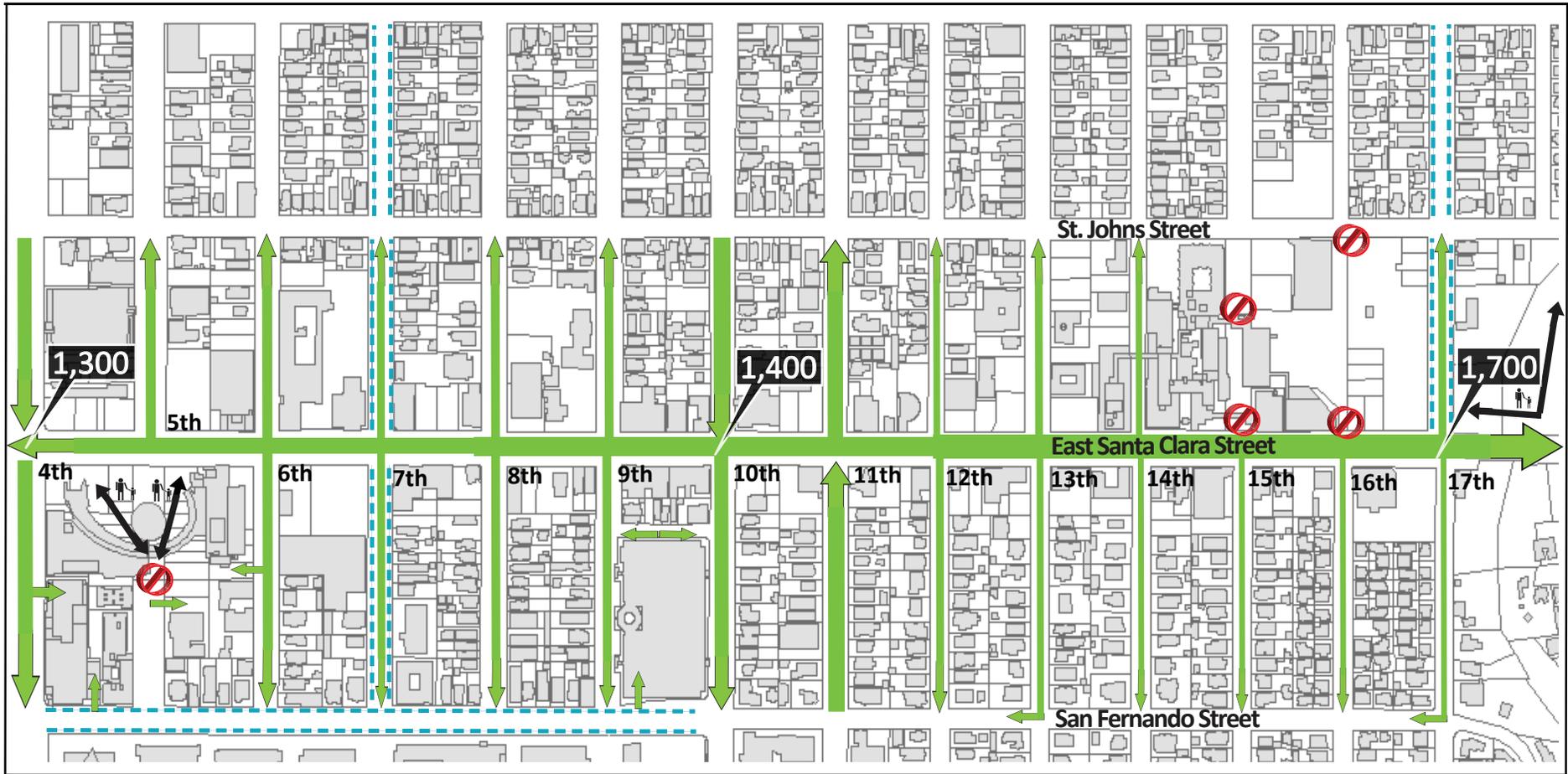
At weekday evening peak hours, there are approximately 1,700 cars per hour at 17th street and 1,300 cars per hour at 4th street. In addition, one-way streets such as 10th and 11th carry more traffic than the surrounding north/south residential streets. Only 7th, 17th, and San Fernando Streets offer dedicated bicycle lanes. It is recommended that the city create pedestrian access routes through existing parking lots to create stronger connections with the surrounding residential neighborhoods.



**Figure 4.34 Public Transit Lines, Stops, and Frequencies**



- |   |                        |   |                         |   |            |   |              |
|---|------------------------|---|-------------------------|---|------------|---|--------------|
|  | 0-12 minute frequency  |  | 21- 30 minute frequency |  | Bus Stops  |  | Parks        |
|  | 13-20 minute frequency |  | 31-60 minute frequency  |  | Bus Routes |  | Coyote Creek |



**Figure 4.35 Circulation, Street Hierarchy & Traffic Volumes along E. Santa Clara**



 -Vehicle Thru Street

 -Dedicated Bicycle Lane

 = -Traffic Count

 Non-Vehicle Thru Street

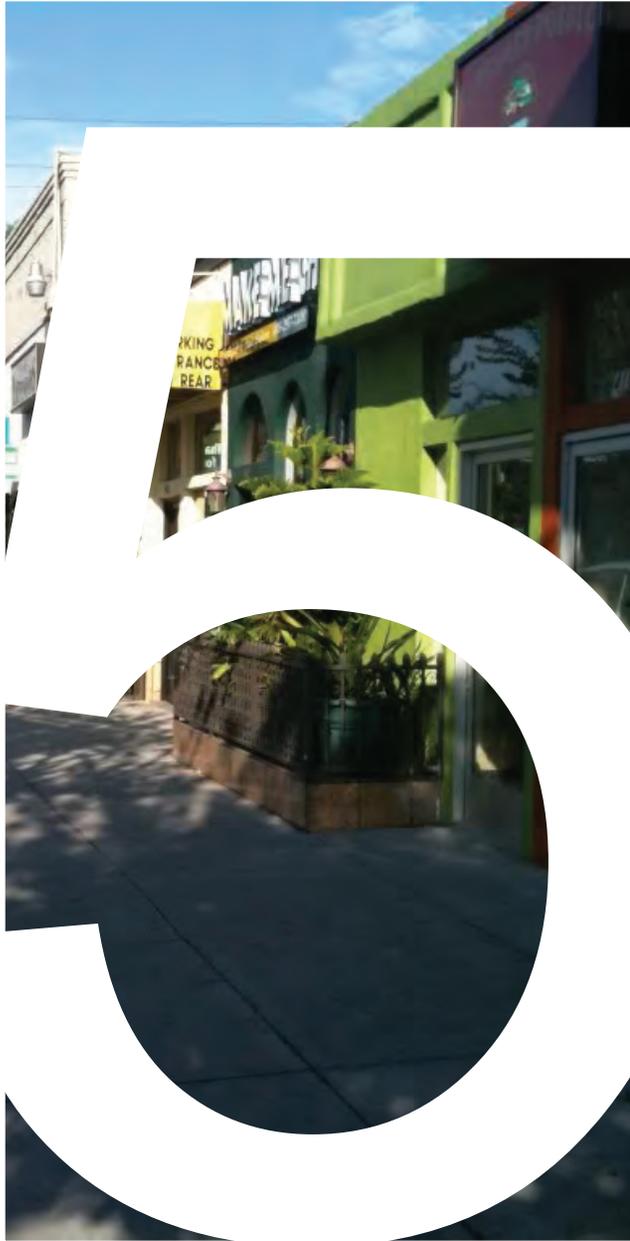
 -Pedestrian Connections

PM Peak Hour Traffic Volumes range from 6%-10% of ADT

## END NOTES

1. Henry W. Zaretsky, San Jose Medical Center Closure Study: Final Report, Henry W. Zaretsky and Associates, (November 15, 2004), 2, [http://www.sanjoseca.gov/planning/sjmc/references/Zaretsky\\_Study\\_wAppendices.pdf](http://www.sanjoseca.gov/planning/sjmc/references/Zaretsky_Study_wAppendices.pdf) (accessed December 4, 2009).
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6. *Ibid.*, 183.
7. Kelly J. Clifton et al., “The Development and Testing of an Audit for the Pedestrian Environment,” *Landscape and Urban Planning* 80 (2007): 104.
8. University of California Berkeley, Institute of Transportation Studies, Technology Transfer Program, “ADA/Accessibility Requirements for Pedestrian Facilities” Training Course, unpublished course materials, [www.techtransfer.berkeley.edu](http://www.techtransfer.berkeley.edu).





# Merchant Outreach with the Bus Rapid Transit Survey

5.1 Merchant Survey

5.2 Outcomes

5.3 Economic and Business Environment



Students training for the merchant survey

## 5.1 Merchant Survey

### MERCHANT SURVEY PREPARATIONS

With the community assessment completed in the spring of 2010, San José State University graduate planning students continued their involvement with the East Santa Clara Street corridor assessment through the *URBP 203: Collaborative Neighborhood Planning* course, which focused on community outreach and engagement. Students partnered with a local non-profit organization, TransForm, to conduct surveys of merchants in the study corridor. The purpose of the survey was to inform and gain feedback from local businesses regarding the planning phase of the VTA's plans for BRT.

TransForm is an organization committed to creating better public transportation systems and building walkable communities in the Bay Area. In addition, TransForm bridges the communication gap between public agencies and local communities to ensure that projects such as BRT are successful and reflective of the needs and interests of the community. Students

helped Chris Lepe, the Silicon Valley Community Planner for TransForm, develop the survey. The survey was vetted by the Valley Transportation Authority (VTA), San José's Department of Transportation, the Hispanic Chamber of Commerce, and the East Santa Clara Business Association (ESCBA).

Prior to the survey, TransForm staff approached merchants along the corridor by giving out information regarding the new BRT line. They were then asked to participate in a future survey that was to be conducted by the students. TransForm staff arranged a date and time for the SJSU students to conduct the survey with the merchants.

### STUDENT TRAINING METHODS

Prior to conducting the survey, Chris Lepe gave a presentation on the benefits of BRT to the corridor. The presentation showed how BRT is anticipated to be an improvement over the current bus system with faster and more frequent service, better comfort and accessibility, and light rail-like stations complete with ticket vending

machines, real-time arrival information, and public art. BRT stations are expected to attract pedestrian-friendly development and bring in streetscape improvements to enhance the livability of the corridor.

After the BRT overview presentation, Chris Lepe held a series of training activities to get students oriented with the survey work. At the time, he introduced a draft version of the merchant survey instrument, a survey script, and a frequently asked questions (FAQ) handout. The survey instrument assessed merchants' basic business information, parking availability, employee and customers' transportation modes, and BRT station design preferences. The survey script supplied students with talking points on BRT's benefits and how it may affect the merchant's business. The FAQ handout served as a resource for students to turn to when they came across merchant concerns or questions they were unable to answer. The students also participated in a role-playing exercise using a potential student-merchant survey dialogue. After the training session, students were given the opportunity to review the

survey materials independently and provide comments to Mr. Lepe to enhance the efficiency of the survey implementation.

In addition to the training sessions, students attended an ESCBA meeting with a special presentation from Chris Lepe on TransForm's involvement with the BRT project and from Professor Rick Kos describing the work of the students. At the meeting, the business owners were able to express their interests and concerns about the BRT project. Students also met with Maria Le from the SJRA who gave the students more insight about the businesses along the corridor.

#### EXECUTION OF THE MERCHANT SURVEY

Students conducted merchant surveys along the corridor during March 2010. After running into language barriers during initial merchant outreach, students and TransForm staff translated the survey into Spanish and Vietnamese. Two students fluent in Spanish conducted surveys with Spanish-speaking merchants, while a TransForm intern fluent in Vietnamese

*The survey instrument assessed merchants' basic business information; parking availability; employee and customers' transportation modes; and BRT station design preferences.*



Student Training with East Santa Clara Street Business Association (ESCBA)



Student surveying a merchant

conducted surveys with Vietnamese-speaking merchants.

Generally, students visited individually assigned merchants to personally introduce themselves and see if the merchant was available to take the survey. This approach allowed merchants to ask questions and see visuals of the proposed route and photo simulations. The surveys took anywhere from fifteen minutes to an hour, depending on the merchant's understanding and interest level about BRT. Typically, the student read the survey aloud to the merchant, and depending on the merchant's preference, the student would either mark the answers or have the merchant fill out a separate copy of the survey. At the end of the survey, merchants were given the option to request additional information and receive BRT updates from TransForm by providing their contact information at the end of the survey.

By conducting these surveys, the merchants were able to take part in the planning process. In addition, the needs of surveyed merchants along the corridor

were brought to light, and those in authority will be able to make decisions that are responsive to the merchant's needs and concerns.

## 5.2 Outcomes

The following results are based on the surveys gathered from 26 merchants along the corridor. TransForm staff continued to conduct additional surveys after the students completed the survey data analysis contained in this report. Due to the qualitative nature of the survey, certain responses (such as a blank response) are not reflected in the narrative analysis.

### BASIC BUSINESS INFORMATION

Close to half of the individuals taking the surveys were managers and approximately 35% were completed by owners. Over half of the merchants surveyed employed one to five people and close to 75% of them had fewer than 50 customers per day.

### PARKING AVAILABILITY

The introduction of BRT will remove on-street parking spaces. With that in mind, TransForm was interested to know what

type of parking was available to businesses on the corridor. 42% of the businesses are served by off-street/private parking, while 26% are served by metered on-street parking. About half of the respondents felt that parking for the employees was average and approximately a quarter felt it was good (Figure 5.1). In terms of parking for the customers, 27% of the respondents felt it was good; 42% felt it was average; and 19% felt it was poor. Half of the businesses reported using vendors, where a little over half used public parking and 37% parked in private lots. 32% of the respondents felt the parking availability was good for vendors; 26% felt that it was average; and 22% felt that it was poor.

TRANSPORTATION MODES

Although more than half of the respondents reported the majority of their customers were from local neighborhoods, all but one reported that these customers typically drive to their businesses. The majority of merchants and their employees also drive to work. Most feel it is safe enough to walk from their businesses to other places along the corridor, but think

the safety and comfort of riding a bicycle along the corridor is average or poor.

73% of respondents felt that streetscape improvements should be made to improve access for pedestrians and bicyclists (Figure 5.2) and supported the following improvements:

- Better landscaping
- Better street lighting
- Safer crosswalks
- Wider sidewalks
- On-street bike lanes/routes
- Trails/paths separated from traffic

Two merchants answered open-endedly as well, with one stating, “Create rules for bicyclists. Nothing wrong with [bicycles] being on a sidewalk, but they should be walked,” and the other suggesting a specific area for improvement, “Lighting on 9<sup>th</sup>/10<sup>th</sup> Streets.”

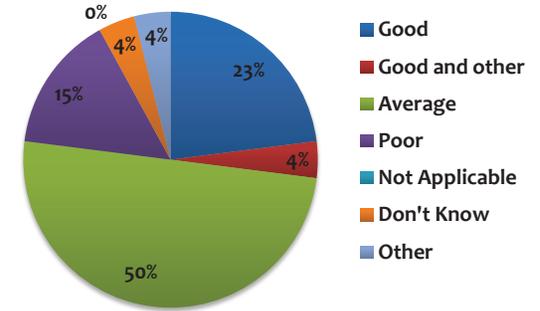


Figure 5.1 Survey Question: How would you describe the availability of parking for you and your employees/co-workers?

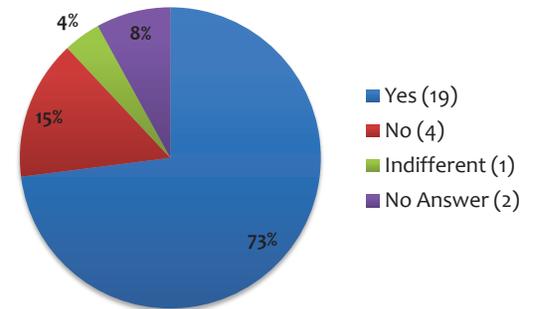


Figure 5.2 Survey Question: Should improvements be made to make walking and cycling safer and more comfortable?

*In terms of the actual station design themes and artistic features, 28% thought that visual representations of history or culture are the most important.*

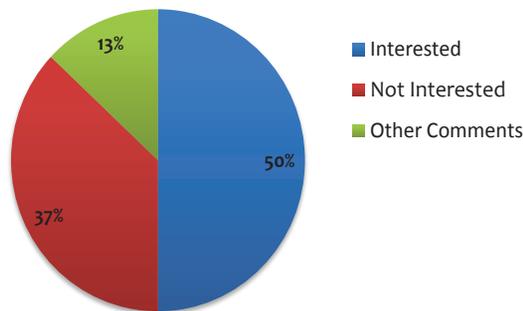


Figure 5.3 Survey Question: Are you interested in working with other merchants along Alum Rock Ave and Santa Clara St. to form a business assessment district?

### BRT STATION PREFERENCES

33% of the respondents felt that security and safety were the most important factors for BRT stations. Second was station cleanliness and upkeep, followed by their role in attracting more customers to their businesses. In terms of the actual station design themes and artistic features, 28% thought that visual representations of history or culture are the most important. Following that was community art. Emphasis on technology, innovation, and nature and the environment had equally strong results.

### OVERALL OPINION OF BRT

Most respondents were supportive of the BRT project; 46% believed that BRT would increase their customers; 29% were unsure; 21% believed that there would be no change; and 4% thought it would reduce customers. 85% of those surveyed felt that they were either very or somewhat informed of BRT, while 11% felt that they were not informed. About half of the merchants were interested in working with other merchants; 37% were not inter-

ested; and 13% had other comments, such as “not sure yet” (Figure 5.3).

### 5.3 Economic and Business Environment

When in operation, the San José Medical Center drove the economy of the corridor with a wide array of businesses located along both sides of the corridor; serving the needs of not only the surrounding communities but also customers who were primarily in the area for medical services. With the closure of SJMC in 2004, coupled with the current economic recession, many businesses have had to relocate or close their doors permanently. Many are in a state of neglect and need immediate façade and street-enhancing improvements.

### EXISTING BUSINESSES

The corridor is easily accessible for automobiles with good connectivity to freeways and ample parking. Consequently, most of the corridor’s customers are motorists whose main purpose is to park,

conduct one-stop shopping, and leave without spending a greater period of time on the corridor.

One of the corridor’s assets is the connectivity of its sidewalks. However, the sidewalks are in a substantial need of physical improvements. They lack attractive street furniture, dense tree cover, and other landscape elements that could be used to enhance the presence of businesses.

The study corridor currently has a total of 180 businesses along the corridor. Professional services, such as lawyers and real estate offices, are the most common type of business followed by medical services, retail shops, and restaurants.

According to observations conducted in May 2010, there were 26 (about 14%) vacant business spaces along the corridor (Figure 5.4). Large, empty and vacant buildings and spaces also have a substantial negative impact on surrounding property values and lead to a cycle of deterioration and neglect.

### BUSINESS CONSTRAINTS

The success of the corridor has been constrained by the lack of the following: unified vision among the retail businesses; a popular grocery store; high density housing; and attractive restaurants.

Although the corridor has a variety of businesses, only twelve percent is retail use. Perhaps some chain retailers could help draw other retail shops to locate to the corridor. While the corridor is served by Su Vianda and Walgreens, there is not a popular grocery store that comprehensively serves the grocery needs of all residents. The lack of higher density housing makes it hard for businesses to attract significant numbers of pedestrians to the corridor. There are many low to mid-priced restaurants along the corridor, but they lack a certain thematic ambiance which could lure repeat customers to the area.

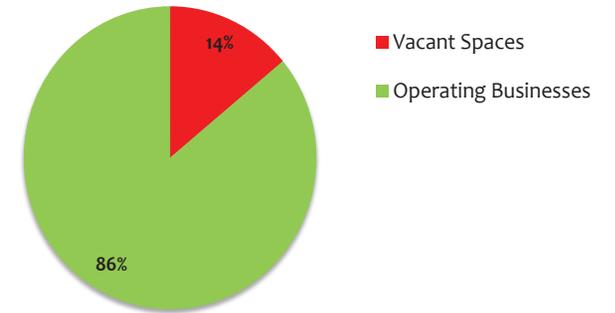


Figure 5.4 Vacancy Assessment



Existing retail along 9th Street





# Stakeholders

**6.1 Community Outreach: Workshop**

**6.2 Community Outreach: Open House**

**6.3 Stakeholder Analysis**

**6.4 Power/Interest of Stakeholders**

**6.5 Conclusion**



A community workshop hosted by the SJSU URBP 203 class

*The purpose of the workshop was for community members - the merchants, residents, city officials, and organizations with a stake in the corridor - to share their concerns and ideas on how to improve East Santa Clara Street*

## 6.1 Community Outreach: Community Workshop

A community workshop was organized to further outreach to, and communicate with, those in close vicinity to the study corridor. The workshop took place on April 10, 2010 at the Roosevelt Community Center, located at 901 East Santa Clara Street. The purpose of the workshop was for community members - the merchants, residents, city officials, and organizations with a stake in the corridor - to share their concerns and ideas on how to improve East Santa Clara Street.

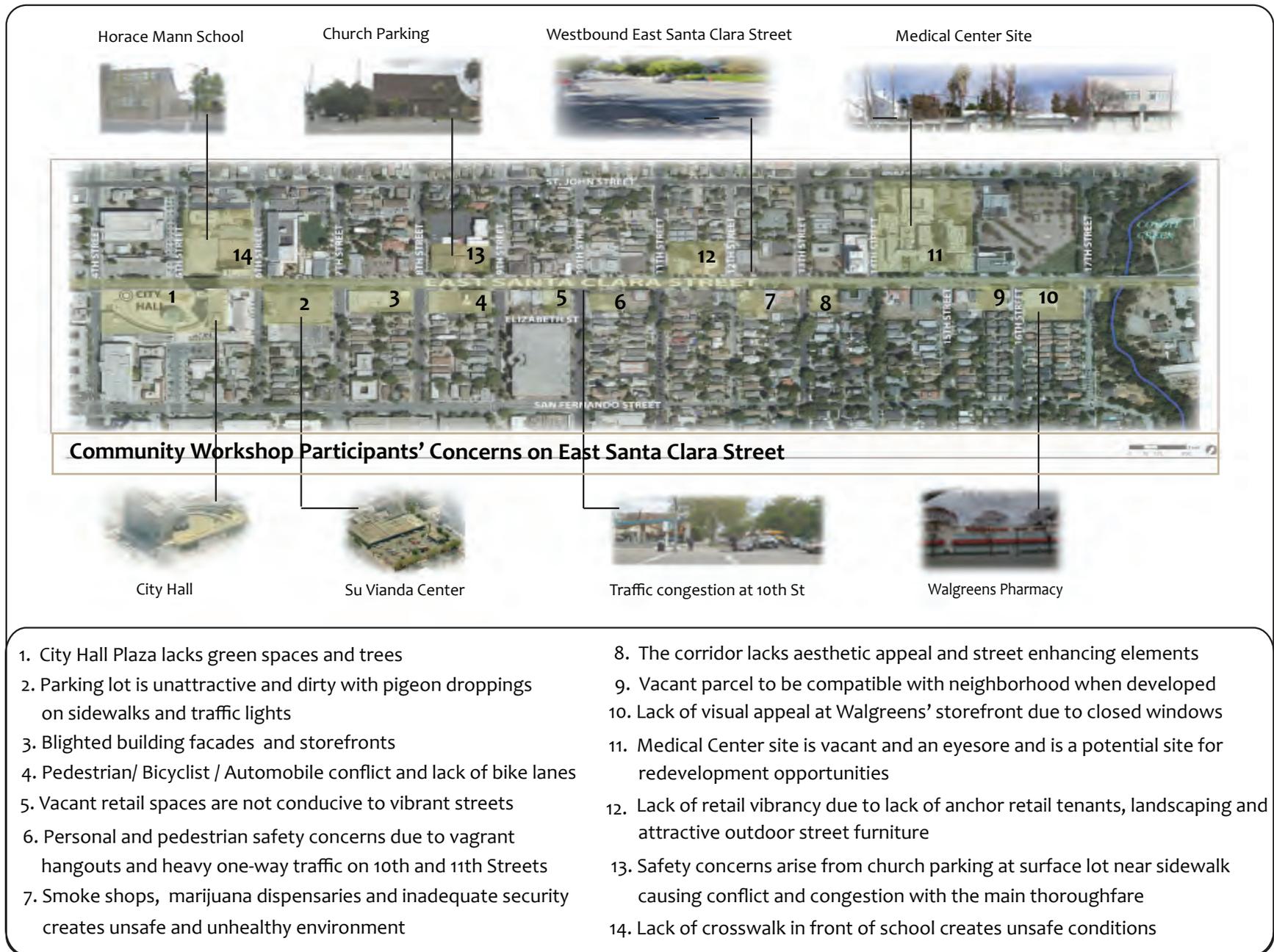
Detailed maps were created and displayed around the room along with an enlarged Google map image of the corridor. The enlarged map was created as a tablecloth so that the participants could easily refer to places on the corridor that they liked as well as areas that they felt should be improved. In addition, several continuous photo montages were assembled that seamlessly depicted both sides (north and south views) of the corridor. This acted as an enticing socializing conduit for the par-

ticipants and students to discuss specific opportunity sites and current conditions.

Attendees included members from neighborhood groups, activist groups, students, representatives from both SJRA and VTA, and Councilmember Sam Liccardo.

### CONCERNS RELATED TO EXISTING CONDITIONS AS EXPRESSED BY WORKSHOP ATTENDEES

- St. Patrick's parking lot poses a danger to pedestrians/not pedestrian-friendly.
- "Neighborhood Watch" has been created by Naglee Park residents and they are electronically connected.
- Downtown is more attractive than East Santa Clara Street; people tend to head west, where downtown is.
- For five years, the appearance of East Santa Clara Street remains unchanged.
- The SJRA faces challenges in getting merchants involved in the affairs concerning the corridor.



**Figure 6.1 Community Concerns on East Santa Clara Street**



Community members providing comments on pedestrian-view photos of the study corridor

- With the exception of City Hall, visitors and people who work in downtown area frequent West Santa Clara Street more often than East Santa Clara Street.
- Safeway, which is located on West Santa Clara Street, draws City Hall employees away from the corridor.
- Fountains enhance the premises of the office building located at the northwest corner of 8th/Santa Clara.
- Currently, there is no automobile repair shop/body shop. It could be relocated to the gas station on 11th Street.
- ing issues concerning the community, such as removing graffiti, beautifying buildings, and retaining tenants.
- Aesthetic improvements and cohesion is needed along the corridor.
- Historic buildings have either been destroyed and/or inappropriately modified.
- Lack of trees/landscaping near 8th street.
- Low quality of facades on buildings.
- No traffic/safety lights near 8th street.
- Lack of English-speaking businesses is a challenge.

#### CORRIDOR PERCEPTIONS

The corridor is not visually appealing

- The Redevelopment Agency encounters challenges in getting business owners, residents and property owners to engage with one another.
- Property owners and merchants are not engaged in the community. Their involvement is important in address-
- Fear of riding a bike on the street because of auto traffic and conflicts with buses.
- Homelessness is rampant.
- Walking along the corridor is an unpleasant experience.

- Although safety along the corridor has improved compared to 10 -15 years ago, walking down the street remains unsafe.
- Shops on corridor do not appeal to the Naglee Park neighborhood residents. Thus, they travel further to frequent other shopping areas.

IDENTIFIED IMPROVEMENTS AND OPPORTUNITIES

- Existing buildings and business give East Santa Clara Street grounds for growth and redevelopment.
- The Naglee Park neighborhood has retained its characteristics after a 15 – 20 years long preservation effort.
- Safety has improved in the Naglee Park neighborhood.
- Publicity and marketing strategies are needed to let people know that East Santa Clara has begun changing for the better.

- Both historic buildings and new buildings need to be of the same scale and compatible in design.
- Businesses should represent needs of all surrounding residents and/or employees.
- More parking and businesses are needed along the corridor to attract diners and shoppers.
- St. Patrick’s uses its front yard as a parking lot---it is paved, looks bad, not safe, and was previously a playground, which was more visually appealing than a parking lot.
- Any new buildings constructed (or existing buildings rehabilitated) require careful design that is compatible with the historic nature of the neighborhood. Avoid concrete block “prisons” (e.g. Horace Mann Elementary School).
- Fix the little things: Pho Queen/Art Cleaners landscaping, remove the board in the window at City Restaurant, etc.



Example of vacant retail space along the study corridor



Vacant lot that has potential to be developed

- Pigeon eradication and clean-up all along East Santa Clara Street.
- Develop San Jose Medical Center back to a medical use of some sort.
- #1 priority is to develop SJMC.
- Additional trees are needed in front of City Hall and along East Santa Clara Street.
- New coffee shops/cafes/diners.
- Pet friendly.
- Better landscaping and surface parking lot designs.
- Attract new start-up businesses/companies.
- Recreation/family entertainment center/movie theater.
- De-clutter and lighten windows/treatments along ESC business window.
- Develop empty lots.
- Add more windows in buildings to create a more enticing environment for pedestrians.
- Better ADA compliance.
- No loitering or transients hanging out along ESC.
- No parking and better landscaping in front of buildings/businesses (Suvi-enda, St. Patrick's).
- Make ESC cleaner and safer.
- Include mixed-use developments on ESC.
- Bicycle lanes are needed.
- Street dividers and directional signs to shops are needed.
- Provide loans/grants/funding for façade improvements.
- 10th street pharmacy needs façade improvement.
- A museum that showcase San Jose's history on ESC for educational and public art purposes.
- Event center/rooms for rentals.
- Add greenery to improve SJMC's appearance.

- More neighborhood service shops (computer repair, copy shops, diners, cafes, etc.).
- Traffic calming methods, like signage in streets as added in Naglee Park.
- Median, with greenery and landscaping
- The term “East” has a negative connotations, such as muggings, gangs, crime (i.e. associations common to East Los Angeles and East Palo Alto).
- Preserve historical buildings and keep in mind the style of the houses that have been there for over a hundred years.
- Medical facilities’ closure had a large impact on corridor. Bringing the medical center back would be a good draw for the entire community on the east side of Santa Clara Street.
- Medical use is more independent of demographics – a magnet for future development.
- Would like outdoor seating connected to restaurants along the corridor, where you can bring your dog or stroller and enjoy the outdoors.
- Improvements around the VTA stations to be more pedestrian-friendly.
- The unused parking lots need to be assessed. There could be a parking district, through which the city of San Jose could generate revenues.
- For safety purpose, build and improve areas along the corridor that so that they do not attract homeless, vagrants, etc.
- Stop the sales of marijuana from proliferating. Currently, there are four shops in the 8th Street to 14th Street zone.

## 6.2 Community Outreach: Open House

As a follow-up to the community workshop, on May 11, 2010 students organized an “open house” at Clark Hall, located on San Jose State University’s campus. At-



A community open house hosted by the SJSU students and attended by local residents, merchants, and city staff.



**Figure 6.2 Community Workshop Participants' Vision for the Future of East Santa Clara Street**

- |   |                              |   |  |   |   |   |   |
|---|------------------------------|---|--|---|---|---|---|
|  | Pedestrian Improvements      |  | Trees/landscaping improvements   |  | Install ADA-compliant curb ramps for better disabled access |  | New restaurants/outdoor seating             |
|  | Bicycle lanes/infrastructure |  | One-way couplet conversion to two-way traffic flow (currently being studied by City DOT) |  | Open fenced-off parking to the public                       |  | New recreational spaces (playgrounds/parks) |



New medical/hospital facilities



New entertainment places



New housing



Infill development on vacant lots



New cultural spaces (museums/art galleries)



New retail spaces



Facade improvements/storefront windows



Landscaped street median



Future BRT station

*Outdoor seating was cited by a number of attendees as a viable solution to attract commuters to stop and frequent the businesses along the corridor. Others pointed out a number of solutions that will also enhance the ambiance of the corridor, such as adding trees along the sidewalks and adding big windows to the buildings to foster a pedestrian-friendly environment.*

tendees at the event included residents, a merchant, a senior planner for the city and representatives from local organizations. With the assistance of planning students, attendees helped identify the power/interest dynamics amongst those with a stake in the corridor. Planning students had prepared power/interest grids based on four themes - safety, transportation, cohesion, and aesthetics. These grids are included towards the end of this chapter, in section 6.4.

Attendees pinpointed the possible agencies and groups that could be interested in the various themes and that could effectively address problems along the corridor.

Attendees were then asked to review and discuss the recommendations listed on the action plan matrix. Students also identified opportunity sites that are worth considering by local government agencies, organizations and community members. These ideas are listed in chapter 7, and some of them were recommended for implementation. The timeframe that is required to achieve each objective is

determined by the nature of the objective. The open house ended with both attendees and planning students recommending one aspect they believed to be most important for revitalizing the corridor.

Mr. Lepe from Transform stated that space along the corridor should be used more effectively. He also noted that the corridor is totally dominated by auto use, making it a thoroughfare and not a specific destination. Outdoor seating was cited by a number of attendees as a viable solution to attract commuters to stop and frequent the businesses along the corridor. Others pointed out a number of solutions that will also enhance the ambiance of the corridor, such as adding trees along the sidewalks and adding big windows to the buildings to foster a pedestrian-friendly environment. Professor Kos suggested adding public arts from local artists to enhance the ambiance and aesthetics for those passing through the corridor.

A resident and member of the Coalition for the Downtown Hospital (CoDH) stressed the importance of attracting nearby residents to the corridor as well.

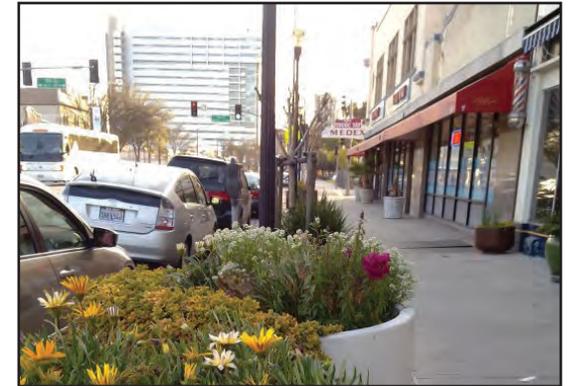
She stated that “we must understand the residents’ needs of the environment in which they live as the first step and work to provide these types of services and businesses.” She also indicated that funding is vital in encouraging new and existing businesses. Lastly, she stressed that the vacant medical site has potential opportunity to revitalize the businesses along the corridor.

Another resident identified safety issues as the most serious issue for nearby residents and those passing through the corridor. For pedestrians, walking at night along the corridor has become unsafe. Graffiti that gangs use to mark their territories are evident. In order to make the corridor safe, gang activities must be stopped. Such effort would require both public support and police enforcement in the area. She connected safety with the concern of vacant shop spaces – evidence that there a lack of vesting interest along the corridor.

Students also contributed their ideas about the most important improvement priorities for the corridor. One attributed the lack of interest in the businesses, and

the corridor as a whole, to the busy traffic. A solution to the issue is to slow the traffic by investing in traffic calming measures. Slower speed would also allow drivers to notice the businesses as they drive along the corridor. The width of the roads was cited as both accommodating to a large volume of traffic and a safety issue for pedestrians. For safety measures, planning students recommended narrowing the roads, and adding uplights (lights aligning a crosswalk that blink) to enhance visibility. Big planter boxes could be used to further separate sidewalks from streets, addressing both safety and aesthetic problems.

Attendees also identified a major challenge to improving the study corridor - the sheer size of the corridor requires accurate identification of potential resources, cohesive improvement efforts, and a visionary approach. To prevent adverse implications that could result due to sporadic redevelopment efforts, projects that would take place along the corridor should be well-orchestrated to reflect the entire corridor and not just segments of the corridor.



Example of planter boxes found between 10th and 11th Streets.

*A corridor that is bustling with activities and is well-connected could enhance local businesses and prevent crime. Safety measures such as well-lit streets and crime prevention efforts require collaboration among local government agencies, law enforcement, and the community.*

Another major challenge that was discussed towards the end of the open house was the transitional zones between the nearby residential neighborhoods and the business dominated corridor. Suggestions such as pocket parks could be a focal point where businesses and the community converge, thereby building social capital, relationships among different groups and enhancing social cohesion.

These suggestions provided by attendees and planning students are interconnected. A corridor that is bustling with activities and is well-connected could enhance local businesses and prevent crime. Safety measures such as well-lit streets and crime prevention efforts require collaboration among local government agencies, law enforcement, and the community. High social capital takes root in the process of fighting crime that ails the corridor. In the next section, we identified primary stakeholders by describing their relationships to one another. We conclude with the power/interest grids that were created at the open house with the meeting attendees.

### 6.3 Stakeholder Analysis

An important part of understanding a community is identifying its stakeholders - the groups and individuals who are affected by changes in the neighborhood, such as the merchants described in the previous chapter and the community workshop attendees described in the previous section. It is important to note that the relationships between the East Santa Clara Street stakeholders vary and change. The relationships are often transitory or limited due to changes, such as merchants moving their businesses out of the corridor. It is also important to note that there can be challenges to building relationships amongst stakeholder groups, such as language barriers. Nevertheless, there are many stakeholder groups that are unified by their support of the corridor and its future development. By examining the primary stakeholders and the relationships amongst one another, the students identified those who are not only the most affected by changes in our study area, but also those who can initiate improvement projects.

The following sections identify the active stakeholders along the corridor, their challenges, ongoing and past projects, and their relationship with other stakeholders.

CITY/GOVERNMENT AGENCIES

**Stakeholder: 3rd District Councilmember Sam Liccardo’s Office**

*Description of the Stakeholder*

The corridor is contained within Sam Liccardo’s 3rd Council District. His office is committed to improving the corridor so residents and businesses can work together to create a better community. Their top priorities are affordable housing, adequate transportation, downtown revitalization, environmental stewardship and strong neighborhoods. Councilmember Liccardo serves as a member of VTA’s Transit Planning and Operations Board to improve public transportation along the corridor.

*Challenges*

The 3rd Council District faces a lack of funding to support community projects, as the city is facing an unprecedented bud-

get deficit. In addition, the large size and diversity of the corridor makes trying to engage a wide variety of business owners difficult.

*Relationship with other Stakeholders*

Councilmember Liccardo’s office works with the SJRA to complete neighborhood improvement projects, such as the construction of the Roosevelt Community Center. Their involvement with VTA entails the betterment of public transportation within the district.

The office is very active with the SNI Neighborhood Action Committees (NAC) and various neighborhood associations within the district. Councilmember Liccardo regularly hosts “meet and greet” events to promote communication with residents and business owners.

*Contact information*

Ragan Henninger, Chief of Staff  
200 East Santa Clara Street  
San Jose, CA 95113  
(408) 535-4929  
ragan.henninger@sanjoseca.gov



Councilmember Sam Liccardo (right) speaking at the community workshop



Corn Float, one of sixteen pieces in the *Parade of Floats* by Andrew Leicester.



City Hall Plaza *Waterscape* piece by Anna Valentina Murch & Douglas Hollis

### Stakeholder: Office of Cultural Affairs – Public Arts Program

#### *Description of Stakeholder*

The city recognizes that a strong arts and cultural environment can enhance the quality of life for its residents and visitors. The corridor is located within walking distance to the downtown arts and entertainment district, which offers a variety of venues from small local artist galleries to large museums and theaters.

The City of San José's Office of Cultural Affairs heads the Public Arts program for the city, which has produced over 200 pieces of public art in over 85 locations across the city. The program helps to develop leadership teams that gauge public interest for future art pieces. Currently, program leaders are collaborating with the VTA on developing standards for BRT stations in the corridor. Initial community outreach will begin after the VTA and city agree on design standards.

#### *Challenges*

The Public Arts program is affected by citywide budget cuts that limit staffing and funding for future projects.

#### *Relationship with other Stakeholders*

The Public Arts Program conducts initial community outreach at the beginning of each project to develop a general understanding of the community's arts interests and needs. A Public Art Core Team (PACT) is formed from a diverse array of the stakeholders in the community, such as neighborhood and business associations. The PACT is responsible for voting on art concepts and artists.

#### *Completed/Successful Projects*

The Public Arts program completed two large scale projects within the boundaries of the corridor. In 2005, the *Waterscape* piece by Anna Valentina Murch & Douglas Hollis was brought to City Hall Plaza. This two-piece project includes a sloping granite fountain that represents the relocation of City Hall and has several 20-28 feet tall misters that create the illusion of fog. The

Parade of Floats was constructed in 2005 by Andrew Leicester. This sixteen piece float, which runs along 5th Street between St. John Street and San Fernando Street, is a representation of San José’s cultural and historical diversity.

*Contact Information*

Office of Cultural Affairs  
Public Arts Program  
170 W. San Carlos Street  
San José, CA 95113  
(408) 277-5144  
www.sanjoseculture.org

**Stakeholder: The Santa Clara Valley Transportation Authority (VTA)**

*Description of Stakeholder*

VTA is Santa Clara County’s transit agency, and has several bus lines that run through the corridor, such as the 22 and 23 lines.

*Current projects and funding*

The Santa Clara-Alum Rock BRT project is a \$128 million dollar capital investment

in the corridor. The project is fully funded with \$90 million from state Prop 1B funds and \$38 million from Measure A.

*Relationship with other stakeholders*

VTA works with the City of San José, particularly the Department of Transportation. They also collaborate with the SJRA and Planning Department.

*The Santa Clara-Alum Rock BRT project is a \$128 million dollar capital investment in the corridor. The project is fully funded with \$90 million from state Prop 1B funds and \$38 million from Measure A.*

*Challenges*

VTA has heard many concerns about traffic and a loss of on-street parking and will continue to work with stakeholders as the BRT project moves forward. The other challenge has been determining the location of the BRT station at City Hall. The city wants the City Hall BRT station to be

at 7th Street while the VTA prefers it at 6th. The VTA consulted the Downtown East Valley Policy Advisory Board (PAB) for their opinion, and they selected the 7th Street option. Therefore, the City Hall station will likely be at 7th Street.

*Contact Information*

VTA Community Outreach  
(408) 321-7575  
Community.outreach@vta.org  
www.vta.org  
BRT plans:  
<http://www.vta.org/brt/index.html>

Santa Clara-Alum Rock BRT project:  
[http://www.vta.org/projects/santaclara\\_alumrock\\_brt/index.html](http://www.vta.org/projects/santaclara_alumrock_brt/index.html)

**Stakeholder: The San José Redevelopment Agency (SJRA)**

*Description of Stakeholder*

The SJRA was created in 1956 to improve the quality of life of city residents by creating jobs, developing affordable housing, strengthening neighborhoods, and build-

*Due to the economic downturn, the State of California took \$75 million in Redevelopment funds in Fiscal Year 09-10 and Fiscal Year 10-11. As a result, specific Redevelopment Agency programs have been placed on hold until funds are available.*

ing public facilities. SJRA provides various means of support and tools for groups along the corridor, such as the East Santa Clara Street Business Association.

#### *SJRA Programs*

The following is a list of programs administered by the Redevelopment Agency. Due to the economic downturn, the State of California took \$75 million in Redevelopment funds in Fiscal Year 09-10 and Fiscal Year 10-11. As a result, specific Redevelopment Agency programs have been placed on hold until funds are available.

#### *1. Downtown Office Tenant Recruitment and Retention Program*

This program works to fill office space vacancies and retain existing employers.

#### *2. San José Enterprise Zone Program*

This program is designed to encourage business investment and create job opportunities by providing various tax credits and deductions to businesses in areas in need of economic development.

#### *3. Facade Improvement Program\**

This program provides assistance to business and property owners within Neighborhood Business Districts.

The program offers:

- Free architectural design services
- Permit processing and fee payment assistance
- Bidding and construction management assistance
- Non-historic buildings are eligible to receive \$35,000 for every 60 linear feet of storefront or one grant per storefront. The SJRA will match up to an additional \$5,000, if matched with a \$5,000 contribution from the applicant
- Buildings on the Historic Resources Inventory are eligible to receive \$45,000 per 60 linear feet of frontage or per storefront. The SJRA will match up to an additional \$5,000, if matched with a \$5,000 contribution from the applicant

#### *4. Retail Strategy Recruitment Program*

This program ensures a comprehensive approach to leasing in which new

tenants receive facilitation from site introduction through store opening.

5. *Signage Grant Program\**

This program provides financial assistance to eligible commercial businesses (including retail and offices) to install new signage or upgrade existing signage in order to create a positive commercial environment in the Redevelopment Project Areas.

6. *Small Business Loans\**

The SJRA created the small business loan program in 2002 to strengthen and improve San José’s retail environment by providing low-interest loans up to \$25,000 to eligible ground floor retail businesses in redevelopment areas. Loan proceeds may be used to fund business needs such as equipment, working capital, inventory, furniture and fixtures, and other reasonable uses.

*Past Projects on the Corridor*

The SJRA has helped to improve or build the following on the corridor:

- Buildings as a result of the Façade Improvement Program;
- Completion of Roosevelt Park improvements including a tot lot, roller hockey rink, and other park renovations;
- Installation of pedestrian lights;
- Built the Horace Mann Elementary School; and
- Implemented streetscape improvements such as street trees, lighting and sidewalk replacement projects.

*Contact Information*

San José Redevelopment Agency  
200 E. Santa Clara Street, 14th Floor  
San José, CA 95113  
(408) 535-8500  
redevelopmentworks@sanjoseca.gov

MERCHANT GROUPS

**Stakeholder: East Santa Clara Street Business Association (ESCBA)**

*Description of Stakeholder*

The ESCBA, supported by the SJRA, consists of business owners working together to improve their individual and collective



Example of streetscape improvements with new trees, landscaping, and paving in the study corridor through SJRA



businesses. The ESCBA meets monthly to discuss issues related to enhancing the vibrancy of the area, such as signage and store façade upgrades, and lighting and parking improvements.

#### *Challenges*

Although the ESCBA is very knowledgeable and well-connected, the members may be more concerned about improvements to attract activity to their individual businesses, not to the corridor as a whole. However, most ESCBA members are truly committed to making East Santa Clara a desirable place to eat, shop, and play.

#### *Completed Projects/Successful Events*

The ESCBA hosts community fairs, which have helped to build relationships with the neighboring residential communities. They also host business mixers each year to attract new members and to support current members.

#### *Relationship with other Stakeholders*

The ESCBA works closely with the SJRA to educate businesses within the area

about the various resources that the city has to offer.

#### *Contact Information*

Maria Le  
 (408) 795-1859  
 maria.le@sanjoseca.gov  
 www.sjredevelopment.org

Meetings: Every 3rd Tuesday at City Hall, 14th Floor (T1446) from 6-7pm.

#### **Stakeholder: Hispanic Chamber of Commerce Silicon Valley (HCCSV)**

#### *Description of Stakeholder*

The Hispanic Chamber of Commerce Silicon Valley is a non-profit organization that was formed in 1955 as the Mexican American Chamber of Commerce. The HCCSV's mission is to maximize Hispanic business and economic development by providing networking opportunities through mixers, computer classes with both Spanish and English speaking instructors, business counseling, loan programs, business education classes, fostering entrepreneur-

ship, and offering procurement and legal assistance. Members pay a \$100 annual fee and benefit from the aforementioned programs, bi-monthly newsletters, and communication with “leads groups,” which consists of members that meet every two weeks to discuss how to actively engage and support all members.

*Challenges*

Although the recent re-location of the HCCSV’s office to the corner of 3rd and East Santa Clara Street allows its staff to be in close proximity of many of its members who own businesses along our study corridor, the HCCSV serves a wider region and not just the study area. When interviewed, the HCCSV staff did not know how many of its members are located within the corridor but implied it was a significant amount due to their dedication to making Hispanic owned businesses along the corridor successful.

*Completed Projects/Events*

Every October, the HCCSV holds its main event, Festiv’All, which over 1,000 people

attend. Attendees include members of various Chambers of Commerce in the region, such as the Japanese Chamber of Commerce and the Milpitas Chamber of Commerce. Festiv’All promotes networking amongst these different groups.

*Relationship with other Stakeholders*

The HCCSV works closely with the Redevelopment Agency to coordinate efforts and resources for small business counseling as well as obtaining licenses and permits. The HCCSV also has several members belonging to the ESCBA.

*Contact Information*

Dennis King, Executive Director  
100 East Santa Clara Street  
San Jose, CA 95113  
(408) 213-0320  
www.hccsv.com

NEIGHBORHOOD GROUPS

**Stakeholder: Naglee Park Campus Community Association (CCA)**

*Description of Stakeholder*

The CCA is a historic neighborhood pres-

*The Hispanic Chamber of Commerce Silicon Valley (HCCSV) works closely with the Redevelopment Agency to coordinate efforts and resources for small business counseling as well as obtaining licenses and permits. The HCCSV also has several members belonging to the ESCBA.*

*One of the Campus Community Association's (CCA) most successful projects is Barks in the Park, an annual fundraiser where residents and other community members can enjoy the day in the park with their neighbors and four legged friends.*

ervation group that was founded in 1971 to promote a better quality of life for the residents in downtown San José and to preserve Naglee Park's historical characteristics. The CCA is a non-profit organization where funds are raised through membership dues, which are used to improve the neighborhood.

The CCA boundaries are South Fourth Street to the west; East Santa Clara Street to the north; I-280 to the south; and Coyote Creek to the east. The CCA holds meetings quarterly to address a wide variety of issues that affect the community such as changes in land use and zoning ordinances, traffic calming and neighborhood beautification projects.

#### *Challenges*

The CCA is concerned about the future intensification of the corridor. They feel that the increased densities and transportation projects may negatively impact their efforts to preserve historic character of the neighborhood.

#### *Completed Projects/Events*

The CCA sponsors many beautification projects such as planting trees and flowers in traffic medians. These projects are carried out by the CCA board members and volunteers. The CCA also strives to keep Coyote Creek clean by sponsoring monthly water based cleanup days where community members come and remove garbage along the creek.

One of the CCA's most successful projects is Barks in the Park, an annual fundraiser where residents and other community members can enjoy the day in the park with their neighbors and four legged friends. All of the proceeds from the event are split between the Humane Society Silicon Valley, San José Animal Care Center and the CCA.

#### *Relationship with other Stakeholders*

The SJRA and CCA have worked together on many beautification projects. The CCA has collaborated with the San José's Woman's Club to organize a tour of the historic houses within Naglee Park. The CCA has worked with the Coalition for a Downtown Hospital to ensure that future

medical services will be available to residents in the downtown area.

*Contact Information*

Campus Community Association  
P.O. Box 90038  
San José, CA 95109  
(408) 793-5125  
www.naglepark.org

**Stakeholder: Horace Mann Neighborhood Association (HMNA)**

*Description of Stakeholder*

The HMNA was founded in 1995 and is currently led by Patti Phillips. The neighborhood boundaries are Julian Street to the north; East San Fernando Street to the south; 4th Street to the west; and 11th Street to the east. Their mission is “to act as a community connection that will revitalize the neighborhood, instill a strong sense of neighborhood pride and togetherness, seek a higher standard of safety, and promote leadership and education.”

The association meets quarterly in City Hall and plays an active role in projects

affecting the community. A board of directors presides over the association and block captains serve as liaisons to neighborhood residents.

*Challenges*

Residents within the HMNA’s boundaries enjoy shopping and services within walking distance of their homes. However, the limited opportunities along the corridor do not satisfactorily meet residents’ needs as residents would like a wider variety of retail and entertainment/recreational activities along the corridor.

*Relationship with other Stakeholders*

The HMNA relies on District 3 Councilmember Sam Liccardo’s office to facilitate responses from city departments such as the Code Enforcement Division and Department of Transportation. The HMNA is very satisfied with the assistance that Councilmember Liccardo’s office provides.

The HMNA are in partnership with several surrounding neighborhood groups and organizations including the Japantown



*The HMNA's largest involvement in East Santa Clara Street is in the redevelopment of the medical center site.*

Neighborhood Association, the University Neighborhoods Coalition, the Northside Neighborhood Association, the San José Woman's Club, and Our City Forest. The HMNA also has members that serve on the Horace Mann School PTA and the 13th Street Neighborhood Action Coalition.

*Completed/ Successful Projects*

The HMNA's largest involvement in East Santa Clara Street is in the redevelopment of the medical center site. Patti Phillips represents the HMNA on the city's stakeholders' advisory committee for the medical center, and the HMNA is also part of the Coalition for a Downtown Hospital. The HMNA is also responsible for several beautification projects along the corridor such as tree and daffodil plantings.

*Contact information*

Patti Phillips, President  
<http://www.hmna-sj.com/index.html>  
 plwa2@sbcglobal.net  
 (408) 295-6762

Meetings: 2nd Thursday of the 2nd month of the Quarter at 7pm at City Hall wing, room 120.

**Stakeholder: Horace Mann Elementary School (HMS)**

*Description of Stakeholder*

HMS has existed since 1864 and was reconstructed with funds provided by SJRA in 2004. The architect Moore Ruble Yudell designed the school's urban campus to revive the downtown area and provide educational opportunities for its diverse population. The three-story school is located on the corridor between 6th and 7th Street. The school provides instruction for 750 students from kindergarten to 5th grade, 70 percent of which are Latino.

*Challenges*

The school has concerns about vagrant activity near the school, traffic congestion during drop off and pick up hours, marijuana dispensaries in the vicinity, and safety issues arising from a lack of crossing guards and crosswalks.

*Relationship with other Stakeholders*

The PTA and non-profit organizations such as the San José Woman’s Club help fund arts and music programs. The Horace Mann School Foundation non-profit organization also provides funds for school programs.

*Contact Information*

Horace Mann Elementary School  
55 N. 7th Street  
San Jose, CA 95112  
(408) 535-6237  
www.sjUSD.org/horace-mann

**Stakeholder: 13th Street  
Neighborhood Action Coalition  
(NAC)**

*Description of Stakeholder*

The 13th Street NAC represents the interests of the 13th Street SNI neighborhood. The neighborhood covers a large area, generally bounded to the south by East San Fernando Street; to the east by Coyote Creek; to the west by 1st and 4th Streets;

and to the north by US-101. Most of the corridor is located within the 13th Street SNI area’s boundaries, with the exception of the south side of the street between 12th Street and Coyote Creek. The HMNA, Julian St. James Neighborhood Association (JJNA), Hensley Historic District (HHD), and Northside Neighborhood Association (NNA) are located within the 13th Street SNI, and have representatives that serve in the NAC.

*Challenges*

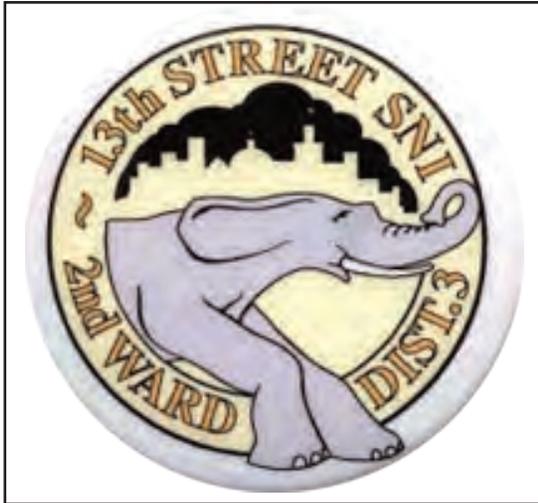
Aside from the medical center redevelopment, the NAC is not particularly involved in issues related to the corridor, as their focus is more on revitalizing the 13th Street business corridor.

*Relationship with other Stakeholders*

The NAC communicates with a variety of groups and government agencies. Most of these are city departments, such as the Planning Department and the San José Police Department. Some of the department’s employees even attend monthly meetings. The NAC also works with the



Horace Mann Elementary School



Redevelopment Agency to coordinate funding for neighborhood improvements. A number of NAC members are involved with other groups such as the Friends of the Library, Cat Rescue Group, Downtown Neighborhoods Leadership Forum, the City of San José Neighborhoods Commission, and the District 3 Neighborhood Advisory Group.

#### *Completed/ Successful Projects*

The NAC will eventually be involved with the Department of Transportation's conversion of the 10th and 11th Street one-way couplets into two-way streets. The NAC has had heavy involvement in the redevelopment discussions of the medical center, and has a representative that sits on the city's stakeholder advisor committee. The NAC is also part of the Coalition for a Downtown Hospital advocacy group.

#### *Contact Information*

Debbie Bybee  
 debbie.bybee@sanjoséca.gov  
 (408) 297-3301  
 Meetings: 3rd Thursday of the month at 6:30pm at Watson Park Annex

## COMMUNITY GROUPS

### **Stakeholder: San José Woman's Club (SJWC)**

#### *Description of Stakeholder*

The SJWC is an active group of ladies based in Naglee Park with members from all over Santa Clara County. The club was established in 1894 with nine ladies who wanted to make a difference in the community. The club purchased its first club house in 1906. The club built a new club house in 1928, which is now a city historic landmark. Early members were interested in temperance, women's suffrage, and the promotion of education, music and the performing arts, and community improvement.

#### *Past/Current Projects*

The club is primarily focused on building restoration and membership development. SJWC members have historically raised money for educational scholarships for local students. The club continues to raise money for scholarships, which are often awarded to SJSU students.

*Challenges*

The group’s greatest challenges have been the vitality of the organization and the preservation of historic structures. In addition, marijuana establishments along the corridor have prompted the club to partner with the CCA to push for their regulation.

*Relationships with other Stakeholders*

The SJWC indirectly benefits from the activities of the CCA, Preservation Action Council of San José (PAC\*SJ) and the Victorian Preservation Association (VPA), since many of its members belong to those groups.

The club has no relationship with the SJRA, although the club maintains a good working relationship with other City departments and Council District 3 staff on code enforcement, traffic, crime prevention and event parking issues.

*Contact Information*

75 South 11th Street  
San José, CA 95112  
(408) 294-6919  
www.sjwomensclub.org

**Stakeholder: TransForm**

*Description of Stakeholder*

TransForm is a non-profit organization based in Oakland with a mission to create world-class public transportation and walkable communities in the Bay Area. TransForm’s South Bay office is raising awareness about the Alum Rock BRT project, the first of its kind in Santa Clara County, and helping to involve the community in the planning of the new BRT line. TransForm’s staff and volunteers informed merchants along the corridor about the BRT project and requested their participation in a BRT merchant survey. TransForm has also worked with various neighborhood organizations to inform them about the BRT project and how they can get involved in VTA’s planning process.



Historic San Jose Women’s Club Headquarters



*TransForm's South Bay office is raising awareness about the Alum Rock BRT project, the first of its kind in Santa Clara County, and helping to involve the community in the planning of the new BRT line.*

### *Challenges*

The primary challenge TransForm faced along the corridor were many unresponsive merchants who did not want to be informed about BRT and did not want to take the survey. They addressed this challenge by being open to future communication at the merchant's convenience and by leaving behind flyers with further information.

### *Relationship with other Stakeholders*

TransForm collaborated with BRT project planners at the VTA, the City of San Jose's DOT, RDA, and Planning Departments, the Hispanic Chamber of Commerce, and other stakeholders to create the survey instrument. Community members from the Five Wounds/Brookwood Terrace NAC, members of the City of San Jose's Green Cadre, and volunteers from San Jose State University and De Anza College have also helped TransForm conduct merchant surveys.

### *Contact Information*

Christopher Lepe, Community Planner  
48 South 7th Street Suite 103  
San José, CA 95113  
clepe@transfromca.org  
(408) 406-8074

### **Stakeholder: San José Preservation Action Council (PAC\*SJ)**

### *Description of Stakeholder*

PAC\*SJ was formed in 1990 by a group of local residents who were concerned about the demolition of historic buildings and landmarks. They are responsible for city, state, and national registry evaluations for the historic preservation of properties built over 50 years ago. PAC\*SJ is dedicated to identifying new uses and design while preserving the unique character of historic sites and buildings.

### *Challenges*

Due to citywide budget cuts, PAC\*SJ is looking at cutting back staffing on the Historic Landmarks Commission, eliminating the the Historic Preservation Officer posi-

tion, and reducing time spent on proactively monitoring and reviewing preservation issues.

*Relationship with other Stakeholders*

PAC\* SJ maintains a working relationship with city staff and City Council to develop historic preservation guidelines. Additionally, PAC\* SJ works closely with several neighborhood groups, including the CCA.

*Completed/ Successful Projects*

One of PAC\* SJ’s major accomplishments was helping the Naglee Park neighborhood become recognized as a special district in the National Register of Historic Places. Additionally, they have evaluated the following buildings as significant historic buildings: the Vintage Tower, Chavez Building, Walgreens building, and the former IBM building located on the medical center site.

*Contact Information*

PAC\* SJ  
P.O. Box 2287  
San José, CA 95109-2287  
(408) 923-7001  
www.preservation.org

**Stakeholder: Coalition for a Downtown Hospital (CoDH)**

*Description of Stakeholder*

Santa Clara County identified Downtown San José as an area in the most need of medical services. In 1999, concerned faith-based, labor, service and community organizations formed the Save San José Medical Center Coalition (SSJMCC) in response to concerns regarding the closure of the medical center. After the closure of the medical center in 2004, the SSJMCC changed its name to the Coalition for a Downtown Hospital (CoDH), with a renewed focus of bringing medical services back to the community. Since then, CoDH has collaborated with various county and city officials to secure funding, land and resources to redevelop a parcel of

*One of PAC\* SJ’s major accomplishments was helping the Naglee Park neighborhood become recognized as a special district in the National Register of Historic Places.*



In 2004 the San Jose Medical Center closed and was fenced off to the public

the former medical center site into a new hospital. Today CoDH continues to be a driving force behind this issue and has over 80 active members.

### *Challenges*

After the closure of the medical center by HCA Healthcare, CoDH continued to advocate and promote the use of the SJMC for medical services, despite HCA's plans to demolish and sell the site to the highest bidder. The City Council stepped in by denying the re-zoning of the SJMC site, but later approved the demolition of the site. In 2008, CoDH faced the challenge of ensuring that enough funds from the Measure A bond were designated towards the development of a hospital. In 2009, the county made a verbal commitment of \$20 million, but it was \$30 million less than originally planned.

### *Relationship with other Stakeholders*

Despite the loss of the hospital, the CoDH remained active and persistent, and as a result, was asked to sit on the city's stakeholder advisory committee to advocate and secure medical services for down-

town. Additionally, the CoDH has worked with the Planning Department on hospital land use designations. CoDH continues to meet regularly with Councilmember Sam Liccardo, County Supervisor George Shirakawa and other city and county staff.

### *Completed/ Successful Projects*

In March 2008, the City Council approved the stakeholder's advisory committee report with plans to implement the following:

- Expanding primary healthcare services in the downtown area.
- Expanding urgent or extended-hours medical care.
- Initiating the Joint City-County Health Care Planning Task Force to identify specific, viable sites for possible future hospital development that would service Downtown and North San José.

In December 2009, the county board of supervisors purchased the medical center site with plans renovate and reopen the Mediplex Building on 16th Street by 2012. CoDH is still working to secure The Gard-

ner Family Health Network as the medical provider for the facility.

*Contact Information*

Roslyn Dean  
P.O. Box 1852  
San José, CA 95109-1852  
English: (408) 923-7001 and  
Spanish: (408) 379-7698  
hospital@coalitonforadowntownhospital.org

**6.4 Power/Interest of Stakeholders**

In April 2010, students hosted an open house and invited corridor stakeholders to share their goals and aspirations. Additionally, attendees were asked to help students to complete diagrams to help weigh the relative degrees of power (to effect change) and interest in the corridor’s future. The stakeholders and themes displayed on the power/interest grids are described in further detail below.

**PRIMARY STAKEHOLDER GROUPS:**

1. Government Agencies & Elected Officials – this includes various depart-

ments in City Hall as well as Council District 3.

2. Neighborhood Groups – this includes the Campus Community Association (CCA) and Horace Mann Neighborhood Association (HMNA).
3. Business Groups – This includes the East Santa Clara Business Association (ESCBA)

Individual Entities – This includes “chain” businesses such as Walgreens and Domino’s Pizza, as well as Horace Mann School/San Jose Unified School District, and other unaffiliated entities.

**OVER-ARCHING THEMES:**

1. Parking – The proximity and availability of parking is a priority to all stakeholders. One suggestion was to convert vacant spaces into parking lots. In our survey, we found that there are many parking lots available along the corridor. However, their locations make them inaccessible to drivers. For example, some parking lots are located behind businesses, hidden away from the drivers’ views.

*In December 2009, the county board of supervisors purchased the medical center site with plans renovate and reopen the Mediplex Building on 16th Street by 2012.*



Pedestrian and bicycle conflicts on sidewalks

2. **Safety** – This includes personal safety, such as how safe people feel when they are in the corridor, and bicycle safety, such as cyclists being forced to share the road with lots of traffic on East Santa Clara Street due to a lack of a dedicated bike lane. Cyclists also tend to use the sidewalks as a bike route, which affects both pedestrian and bicyclist safety.
3. **Aesthetics/Lack of Cohesion** – There is little visual cohesion in the corridor, partially due to a lack of attention to aesthetics (façade continuity/upkeep, street fixtures, etc). In addition, the lack of cohesion keeps the corridor from having a sense of place – it is not a destination that many people think of going to regularly.
4. **Third Places** – The corridor needs “third places,” such as coffee shops, pubs, plazas, and gardens where community members and visitors congregate and socialize.

#### FORMAT AND DESIGN:

The format of this diagram was inspired by “*What to do when Stakeholders Matter: A Guide to Stakeholder Identification and Analysis Techniques*” by Professor John M. Bryson. This diagram was displayed at our open house meeting and was carefully analyzed by meeting attendees. It estimates how much interest and power a specific stakeholder might have related to particular issues along the corridor. Various community members discussed what they thought of the issues pertaining to each theme and the stakeholders who may be interested and could exert influence on addressing these issues.

#### RESULTS:

##### **Parking (Availability and Proximity)**

The, ESCBA, CCA, and Council District 3 are most interested in this issue and have the most power in this area. Their interests may reflect the concerns people have about being able to park near destinations along the corridor and near residential areas. However, TransForm and VTA had the least power and least interest.

The reason for this is most likely because TransForm and VTA focus mainly on public regional transportation (see Figure 6.3).

**Aesthetics/Cohesion (Streetscape Quality/Pedestrian Experience)**

The Department of Transportation (DOT) and VTA have the most interest and power in this area. The reason for this is most likely because streetscape has a lot to do with the upgrades to different bus stations that VTA will sponsor. The DOT is interested in issues concerning road conditions, safety and commuters, either by cars, bicycles or public transportation. However, the San Jose Police Department and San Jose Women’s Club have the least amount of power and interest in this area. The reason for this is that they are much more concerned about other issues such as safety and criminal activity (see Figure 6.4).

**Safety (Personal)**

CCA and Council District 3 have the most power and interest in this area. However, TransForm and the Public Arts

Program have the least interest in this area and do not have power in this area (see Figure 6.5).

**Safety (Bike/Pedestrian)**

Of all the stakeholders studied, the DOT had the most power and interest in this area. Since DOT has a very big role in the upgrade and maintenance of streets or roads, and safety is a major component. All of the other stakeholders studied had a medium level of interest and power in this area. Safety for bicyclists and pedestrians seems to be of strong interest to all stakeholders (see Figure 6.6).

**Third Places (A place where people can go between work and home)**

Council District 3 has the most interest and power in this area. However, Transform and VTA have the least amount of power and interest in this area. Council District 3 has the most interest because they are interested in the neighborhoods around the corridor and how the residents like living there; this is affected by the



Community members and students developing the Power/Interest grids

Key to Charts on Page 141

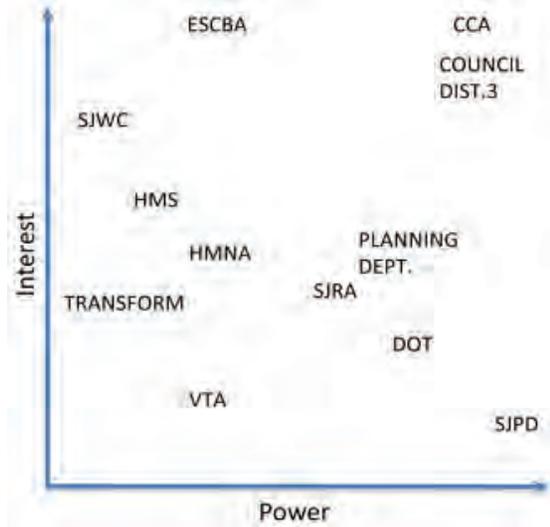


Figure 6.3 Parking Power and Interest Grid

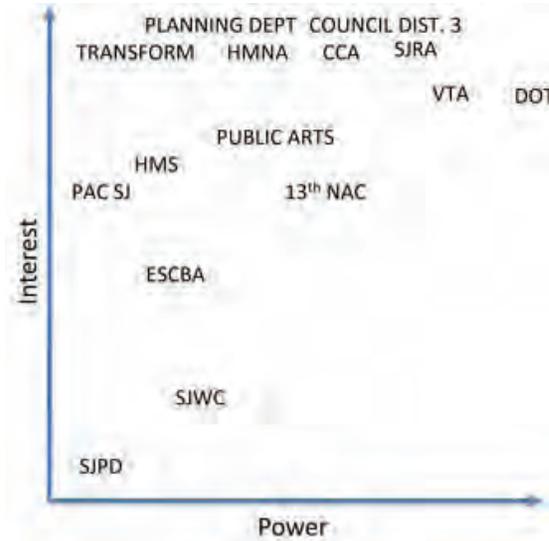


Figure 6.4 Aesthetics/Lack of Cohesion Power and Interest Grid

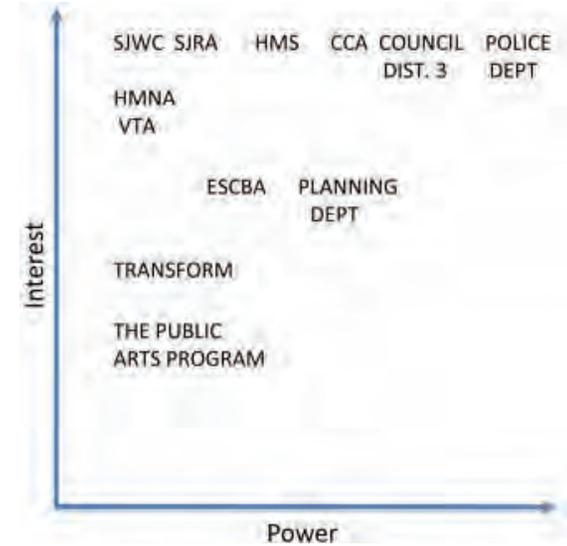
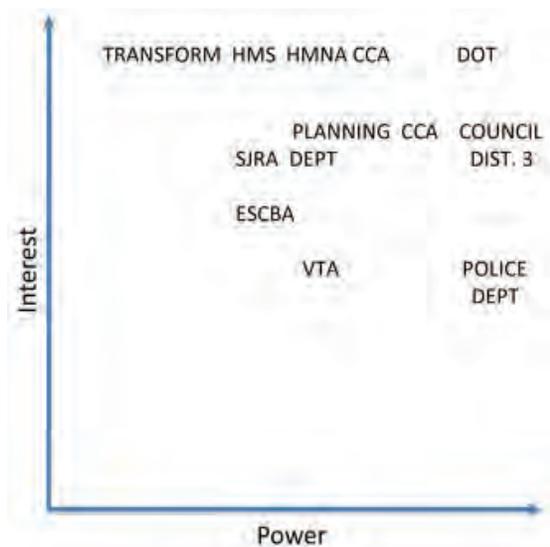


Figure 6.5 Safety (Personal) Power and Interest Grid



140 Figure 6.6 Safety (Bike/Pedestrian) Power and Interest Grid

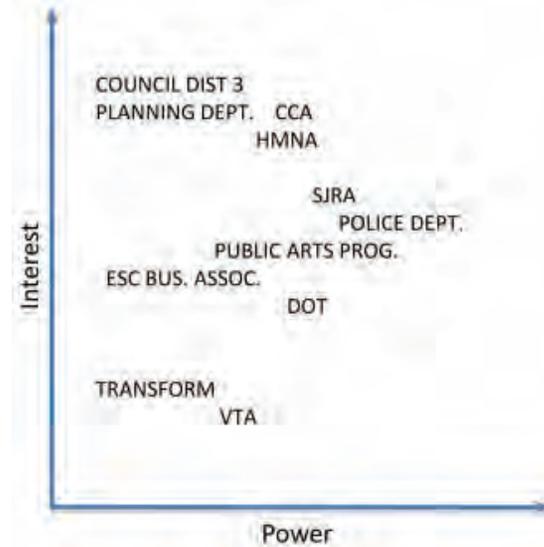


Figure 6.7 Thrid Places Power and Interest Grid

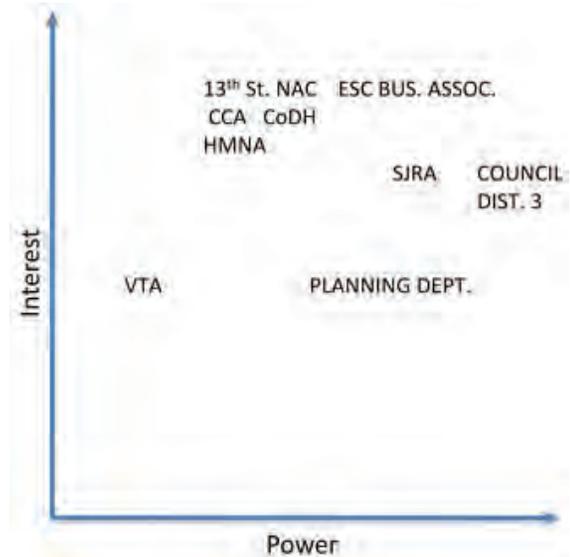


Figure 6.8 Medical Center Power and Interest Grid

merchants that are on the corridor and third places that offer them places to go after work and before returning home. TransForm and VTA are not interested in this and do not have a lot of power in it because they are most concerned with transportation effects, not the actual cafes, restaurants, etc. that are available for the residents (see Figure 6.7).

**Medical Center**

East Santa Clara Business Association and the Coalition for Downtown Health have the most interest and power in this area. The ESCBA is interested in this area because a new medical center would attract potential customers to the corridor and boost businesses along the corridor. The other stakeholders on the corridor had a medium level of interest and power in the corridor. The medical center seems to be of strong interest to all stakeholders along the corridor (see Figure 6.8).

**Key for the power/interest grid:**

1. SJWC – San Jose Women’s Club
2. SJRA – San Jose Redevelopment Agency
3. HMS – Horace Mann School
4. CCA – Campus Community Association
5. Council District 3
6. SJPD – San Jose Police Department
7. HMNA – Horace Mann Neighborhood Association
8. ESCBA – East Santa Clara Business Association
9. Planning Department – City of San Jose Planning Department
10. VTA – Valley Transportation Authority
11. TransForm – an advocacy nonprofit that works to create world-class public transportation and walkable communities in the San Francisco Bay Area and beyond.
12. The Public Arts Program - seeks to build community identity by initiating

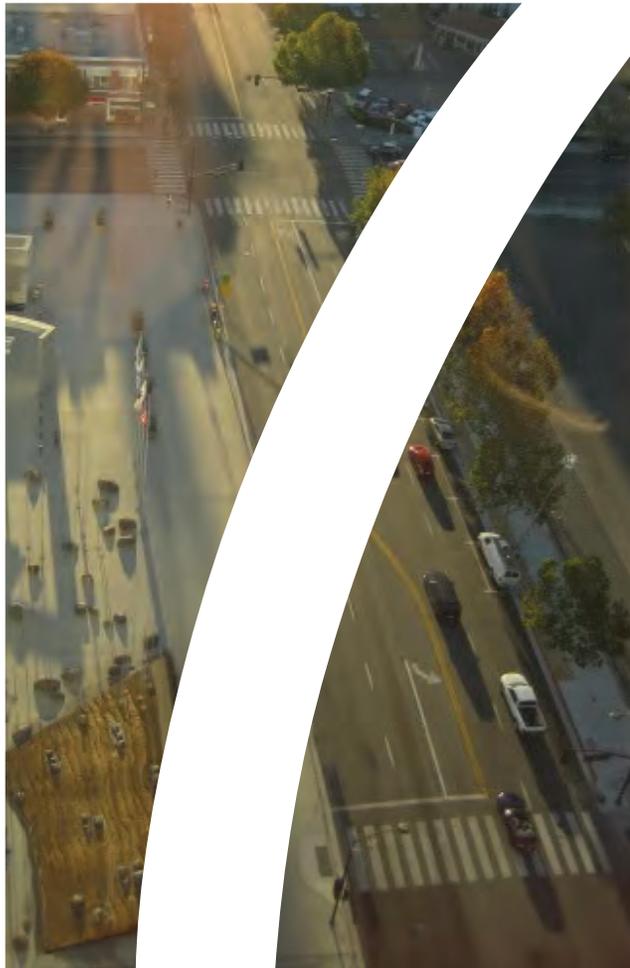
artworks and exhibitions that enliven our community.

13. DOT – Department of Transportation
14. PAC\* SJ – Preservation Action Council of San Jose
15. 13th Street NAC – 13th Street Neighborhood Association

**6.5 Conclusion**

The intention of this chapter was to describe our class’s community outreach efforts in the spring of 2010 through both a community workshop and open house public meeting. Our class strives to communicate with the various stakeholders among the corridor who we feel know the corridor best and can suggest and implement improvement projects. In our next and final chapter, this foundation will provide a springboard for the development of corridor improvement recommendations.





# Planning for the Future of East Santa Clara Street

**7.1 Guiding Principles for Recommended Development**

**7.2 Improvement Suggestions for Specific Sites**

**7.3 Action Matrix for East Santa Clara Street Improvements**

This concluding chapter includes our general recommendations for the study corridor along with suggestions for improving specific locations and ends with an action plan matrix formatted as a prioritized guide to improving the corridor.

## 7.1 Guiding Principles for Recommended Development

### CULTIVATE A PLACE TO LIVE, WORK, SHOP AND PLAY.

- Consider diverse population of residents, visitors, workers, students, children and families in all decisions.
- Offer a variety of housing choices to accommodate different income levels and life stages.
- Provide shopping and entertainment featuring both local flavor and national appeal.
- Promote industry diversity and variety with small, medium and large businesses.
- Restore historical buildings.

### CREATE A WALKABLE, PEDESTRIAN-FRIENDLY STREETScape

- Improve safety, accessibility and orientation for all populations.
- Focus on environmentally and economically sustainable developments.

- Celebrate diversity through cultural and artistic expression. Preserve and strengthen cultural identities and neighborhood assets.

### PROMOTE AND PRIORITIZE DEVELOPMENTS THAT SERVE THE CITY AND VALLEY'S NEEDS.

- Showcase the identities, strengths and potential in each district and neighborhood.
- Require mixed-use development with active street level use.
- Demand high design quality in public and private development.
- Solicit timely input from corridor residents and merchants on downtown development.

## 7.2 Improvement Suggestions for Specific Sites

As shown in Figure 7.1, the opportunity sites are divided into three areas- between 4th and 7th Streets (map sections A,E,F); between 8th and 10th Streets (map sections B,G,H); and between 12th and 17th Streets (map sections C,I). We also identified the corridor in its entirety as an opportunity site (map section D). Our specific findings are organized below according to short

and long term possibilities. Short-term opportunities are defined as those that are relatively easy to implement and do not require major building projects. Long-term opportunities are those that require major funding, planning and construction efforts.

### SHORT TERM OPPORTUNITIES

**Opportunity:** Greening City Hall Plaza  
**Map Section:** E

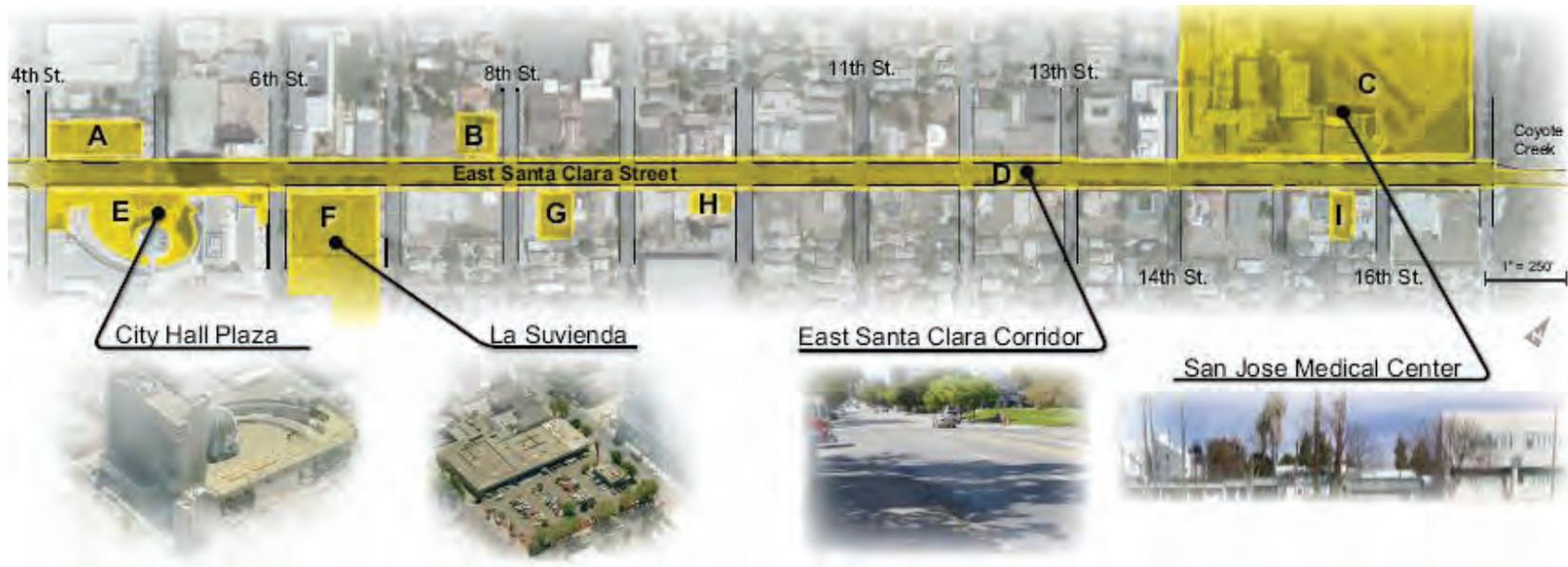
**Description:** Observations indicate that the plaza at City Hall is underutilized, empty, cold, and uninviting. Suggestions to increase vitality in the space include:

- Trees
- Outdoor furniture / places to sit
- Cultural events

**Opportunity:** Community Garden at Vacant Lot between 15th Street and 16th Streets

**Map Section:** I

**Description:** An empty site was identified as a good location for a pocket park or a community garden. Gardens are crucial in communities, in that they make good venues for members of the public to congregate. Interactions promote social capital, cultivate social activity, increase connectivity and enhance safety.



**Figure 7.1 Key Opportunity Sites Map**

**Opportunity:** Façade Improvements  
**Map Section:** D, B, G, & H  
**Description:** Several locations may be prime locations for façade improvements. In particular, the class recommends improvement for the Med Ex pharmacy at the northwest corner of 9th Street and East Santa Clara Street. Suggestions include repainting the exterior façade and removing clutter from storefront windows. The store makes a potential asset to attract more businesses to the area. However, it is perceived as unwelcoming due to shortcomings in its exterior appearance.

**Opportunity:** Bike Share Program  
**Map Section:** D  
**Description:** As East Santa Clara Street prepares to incorporate both BART and BRT into the community, bike share programs can provide smart, inexpensive solutions for commuters wishing to avoid carrying their own cycles on trains, but need to get around the downtown area. Bike share programs provide users the comfort and convenience of not having to worry about bike security or storage.

**Opportunity:** Traffic Calming Along the Corridor  
**Map Section:** D  
**Description:** East Santa Clara Street is deemed unwelcoming due to its wide street, fast driving speeds and the lack of bicycle lanes. Suggestions for improvement are:

- Install uprights at crosswalks
- Create bike lanes lined with blinking lights for visibility
- Curb extensions and bulb outs
- Landscaped medians



Guadalupe River Park Community Garden in San Jose

Source: <http://image3.examiner.com/images/blog/EXID9711/slideshows/grpg1.jpg>



Bike share program in Washington D.C.

Source: Sally M., "Bike Share," [http://www.flickr.com/photos/sally\\_12/2776011462](http://www.flickr.com/photos/sally_12/2776011462)

**Opportunity:** Greening and Street Treatments

**Map Section:** D

**Description:** Long term suggestions include planters, hanging plants, bioswales, more public benches, and space for outdoor cafés.

#### LONG TERM OPPORTUNITIES

**Opportunity:** Su Vianda Shopping Center

**Map Section:** F

**Description:** Su Vianda Shopping Center is considered to be an ideal spot for many projects, including the following:

- Bring the shopping center to property line and place parking in rear.
- Replace center with market rate mid-high rise and affordable housing units.
- Incorporate pocket parks.

**Opportunity:** San José Medical Center

**Map Section:** C

**Description:** The Center makes an ideal location to incorporate mixed-use retail, business and housing. Housing types include senior housing, market rate housing, and affordable housing.

**Opportunity:** Vacant Lot Across from City Hall at 4th Street & 5th Streets

**Map Section:** A

**Description:** The vacant lot across from City Hall is a prime location for intensification. City Hall's proximity to downtown and City Hall make this site an ideal location for the "third place"; a stop-over between work and home. This could be a mid-high rise, mixed-use construction, or a park space or community garden.

**Opportunity:** Arts District and Live-Work Studios

**Map Section:** D, B, G, H

**Description:** The residents in the area surrounding Santa Clara Street comprise a younger population. With its location near San José State University and downtown, and its funky, eclectic building types and signage, East Santa Clara Street would be a good location for an Arts District. Live-work studios encourage and cultivate an arts district.

**Opportunity:** Anchor Store (Grocery or Big Box)

**Map Section:** F & Off Corridor

**Description:** A number of sites were identified to be good locations for a grocery store or a big box store, such as Kohl's. Adding an anchor store would potentially

reinvigorate retail business, bringing new customers to existing businesses.

NON-CATEGORIZED, UNIQUE IDEAS

- Set up a coffee shop in a cargo container at St. Johns and 13th Street.
- Build a youth center with a skate park at the Su Vianda site.
- Renovate the Mexico Theater and use to show independent films, or serve as a theatre site for the community.
- Increase the green space to the east of the Medical Center for a connection with Roosevelt Park.
- Develop the San José Medical Center into a sustainable, walkable community.
- Create pocket parks on underutilized lots.

CLOSING REMARKS

This report marks the end of a year-long assessment of the East Santa Clara Street corridor. Yet, this is just the beginning of a revitalization effort. It is recommended that this community assessment serve as a shared foundation of knowledge about the corridor’s qualities, stakeholders, specific opportunity sites, and overall potential. We are confident that the information provided

was written as holistically as possible, with input and review of accuracy from major stakeholder group representatives. We hope our recommendations for improving the corridor will serve as a starting point to remaking East Santa Clara Street as a true destination, for both its residents and visitors.

In the following section we offer a listing of our key recommendations in an action matrix that includes an estimated time-frame for implementation, our ideas for leaders that might implement the change, and possible funding sources.



San José Medical Center



Pocket park example in Park City, Utah

Source: [http://www.wfrc.org/cms/image\\_library/ImageLibrary/Pocket%20Park/2/imgMed/Pocket\\_Park\\_-\\_Park\\_City\\_\\_1\\_.jpg](http://www.wfrc.org/cms/image_library/ImageLibrary/Pocket%20Park/2/imgMed/Pocket_Park_-_Park_City__1_.jpg)

**Table 7.1 Action Matrix for East Santa Clara Street Improvements**

ACTION #	ACTION ITEM	TIME FRAME	LEAD AGENCY	POTENTIAL FUNDING SOURCES
<b>Parking Availability</b>				
1.	Identify and Analyze ways to relieve existing parking issues	Ongoing	Community Development Department, Planning, Public Works and/or Transportation divisions, Planning Commission	Parking Capital Development Fund, General Purpose Parking Fund
2.	Assess possible vacant lots to construct new parking lots	Long Term 5-10 years	Community Development Department, Planning, Public Works and/or Transportation divisions	Parking Capital Development Fund, Redevelopment Capital Projects Fund
3.	Improve existing parking lots to create more parking spaces	Short term 0-3 years	Community Development Department, Planning, Public Works and/or Transportation divisions	Parking Capital Development Fund, Redevelopment Capital Projects Fund
4.	Create more parking spaces during business hours, short-term, and low-cost parking	Short term 0-3 years	Community Development Department, Planning, Public Works and/or Transportation divisions	Parking Capital Development Fund, Redevelopment Capital Projects Fund
5.	Convince private owners to allow public parking on their private lots	Intermediate 3-5 years	Community Development Department, Planning, Public Works and/or Transportation divisions	Parking Capital Development Fund, Downtown Property and Business, Improvement District Fund

*\* Since the Redevelopment Agency has limited resources, other funding sources are needed to implement the many of the Action Items*

ACTION #	ACTION ITEM	TIME FRAME	LEAD AGENCY	POTENTIAL FUNDING SOURCES
<b>Safety – Bicyclists &amp; Pedestrians</b>				
1.	Assess potential bicycle lanes and create bike lanes on both main and surrounding streets.	Short term 0-3 years	HMNA, CCA, HMS, Community Development Department	Downtown Property and Business Improvement District Fund, SJRA, VTA
2.	Add “blinking chips” along bike lanes making them visible for drivers	Intermediate 3-5 years	HMNA, CCA, HMS, Community Development Department	Downtown Property and Business Improvement District Fund, SJRA, VTA
3.	Create buffer zones for bicyclists who are sharing the road	Short Term 0-3 years	HMNA, CCA, HMS, Community Development Department	Downtown Property and Business Improvement District Fund, SJRA, VTA
4.	Extend the time allowed for crossing streets	Short term 0-3 years	HMNA, CCA, HMS, Community Development Department	Downtown Property and Business Improvement District Fund, SJRA, VTA
5.	Add “uplighting” to give earlier signals to drivers to be prepared to stop sooner	Long Term 5-10 years	HMNA, CCA, HMS, Community Development Department	Downtown Property and Business Improvement District Fund, SJRA, VTA
6.	Add “trapezoids to crosswalks” or “raised crosswalks”	Long Term 5-10 years	HMNA, CCA, HMS, Community Development Department	Downtown Property and Business Improvement District Fund, SJRA, VTA
7.	Add lights along sidewalks or “lighted sidewalks”	Long Term 5-10 years	HMNA, CCA, HMS, Community Development Department	Downtown Property and Business Improvement District Fund, SJRA, VTA

*\* Since the Redevelopment Agency has limited resources, other funding sources are needed to implement the many of the Action Items*

ACTION #	ACTION ITEM	TIME FRAME	LEAD AGENCY	POTENTIAL FUNDING SOURCES
<b>Safety – Personal</b>				
1.	Involve law enforcement personnel to help community members form a Neighborhood Watch group	Short Term 0-3 years	Community Development Department, Council, Police Department	Neighborhood Security Act Bond Fund, Downtown Property and Business Improvement District Fund
2.	Involve schools to provide venues for community meetings where residents meet to discuss safety-related issues	Short Term 0-3 years	Community Development Department, Council, Police Department, Neighborhood Groups	Convention and Cultural Affairs Fund
3.	Work with merchants, residents and law enforcement to identify spots where homeless people frequent and target services appropriately	Short Term 0-3 years	Community Development Department, Council, Police Department, Business District	Downtown Property and Business Improvement District Fund
4.	Install more street lights to curb criminal activities from taking place	Short Term 0-3 years	Community Development Department, Council, Police Department, City Council	Building and Structure Construction Tax Fund, Neighborhood Security Act Bond Fund

*\* Since the Redevelopment Agency has limited resources, other funding sources are needed to implement the many of the Action Items*

ACTION #	ACTION ITEM	TIME FRAME	LEAD AGENCY	POTENTIAL FUNDING SOURCES
<b>Aesthetics – Pedestrian and Streetscape Quality</b>				
1.	Create a uniform line of trees along the corridor	Long Term 5-10 years	Parks and Recreation Department, Neighborhood Groups, Business Improvement District	Services for Redevelopment Capital Projects Fund, VTA, Community Improvement Funds, Façade Improvement Funds
2.	Create a uniform line of banners along the corridor	Long Term 5-10 years	Community Development Department, Neighborhood Groups, Business Improvement District	SJRA, VTA, Community Improvement Funds, Façade Improvement Funds
3.	Art designs incorporated in the crosswalks	Long Term 5-10 years	Community Development Department, Neighborhood Groups, Business Improvement District	SJRA, VTA, Community Improvement Funds, Façade Improvement Funds
4.	Encourage eateries and coffee shops to consider sidewalk tables or patios	Short Term 0-3 years	Community Development Department, Neighborhood Groups, Business Improvement District	SJRA, VTA, Community Improvement Funds, Façade Improvement Funds
5.	Outdoor seating, planters colorful flower, greenery	Short Term 0-3 years	Community Development Department, Neighborhood Groups, Business Improvement District	SJRA, VTA, Community Improvement Funds, Downtown Property and Business Improvement District Fund
6.	Add lights to the trees	Short Term 0-3 years	Community Development Department, Neighborhood Groups, Business Improvement District	SJRA, VTA, Community Improvement Funds, Downtown Property and Business Improvement District Fund
7.	Add a “Gateway” feature	Intermediate 3-5 years	SJRA, Community Development Department, Neighborhood Groups, Business Improvement District	SJRA, VTA, Community Improvement Funds, Façade Improvement Funds, Downtown Property and Business Improvement District Fund
8.	Enhance Gathering places	Short Term 0-3 years	SJRA, Community Development Department, Neighborhood Groups, Business Improvement District	SJRA, VTA, Community Improvement Funds, Downtown Property and Business Improvement District Fund
9.	Add public art/murals	Short Term 0-3 years	SJSU, Community Development Department, Neighborhood Groups, Business Improvement District	SJRA, VTA, Community Improvement Funds, Downtown Property and Business Improvement District Funds

\* Since the Redevelopment Agency has limited resources, other funding sources are needed to implement the many of the Action Items





# Appendices

- A. Project Methodology**
- B. Policy Documents Referenced**
- C. Parking Utility along East Santa Clara Street Surface Lots**
- D. Building Quality Assessment**
- E. Streetscape Audit Instrument (modified version of PEDS)**

## Appendix A: Project Methodology



Professors Heidi Sokolowsky and Rick Kos, AICP

### Class Division of Labor

The first-semester URBP 201 classes were taught by Rick Kos, AICP, an urban planner and GIS specialist; and Heidi Sokolowsky, an architect and urban designer. Each class consisted of six-hour sessions and three-hour overlap (we called it our “forum”) for collaboration and project coordination.

Both class sections were subdivided into three teams. Section One consisted of a GIS-based mapping team, a document review team and a project management team. The GIS mapping team was in charge of creating maps using quantitative data. The document review team was responsible for gathering, organizing, analyzing, and synthesizing regulatory and visioning documents relevant to the corridor. The project management team was in charge of managing individual teams and ensuring collaboration between the two course sections.

Section Two featured an illustrative mapping team that focused on the qualitative aspects of the corridor, a report production team, and a project management team. With the exception of the report production team, both the mapping and project management teams were responsible for the same tasks as their counterparts in Section One. The report production team’s chief responsibility was to create a template for the final document and work with each individual team to ensure a coherent, well-organized final product.

Rick Kos continued instruction of the second-semester URBP 203 class. The class’s three main tasks were assisting with merchant surveys, assessing the corridor’s existing stakeholder groups and social capital, and organizing community meetings. The class was divided into small teams to accomplish different facets of the above tasks.

## Appendix A: Project Methodology (continued)

### Internal Coordination

#### WIKI SITE

A course “wiki” (a web page that can be collaboratively edited) on PBWorks.com was created to establish a central information repository outside of the classroom. Full editing privileges allowed students to create, edit, and upload documents and maps. The website lent itself to the exchange of ideas and information, and became a core element of the organization of the course.

#### GOOGLE GROUPS

In addition to the main wiki site, each team created a Google Groups page to facilitate intra-team coordination. Similar to the wiki site, Google Groups allowed for the exchange of ideas and information through a bulletin board-style page. Furthermore, Google Groups allowed students to create team calendars which were used to set milestones and due dates within specific groups. Project managers from both sections created a combined

Google Groups page, allowing for communication between project managers and instructors.

#### TEAM MEETINGS

Team meetings were an integral part of the internal coordination process and the teams met individually to divide tasks, share information, and take responsibility for separate sections of the report. Each team was assigned a project manager who was charged with facilitating team collaboration and making sure deadlines were met. The project managers also provided technical assistance and helped with work that needed additional attention.

In the URBP 201 class, project management team meetings were used to discuss what each individual team was doing and to ensure adherence to the project timeline. Two of the six project managers were asked to report directly to the instructors. In addition to team meetings, the project managers also provided both sections with status updates and progress reports.



Students led discussions



Team pin-up review session

## Appendix A: Project Methodology (continued)



Students exchanging ideas with a guest speaker: Henry Servin (left), San José Department of Transportation, with student Justin Meek (right)

### External Coordination

The class consulted several SJRA staff members, particularly Kip Harkness and Paul Pereira for their insight into the corridor and assistance with community engagement techniques. They also led the class on an introductory walking tour of the corridor and provided feedback during several class forum sessions. Furthermore, Mr. Harkness and Mr. Pereira made themselves available for interviews, to answer e-mail questions and to provide direction with regard to the plans and the needs of the SJRA.

#### GUEST SPEAKERS

A large part of the class forum time was devoted to presentations by guest speakers. This was a crucial aspect of the course and enabled the students to consider the needs of the city and other agencies involved in the corridor. Among the speakers were Jane Lin (Field Paoli Architects) who offered advice on the depiction of

qualitative data; Daniel Krause (Public Vision Research) who described his work in the future location of the Alum Rock BART station; Henry Servin (Senior Engineer, City of San José Department of Transportation) who advised on transportation matters; Lee Butler (Senior Planner, City of San José Planning Division) who described the city's long-range growth plans; Walter Rask (SJRA), who offered insights about the city's urban design goals; Jody Littlehales (Transportation Planner, VTA), and Chris Lepe (Community Planner, TransForm), who both described the future BRT service along the corridor.

#### NEIGHBORHOOD MEETINGS

In October 2009 and May 2010, several students from the class attended meetings of the Horace Mann Neighborhood Association (HMNA), a neighborhood resident's association in the immediate vicinity of the corridor. This experience allowed

## Appendix A: Project Methodology (continued)

students to assess the topics that were of greatest concern to community members, and proved beneficial to learn about the elements that community members thought were lacking on the corridor. Students also attended a few East Santa Clara Business Association (ESCBA) meetings. We learned that the community’s priorities for the neighborhood were parking availability, business vacancy rates, pedestrian improvements, the creation of “third places” (destinations where one can relax between work and home) for the community, and infrastructure constraints.

### Information Collection

Throughout the project, the students endeavored to obtain the most current and accurate information as possible by contacting appropriate individuals and conducting field work.

#### FIELD VERIFICATION

Several students spent many hours working in the field to catalog existing condi-

tions. Students worked both independently and in groups to verify addresses, collect parking data, audit streetscapes, take photographs and video, and analyze retail spaces. As part of the field verification process, students utilized visual aids such as maps and photographs to document the issues and opportunities found within the corridor.

#### PRIMARY AND SECONDARY SOURCES

The City of San José generously provided GIS files, aerial photography, and spreadsheet data for parcel, land use and other geographic features. Santa Clara County Tax Assessor data were accessed through an online database.

#### STAKEHOLDER OUTREACH

Students contacted various stakeholders throughout the corridor to obtain information and promote student-led community meetings. Chapter 6 describes the outreach efforts through a survey designed for merchants owning businesses along the corridor, and Chapter 7 describes the

primary stakeholder groups related to the corridor.

#### INDEPENDENT RESEARCH

Students independently researched existing data relevant to the corridor, including census and parcel data, city zoning ordinances, policy and planning reports related to land use and transportation, and the city’s General Plan. These research methods were critical in assessing the laws, plans, and policies affecting the corridor.

## Appendix B: Policy Documents Referenced

### CITY OF SAN JOSE DOCUMENTS

- San José 2020 General Plan (San José) (2008)
- Roosevelt Park Master Plan Amendment
- Downtown Street and Lighting Master Plan
- Downtown Streetscape Master Plan
- Downtown Signage Master Plan Downtown Parking Management Plan 2006/2007
- Downtown Walking Map
- City of San Jose Housing Element 2007-2014
- Strategy 2000
- General Plan-Intro
- General Plan-Background for Planning
- General Plan-Major Strategies
- General Plan-Goals and Policies
- General Plan-Land Use/Transportation Diagram
- General Plan-Implementation
- General Plan-References
- General Plan-Appendix C Housing
- General Plan-Appendix E Major Collector Streets
- General Plan-Appendix F Mixed Use Inventory
- General Plan-Appendix I Transportation Bicycle Network
- General Plan-Appendix J Priority Area Networks
- General Plan-Existing Land Use Development Trends
- General Plan-Draft Existing Conditions - Envision 2040
- Thirteenth Street SNI Plan
- University SNI Plan
- Bicycle Master Plan
- Open Space Element

### VALLEY TRANSPORTATION AUTHORITY DOCUMENTS

- BRT Strategic Plan (2008)
- TSP/SDG - Transit Sustainability Policy and Service Design Guidelines (2007)
- CDTP - Community Design & Transportation Manual (2002)
- Transit Operations Performance Report (2009 2nd Quarter)
- SC/AR FEIR - Santa Clara/Alum Rock Transit Improvement Project FEIR (2008)
- BART Final SEIR (2007)
- CBTP - Community-Based Transportation Plan for East San José (2009)
- Valley Transportation Plan 2035 (2009)

### OTHER DOCUMENTS

- Measure A (Santa Clara County) (Took effect 2006)
- Resolution 3434 Transit-Oriented Development Policy (MTC) (2005)
- Transportation 2035 – Change in Motion (Metropolitan Transportation Commission, 2009)

### Appendix C: Parking Utility along East Santa Clara Street Surface Lots - 10/21/2010

	Utilization	Access	Material Quality	Boundary Barriers	Signage & Markings	Landscape	Reduced Parking	Pedestrian Movement	Curb Cuts	Points: 0-16
4th N	Empty	Side, 2	Poor, 0	Poor, 0	Unmarked, 0	None, 0	None, 0, 0	Un-Safe, 0	Average, 1	3
4th S										
5th N W	Empty	Side, 2	Poor, 0	Poor, 0	Unmarked, 0	None, 0	None, 0	Uns-safe,0	Average, 1	3
5th N E	Full	Side, 2	Good, 2	Good, 2	Well-Marked, 2	None, 0	Some, 2	Safe, 2	Good, 2	14
5th S										
6th N										
6th S	Full	Street & Side, 1	Good, 2	Good, 2	Well-Marked, 2	Utilizes Plants, 2	Some, 2	Safe, 2	Good, 2	15
7th N	Full	Street, 0	Good, 2	Good, 2	Average, 1	Utilizes Plants, 2	Some, 2	Safe, 2	Average, 1	12
7th S	Empty	Street & Side, 1	Average, 1	Poor, 0	Average, 1	None, 0	n/a, 1	Safe, 2	Good, 2	8
8th N	Full	Street & Side, 1	Good, 2	Poor, 0	Unmarked, 0	Some, 1	n/a, 1	Safe, 2	Poor, 0	8
8th SW	Medium	Street, 0	Poor, 0	Poor, 0	Average, 1	None, 0	n/a, 1	Un-Safe, 0	None, 0	2
8th SE	Medium	Side, 2	Poor, 0	Poor, 0	Well-Marked, 2	None, 0	Some, 2	Un-Safe, 0	Poor, 0	6
9th N W	Full	Street, 0	Good, 2	Good, 2	Well-Marked, 2	None, 0	None, 0	Safe, 2	Good, 2	10
9th N E	Full	Side, 2	Good, 2	Good, 2	Average, 1	None, 0	None, 0	Average, 1	Good, 2	10
9th S	Full	Side, 2	Poor, 0	Poor, 0	Unmarked, 0	None, 0	None, 0	Unsafe, 0	Average, 1	3
10th N	Empty	Street & Side, 1	Average, 1	Good, 2	Average, 1	Some, 1	n/a, 1	Safe, 2	Good, 2	11
10th S W	Medium	Street & Side, 1	Good, 2	Poor, 0	Good, 2	Utilizes Plants, 2	None, 0	Safe, 2	Good, 2	11
10th S E	Medium	Street & Side, 1	Good, 2	Good, 2	Average, 1	Utilizes Plants, 2	Some, 2	Average, 1	Good, 2	13
11th N W	Empty	Street & Side, 1	Poor, 0	Good, 2	Unmarked, 0	Some, 1	Some, 2	Safe, 2	Good, 2	10
11th N E	Empty	Street & Side, 1	Good, 2	Good, 2	Average, 1	Utilizes Plants, 2	None, 0	Average, 1	None, 0	9
11th S	Full	Street, 0	Good, 2	Good, 2	Well-Marked, 2	Utilizes Plants, 2	Some, 2	Average, 1	Average, 1	12
12th N W	Medium	Street & Side, 1	Average, 1	Poor, 0	Unmarked, 0	None, 0	None, 0	Safe, 2	Good, 2	6
12th N E	Empty	Street & Side, 1	Poor, 0	Poor, 0	None, 0	None, 0	n/a, 1	Average, 1	Good, 2	5
12th S W	Empty	Street, 0	Good, 2	Good, 2	Average, 1	Utilizes Plants, 2	Some, 2	Safe, 2	Average, 1	12
12th S E	Empty	Side, 2	Good, 2	Good, 2	Well-Marked, 2	Utilizes Plants, 2	Some, 2	Safe, 2	Good, 2	16

### Appendix C: Parking Utility along East Santa Clara Street Corridor Surface Lots - on 10/21/2010 (continued)

13th N	Empty	Side, 2	Average, 1	Good, 2	Average, 1	Utilizes Plants, 2	n/a, 1	Safe, 2	Good, 2	13
13th S	Medium	Side, 2	Good, 2	Good, 2	Well-Marked, 2	Utilizes Plants, 2	Some, 2	Safe, 2	Good, 2	16
14th S	Full	Street & Side, 1	Average, 1	Good, 2	Average, 1	Some, 1	Some, 2	Safe, 2	Good, 2	12
15th S	Empty	Street, 0	Poor, 0	Good, 2	Unmarked, 0	Some, 1	None, 0	Safe, 2	Good, 2	7
16th N	Empty	Street, 0	Good, 2	Good, 2	Average, 1	Utilizes Plants, 2	Some, 2	Safe, 2	Good, 2	13
16th S	Medium	Street & Side, 1	Good, 2	Good, 2	Well-Marked, 2	Utilizes Plants, 2	n/a, 1	Safe, 2	Good, 2	14

#### Terms Defined

1. Utilization measured amount of cars occupying the parking lot or sum total of on-street spaces. Empty defined as less than 20% occupancy, medium as 20-50% occupancy and full as more than 50% occupancy.
2. Access to surface lots determined on point of entry on the corridor and/or side streets.
3. Lighting assessed on an evening field study according to amount of illumination in the study lots.
4. Material Quality defined by quality and condition of available materials.
5. Boundary Barriers determined by identification of a physical boundary and quality.
6. Signage and Markings delineated quantity of available markings and ease of viewing.
7. Landscaping assessed the inclusion or absence of plants.
8. Reduced Parking technique refers to designs with shared lots or access, and/or a design that reduces the physical square footage of the lot.
9. Pedestrian Safety defined by degree of clear and marked paths for pedestrian in surface lot.
10. Curb Cuts refer to inclusion or absence of delineation between automobile and pedestrian.

### Appendix D: Building Quality Assessment

 <p><b>Photo 1</b></p>	<p>Address: 200 City Hall                  Cross Street: S 4th                  Building Type: Quasi Public                  Use: Civil/Public                  Height: More than 50'                  Setbacks: More than 20'                  Orientation: Street                  Landmark: Yes</p>	<p>Building Quality: Good</p> <p>Comments: High Rise, with height at 86.9m</p>	 <p><b>Photo 2</b></p>	<p>Address: 260                  Cross Street: S 6th                  Building Type: Commercial                  Use: Restaurant                  Height: One-Story                  Setbacks: More than 20'                  Orientation: Street                  Landmark: No</p>	<p>Building Quality: Medium</p> <p>Comments: Free standing, Facade needs improvement</p>
 <p><b>Photo 3</b></p>	<p>Address: 262                  Cross Street: 6th                  Building Type: Commercial                  Use: Retail/Grocery                  Height: One-Story                  Setbacks: More than 20'                  Orientation: Parking Lot                  Landmark: No</p>	<p>Building Quality: Medium</p> <p>Comments: Façade signs could use a common theme/color</p>	 <p><b>Photo 4</b></p>	<p>Address: 268                  Cross Street: 6th                  Building Type: Commercial                  Use: Retail                  Height: One-Story                  Setbacks: More than 20'                  Orientation: Parking Lot                  Landmark: No</p>	<p>Building Quality: Medium</p> <p>Comments: Façade signs could use a common theme/color</p>
 <p><b>Photo 5</b></p>	<p>Address: 272                  Cross Street: 7th                  Building Type: Commercial                  Use: Retail                  Height: One-Story                  Setbacks: More than 20'                  Orientation: Parking Lot                  Landmark: No</p>	<p>Building Quality: Medium</p> <p>Comments: Front parking lot is underutilized</p>	 <p><b>Photo 6</b></p>	<p>Address: 304                  Cross Street: 7th                  Building Type: Commercial                  Use: Retail                  Height: One-Story                  Setbacks: Street                  Orientation: Side                  Landmark: No</p>	<p>Building Quality: Medium</p> <p>Comments: Mixed retail could be further developed</p>

**Appendix D: Building Quality Assessment (continued)**

 <p>Photo 7</p>	<p>Address:304                  Cross Street: S 7th                  Building Type:                  Commercial                  Use: Restaurant                  Height: One-Story                  Setbacks: None                  Orientation: Street                  Landmark: No</p>	<p>Building                  Quality:                  Medium</p> <p>Comments:                  Needs to be                  refurbished</p>	 <p>Photo 8</p>	<p>Address:314                  Cross Street: S 7th                  Building Type:                  Commercial                  Use: Retail                  Height:                  Setbacks: None                  Orientation: Street                  Landmark: No</p>	<p>Building                  Quality:                  Medium</p> <p>Comments:                  Signs need to                  be uniform in                  texture and                  size</p>
 <p>Photo 9</p>	<p>Address:322-326                  Cross Street: S 7th                  Building Type:                  Commercial                  Use: Retail                  Height: One-Story                  Setbacks: None                  Orientation: Street                  Landmark: No</p>	<p>Building                  Quality:                  Medium</p> <p>Comments:                  Window display                  needs                  improvement</p>	 <p>Photo 10</p>	<p>Address:330-332                  Cross Street: S 7th                  Building Type:                  Commercial                  Use: Retail                  Height: One-story                  Setbacks: None                  Orientation: Street                  Landmark: No</p>	<p>Building                  Quality:                  Medium</p> <p>Comments:                  Vacant spaces</p>
 <p>Photo 11</p>	<p>Address:348                  Cross Street: S 7th                  Building Type:                  Commercial                  Use: Restaurant                  Height: One-story                  Setbacks: None                  Orientation: Street                  Landmark: No</p>	<p>Building                  Quality:                  Medium</p> <p>Comments:                  Free Standing                  Building; blue                  roof stands out</p>	 <p>Photo 12</p>	<p>Address:18 A&amp;B 8th                  Cross Street: E. Santa                  Clara                  Building Type:                  Commercial                  Use: Office/Retail                  Height: One-Story                  Setbacks:3'                  Orientation: Side                  Landmark: No</p>	<p>Building                  Quality:                  Poor</p> <p>Comments:                  Poor Signs and                  Awnings</p>

**Appendix D: Building Quality Assessment (continued)**

 <p>Photo 13</p>	<p>Address: S 8th Cross Street: E. Santa Clara Building Type: Commercial Use: Retail/Business Height: One Story Setbacks: None Orientation: Side Landmark: No</p>	<p>Building Quality: Poor</p> <p>Comments: Signs and awnings needs improvement</p>	 <p>Photo 14</p>	<p>Address:354 Nick's Pizza Cross Street: S 8th Building Type: Commercial Use: Restaurant Height: One Story Setbacks: None Orientation: Street Landmark: No</p>	<p>Building Quality: Medium</p> <p>Comments: Free Standing; connectivity could be improved</p>
 <p>Photo 15</p>	<p>Address:374 Pho Queen Cross Street: S 8th Building Type: Commercial Use: Restaurant Height: One-Story Setbacks: None Orientation: Street Landmark: No</p>	<p>Building Quality: Medium</p> <p>Comments: Colors distractive</p>	 <p>Photo 16</p>	<p>Address: 374 Cross Street: S 9th Building Type: Commercial Use: Retail Height: One Story Setbacks: None Orientation: Street Landmark: No</p>	<p>Building Quality: Medium</p> <p>Comments: Vacant Space</p>
 <p>Photo 17</p>	<p>Address:400 Art Cleaners Cross Street: S 9th Building Type: Commercial Use: Business Height: One Story Setbacks: 5' Orientation: Side Landmark: No</p>	<p>Building Quality: Medium</p> <p>Comments: Busy intersection; Facade display on two sides</p>	 <p>Photo 18</p>	<p>Address:410-412 Cross Street: S 9th Building Type: Commercial Use: Retail Height: One Story Setbacks: None Orientation: Street Landmark: No</p>	<p>Building Quality: Medium</p> <p>Comments: Needs Facade Improvement</p>

**Appendix D: Building Quality Assessment (continued)**

 <p>Photo 19</p>	<p>Address: 420-422                  Cross Street: 9th                  Building Type: Commercial                  Use: Retail/Business                  Height: One-Story                  Setbacks: None                  Orientation: Street                  Landmark: No</p>	<p>Building Quality: Poor</p> <p>Comments: Potential for Infill – mixed-use development</p>	 <p>Photo 20</p>	<p>Address: 424                  Cross Street: S 9th                  Building Type: Commercial                  Use: Retail/Business                  Height: One                  Setbacks: None                  Orientation: Street                  Landmark: No</p>	<p>Building Quality: Poor</p> <p>Comments: Irregular façade design; potential for rental units above w/retail below</p>
 <p>Photo 21</p>	<p>Address: 428-432                  Cross Street: 9th                  Building Type: Commercial                  Use: Retail/Business                  Height: Two                  Setbacks: None                  Orientation: Street                  Landmark: No</p>	<p>Building Quality: Poor</p> <p>Comments: Potential for Infill – mixed-use development</p>	 <p>Photo 22</p>	<p>Address: 438-448                  Cross Street: S 10th                  Building Type: Industrial                  Use: Pharmacy                  Height: Two                  Setbacks: None                  Orientation: Street                  Landmark: No</p>	<p>Building Quality: medium</p> <p>Comments: Old-style brick building; vacant</p>
 <p>Photo 23</p>	<p>Address: 452                  Cross Street: 10th                  Building Type: Commercial                  Use: 7-Eleven                  Height: One                  Setbacks: More than 20'                  Orientation: Street                  Landmark: No</p>	<p>Building Quality: Medium</p> <p>Comments: Busy intersection</p>	 <p>Photo 24</p>	<p>Address: 478                  Cross Street: 478:                  Building Type: Commercial                  Use: Retail/Business                  Height: Two-story                  Setbacks: None                  Orientation: Street                  Landmark: No</p>	<p>Building Quality: Medium</p> <p>Comments: Tree needs trimming to show facade</p>

**Appendix D: Building Quality Assessment (continued)**

 <p><b>Photo 25</b></p>	<p>Address: 510                  Cross Street: S 11th                  Building Type: Commercial                  Use: Gas Station                  Height: One Story                  Setbacks: More than 20'                  Orientation: Street                  Landmark: Yes</p>	<p>Building Quality: Medium</p> <p>Comments: Sloped roof                  Busy intersection</p>	 <p><b>Photo 26</b></p>	<p>Address: 520                  Cross Street: S 11th                  Building Type: Commercial                  Use: Restaurant                  Height: One-Story                  Setbacks:                  Orientation: Street                  Landmark: No</p>	<p>Building Quality: Medium</p> <p>Comments: Color stands out; needs better signage</p>
 <p><b>Photo 27</b></p>	<p>Address: 552 KFC                  Cross Street: S 12th                  Building Type: Commercial                  Use: Restaurant                  Height: One-Story                  Setbacks: None                  Orientation: Street                  Landmark: No</p>	<p>Building Quality: Medium</p> <p>Comments: Free Standing                  Fast Food</p>	 <p><b>Photo 28</b></p>	<p>Address: 576                  Cross Street: S 12th                  Building Type: Commercial                  Use: Restaurant                  Height: Two-Story                  Setbacks: None                  Orientation: Street                  Landmark: No</p>	<p>Building Quality: Medium</p> <p>Comments: Signage needs improvement; vacant spaces</p>
 <p><b>Photo 29</b></p>	<p>Address: 598                  Cross Street: S 13th                  Building Type: Commercial                  Use: Medical/ Business                  Height: Two-Story                  Setbacks: None                  Orientation: Street                  Landmark: No</p>	<p>Building Quality: Medium</p> <p>Comments: Building with two-storied front</p>	 <p><b>Photo 30</b></p>	<p>Address: 602                  Cross Street: S 13th                  Building Type: Commercial                  Use: Business                  Height: Two-Story                  Setbacks: None                  Orientation: Street                  Landmark: No</p>	<p>Building Quality: Medium</p> <p>Comments: Building with two-storied different style front</p>

**Appendix D: Building Quality Assessment (continued)**

 <p>Photo 31</p>	<p>Address: 602                  Cross Street: S 13th                  Building Type: Commercial/Office                  Use: Medical Business                  Height: Two-Story                  Setbacks: 3'                  Orientation: Street                  Landmark: No</p>	<p>Building Quality: Good</p> <p>Comments: Two-storied front with awnings</p>	 <p>Photo 32</p>	<p>Address: 630-650                  Cross Street: S 14th                  Building Type: Commercial/Office                  Use: Medical Business                  Height: Two-Story                  Setbacks: More than 20'                  Orientation: Street                  Landmark: No</p>	<p>Building Quality: Good</p> <p>Comments: U-Shaped Building</p>
 <p>Photo 33</p>	<p>Address: 652-670                  Cross Street: S 14th                  Building Type: Commercial/Office                  Use: Medical                  Height: Two-story                  Setbacks: None                  Orientation: Street                  Landmark: No</p>	<p>Building Quality: Good</p> <p>Comments: Neighborhood Medical District</p>	 <p>Photo 34</p>	<p>Address: 678                  Cross Street: S 14th                  Building Type: Commercial/Office                  Use: Medical                  Height: Two Story                  Setbacks: None                  Orientation: Street                  Landmark: No</p>	<p>Building Quality: Good</p> <p>Comments: Neighborhood Medical District</p>
 <p>Photo 35</p>	<p>Address: 696                  Cross Street: S 15th                  Building Type: Commercial/Office                  Use: Medical                  Height: Two-Story                  Setbacks: 5'                  Orientation: Street                  Landmark: No</p>	<p>Building Quality: Good</p> <p>Comments: Building has no windows facing street</p>	 <p>Photo 36</p>	<p>Address: 696                  Cross Street: S 15th                  Building Type: Commercial/Office                  Use: Retail Flower Shop                  Height: Two-Story                  Setbacks: None                  Orientation: Street                  Landmark: No</p>	<p>Building Quality: Good</p> <p>Comments: Need more Landscape</p>

**Appendix D: Building Quality Assessment (continued)**

 <p>Photo 37</p>	<p>Address:696                  Cross Street: S 15th                  Building Type:                  Commercial/Office                  Use: Medical Offices                  Height: Two-Story                  Setbacks: 3'-5'                  Orientation: Side                  Landmark: No</p>	<p>Building                  Quality:                  Good</p> <p>Comments:                  Building with                  two-storied                  front</p>	 <p>Photo 38</p>	<p>Address:702                  Cross Street: S 15th                  Building Type:                  Commercial/Office                  Use: Medical (Nursing                  College)                  Height: Two-Story                  Setbacks:5'                  Orientation: Street                  Landmark: No</p>	<p>Building                  Quality:                  Good</p> <p>Comments:                  Building with                  two-storied                  front</p>
 <p>Photo 39</p>	<p>Address:716                  Cross Street: S 15th                  Building Type:                  Neighborhood                  Residential                  Use: Residential                  Apartments                  Height: Two-Story                  Setbacks: More than 20'                  Orientation: Street                  Landmark: No</p>	<p>Building                  Quality:                  Good</p> <p>Comments:                  Balanced                  facade</p>	 <p>Photo 40</p>	<p>Address:                  Cross Street:16th                  Building Type: Vacant                  Use: Open Parcel                  Height: Two-Story                  Setbacks: None                  Orientation: Street                  Landmark: No</p>	<p>Building                  Quality:                  Vacant</p> <p>Comments:                  Potential to be                  developed                  with use                  permit</p>
 <p>Photo 41</p>	<p>Address:                  Cross Street: S 16th                  Building Type:                  Neighborhood/                  Residential                  Use: Residential                  Height: Two-Story                  Setbacks: None                  Orientation: Street                  Landmark: No</p>	<p>Building                  Quality:                  Good</p> <p>Comments:                  Nice Facade</p>	 <p>Photo 42</p>	<p>Address: Walgreens                  Cross Street: S 16th                  Building Type:                  Neighborhood                  /Commercial                  Use: Business                  Height: One-Story                  Setbacks: 3'                  Orientation: Side                  Landmark: Historical                  Building</p>	<p>Building                  Quality:                  Medium</p> <p>Comments:                  No Display in                  Windows</p>

**Appendix D: Building Quality Assessment (continued)**

 <p>Photo 43</p>	<p>Address: Cross Street: S 17th Building Type: Quasi Public Use: Fire Station Height: One-Story Setbacks:5' Orientation: Street Landmark: Yes</p>	<p>Building Quality: Good</p> <p>Comments: Attractive entry</p>	 <p>Photo 44</p>	<p>Address:725 Cross Street: N 16th Building Type: Quasi Public Use: Vacant Medical Height: Two Story Setbacks:5'-10' Orientation: Street Landmark: No</p>	<p>Building Quality: Good</p> <p>Comments: Vacant medical site</p>
 <p>Photo 45</p>	<p>Address:707 Cross Street: N 15th Building Type: Quasi Public Use: Vacant/Medical Height: One-Story Setbacks: 5' Orientation: Street Landmark: No</p>	<p>Building Quality: Good</p> <p>Comments: Vacant medical site</p>	 <p>Photo 46</p>	<p>Address:675 Cross Street: N 13th Building Type: Quasi Public Use: Medical Height: One-Story Setbacks: 5' Orientation: Street Landmark: No</p>	<p>Building Quality: Good</p> <p>Comments: Vacant medical site</p>
 <p>Photo 47</p>	<p>Address:675 Cross Street: N 14th Building Type: Quasi Public Use: Medical Height: One-Two Story Setbacks:3'-5' Orientation: Side Landmark: No</p>	<p>Building Quality: Good</p> <p>Comments: Vacant Block</p>	 <p>Photo 48</p>	<p>Address:25N Cross Street: N 13th Building Type: Quasi Public Use: Medical Height: More Than 50' Setbacks: 3'-5' Orientation: Street Landmark: Yes</p>	<p>Building Quality: Medium</p> <p>Comments: Building in partial use</p>

**Appendix D: Building Quality Assessment (continued)**

 <p>Photo 49</p>	<p>Address: East Santa Clara                  Cross Street: N 13th                  Building Type: Commercial                  Use: Parking Lot                  Height: N/A                  Setbacks: Depth More than 20'                  Orientation: Side                  Landmark: No</p>	<p>Building Quality: Poor</p> <p>Comments: Empty Parking lot is an Eyesore</p>	 <p>Photo 50</p>	<p>Address: N 13th                  Cross Street: EST                  Building Type: Commercial/ Office                  Use: Medical                  Height: One-Story                  Setbacks: More than 20'                  Orientation: Side                  Landmark: No</p>	<p>Building Quality: Medium</p> <p>Comments: Parking Lot in Front</p>
 <p>Photo 51</p>	<p>Address: 75N 13th                  Cross Street: E. Santa Clara                  Building Type: Commercial                  Use: Medical                  Height: One Story                  Setbacks: 5'                  Orientation: Side                  Landmark: No</p>	<p>Building Quality: Medium</p> <p>Comments: Residential turned business use</p>	 <p>Photo 52</p>	<p>Address: 56-60N 13th                  Cross Street: EST                  Building Type: Commercial                  Use: Medical Pharmacy                  Height: One Story                  Setbacks: 5'                  Orientation: Side                  Landmark: No</p>	<p>Building Quality: Medium</p> <p>Comments: Low profile building</p>
 <p>Photo 53</p>	<p>Address: 555-567                  Cross Street: 12th                  Building Type: Commercial                  Use: Strip Mall                  Height: One-Story                  Setbacks: More than 20'                  Orientation: Street                  Landmark: No</p>	<p>Building Quality: Poor</p> <p>Comments: Distractive Signs and Display</p>	 <p>Photo 54</p>	<p>Address: 535 Vung Tau                  Cross Street: 12th                  Building Type: Commercial                  Use: Restaurant                  Height: One-Story                  Setbacks: More than 20'                  Orientation: Street                  Landmark: No</p>	<p>Building Quality: Good</p> <p>Comments: Balanced Form and Materials</p>

**Appendix D: Building Quality Assessment (continued)**

	<p>Address:525 Cross Street:12th Building Type: Commercial Use: Retail Service Height: One-Story Setbacks: None Orientation: Street Landmark: No</p>	<p>Building Quality: Medium</p> <p>Comments: Signs Distractive, Needs better display</p>		<p>Address:517 Cross Street:11th Building Type: Commercial Use: Mini-Mart Height: One-Story Setbacks: None Orientation: Street Landmark: No</p>	<p>Building Quality: Poor</p> <p>Comments: Too many Signs, no display window</p>
	<p>Address:509 Cross Street: 11th Building Type: Commercial Use: Restaurant Height: One-Story Setbacks: None Orientation: Street Landmark: No</p>	<p>Building Quality: Poor</p> <p>Comments: Too colorful, Distractive</p>		<p>Address:471 Cross Street: 10th Building Type: Quasi Public Commercial Use: Mortuary Height: One-Two Story Setbacks:5' Orientation: Street Landmark: No</p>	<p>Building Quality: Good</p> <p>Comments: Serene Look</p>
	<p>Address:447, 449 Cross Street: 10th Building Type: Quasi Public Use: Office Height: One-Story Setbacks: None Orientation: Street Landmark: No</p>	<p>Building Quality: Medium</p> <p>Comments: Fence not necessary</p>		<p>Address:425 Cross Street: 10th Building Type: Quasi Public Use: Fire Building Height: Three Story Setbacks: None Orientation: Street Landmark: No</p>	<p>Building Quality: Good</p> <p>Comments: Tall but Elegant</p>

**Appendix D: Building Quality Assessment (continued)**

	<p>Address:421                  Cross Street: 10th                  Building Type:                  Commercial                  Use: office                  Height: Two Story                  Setbacks: None                  Orientation: Street                  Landmark: No</p>	<p>Building                  Quality:                  Good</p> <p>Comments:                  Good balanced                  form</p>		<p>Address:401, 405                  Cross Street: 9th                  Building Type:                  Commercial                  Use: Food Service                  Height: Two-Story                  Setbacks: None                  Orientation: Street                  Landmark: No</p>	<p>Building                  Quality:                  Medium</p> <p>Comments:                  Needs better                  facade display</p>
	<p>Address:443,445                  Cross Street:10th                  Building Type:                  Commercial                  Use: Retail Service                  Height: Two-Story                  Setbacks: None                  Orientation: Side                  Landmark: No</p>	<p>Building                  Quality:                  Medium</p> <p>Comments:                  Needs curb                  appeal</p>		<p>Address: 51 N 9th                  Cross Street: E. Santa                  Clara                  Building Type:                  Commercial                  Use: Offices                  Height: Two-Story                  Setbacks: None                  Orientation: Side                  Landmark: No</p>	<p>Building                  Quality:                  Medium</p> <p>Comments:                  Use in quiet                  neighborhood</p>
	<p>Address: N 9<sup>th</sup> St                  Cross Street: E. Santa                  Clara                  Building Type: Quasi                  Public                  Use: Meeting Hall                  Height: Two-Story                  Setbacks: None                  Orientation: Side                  Landmark: No</p>	<p>Building                  Quality:                  Medium</p> <p>Comments:                  Use in quiet                  neighborhood</p>		<p>Address:389                  Cross Street: N 9th                  Building Type: Quasi                  Public                  Use: Church                  Height: Two-Story                  Setbacks: None                  Orientation: Street                  Landmark: Yes</p>	<p>Building                  Quality:                  Medium</p> <p>Comments:                  Use in quiet                  neighborhood</p>

**Appendix D: Building Quality Assessment (continued)**

 <p>Photo 67</p>	<p>Address:389                  Cross Street: 8th                  Building Type: Quasi Public                  Use: Church                  Height: Two-story                  Setbacks: 5'-10'                  Orientation: Side                  Landmark: Yes</p>	<p>Building Quality: Good</p> <p>Comments: Serene Facade</p>	 <p>Photo 68</p>	<p>Address:345                  Cross Street:                  Building Type: Commercial                  Use: offices                  Height: Two-Story                  Setbacks: None                  Orientation: Street                  Landmark: No</p>	<p>Building Quality: Good</p> <p>Comments: Needs Sign Improvement</p>
 <p>Photo 69</p>	<p>Address:301                  Cross Street: N 7th                  Building Type: Commercial                  Use: City Restaurant                  Height: One- Story                  Setbacks: None                  Orientation: Street                  Landmark: No</p>	<p>Building Quality: Medium</p> <p>Comments: Distractive Building Color</p>	 <p>Photo 70</p>	<p>Address: N 7<sup>th</sup> St                  Cross Street: EST                  Building Type: Commercial                  Use: Retail/Restaurant                  Height: One Story                  Setbacks: None                  Orientation: Side                  Landmark: No</p>	<p>Building Quality: Medium</p> <p>Comments: Distinctive facade</p>
 <p>Photo 71</p>	<p>Address: N 7<sup>th</sup> Horace Mann School                  Cross Street: E. Santa Clara                  Building Type: Quasi Public                  Use: Elementary School                  Height: Three Story                  Setbacks: None                  Orientation: Side                  Landmark: No</p>	<p>Building Quality: Good</p> <p>Comments: Solid Fence facing street</p>	 <p>Photo 72</p>	<p>Address: 242 Vintage Tower                  Cross Street: 6<sup>th</sup> St                  Building Type: Commercial                  Use: Hotel                  Height: Multi-Story                  Setbacks: None                  Orientation: Street                  Landmark: Yes</p>	<p>Building Quality: Good</p> <p>Comments: Needs Sign Improvement; Parking behind</p>

**Appendix D: Building Quality Assessment (continued)**

 <p>Photo 73</p>	<p>Address: 225E                  Cross Street: N 6th                  Building Type: Commercial                  Use: Restaurant/Retail                  Height: One Story                  Setbacks: None                  Orientation: Street                  Landmark: No</p>	<p>Building Quality: Medium</p> <p>Comments: Building shadowed by City Hall and Trees</p>	 <p>Photo 74</p>	<p>Address: 186 East Santa Clara St.                  Cross Street: N 5th                  Building Type: None                  Use: Empty Lot                  Height: None                  Setbacks: More than 20'                  Orientation: Street                  Landmark: No</p>	<p>Building Quality: Empty Lot</p> <p>Comments: Needs Development</p>
 <p>Photo 75</p>	<p>Address: 34 N 5<sup>th</sup> Pacific                  Car Wash                  Cross Street: E. Santa Clara                  Building Type: Commercial                  Use: Service                  Height: One Story                  Setbacks:                  Orientation: Side                  Landmark: No</p>	<p>Building Quality: Poor</p> <p>Comments: Entrance should be re-oriented</p>	 <p>Photo 76</p>	<p>Address: 64 N 5th                  Cross Street: E. Santa Clara                  Building Type: Commercial                  Use: Parking garage                  Height: Multi-Story                  Setbacks:                  Orientation: Side                  Landmark: No</p>	<p>Building Quality: Good</p> <p>Comments: Busy Street                  Nice street plaza</p>
 <p>Photo 77</p>	<p>Address: 72 N 5th                  Cross Street: E. Santa Clara                  Building Type: Quasi Public                  Use: Church                  Height: Two-Story                  Setbacks:                  Orientation: Side                  Landmark: No</p>	<p>Building Quality: Good</p> <p>Comments: Nice street Plaza</p>	 <p>Photo 78</p>	<p>Address: 48 N 5th                  Cross Street: E. Santa Clara                  Building Type: Quasi Public                  Use: Offices                  Height: Two-Story                  Setbacks:                  Orientation: Side                  Landmark: No</p>	<p>Building Quality: Good</p> <p>Comments: Colonial facade                  Quiet Neighborhood</p>

# Appendix E: Streetscape Audit Instrument (modified Version of Peds)

<b>Name:</b> _____	<b>Date:</b> _____	<b>Total Score:</b> _____
<b>Segment Number:</b> _____	<b>Time:</b> _____	0-60 Poor      75-89 Good 61-74 Fair      90+ Excellent

<p><b>0. Segment type</b></p> <p>Low volume road <input type="checkbox"/> 3                  High volume road <input type="checkbox"/> 0                  Bike or Ped path-skip to section C <input type="checkbox"/> 3  <b>Total</b></p> <p><b>A. Environment- 20 points</b></p> <p><b>1. Uses in Segment</b></p> <p><i>Check all that apply</i></p> <p>Housing - Single Family Detached <input type="checkbox"/> 0                  Housing - Multi-Family <input type="checkbox"/> 4                  Housing - Mobile Homes <input type="checkbox"/> 0                  Office/Institution <input type="checkbox"/> 2                  Restaurant/Café/Commercial <input type="checkbox"/> 4                  Industrial <input type="checkbox"/> 0                  Vacant/Undeveloped <input type="checkbox"/> 0                  Recreation <input type="checkbox"/> 4</p> <p><b>2. Slope</b></p> <p>Flat <input type="checkbox"/> 3                  Slight hill <input type="checkbox"/> 1                  Steep hill <input type="checkbox"/> 0</p> <p><b>3. Segment Intersection</b></p> <p>Segment has 3-way intersection <input type="checkbox"/> 2                  Segment has 4-way intersection <input type="checkbox"/> 3                  Segment has other intersection <input type="checkbox"/> 0                  Segment deadends but path continues <input type="checkbox"/> 1                  Segment deadends <input type="checkbox"/> 0                  Segment has no intersections <input type="checkbox"/> 0  <b>Total</b></p> <p><b>B. Pedestrian Facility- 20 points</b></p> <p><b>4. Type(s) of pedestrian facility</b></p> <p>Footpath (worn dirt trail) <input type="checkbox"/> 0                  Paved trail <input type="checkbox"/> 2                  Sidewalk <input type="checkbox"/> 4</p> <p><b>5. Path material</b></p> <p>Asphalt <input type="checkbox"/> 1                  Concrete <input type="checkbox"/> 2                  Paving brick or flat stone <input type="checkbox"/> 3                  Gravel <input type="checkbox"/> 0                  Dirt or sand <input type="checkbox"/> 0</p> <p><b>6. Path condition/maintenance</b></p> <p>Poor (many bumps/crack/holes) <input type="checkbox"/> 0                  Fair (some bumps/crack/holes) <input type="checkbox"/> 1                  Good (very few bumps/crack/holes) <input type="checkbox"/> 3                  Under repair <input type="checkbox"/> 0</p> <p><b>7. Path obstructions</b></p> <p>Are there path obstructions? Yes <input type="checkbox"/> -1                  No <input type="checkbox"/> 1</p> <p><i>Check all that apply</i></p> <p>Neg pts. Poles or signs <input type="checkbox"/> -1                  Neg pts. Parked cars <input type="checkbox"/> -3                  Neg pts. Greenery <input type="checkbox"/> -1                  Neg pts. Garbage cans <input type="checkbox"/> -1                  Neg pts. Pay phones <input type="checkbox"/> -1                  Neg pts. Other <input type="checkbox"/> -1</p> <p><b>8. Buffers between road and path</b></p> <p>Are there buffers btwn the road &amp; path? Yes <input type="checkbox"/> 1                  No <input type="checkbox"/> 0</p> <p><i>Check all that apply</i></p> <p>Bonus Fence <input type="checkbox"/> 1                  Bonus Trees <input type="checkbox"/> 3                  Bonus Hedges <input type="checkbox"/> 2                  Bonus Landscape <input type="checkbox"/> 3                  Bonus Grass <input type="checkbox"/> 2                  Bonus Other <input type="checkbox"/> 1</p> <p><b>9. Path distance from curb</b></p> <p>At edge <input type="checkbox"/> 0                  &lt;5 feet <input type="checkbox"/> 1                  &gt;5 feet <input type="checkbox"/> 2</p> <p><b>10. Sidewalk width</b></p> <p>&lt;4 feet <input type="checkbox"/> 0                  Between 4 and 8 feet <input type="checkbox"/> 2                  &gt;8 feet <input type="checkbox"/> 3</p>	<p><b>11. Is the facility fully or partially ADA accessible?</b></p> <p>Yes <input type="checkbox"/> 1                  No <input type="checkbox"/> 0</p> <p><i>Check all that apply</i></p> <p>Bonus Safe curb slope <input type="checkbox"/> 2                  Bonus Truncated domes <input type="checkbox"/> 2                  Bonus Perpendicular curbs <input type="checkbox"/> 2                  Bonus Other <input type="checkbox"/> 2</p> <p><b>12. Sidewalk Completeness</b></p> <p>Sidewalk is complete <input type="checkbox"/> 1                  Sidewalk is incomplete <input type="checkbox"/> 0</p> <p><b>13. Is the sidewalk connected to other sidewalks?</b></p> <p>Yes <input type="checkbox"/> 1                  No <input type="checkbox"/> 0  <b>Total</b></p> <p><b>C. Road attributes- 25 points</b></p> <p>If there is only a ped. path and no road, add 25 points</p> <p><b>14. Conditions of road</b></p> <p>Poor (many bumps/cracks/holes) <input type="checkbox"/> 0                  Fair (some bumps/cracks/holes) <input type="checkbox"/> 1                  Good (very few bumps/cracks/holes) <input type="checkbox"/> 2                  Under repair <input type="checkbox"/> 0</p> <p><b>15. Number of lanes (# of travel lanes for whole street)</b></p> <p>2 or less <input type="checkbox"/> 2                  more than 2 <input type="checkbox"/> 0</p> <p><b>16. Posted speed limit</b></p> <p>25 mph or less <input type="checkbox"/> 2                  more than 25 mph <input type="checkbox"/> 0</p> <p><b>17. On-street parking</b></p> <p>Parallel or Diagonal <input type="checkbox"/> 2                  None <input type="checkbox"/> 0</p> <p><b>18. Off-street parking lot spaces</b></p> <p>0-5 <input type="checkbox"/> 2                  6-25 <input type="checkbox"/> 0                  26+ <input type="checkbox"/> 0</p> <p><b>19. Walk through a parking lot to get to most bldgs?</b></p> <p>Yes <input type="checkbox"/> 0                  No <input type="checkbox"/> 2</p> <p><b>20. Presence of driveways</b></p> <p>0-1 <input type="checkbox"/> 2                  2 or more <input type="checkbox"/> 0</p> <p><b>21. Traffic control devices</b></p> <p>Are there traffic control devices? Yes <input type="checkbox"/> 3                  No <input type="checkbox"/> 0</p> <p><i>Check all that apply</i></p> <p>Bonus Traffic light <input type="checkbox"/> 2                  Bonus Stop sign <input type="checkbox"/> 1                  Bonus Traffic circle <input type="checkbox"/> 3                  Bonus Speed bumps <input type="checkbox"/> 3                  Bonus Chicane or chokers <input type="checkbox"/> 3                  Bonus Median <input type="checkbox"/> 3                  Bonus Raised crosswalk <input type="checkbox"/> 3                  Bonus Other <input type="checkbox"/> 3</p> <p><b>22. Crosswalks</b></p> <p>None <input type="checkbox"/> 0                  1-3 <input type="checkbox"/> 1                  4 or more <input type="checkbox"/> 2</p> <p><b>23. Crossing aids</b></p> <p>Are there crossing aids? Yes <input type="checkbox"/> 3                  No <input type="checkbox"/> 0</p> <p><i>Check all that apply</i></p> <p>Bonus Yield to ped paddles <input type="checkbox"/> 3                  Bonus Pedestrian signal <input type="checkbox"/> 1                  Bonus Refuge/Traffic islands <input type="checkbox"/> 1                  Bonus Curb extension <input type="checkbox"/> 3                  Bonus Overpass/Underpass <input type="checkbox"/> 1                  Bonus Ped. xing warning sign <input type="checkbox"/> 1                  Bonus Flashing warning sign <input type="checkbox"/> 2                  Bonus Share the Rd sign <input type="checkbox"/> 1                  Bonus Audible countdown light <input type="checkbox"/> 2                  Bonus Other <input type="checkbox"/> 1</p>	<p><b>24. Bicycle facilities</b></p> <p>Are there bicycle facilities? Yes <input type="checkbox"/> 3                  No <input type="checkbox"/> 0</p> <p><i>Check all that apply</i></p> <p>Bonus Bike route sign <input type="checkbox"/> 1                  Bonus Striped bike lane <input type="checkbox"/> 3                  Bonus Bike parking <input type="checkbox"/> 3                  Bonus Bike crossing warning <input type="checkbox"/> 2                  Bonus Segregated bike lane <input type="checkbox"/> 3                  Bonus Other <input type="checkbox"/> 1  <b>Total</b></p> <p><b>D. Walking/Cycling Environment</b></p> <p><b>25. Roadway/path lighting</b></p> <p>Road-oriented lighting <input type="checkbox"/> 1                  Pedestrian-scale lighting <input type="checkbox"/> 2                  Other lighting <input type="checkbox"/> 1                  No lighting <input type="checkbox"/> 0</p> <p><b>26. Amenities</b></p> <p>Are there any amenities/street furniture? Yes <input type="checkbox"/> 2                  No <input type="checkbox"/> 0</p> <p><i>Check all that apply</i></p> <p>Bonus Public garbage cans <input type="checkbox"/> 1                  Bonus Benches (non-transit) <input type="checkbox"/> 2                  Bonus Water Fountain <input type="checkbox"/> 2                  Bonus Vendors/Vend. mach. <input type="checkbox"/> 1                  Bonus Places to sit (non rest.) <input type="checkbox"/> 2                  Bonus Public art <input type="checkbox"/> 3                  Bonus Outdoor rest. seating <input type="checkbox"/> 2                  Bonus Public restrooms <input type="checkbox"/> 2                  Bonus Ped.-oriented signage <input type="checkbox"/> 2                  Bonus Bollards <input type="checkbox"/> 2                  Neg pts. Unattr. news stands <input type="checkbox"/> -2                  Bonus Other <input type="checkbox"/> 1</p> <p><b>27. Are there wayfinding aids? (st. signs, maps)</b></p> <p>Yes <input type="checkbox"/> 2                  No <input type="checkbox"/> 0</p> <p><b>28. Number of trees shading walking area</b></p> <p>None or very few <input type="checkbox"/> 0                  Some <input type="checkbox"/> 1                  Many/dense <input type="checkbox"/> 2</p> <p><b>29. Degree of enclosure</b></p> <p>Little or no enclosure <input type="checkbox"/> 0                  Some enclosure <input type="checkbox"/> 1                  Highly enclosed <input type="checkbox"/> 2</p> <p><b>30. Powerlines along segment</b></p> <p>Low voltage/distribution line <input type="checkbox"/> 0                  High voltage/distribution line <input type="checkbox"/> 0                  None or very few <input type="checkbox"/> 1</p> <p><b>31. Overall cleanliness and building maintenance</b></p> <p>Poor (much litter/graffiti/broken facilities) <input type="checkbox"/> 0                  Fair (some litter/broken/broken facilities) <input type="checkbox"/> 1                  Good (no litter/broken/broken facilities) <input type="checkbox"/> 2</p> <p><b>32. Articulation in building designs</b></p> <p>Little or no articulation <input type="checkbox"/> 0                  Some articulation <input type="checkbox"/> 1                  Highly articulated <input type="checkbox"/> 2</p> <p><b>33. Building setbacks from sidewalk</b></p> <p>At edge of sidewalk <input type="checkbox"/> 2                  Within 20 feet of sidewalk <input type="checkbox"/> 0                  More than 20 feet from sidewalk <input type="checkbox"/> 0</p> <p><b>34. Building height</b></p> <p>1-story <input type="checkbox"/> 0                  2-4 stories <input type="checkbox"/> 1                  5+ stories <input type="checkbox"/> 1</p> <p><b>35. Bus stops</b></p> <p>Bus stop with shelter (-2 if dirty) <input type="checkbox"/> 2                  Bus stop with bench (-1 if dirty) <input type="checkbox"/> 1                  Bus stop with signage only <input type="checkbox"/> 0                  No bus stop <input type="checkbox"/> 0  <b>Total</b></p> <p><b>Subjective assessment: Segment</b></p> <p>Enter 0-4, 0 = Strongly disagree, 4 = Strongly agree</p> <p>...is attractive for walking <input type="checkbox"/> 0-4                  ...is attractive for cycling <input type="checkbox"/> 0-4                  ...feels safe for walking <input type="checkbox"/> 0-4                  ...feels safe for cycling <input type="checkbox"/> 0-4  <b>Total</b></p>
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