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draft
neighborhood improvement plan amendment

Five Wounds

Brookwood Terrace



STRONG NEIGHBORHOODS INITIATIVE



Five Wounds/Brookwood Terrace Neighborhood Improvement Plan Amendment

CommUniverCity San José
for the
City of San José Strong Neighborhoods Initiative

Second Draft
December 2006



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Executive Summary

The 2002 *Five Wounds/Brookwood Terrace Neighborhood Improvement Plan (NIP)*¹ established principles, concepts, and strategies that have guided improvement efforts and brought over \$90 million in public funds to the community over the last four years.² Encouraged by their remarkable accomplishments, the community has worked diligently between December 2005 and June 2006 to update its action agenda. As a result, original strategies have been either renewed or modified, and entirely new goals have been incorporated into the action plan documented in this *Five Wounds/Brookwood Terrace Neighborhood Improvement Plan Amendment (NIPA)*. The community will use this document over the next five years, and beyond, to steer improvement projects and services to meet its vision.

In 2006, the community's overarching vision remains close to the vision presented in the *NIP*. Residents still want their neighborhood to be a safe, "small-town" environment, with walkable streets connecting central areas of community life, and thriving community-serving business corridors and retail nodes. The vision for the Town Square – a place to gather and strengthen the bonds of the community – endures in residents' imaginations. Additionally, it is important that valuable opportunity sites in industrial lands throughout the neighborhood be developed according to the community's vision. Affordable housing continues to be a critical goal in order to retain and attract people who contribute to the vibrancy and diversity of this community.

Further, the Five Wounds/Brookwood Terrace community has expanded its vision to include a much stronger focus on education and health. Hence, a "college-going culture" and better access to healthcare have become driving forces in the community, providing children and adults the opportunity to excel both socially

¹ *Five Wounds/Brookwood Terrace Neighborhood Improvement Plan, August 2002 (NIP)* (City of San José: Strong Neighborhoods Initiative, 2002).

² Funding sources include the Redevelopment Agency, the City of San José, non-profit organizations, local foundation grants made to community-based organizations, development fees, and parks and school bond measures.

and academically. Five Wounds/Brookwood Terrace residents have once again expressed a commitment to realizing bold, visionary ideas.

Community participation in public planning workshops and stakeholder interviews held between December 2005 and August 2006 determined the overarching planning themes, specific actions, and priorities to address the most important issues facing the community.

A renewed action agenda of 57 individual action items was developed to carry out the community's vision. Over 100 community residents participated in a prioritization process that resulted in a Top 10 list of action items, as follows:

1. Continue streetscape improvements and traffic calming measures along 24th Street.
2. Implement a traffic calming strategy for cross-town routes and key intersections.
3. Increase law enforcement and crime prevention.
4. Create a "college-going culture" in the neighborhood.
5. Improve and redevelop existing sites at 33rd Street and McKee Road.
6. Complete the trail network through the neighborhood.
7. Produce a specific plan for the redevelopment of the San José Steel site.
8. Increase opportunities for youth and teen activities.
9. Increase the outreach and availability of healthcare services.
10. Expand housing and rehabilitation programs and outreach; involve university students in sustainable design and housing rehabilitation projects.

The renewed Top 10 Priorities list and the full action agenda presented in this document serve as the road map for the community, the City, and organizations that have a stake in implementing this *Neighborhood Improvement Plan Amendment*.

Introduction

In 2002, the Five Wounds/Brookwood Terrace (FWBT) community released its first *Neighborhood Improvement Plan (NIP)*.³ In only four years, over \$90 million in public funds have been invested in the FWBT area on improvements called for in the *NIP*.⁴ The success of the plan confirms the effectiveness of creating a neighborhood improvement plan. Encouraged by its accomplishments, the FWBT community, in partnership with the City of San José's Strong Neighborhoods Initiative (SNI) and CommUniverCity San José, has created this *Five Wounds Brookwood Terrace Neighborhood Improvement Plan Amendment (NIPA)* to guide neighborhood improvement efforts during the next five years and beyond. The following pages describe the development of a new, *renewed* set of actions the FWBT community has prioritized.

VISION

In 2006, the community's overarching vision remains close to the vision presented in the *NIP*. Residents still want their neighborhood to be a safe, "small-town" environment, with walkable streets connecting central areas of community life, and thriving community-serving business corridors and retail nodes. The vision for the Town Square – a place to gather and strengthen the bonds of the community – endures in residents' imaginations. Additionally, it is important that valuable opportunity sites within industrial lands throughout the neighborhood be developed according to the community's vision. Affordable housing continues to be a critical goal, to retain and attract people who contribute to the vibrancy and diversity of this community.

Further, the FWBT community has expanded its vision to include a much stronger focus on social services; education and health in particular. Hence, establishing a

³ *Five Wounds/Brookwood Terrace Neighborhood Improvement Plan, August 2002 (NIP)* (City of San José: Strong Neighborhoods Initiative, 2002).

⁴ Funding sources include the Redevelopment Agency, the City of San José, non-profit organizations, local foundation grants made to community-based organizations, development fees, and parks and school bond measures.

“college-going culture” and better access to healthcare have become driving forces in the community, providing children and adults the opportunity to excel both socially and academically. The FWBT residents have once again displayed a commitment to realizing bold, visionary ideas.

SETTING

As stated in the *NIP*, the “Five Wounds/Brookwood Terrace is home to a culturally and ethnically diverse group of residents. Residents exhibit a great deal of camaraderie and pride in their community. The area also has a large base of committed volunteers, who enthusiastically plan and initiate improvements.”⁵

At the geographic center of the area lies the East Santa Clara–Alum Rock commercial corridor. Two major commercial nodes exist, one at the Julian Street–McKee Road intersection and another at the William Street–McLaughlin Street intersection. Many light industrial uses line the former Union Pacific Railroad right-of-way, including the San José Steel site.⁶

Aside from the commercial and industrial areas, most of the FWBT area is residential, composed of a mix of housing types. Several residential neighborhoods make up the Five Wounds/Brookwood Terrace area, shown in Figure 1. Single-family homes are the dominant residential structure in a majority of the residential areas, but multi-family homes dominate in certain portions of the neighborhood.

⁵ *NIP*, I-1.

⁶ *Ibid.*

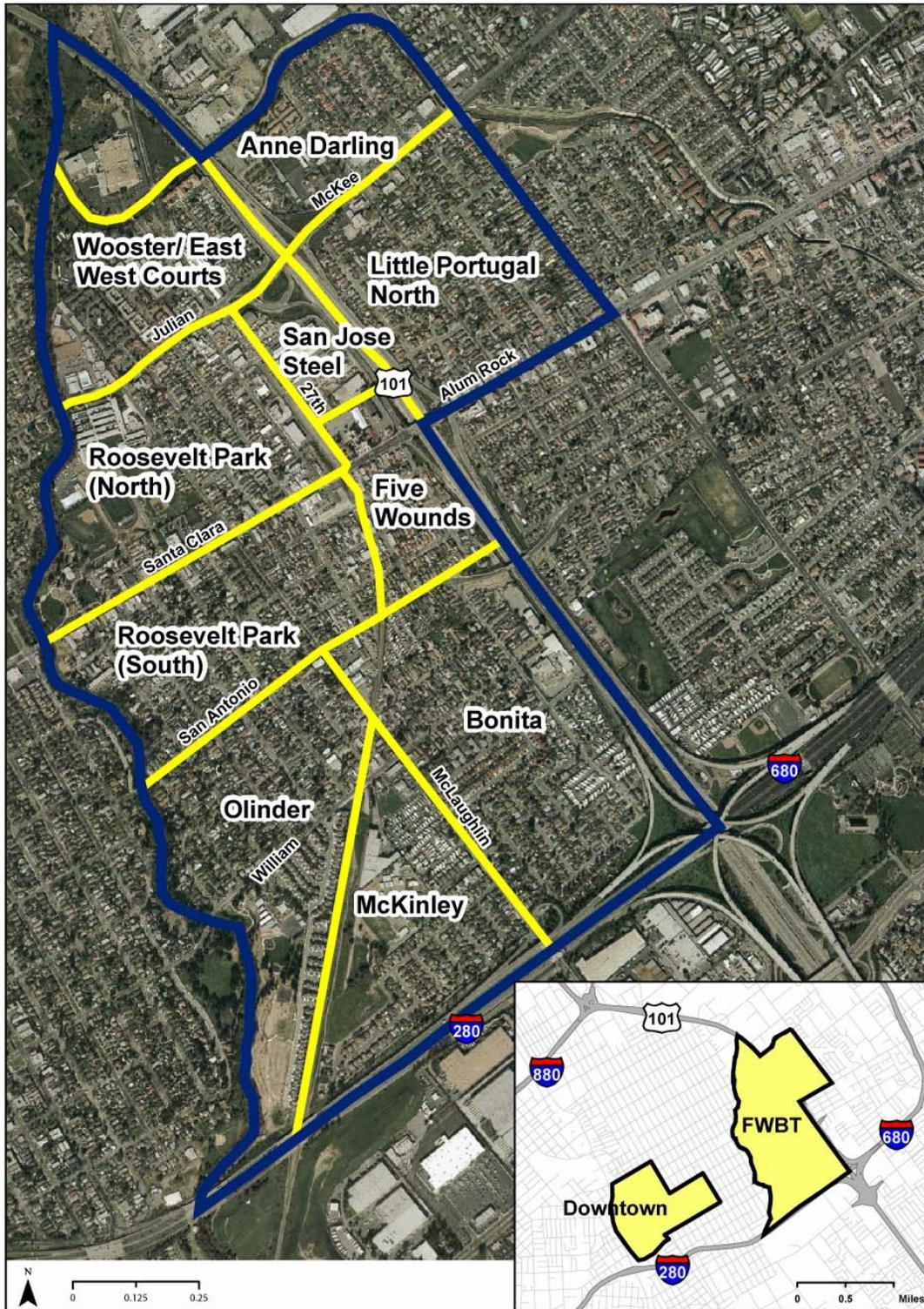


Figure 1. Five Wounds/Brookwood Terrace neighborhoods and location
Source: Aerial photograph courtesy of City of San José Redevelopment Agency

COMMUNITY PLANNING PROCESS

FWBT is the first among 19 existing SNI areas in the City of San José (see Figure 2) to engage in the process of renewing its Action Agenda. CommUniverCity San José was asked to assist with the update process. CommUniverCity San José is a collaborative of the City of San José, San José Redevelopment Agency, San José State University (SJSU), local community-based organizations (The Health Trust and Neighborhood Housing Services Silicon Valley), the San José Unified School District, and the Five Wounds /Brookwood Terrace community. Much of the research and community outreach for this *NIPA* was done by graduate students from SJSU’s Urban and Regional Planning Department who participated in CommUniverCity San José. Interviews with key stakeholders, experts, and technical advisors were conducted in parallel with the public input process.

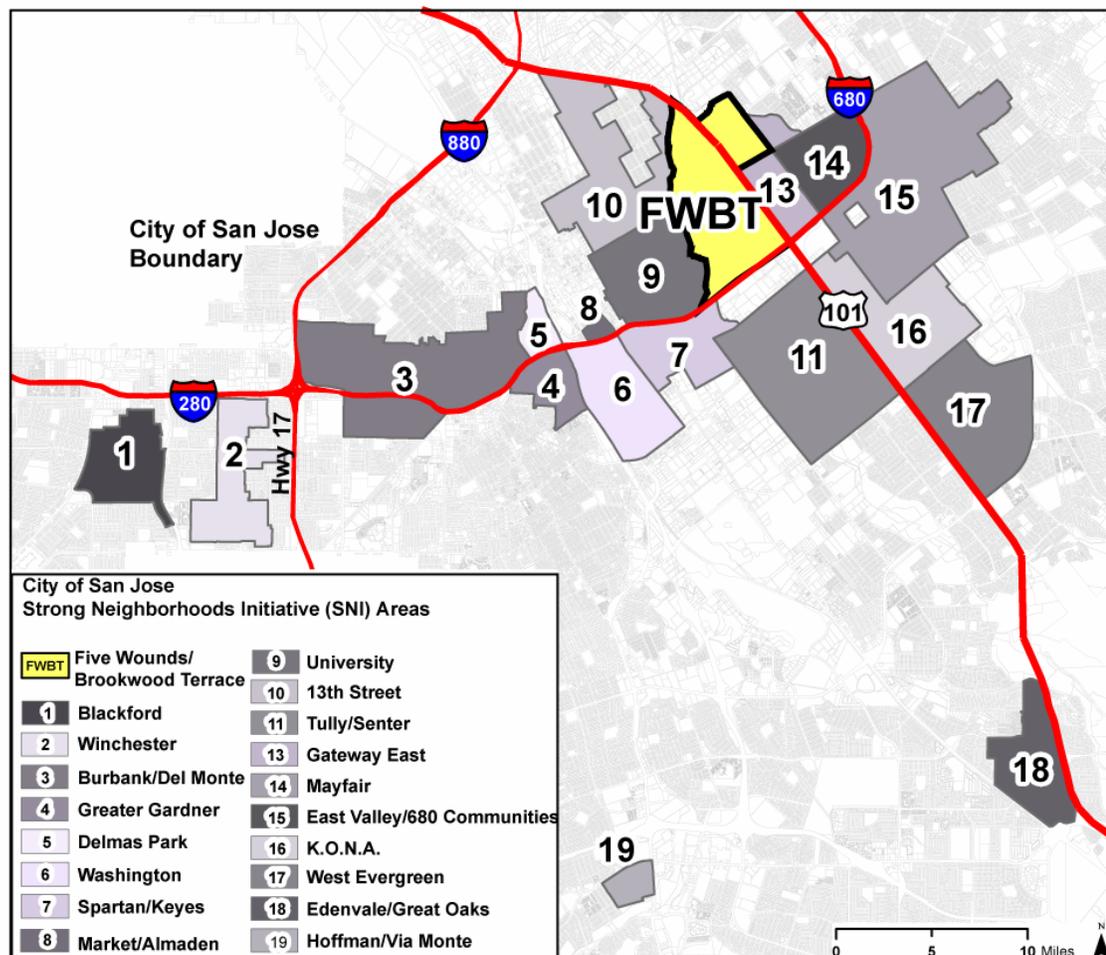


Figure 2. Five Wounds/Brookwood Terrace and Strong Neighborhoods Initiative areas

Source: SNI areas boundary data courtesy of the City of San José Redevelopment Agency

Community input established the foundation for this *NIPA*. In four community workshops, the overarching vision and specific goals were identified and documented (see Figures 3 and 4). Themes reflecting the community’s priorities and concerns emerged at the first community workshop on December 15, 2005, after a review of what had been accomplished in the previous four years. On April 11, 2006, a second workshop was held at the Hilton Mobile Park, where issues that specifically relate to disabled and senior residents were discussed. At the third workshop on April 22, 2006, specific actions, or projects, were distilled from the themes introduced at the first two. On May 20, 2006, the community gathered for a fourth workshop to prioritize the actions developed in response to its feedback.



Figure 3. April 22nd community workshop: themes emerge

On August 12 and August 22, 2006, the FWBT Neighborhood Action Council (NAC) voted to ratify a status report of the original *NIP*, the renewed list of community action items, and a new Top 10 Priorities list of actions.



Figure 4. May 20th community workshop: prioritization

Themes, Actions, and Types

The ultimate result of this neighborhood planning process was a renewed list of 57 individual actions, or projects, classified under eight themes. These themes are:

- Retail
- Housing
- Walkability and Traffic
- Industrial Land Uses
- Education
- Infrastructure
- Facilities and Services
- Health



N’HOOD



SERVICE



CAPITAL



WOW!

Figure 5. Action types

Action items were further categorized into four types (also shown in Figure 5): Neighborhood Action Priorities, Improved City Services/Social Issues, Capital Projects, and Wows!

Neighborhood Action Priorities are community-based initiatives that can be implemented relatively quickly by the neighborhood. They demonstrate change in a visible way and often have the greatest potential to involve community members. Examples of projects include neighborhood and creek clean-ups, tree planting, house painting projects, and murals in public spaces.

Service and Social Actions are designed to enhance specific services in the community run via governmental programs, non-profit, and/or community-based organizations. Examples include housing rehabilitation and law enforcement programs.

Capital Actions focus on major long-term improvements, and typically involve the construction of a community facility or other developments such as new parks, trails, and new affordable housing.

Wows! are potentially transformative opportunities which are also visionary in nature. These projects inspire immense creativity, and challenge all involved to think and act differently. An example of a Wow! is the FWBT community's vision for the Town Square as part of a new mixed-use development at the San José Steel site.

Neighborhood Priorities

The FWBT community voted on its priority actions in person on May 20, 2006 or by completing absentee ballots from May 21 through May 26. In total, 90 ballots were returned. The NAC gathered on August 12 and August 22, 2006 to ratify and refine the Top 10 priority actions. The results of the prioritization exercise are presented on the Renewed Action Agenda section of the report (page 37).

HOW TO USE THIS REPORT

This report documents the *NIPA* process and its final results. The *NIPA* is a supplement to the original *NIP*, and much of the detailed background information provided in it is also applicable to this document. The most significant difference between the content of the *NIP* and this *NIPA* lies in the action agenda. A renewed list of 57 actions is presented in the Renewed Action Priorities Matrix (page 83). All of the original 69 actions of the *NIP* have been incorporated in this amendment. Of the original actions, 21 have been completed (or are near completion) and have been compiled into a matrix called Resolved Action Priorities Since 2002 (page 35). The remaining original actions are incorporated in the Renewed Action Priorities Matrix, some in slightly modified form to reflect changing neighborhood priorities as well as local and regional conditions.

The body of this plan is divided into four main parts:

- *Themes* discusses how the new neighborhood planning themes emerged in the community (pages 9-33).
- *Resolved Action Priorities* presents a summary chart of the original action items of the *NIP* that have been resolved (pages 35-36).
- *Renewed Action Agenda* describes in detail the top ten action items identified by the community to be of highest priority (pages 37-82).
- *Renewed Action Priorities Matrix* provides a brief description of all the 58 renewed action items in a summary matrix (pages 83-91).

Themes Emerge

At the December 15, 2005 community workshop, the initial findings of exploratory research and outreach were presented to members of the FWBT community. The workshop focused on issues identified through fieldwork and stakeholder interviews with community members and technical experts from City of San José agencies, San José State University, and community-based organizations such as The Health Trust and Neighborhood Housing Services Silicon Valley.

At the workshop, it became apparent that, since 2002, the focus had shifted from a primary emphasis on the physical environment to a greater emphasis on strengthening the community through community services. Figure 6 illustrates the overarching goal to build community by addressing three key, interconnected aspects of the quality of life: *health*, *education*, and the *physical environment* of the neighborhood.

These three general aspects of the community were further developed under eight specific themes that emerged through the public participation process, thus establishing the foundation of the *NIPA*. The themes are:

- Retail
- Housing
- Walkability and Traffic
- Industrial Land Uses
- Education
- Infrastructure
- Facilities and Services
- Health

This section describes each of these eight themes in some detail, including a vision, accomplishments since 2002, current conditions, and actions the community is committed to taking in order to advance its goals.



Figure 6. Building community

RETAIL

Retail, or access to goods and services, is an integral factor of quality of life in any community. Accordingly, the FWBT residents have a strong interest in the community's retail environment. The East Santa Clara/Alum Rock business corridor, with its rich history dating back to the 19th century, is an important asset of FWBT, as it still serves as the economic spoke, or "main street," of the community, supporting local businesses and community services. With significant improvements since 2002 to the shopping centers at the intersections of 33rd Street and McKee Road, and William Street and McLaughlin Avenue, the community is now more focused on the East Santa Clara Street/Alum Rock business corridor. The overall vision of the community is to maintain and improve its "small-town," human-scaled environment, by promoting an aesthetically pleasing, pedestrian-friendly business corridor.

Theme Emerges

The *NIP* defined numerous action items to fulfill the community's goals regarding this issue. Moreover, during the first planning workshop, the community articulated that improvements to the Santa Clara/Alum Rock business corridor were of great importance. Overall, residents continue to express that the corridor has an ordinary atmosphere, and although people walk along the corridor during the day, there is a lack of nightlife, creating a "dead street" after dark. As a result, residents are interested in the addition of neighborhood-serving retail establishments, such as cafés, as well as aesthetic improvements.

Accomplishments

Much headway related to retail has been made since the *NIP*. Major aesthetic restoration has been completed to the shopping center and adjacent car-wash at William and 24th Streets. Additionally, considerable street and sidewalk improvements have been completed along William and 24th Street/McLaughlin Avenue in the vicinity of the retail node. A significant redevelopment project also began in summer of 2006 at the Anne Darling Shopping Center, located at 33rd Street and McKee Road. Street and planned sidewalk improvements along Anne Darling Drive, north of McKee Road, will complement this project. Changes to the center will improve aesthetics and walkability throughout the area.

Further accomplishments resulting from the *NIP* include the development of a parking strategy along the Santa Clara/Alum Rock business corridor. The new policy relaxes parking requirements along the corridor, making it easier to recruit new businesses into the area. A farmer's market now operates at the Mexican Heritage Plaza on Sunday mornings, open between Memorial Day and Labor Day, providing fresh fruits and vegetables. Additionally, Tierra Viva, a project of the Silicon Valley Toxics Coalition, is coordinating an affordable organic produce stand at Olinder Neighborhood Center every Friday morning. In sum, significant accomplishments have resulted from the *NIP*, and it is the goal of the community to continue making progress, with a special focus on invigorating the Santa Clara – Alum Rock business corridor.

Next Steps

During the April 22, 2006 workshop, the FWBT community focused on goals and strategies to carry out its vision for the Santa Clara/Alum Rock Corridor. Similar to the December 15, 2005 workshop, residents related that the corridor lacked overall vision, identity, and vigor, particularly west of Highway 101. To improve this, the community formulated new strategies, and expanded upon others, to carry out the vision. One strategy, expanded from the *NIP*, aims to reinvigorate the corridor through mixed-use development and transformative streetscape improvements with elements such as banners announcing the distinctive areas of this community (see Figure 7). This would entail adding three- to five-story buildings along the corridor, as well as making on-the-ground improvements, such as the addition of “zebra-striped” crosswalks, vertical parking, overhangs on business storefronts, vibrant business displays, street trees, bike lanes, outdoor market displays, large shade trees, and wide, brick sidewalks.

In addition, the community wishes to continue promoting cultural events that celebrate the diversity of FWBT. Likewise, residents also recommend that the corridor be marketed to the greater San José area using a Portuguese/Hispanic theme, similar to marketing strategies used in Japantown. Strategies may include professional pamphlets advertising the corridor, much like the pamphlets published for Japantown by the San José Redevelopment Agency. In order to help advertise neighborhood-serving businesses to local residents, the community indicated that the current business directory for East Santa Clara needs a clearer title on the cover, and should be updated to include Spanish translation, a color-coded map, and important municipal phone numbers. Another strategy to



Figure 7. Little Portugal banners



Figure 8. Sidewalk seating

improve the image of the corridor is to enforce the City of San José’s sign ordinance in order to reduce sign clutter, particularly alcohol and cigarette advertising.

Requested additions to the corridor include art galleries and/or public art displays, as well as a café west of Highway 101. Furthermore, many residents have expressed interest in additional sidewalk seating at restaurants along the corridor. Through the City of San José’s Façade Improvement Program, businesses along the Santa Clara/Alum Rock corridor could qualify for grants to improve their storefronts and add sidewalk seating (see Figure 8), provided seating is on private property or within the business’ right-of-way.

Action Matrix

Specific retail-related action items are presented in further detail in the Renewed Action Agenda (see pages 37, 53, and 63) and the Renewed Action Priorities Matrix (see page 83).

HOUSING

The FWBT community vision for housing is affordable housing for all current and prospective members of the community, for both owner-occupied and rental housing. In addition, the community envisions a neighborhood with adequate housing for all, where its housing stock is in good condition, meets municipal safety and building codes, and contributes to the historic and diverse character of the neighborhood.

Over the years, increasing housing prices have made it difficult for renters to become new homeowners in the community. In FWBT, the typical household earns \$49,013 compared to \$73,804 in the City of San José as a whole.⁷ To afford a median priced home, the average FWBT household would need to earn \$132,000 per year, or \$82,987 more than the area median annual income.⁸ Moreover, housing conditions have deteriorated in some parts of the neighborhood.

Theme Emerges

A vibrant, thriving, and stable neighborhood is the vision that residents restated throughout the planning process to produce this *NIPA*. At the December 15, 2005 planning workshop, participants emphasized that affordable housing for ownership is a goal of many renters in the area. The escalating price of housing is driving some residents out of the general neighborhood, including policemen, teachers, retail clerks, and service people.

The community aims to create more opportunities for affordable housing and to rehabilitate the existing housing stock. This will be achieved by diversifying housing opportunities to meet a range of income levels, exploring regulatory means to developing more affordable housing, and expanding housing rehabilitation programs and outreach.

Accomplishments

Significant progress has been made since 2002 in the areas of affordable housing development, the residential development of small sites, and the expansion of housing rehabilitation programs. In November 2005, the San José City Council approved a pilot program to permit secondary units on residential parcels, opening

⁷ U.S. Census Bureau, Census 2000, Summary File 3.

⁸ Ibid.



Figure 9. Bonita Villa townhomes



Figure 10. Hacienda Villa



Figure 11. Hidden Brooks



Figure 12. Autumn Terrace at Bonita

opportunities for more affordable housing in the neighborhoods. In addition, the City of San José assisted with the financing of three affordable housing developments: Bonita Villa, Hacienda Villa, and Hidden Brooks (Figures 9, 10 and 11), which contributed 305 new units to the neighborhood.

One- and two-story single-family units and townhomes are being built on small sites throughout the FWBT area. Two developments by KB Home are underway, one at 22nd Street and William Street (Autumn Terrace at William) and another at the former Sorrento Cheese Factory site (Autumn Terrace at Bonita, Figure 12). Together, these will produce 191 units of housing. Taylor-Woodrow is building 57 units behind Anne Darling Elementary School. These three developments combined will add about 50 new affordable units, or 20% of the total new housing under construction.

Housing rehabilitation in FWBT has made great strides since the *NIP*. Residents partnered with Neighborhood Housing Services Silicon Valley to host three exterior house painting projects with community volunteers. The City of San José Department of Housing assisted with more than 18 housing rehabilitation projects for residential properties.⁹ Furthermore, the Jeanne Avenue/Forestdale *Source Book*¹⁰ was completed. This defines what improvements are needed and the costs to rehabilitate the rental buildings in the neighborhood. As a result of the *Source Book*, \$365,000 in funding has been allocated for the initial phase of a demonstration project to rehabilitate 22 four-unit buildings in the Jeanne Avenue/Forestdale area.¹¹

Next Steps

In order to reach the vision of affordable housing, the community will continue collaborating with developers and the City of San José at public forums to communicate their priorities as new development proposals surface. The community will continue to advocate that a percentage of the units of all major housing projects be classified as affordable. In addition, it is critical to pursue housing projects that are exclusively affordable. The key to providing affordable

⁹ Paul Pereira, Strong Neighborhoods Initiative Team Manager. Personal interview, 16 November 2005.

¹⁰ Matt Taecker, Principal Planner, Catalyst. *Jeanne Avenue/Forestdale Source Book* (City of San Jose Department of Housing, 2003).

¹¹ Pereira, 16 November 2005.

housing is to identify opportunity sites where additional housing can be constructed. Industrial lands that surround the railroad right-of-way provide the greatest number of opportunity sites for affordable housing in the FWBT area. Please refer to Figure 13 at the end of this section that identifies the most likely sites for new housing development in the coming years.

As new housing is built, one method of maximizing the percentage of affordable housing each development provides is to encourage zoning that allows for significant levels of density. Participants at the April 22, 2005 workshop supported higher density development as a step to ensuring affordable housing for its residents, provided its location is carefully considered in relation to the impact on adjacent uses. In addition to creating more affordable housing, sufficient levels of density can provide other benefits, including more neighborhood-serving retail and a more efficient distribution of utilities. At the May 20, 2006 community workshop, participants concluded that higher density would encourage better public transportation and retail development, therefore resulting in a decrease of the instances of single occupant vehicles and non-work trips. Neighborhood oriented retail and services located within close proximity of residential development would foster walking rather than driving.

The community determined it would also work with the City to explore means to provide incentives to developers to increase the availability of affordable housing along transit and commercial corridors and under-utilized industrial lands. Other strategies to promote affordable housing include means of dedicating funds to develop affordable housing, such as housing trust funds, endowment funds, and community land trusts.

In addition to increasing affordable housing, continuing and expanding programs for the rehabilitation of existing housing stock and general outreach to FWBT residents regarding housing issues are high priority goals for the community.

Housing rehabilitation programs and outreach can be expanded by involving CommUniverCity San José and possibly San José State University's Engineering Projects in Community Service (EPICS) students in sustainable housing design projects. By involving college students in neighborhood efforts, the goals stated in the Education section, particularly that of creating a "college-going culture," are supplemented (see Education, page 21). Additional outreach efforts will involve establishing a homebuyer initiative that provides training and direct financial

support (to enable more families to buy their first home), home improvement workshops, and education about housing related safety measures in preparation for a natural disaster.

Action Matrix

Specific housing-related action items are listed and presented in further detail in the Renewed Action Agenda (see pages 37 and 79) and the Renewed Action Priorities Matrix (see page 84).



Figure 13. Opportunity sites for housing development
 Source: Fieldwork conducted by San José State University Urban Planning students

WALKABILITY AND TRAFFIC

The FWBT community’s vision for walkability is to maintain a safe and enjoyable “small-town” environment. Streets and trails should connect public places: schools, parks, community centers, churches, and shopping. Increased and improved street maintenance to prevent the deterioration of the public environment are also of great importance to this community.

Pedestrian activity and reliance on public transportation are higher than in the City of San José at large, as indicated by a higher percentage of FWBT residents (10.2%) who do not own a vehicle as compared to the percentage in the rest of the city (7.1%).¹² In addition, 63% of FWBT seniors over 65 years old are disabled. This represents a 24% higher senior disability rate than Santa Clara County as a whole.¹³ Hence, comfort and safety of the pedestrian environment are a primary theme. Reflecting this priority, 22 of 57 actions in the Renewed Action Agenda (see page 37) fall under the theme of Walkability.

Theme Emerges

In the *NIP*, the FWBT community stressed a commitment to improving neighborhood walkability and traffic conditions. While this has resulted in many improvements along the streets of the neighborhood, renewed attention to the quality of the walking environment is still required. Participants at community workshops expressed a strong interest in addressing a wide range of issues regarding neighborhood walkability and traffic. These included traffic calming along the McLaughlin Avenue-24th Street corridor and a number of other streets in the area, improving inadequate sidewalks, improving the general streetscape along corridors, such as Julian and 24th Streets, and removing litter on streets such as Peach Court. On a broader scale, the community is focused on visionary actions, such as the trail network and improvements to the walking environment along East Santa Clara Street.

Accomplishments

Emphasis on the need for continuing improvements follows the many accomplishments in the area of walkability since 2002. The streetscape improvements along William Street and McLaughlin Avenue identified in the *NIP* have been completed. Access has been improved for pedestrians crossing Highway

¹² U.S. Census Bureau, Census 2000.

¹³ Ibid.



Figure 14. Examples of traffic calming bulbouts
 Source: University of California Berkeley, Institute of Transportation Studies, Tech Transfer.

101 via two overpasses in the neighborhood. The connection between neighborhoods and the McKinley Elementary School, as well as the East-West Court areas, has been improved. Creek maintenance has improved as well.

Other improvements that are on their way to completion include the enhancement of school zone signage and crosswalks, the elimination of graffiti, the replacement or repair of sidewalks, and improved street maintenance.

Next Steps

While significant progress has been made, the community is interested in following through with actions that remain incomplete. Moving forward, attention should be given to bus stop and shelter upgrades, tree planting programs, anti-litter efforts, and the removal of abandoned vehicles, among other improvements. In addition, traffic calming measures, using devices such as bulbouts (see Figure 14), should be implemented throughout the neighborhood, with special emphasis on key street segments and intersections (see Priority Action 2, page 43).

The community is still committed to the visionary ideas they developed four years ago. With the first quarter of the rail-to-trail near completion, the segment between William Street and Lower Silver Creek will follow.

Finally, the community is interested in exploring the idea of a new pedestrian corridor along St. John Street (see Figure 15). This has the potential to link the future Town Square with St. James Park in downtown, and to connect with the St. John Street pedestrian corridor in the 13th Street SNI area.

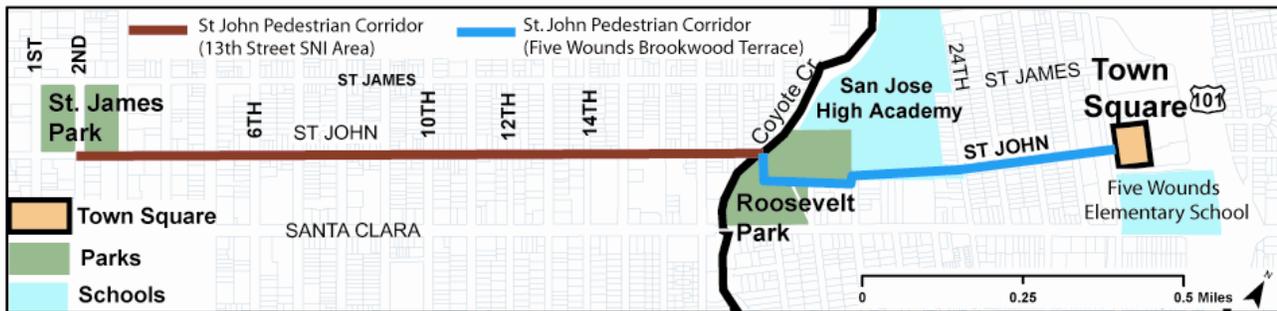


Figure 15. Proposed St. John pedestrian corridor

Action Matrix

Walkability and traffic-related action items are listed and presented in detail in the Action Agenda (see pages 41, 43, and 58) and the Action Matrix (pages 85-87).

INDUSTRIAL LAND USES

The community's commitment to visionary planning remains strong. At the San José Steel industrial site (see Figure 16), the community envisions the Town Square – a place to gather and strengthen the bonds of the community. The Town Square will be surrounded by thriving retail and housing development. Across East Santa Clara Street, mixed-uses are envisioned at the Empire Lumber site. A linear park would provide the connection between a revitalized East Santa Clara Street/Alum Rock Corridor, the planned BART station, and the extension of the rail-to-trail into the San José Steel site. In the core neighborhoods areas, the community supports industrial areas that harmonize with adjacent residential uses, either by improving the appearance of businesses or through redevelopment.

Theme Emerges

Industrial areas along the inactive Union Pacific railroad line have become opportunity sites. As San José's economic base turns away from traditional manufacturing, it is time to consider the appropriate uses for these lands. Recognizing this dynamic at work, FWBT identified the types of development that should take place on these lands.

On December 15, 2005, the community committed to transforming much of the underutilized industrial land in FWBT to other uses that may better integrate with its residential character. Action items related to industrial land uses have made little progress, due in part to the delay in the extension of BART to San José. While resolution of land-use conflicts has also progressed slowly, community support for the Town Square, the rail-to-trail conversion, and the redevelopment of both San José Steel and Empire Lumber sites is still strong.

Accomplishments

In spite of the slow progress on many projects related to the redevelopment of underutilized industrial lands, there have been accomplishments. A segment of the former Union Pacific railroad right-of-way South of William Street was



Figure 16. San José Steel and Empire Lumber sites

Source: Aerial photograph courtesy of San José Redevelopment Agency

incorporated into a 105-unit KB Home housing development. KB Home has recently also redeveloped the former Sorrento Cheese Factory industrial site into 87 new homes. Taylor Woodrow Homes is building 57 new houses adjacent to Anne Darling School, along Marburg Drive. In addition, progress has been made through the Blight Busters program in reducing illegal land-uses typically associated with industrial parcels of land, including outdoor storage of materials, nuisances related to auto body repair shops, overcrowding, occupation of garages, and illegal home occupations. However, continued work on this front is needed.

Next Steps

The FWBT community, encouraged by the progress made on the Five Wounds Trail (also known as Rail-to-Trail), has made it a top priority to develop the next segment of the project between William and East Santa Clara Streets. Residents also want to stay vigilant on cleaning up illegal land-uses in the neighborhood.

In addition to building on progress already made, the FWBT community is keenly interested in taking part of the decision-making process regarding the redevelopment of large industrial sites, such as San José Steel and Empire Lumber. They have made a high priority the development of a specific plan to not only study specific solutions, but also to include a funding and development strategy.

Another strategy for the re-use of industrial lands entails the development of work/live uses on properties along the abandoned railroad right-of-way, between William and San Antonio Streets (for instance, on the soon to close City Tow property). Work/live zoning enables a mix of light industrial uses with housing, thus retaining businesses while also providing continuity to the residential fabric of the community. Work/live zoning has been implemented in Oakland, California and Vancouver, Canada, with carefully drawn rules to allow these two uses to coexist. Oakland's work/live zoning is particularly well-developed and could be examined as a model for the City of San José.¹⁴

Action Matrix

Specific industrial lands-related action items are listed and presented in further detail in the Renewed Action Agenda (see page 63) and the Renewed Action Priorities Matrix (see page 87).

¹⁴ The City of Oakland, "Official Guide to City of Oakland Live/Work Building Code" (1999), <http://www.live-work.com/plainenglish/> [accessed 24 May 2006].

EDUCATION

Education is a critical element to assure a successful future for the children of the FWBT community. Overall, the vision of the community is to improve education and to establish a “college-going culture.” The *NIP* focused on both facility upgrades and academic performance improvements in schools across the community. However, in 2006, the community has shifted its attention to focus primarily on improving academic performance. The following statements made by residents of FWBT affirm the vision for education in the community:

Going to college should be a matter of where, not if or when.

– Joan Rivas-Cosby, Chairwoman
FWBT Neighborhood Action Council¹⁵

Graduation from college should be the goal.

– Imelda Rodriguez, President
Olinder Neighborhood Association¹⁶

Plant big seeds for big dreams, like going to college.

– Maria Mustonen
Resident of FWBT¹⁷

Theme Emerges

The 2002 No Child Left Behind Act (NCLB) requires that all students meet state-determined levels of proficiency.¹⁸ Under the provisions of the NCLB, there are several ways in which to measure school performance, with the most common being the Academic Performance Index (API) score. Although improvements in academics have been achieved since the *NIP*, overall, several schools in FWBT are still lagging behind state API targets. In order to support the neighborhood schools in their efforts to help students succeed academically, the community has adopted goals and strategies that not only focus on increasing test scores, but also strive for academic excellence and foster a “college-going culture” throughout the neighborhood.

Accomplishments

Since the *NIP*, the FWBT community has made significant progress with regard to educational performance. San José High Academy and McKinley Elementary

¹⁵ Joan Rivas-Cosby. Personal interview, 5 April 2006.

¹⁶ Imelda Rodriguez. Personal interview, 28 February 2006.

¹⁷ Maria Mustonen. Personal interview, 14 March 2006.

¹⁸ *No Child Left Behind Act*, “Stronger Accountability: Standards, Assessment and Accountability” (U.S. Department of Education, 14 July 2006), <http://www.ed.gov/admins/lead/account/saa.html> [accessed 24 May 2006].

School achieved API score increases of 45 and 64 points, respectively.¹⁹ During the same period, API scores at Anne Darling Elementary School increased dramatically by 90 points.²⁰ In June 2006, Ann Darling Elementary School was a recipient of the City of San José's annual "Progress to Excellence" award given to five San José schools that have shown the greatest improvement over the past two years. Anne Darling's success can be attributed in part to the array of resources that the school offers to its students, such as Academic Language Acquisition (ALA) classes, an ALA Resource teacher, a Success For All (SFA) facilitator, and a Special Education Resources specialist.²¹

Efforts to encourage a "college-going culture" in the FWBT area have begun to develop since 2002. Olinder Elementary School has opened its doors to create after school clubs, organized with the help of San José State University students, to promote academic enrichment and healthy lifestyles. Anne Darling Elementary School is working with Silicon Valley Higher Education Roundtable (SiVHER) to increase college access for historically underrepresented segments. Participating students who meet admission requirements are guaranteed admission to a college or university affiliated with SiVHER (these include UC Santa Cruz, San José State University, and De Anza College).²²

Accordingly, the work done at Anne Darling and Olinder Elementary Schools can be used as models for other schools in the area. Through educational support strategies developed by the community, academic success can be spread throughout all FWBT schools.

Next Steps

At the April 22, 2006 community planning workshop, residents worked to define specific actions that will help improve academics throughout FWBT schools and develop a stronger "college-going culture." This far-reaching strategy promotes collaborations between schools and local universities, non-profits, museums, and other organizations to expand educational and enrichment programs for students,

¹⁹ San José Unified School District, "School Performance Reports" (2006), <http://www.sjusd.org/school/district/info/C280> [accessed May 14, 2006].

²⁰ Ibid.

²¹ Linda Herschbach, Principal, Anne Darling Elementary School, "Anne Darling Elementary School," <http://www.sjusd.k12.ca.us/sites/elem/AnneDarling/principal.html> [accessed May 14, 2006].

²² Dana Hull, "An Early Start," *San José Mercury News*, 15 June 2006.

as well as to foster a “college-going culture.” FWBT residents want to see current programs, such as San José High Academy’s International Baccalaureate Diploma Program and Anne Darling’s collaboration with SiLVHER continued and expanded throughout the community. In addition, they would like to see an array of new programs implemented through partnerships with various institutions and organizations. One proposed program would engage San José State University students as tutors at San José High Academy. These programs are intended not only to improve academic performance, but also to promote the goal of attending college by having school-age youth interact with college students.

Non-profit organizations, such as the Silicon Valley Toxics Coalition and the City of San José’s Office of Cultural Affairs, can effectively collaborate with local schools to improve other aspects of education, such as the quality of nutrition and appreciation of the arts in local schools.

Other strategies include exploring the creation of a “small school” in the FWBT area. Research in the field of education indicates that students in small schools have a strong affiliation with their institution, and that this in turn helps to create a sense of community at the school.²³ A local example is Santee Elementary School in San José, which is currently in the development stage of creating a small school.

Community members would also like to learn from and replicate the success story of the Horace Mann Elementary School in other local schools, such as Olinder Elementary School. In 2004, residents and community leaders of neighborhoods within the vicinity of Horace Mann School created the Horace Mann Foundation with the purpose of obtaining funds to support and broaden classroom instruction programs.

Action Matrix

Specific education-related action items are listed and presented in further detail in the Renewed Action Agenda (see page 50) and the Renewed Action Priorities Matrix (see page 88).

²³ Mary Anne Raywid, *Taking Stock: The Movement to Create Mini-Schools, Schools-Within-Schools, and Separate Small Schools* (Columbia, NY: ERIC Clearinghouse on Urban Education, April 1996), http://iume.tc.columbia.edu/eric_archive/mono/UDS108.pdf [accessed May 14, 2006].

INFRASTRUCTURE



Figure 17. Overhead power lines



Figure 18. Neighborhoods without exposed power lines

Infrastructure quality is critical to neighborhood residents and businesses. However, this aspect of neighborhood development is more closely connected to citywide capital improvement programs, making it somewhat less “controllable” at the neighborhood level.

Theme Emerges

Since no new infrastructure priorities surfaced during the public discussion, the Renewed Action Agenda presented in this report includes actions carried over from the *NIP*. Moreover, most infrastructure related goals will be accomplished through the actions classified under Walkability and Traffic.

Accomplishments

Two of three original *NIP* infrastructure actions have been resolved. The goal to reduce or eliminate sanitary sewer and storm drainage problems has been resolved. Storm sewer pipes were upgraded in the Roosevelt neighborhood in 2001 and in Little Portugal in 2005. Street drains no longer clog and flood in these neighborhoods during major storms.

In addition, sound walls were installed along I-280 from McLaughlin Avenue to Forestdale Avenue. As a result, the freeway noise has diminished significantly.

Next Steps

One goal carried over from 2002 that has not been completed is the Undergrounding of Utilities Pilot Program (see examples in Figures 17 and 18). Although some movement has been made on this action, the program has not been initiated. The cost estimates are \$1 million per mile to bury utilities. The streets listed below meet general criteria for in-lieu funds and may be considered for future undergrounding of utilities as public funding becomes available.²⁴

- Julian Street – East Court to 24th Street
- Julian Street – Peruka Place to Coyote Creek River

²⁴ Katy Allen, “Report on the Rule 20A and Rule 20B (in-lieu fee) Underground Utility Program and 2005/06-2010/11 Workplan.” Memo to City of San José Mayor and City Council, 12 April 2006.

- San Antonio Street – 24th Street to Highway US 101
- McKee Road – King Road to Highway US 101
- 24th Street – San Fernando to Santa Clara Streets
- 27th Street – Santa Clara to St. James Streets
- William Street – McLaughlin Avenue to 19th Street
- William Street – Brookwood Avenue to 19th Street

Given the high costs of burying utilities underground, the FWBT community has strategically decided to remove this action from its action agenda for now. However, the community will continue to monitor progress on the streets that are scheduled for the Undergrounding of Utilities Pilot program.

Action Matrix

Specific infrastructure-related action items are listed and presented in further detail throughout the Renewed Action Agenda (see page 37) and the Renewed Action Priorities Matrix (see page 83).

COMMUNITY FACILITIES AND SERVICES

The FWBT vision for community facilities and services involves a long-term, comprehensive plan addressing facilities and targeted programming for youth and adult services. This vision provides the means to achieve a safer community, a more cohesive neighborhood, and an enhanced sense of community pride.

Theme Emerges

Overall, residents are satisfied with programs that provide opportunities for social interaction and service to the community (see Figure 19), such as the Olinder Neighborhood Brown Bag program, the Northside Community Theater, Parks Days, and programs for English as a Second Language (ESL) speakers.

At the April 22, 2006 workshop, residents spoke about new or expanded community programs and services that they would like to see offered in the community. These include before- and after-school programs for youth, special events or festivals unique to the neighborhood (for more details, on the latter see Retail, page 10), awareness programs, sports leagues, youth intervention, adult classes, affordable preschool, senior programs, and summer recreational programs involving the arts and music.

Currently, a citywide strategy that calls for some community centers throughout the city (including the Olinder Neighborhood Center) to be operated by non-governmental organizations has generated a great deal of concern about the future of community facilities in the neighborhood.²⁵ The FWBT community is committed to ensuring that the Olinder Neighborhood Center remains in operation through the efforts of the community-based Olinder Center Coalition.

Accomplishments

The Olinder Neighborhood Center operates under the Olinder Center Coalition, an innovative model that the City may follow to keep similar community centers open. The Olinder model is simple, collaborative, and based on the use of assets built into the fabric of the community: a community-based coalition, comprised of organizations and individuals that use the community center, and that operate and

²⁵ Department of Parks, Recreation, and Neighborhood Services, "City of San José Community Center Facility Reuse Strategy" (City of San José, 15 September 2006), <http://www.sanjoseca.gov/prns/reUSE/reuse.asp> [accessed 7 November 2006].

maintain the center through a formal agreement with the City. The Olinder Center Coalition provides the organizational structure that defines responsibilities and agreements that enable a diffused power structure recognized by the groups that use the center. The volunteer work to run the center is a major savings to the City.

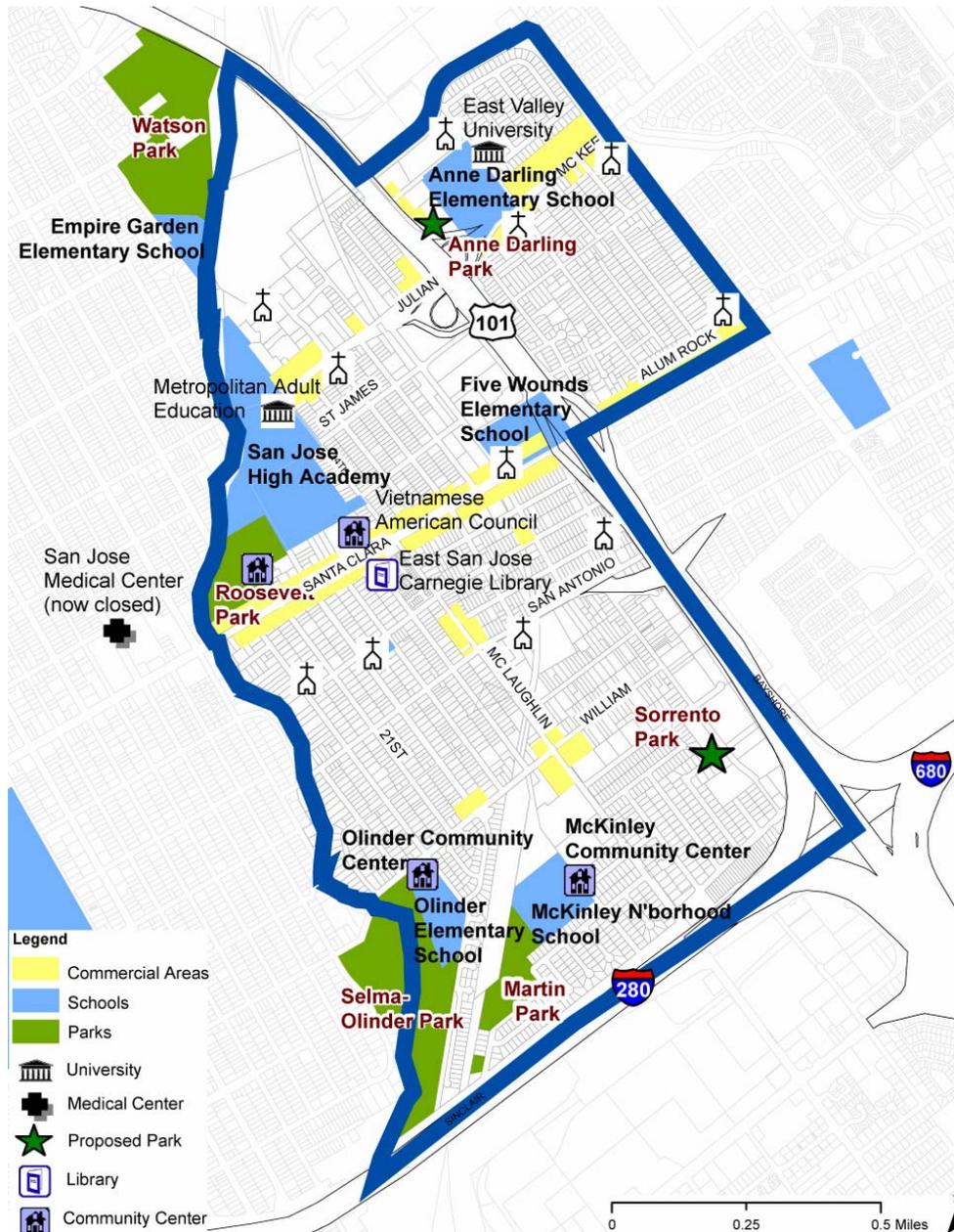


Figure 19. Five Wounds/Brookwood Terrace community assets

Source: City of San José Planning Department GIS layers and fieldwork by San José State University students

Since 2002, the amount of park land in the neighborhood has expanded 35.6 %, from 36 acres to 48.84 acres.²⁶ Related accomplishments include improvements to existing parks, such as the installation of drinking fountains and public restroom facilities; the construction of pocket parks; the reduction of pay phones used for criminal activity; and most notably, the completion of Selma Olinder Park.

In addition, in March 2006, the community's input to the Planning Commission led to a unanimous vote to approve the final design and master plan for the completion of the 5.8 acres at Martin Park.

Finally, on June 24, 2006, construction began for the new 40,000 square foot multi-service Community Center at Roosevelt Park.²⁷ The center will be completed in 2008. Other planned park improvements include a gymnasium, a skatepark (originally planned for the Bonita Neighborhood), a roller hockey rink shelter, a pedestrian bridge, and trails.

Next Steps

Along with the major accomplishments listed above, two actions continue to be of high priority for residents: increasing opportunities for youth and teen activities, and increasing law enforcement, gang intervention, and crime prevention efforts.

Throughout the 1990s and into the early part of this decade, the FWBT area enjoyed a relative reduction in criminal activity. As a result, the area stopped being considered a focus for training new police recruits because the level of activity and incidents had decreased near to that of the rest of the City. During the past year, however, the greater downtown area has experienced an increase in crime. Petty thefts and burglaries have increased by 13% from 2004 to 2005.²⁸ Non-violent crime has increased significantly in the neighborhood in the last two years. Residents report petty theft to officers at neighborhood meetings and make frequent use of the non-emergency phone line. However, the workload of police officers in San José has increased dramatically, slowing down their response to

²⁶ Paul Pereira, Strong Neighborhoods Initiative Team Manager. Personal interview, 12 August 2006.

²⁷ City of San José, *City of San José 2005-2006 Operating Budget* (2006).

²⁸ Pereira, 12 August 2006.

petty theft calls. Nevertheless, enhanced community policing would be effective in addressing the issue of increased crime.

Increasing opportunities for youth and teen activities was also voted among the Top 10 Priorities. This action has gained a renewed sense of urgency as the Roosevelt Community Center will stop functioning as a haven for youth for the next two years while it is being re-built. Opportunities abound for the FWBT community to partner with community-based organizations and institutions, such as San José State University, the San José Museum of Art, the Tech Museum of Innovation, and San José’s Office of Cultural Affairs Arts Programs, Communities Organizing Resources to Advance Learning (CORAL), and City Year, among others, to provide enrichment and recreational programs for youth. Moreover, these after school programs can serve as a vehicle to advance the community’s goal of fostering a “college-going culture” through educational enrichment activities for youth (see Education, page 21 and Priority 4, College-going Culture, page 50).

Specific community facilities and services-related action items are listed and presented in further detail in the Renewed Action Agenda (see page 68) and the Renewed Action Priority Matrix (see pages 89 and 90).

HEALTH



Figure 20. The San José Medical Center closed in 2004

Wellbeing and access to healthcare are basic individual and community needs. Since the publication of the *NIP*, the FWBT community's interest in local health issues has become increasingly important. This is in large part due to the closure of the San José Medical Center (SJMC) in 2004 (Figure 20). SJMC was the only full-service hospital within close proximity to FWBT and downtown neighborhoods. With the closure of SJMC, the community must now rely on Regional Medical Center (RMC) and Santa Clara Valley Medical Center (SCVMC), the nearest full-service hospitals. Unfortunately, these are difficult to access for the many residents who rely on public transit. Thus, the overall vision of the community is to provide better access to healthcare and improve the health of residents in the area.

Theme Emerges

At the December 15, 2005 community planning workshop, participants emphasized the need for a full-service hospital near FWBT, particularly one with an emergency room. Access to healthcare is a critical issue to the FWBT community. The predominantly Latino population in the neighborhood (65%)²⁹ tends to rely heavily on the emergency room as its primary source of healthcare. According to responses received at The Health Trust health fairs, 50% of Latinos polled reported relying on emergency room care only, or reported having no one place to receive healthcare.³⁰

Many residents in FWBT have health coverage through Medi-Cal (California's Medicaid program), which RMC does not accept. This puts an undue burden on residents using Medi-Cal and on SCVMC. In addition, travel time to SCVMC, via public transit (see Figure 21), is nearly two hours and includes two bus transfers (VTA bus lines 22 and 62). Furthermore, the community expressed concern that the vacant San José Medical Center site will become a source of blight if it is not reused in the near future.

²⁹ U.S. Census Bureau, Census 2000.

³⁰ Open Air Health fairs were held at the Berryessa Flea Market on October 8 and 9, 2005 and October 14 and 15, 2006. Participants received free diabetes and cholesterol screenings, and responded to surveys about their health care providers and attitudes about healthy behavior.

Affordable dental care for adults is largely absent in the FWBT community and vicinity. This issue also disproportionately affects the Latino population, who, according to a 2004 Santa Clara County Public Health department study, report have the lowest rate (57%) of dental insurance among all ethnic groups in Santa Clara County (73% for all other ethnic groups combined). Within the 18 to 34 year age group, only 47% Latinos have dental coverage.³¹

Accordingly, the issue of health and dental care is of great significance to the FWBT community.

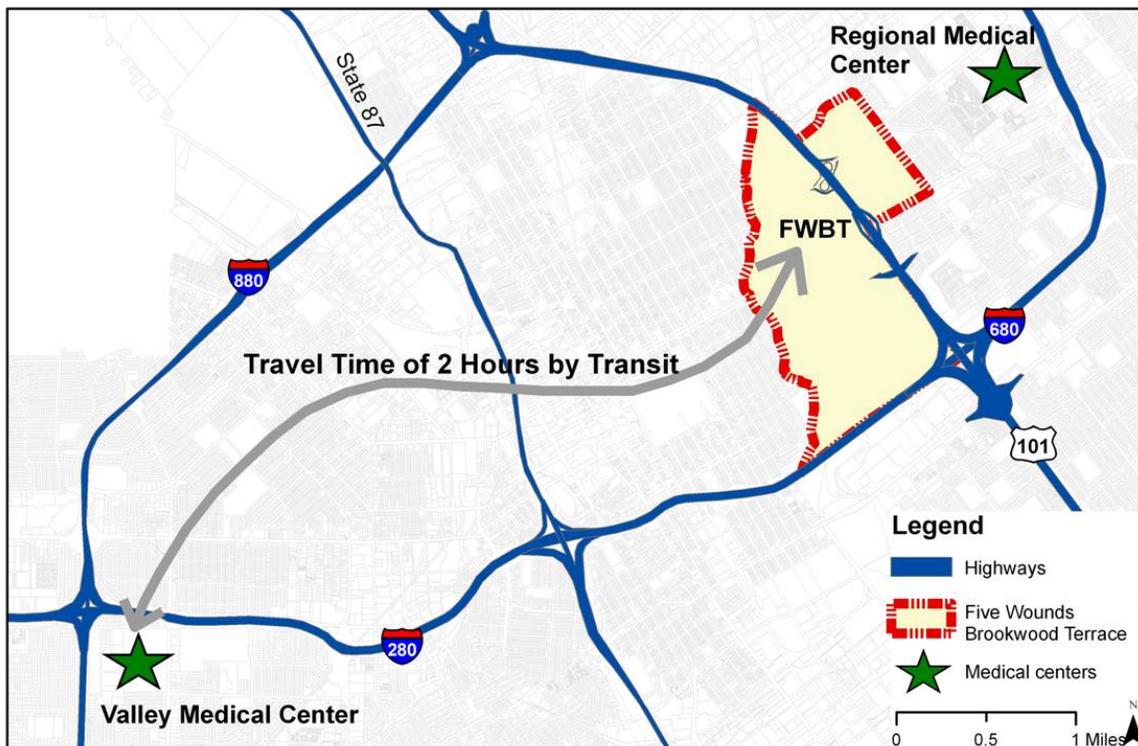


Figure 21. Medical Centers nearest Five Wounds/Brookwood Terrace
 Source: Fieldwork conducted by San José State University Urban Planning students

Accomplishments

The closure of SJMC notwithstanding, the availability of health services within the neighborhood has been expanded slightly in FWBT since 2002. For instance, non-

³¹ County of Santa Clara, *Santa Clara County Behavioral Risk Factor Survey* (Santa Clara County Public Health Department, 2004).

profit organizations, such as the Portuguese Organization for Social Service, the Alum Rock Counseling Center, the School Health Clinics, and The Health Trust, offer a variety of health services to the community, including diabetes classes and healthcare for children under the age of 18 years. However, particularly considering the void left by the closure of SJMC, the community is determined to take the steps necessary to increase access to healthcare and to improve the overall health of residents in FWBT.

Next Steps

During the April 22, 2006 planning workshop, residents worked to establish a number of strategies to carry out their vision as it relates to health. In the short-term, establishing a shuttle service and/or enhancing the bus routes to and from Regional and Valley Medical Centers is of critical importance. In addition, strategies under four major categories are presented below.

Enhance Health and Dental Care Services

Steps to be taken include defining long-term strategies for increasing health services and exploring funding opportunities to implement health programs in the area. Additionally, health and dental care programs at schools and community centers should be improved. Emphasis must be placed on diabetes awareness, as this disease disproportionately affects Latinos.³²

The senior and disabled residents of the five mobile home parks in FWBT have greater difficulty accessing health services. Residents and health experts who participated in the planning process indicated that routine mobile clinic visits would provide access to much needed healthcare.

Establish a Medical Clinic and a Hospital

To mitigate the loss of SJMC, a medical clinic in the downtown area, particularly a facility offering 24-hour emergency services, must be established. In addition, the possibility of establishing a full-service hospital in downtown San José must be seriously considered. According to *San José Medical Center Closure Study*,³³ a 200-

³² According to the 2005 *National Diabetes Statistics Fact Sheet* published by the National Institute of Diabetes and Digestive and Kidney Diseases, Mexican-Americans are 1.7 times more likely to develop diabetes than non-Hispanic whites.

³³ Henry Zaretsky and Associates, *San José Medical Center Closure Study* (City of San José, 2004).

bed facility will be required in the downtown area by the year 2020. Further, the closure of SJMC was due primarily to economic reasons. A comprehensive study that covers the economic impacts of a new hospital is needed. In June, 2006, the City of San José created the San José Medical Center Stakeholder Advisory Committee to study potential reuse of the vacant hospital site and to explore options for banking land in the downtown vicinity for a future hospital.

Education

Although critical, services provided at a public hospital play only a partial role in improving the residents' overall health. Access to education, preventive care, and community- and school-based clinics would reduce the prevalence of chronic diseases that affect this community. This would also result in a decrease in the use of hospital and emergency services for primary care. Family- and community-based health education and outreach are the most effective models of preventative healthcare.

Outreach

Underutilization of some health services in the neighborhood, such as the pediatric care services at the School Health Clinic at San José High Academy indicates that community members are not fully aware of the complete range of services available to them within close proximity of their homes.

Residents would greatly benefit from having full access to the Community Technology Alliance web site, www.helpscc.org, which provides comprehensive, free information concerning health and housing services in Santa Clara County.

Action Matrix

Specific health-related action items are listed and presented in further detail in the Renewed Action Agenda (see page 73) and the Renewed Action Priorities Matrix (see page 91).

Resolved Action Priorities

The FWBT NAC evaluated progress made toward implementation of the 69 action items included in the original *NIP*, categorizing 21 as resolved (see Figure 22). The definitions provided below were used to determine whether an action item had been resolved, and therefore did not warrant inclusion in the renewed list of neighborhood projects.

Complete projects are those that have been fully funded and built, or implemented (examples include a new park that is already in use or new traffic signals that are in operation). This category also includes projects that have been classified as not feasible or the community has decided not to pursue. Therefore, these can be considered “resolved,” or “off-the-table.” Generally, *complete* projects require no future action, with the exception of ongoing service-type items that need to be included in the renewed list of projects (for example, while efforts to limit alcohol sales have been concentrated in the neighborhood, the FWBT community decided to continue supporting a heightened level of intervention in the future).

To Be Completed projects are those for which resources are already committed. There is high confidence these projects will be completed in the near future (for example, a new community facility that has funding, a master plan and design in place, and for which a construction contract has been awarded). While these generally require no future action, they remain on a “watch” list to be monitored (see Figure 22).

Partially Complete projects are those for which resources have been invested. However, the projects are not yet complete. The community determined whether to include each *partially complete* project in the renewed list of projects in its original or modified form (see Renewed Action Priorities Matrix, pages 83-91).

Incomplete projects are those that have demonstrated little progress since the publication of the *NIP*. Some stalled because they were found to be unrealistic or unfeasible. The community determined whether to place each of these *incomplete* projects in the renewed list of projects in modified form, or to remove it (see Renewed Action Priorities Matrix, pages 83-91).

Figure 22. Resolved Action Priorities since 2002

	Action Type	Status in 2002 <i>NIP</i>	
		Action Number	Priority
Actions Completed			
Develop an economic strategy for William St. and 24 th St. - McLaughlin Ave. commercial node	Capital	1	1
Improve William St. pedestrian environment and streetscape	Capital	5	6
Establish a farmer's market in the FWBT area	Service	15	Med-High
Facilitate residential redevelopment of small sites with inappropriate existing uses	Capital	18	Medium
Explore strategies to permit secondary units on residential parcels	Capital	23	Low
Complete Selma Olinder Park	Capital	24	5
Enhance school zone crosswalks and signage and increase regularly scheduled maintenance and painting in FWBT	Capital	27	High
Install drinking fountains and public restroom facilities in local parks and neighborhood business districts	Capital	33	Medium
Install traffic signs 50' north of Spiro Dr. along the west side of McLaughlin Ave.	Service	51	High
Reduce number of pay phones	Capital	54	Med-High
Reduce and eliminate sanitary sewer and storm drainage problems	Capital	64	Med-High
Install new traffic signal at McLaughlin Ave. and Melbourne Blvd.	Service	65	Med-High
Install sound walls	Capital	68	Low
Watch List (Actions to Be Completed)			
Improve the McLaughlin Ave. streetscape and make pedestrian enhancements	Capital	2	2
Provide new street connections in the McKinley School and East-West Court areas	Capital	16	Med-High
Construct community identified improvements at Martin Park	Capital	28	High
Construct skateboard park at the railroad underpass and I-280 (to be built at Roosevelt Park)	Capital	29	Med-High
Construct Roosevelt Park improvements	Capital	35	Medium
Improve existing parks	Capital	36	Medium
Complete environmental clean-up and improvements at Martin Park	Capital	45	Med-Low
Develop a program and pilot project for putting utilities underground*	Capital	60	11

*Note: While no progress has been made on this action item, the community decided not to include it in the renewed Action Agenda because of the high costs involved (for details, see page 24). The community will closely monitor the progress of the Undergrounding of Utilities Pilot Program on eligible neighborhood streets.

Renewed Action Agenda

During spring and summer of 2006, the FWBT community completed the development of themes and corresponding action agenda by prioritizing a total number of 57 actions. This process entailed a voting exercise at the May 20, 2006 community workshop, the submission of absentee ballots from residents, and the official ratification of the results of the vote by the FWBT Neighborhood Advisory Committee (NAC) on August 12 and 22, 2006.

The action agenda presented in this section includes both a detailed description of the Top 10 Priorities and a matrix summarizing and providing information on each of the 57 actions included in the community action agenda.

RENEWED ACTION PRIORITIES MATRIX

A total of 57 action items comprise the renewed action agenda for the FWBT neighborhoods. The action agenda is composed of original action items presented in the *NIP*, and which have been modified to reflect current conditions and changes, as well as new action items that emerged in the community planning process.

All action items in the agenda are introduced in the Renewed Action Priorities Matrix section (pages 83 through 91), and are organized around eight overarching themes:

- Retail
- Housing
- Walkability and Traffic
- Industrial Land Uses
- Education
- Infrastructure
- Facilities and Services
- Health

For each action item, the matrix provides information on:

- *Priority*: within each category, highest priority actions (Top 10 Priorities) are identified with the priority number inside a black circle. The

remaining actions are prioritized according to community and NAC rankings.

- *Anticipated Time Frame:* ongoing; immediate (0-8 months); short (0-3 years); medium (4-6 years); long (7 years or longer).
- *Responsible Parties:* including government agencies, community groups, and non-governmental organizations.
- *Type of Action:* each action is classified as a Neighborhood Action Priority, Social and Service Action, Capital Action, or a Wow! See below for definitions of these four types of action.
- *City Service Area:* including transportation, recreation and cultural, economic, and neighborhood development services.
- *Potential Sources of Funding:* including public and private sources.

TYPES OF ACTION

Action items are categorized into four types: Neighborhood Actions, Service and Social Actions, Capital Projects, and Wows! Action types help clarify both the scope of each action item, and the leadership role of the various organizations, agencies, and individuals who have a primary interest in implementing it.

Neighborhood Action Priorities are community-based initiatives that can be implemented relatively quickly by the neighborhood residents. They demonstrate change in a visible way and often have the greatest potential to involve community members. Examples of projects include neighborhood and creek clean-ups, tree planting, house painting projects, and murals in public spaces.

Service and Social Actions are designed to enhance specific community services that are run via governmental programs, non-profit, and/or community-based organizations. Examples include housing rehabilitation and law enforcement programs.

Capital Actions focus on major long-term improvements, and typically involve the construction of a community facility or other developments, such as new parks, trails, and new affordable housing.

Wows! are potentially transformative opportunities which are also visionary in nature . These projects inspire immense creativity, and challenge all involved to think and act differently. An example of a Wow! is the FWBT community’s vision for the Town Square as part of a new mixed-use development at the San José Steel/BART site.

TOP 10 PRIORITIES

As a result of this democratic neighborhood process, the new official Top 10 Priorities have been formulated:

1. Continue streetscape improvements and traffic calming along 24th Street
2. Implement a traffic calming strategy for cross-town routes and key intersections
3. Increase law enforcement and crime prevention
4. Create a “college-going culture”
5. Improve and redevelop existing sites at 33rd Street and McKee Road
6. Complete the trail network through the neighborhood
7. Produce a specific plan for the redevelopment of the San José Steel site
8. Increase opportunities for youth and teen activities
9. Increase the outreach and availability of healthcare services
10. Expand housing and rehabilitation programs and outreach

Each of these action priorities is presented in detail in the Top 10 Priorities section of the report (pages 41 through 82).

Priority 1. Continue implementing streetscape improvements and traffic calming measures along 24th Street (Action #28)

Issue

The FWBT community’s overall vision for walkability is to create a safe and pleasant “small-town” environment in which to walk. Aesthetically pleasing streets and trails connecting the central areas of community life encompass this vision. One of the most active corridors is 24th Street, running in a north-south direction through the heart of FWBT, and connecting vital centers of community life that include neighborhood-serving retail centers, schools, and community centers.

Streetscape improvements and traffic calming along 24th Street are needed between William and Julian Streets (see Figures 23 and 24). Several intersections along 24th Street have no corner curb cuts, therefore restricting disabled access. Lighting levels are dim, or even dark, particularly between San Antonio Street and Santa Clara Street. Litter is also a problem, especially between William Street and San Antonio Street. The intersections at Santa Clara, Julian, and San Antonio Streets are the sites of 8-15 traffic related accidents per year (see Figure 24, page 45). These problem areas were corroborated by community members, a review of traffic data provided by the Department of Streets and Traffic (see Figure 24, page 45), and by a systematic block-by-block assessment of the condition of pedestrian amenities along streets and intersections.³⁴

Discussion

Since 2002, the community has focused resources along McLaughlin Avenue, which turns into 24th Street north of William Street. Streetscape improvements that include upgrades to traffic signals, planting street trees, completing or improving sidewalks, installing a bike lane, installing curb cuts, adding trash receptacles, and installing pedestrian-scale antique-style streetlights have been completed along McLaughlin Avenue. This busy

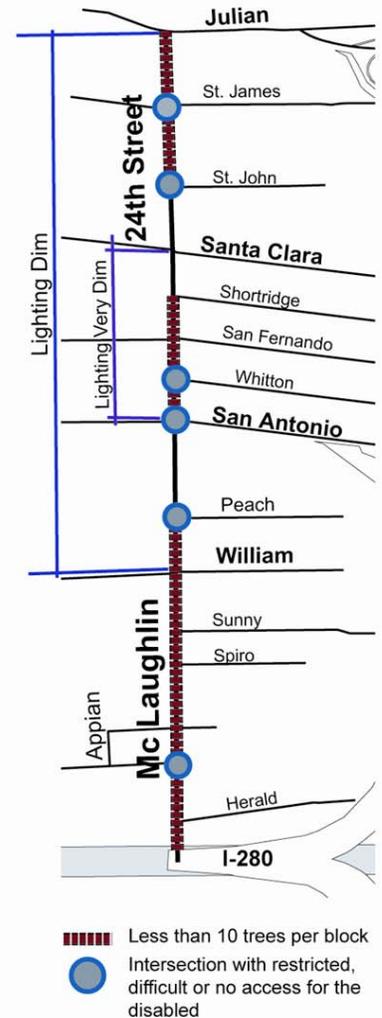


Figure 23. Pedestrian friendliness concerns along 24th Street

Source: Field data collection conducted by San José State University Transportation Planning students

³⁴ This field data collection was conducted between February and May 2006 by San José State University Transportation Planning students.

street is beginning to turn into the corridor that residents envisioned in 2002.

Encouraged by this success, the community is committed to working on continuing the streetscape improvements along 24th Street, from William Street to Julian Street. Improvements include: sidewalk repairs, planting more street trees, adding pedestrian-scale antique-style streetlights, and installing more trash receptacles. This segment of the corridor is greatly used by pedestrians who walk to the retail node at 24th Street and William Street, to the East Santa Clara commercial corridor, and to San José High Academy.

More importantly, traffic calming measures to facilitate pedestrian crossing and to promote traffic safety are needed along the corridor. Potential traffic calming measures to implement include median islands, bulbouts, embossed crosswalks, and the use of landscaping (e.g., street trees and vegetation strips) to make the street environment safer and more appealing.

Action Steps

1. Develop a streetscape plan for 24th Street that includes the following:

- Continuation of the streetscape improvements completed along McLaughlin Avenue, which includes accessible curbing, sidewalk repairs, additional street trees, pedestrian-scale lighting, and more trash receptacles.
- Creation of a coordinated plan for streetscape and traffic calming improvements along the 24th Street corridor with special emphasis on the intersections at:
 1. Santa Clara Street,
 2. Julian Street
 3. San Antonio Street
 4. Bulldog Avenue (entrance to San José High Academy’s parking lot).

Costs: XX

Time frame: Short

Responsible Parties: Department of Transportation (DOT), San José Redevelopment Agency (SJRA), Department of Public Works (DPW)

2. Construct streetscape improvements.

Costs: XX

Time frame: Short to medium

Responsible Parties: DOT, SJRA, DPW

Priority 2. Implement a traffic calming strategy for cross-town routes and key intersections (Action # 12)

Issue

Traffic calming is an effective tool to carry out the overarching community vision of a pleasant small-town walking environment. The priority to slow traffic responds directly to the need for improving the safety of pedestrians, as well as the safety of drivers, property, and even street trees. Slower traffic also fosters a walking environment that is more comfortable and attractive, thereby encouraging residents to walk. The FWBT community has identified a need for district-wide traffic calming along key streets segments and intersections.

Discussion

Although progress has been made since 2002 on three streets in the neighborhood, most of these improvements have focused primarily on enhancing streetscapes rather than on slowing traffic. McLaughlin Avenue and William Street improvements focused on streetscape features, such as lighting, improved sidewalks, corner curb cuts, and street trees. McKee Road and 33rd Street improvements focused on storefront and parking improvements, as well as signal improvements to help traffic flow better, and barricades to prevent pedestrians from crossing in dangerous areas. However, only work along William Street has incorporated traffic calming features in the form of median islands.

As the community focuses on “taming” traffic, narrowing traffic lanes (especially where pedestrians are commonly present) becomes a key strategy to accomplishing this goal. Devices such as sidewalk extensions, also known as a “bulbouts”, not only tend to reduce traffic speed, but also reduce the distance pedestrians must travel to cross the street. Median islands, such as those installed along William Street, are also effective traffic calming features. Other devices, such as traffic circles, speed humps, and raised crosswalks, also serve to reduce traffic speeds.

The priority streets for traffic calming are those that serve as cross-town routes, and tend to carry large volumes of traffic (See Figure 24). These cross-town routes are:

- McKee Road/Julian Street
- East Santa Clara Street/Alum Rock Avenue
- 24th Street/McLaughlin Avenue

Of greatest concern is the intersection of McKee Road and 33rd which carries the highest traffic volumes in the area (see Figure 24). Because of its very high traffic volumes and sensitive surrounding land-uses that include the Anne Darling Elementary School and the Anne Darling Shopping Center, the intersection at 33rd Street and McKee Road was identified as the topmost priority to undergo traffic calming improvements.

Traffic and pedestrian safety at major intersections is a concern (see annual average of accidents in Figure 24).³⁵ An analysis of average accidents, peak hour traffic volumes, proximity to public facilities and services, and proximity to existing and planned paths and trails at 14 key neighborhood intersections (see Figure 25), was used by the community to determine strategic priorities for traffic calming. The intersections of highest priority for undergoing traffic calming are, in order:

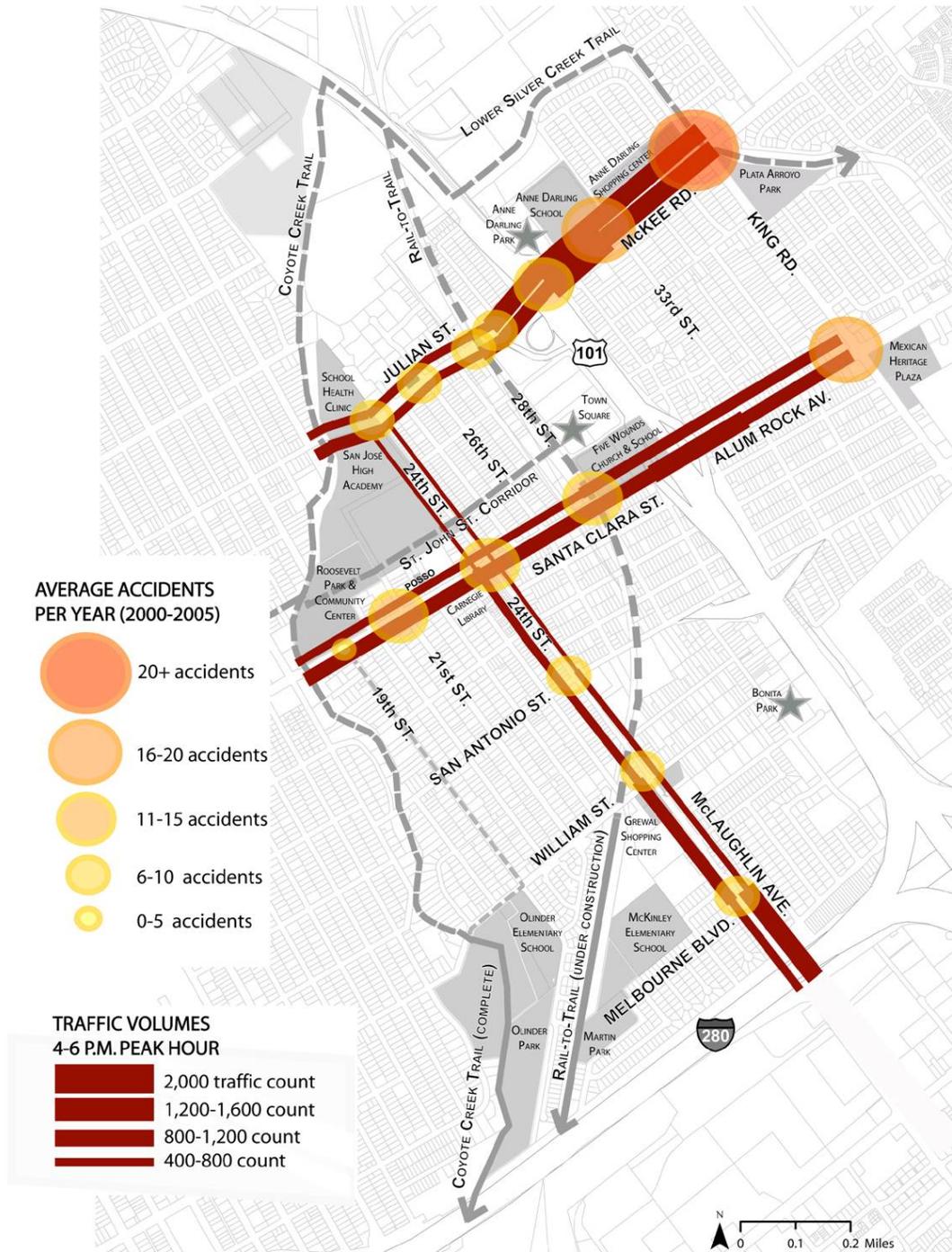
1. 33rd and McKee Road
2. East Santa Clara Street and 28th Street
3. East Santa Clara Street and 21st Street
4. McKee Road at Highway 101 on-ramp
5. Julian Street at Highway 101 on-ramp

The FWBT NAC has resolved that it will work together with Gateway East, a neighboring SNI area to focus on traffic safety issues at another high ranking intersection at McKee Road and King Road.

Two key intersections along 24th Street (Santa Clara Street and Julian Street) also ranked high in importance, and are addressed in Priority 1 (see page 41).

Traffic calming and fostering a pedestrian friendly environment continue to be of utmost importance in FWBT, as reflected in the top two priorities for the community.

³⁵ City of San José Department of Streets and Traffic. Accidents by location, reported between 30 September 2000 and 30 September 2005.



Note: Accident and traffic volume counts were compiled before the installation of a phased traffic signal at Melbourne Boulevard and McLaughlin Avenue.

Figure 24. Traffic volumes and accidents on major neighborhood streets and intersections

Sources: Traffic volume data by Dowling and Associates, City of San José Citywide Traffic Database, October 14, 2005. Data on average accidents per year at neighborhood intersections provided by the City of San José Department of Streets and Traffic, Accident Report by Location (2000-2005)

PRIORITY	INTERSECTION	AVERAGE ACCIDENTS PER YEAR	AFTERNOON PEAK HOUR TRAFFIC VOLUME	PROXIMITY TO PUBLIC FACILITIES			PROXIMITY TO PLANNED PATHS AND TRAILS
				SCHOOLS	NEIGHBORHOOD-SERVING RETAIL	COMMUNITY FACILITIES (Parks, Churches/Temples, Community centers, Libraries)	
HIGH	33rd St. and McKee Rd.	●●●	██████	🚩	🏪	🌳 🏛️	👣
	East Santa Clara St. and 28th St.	●	██████	🚩		🏛️	👣
	McKee Rd. and N. King Rd. ¹	●●●	██████		🏪	🌳	👣
	East Santa Clara St. and 21st St.	●	██████	🚩	🏪	🌳 🏛️	👣
	East Santa Clara St. and 24th St. ²	●	██████	🚩	🏪	🏠	
	Julian St. and 24th St. ²	●	██████	🚩		🏛️	👣
	McKee Rd. at Highway 101 on-ramp	●	██████	🚩			
	Julian St. at Highway 101 on-ramp	●	██████	🚩			👣
MEDIUM	Julian St. and 28th St.	●	██████				👣
	San Antonio St. and 24th St. ²	●	██████				
	Julian St. and 26th St.	●	██████				
LOW	Alum Rock Av. and King Rd. ³	●●●	██████			🏛️	
	Melbourne Blvd. and McLaughlin Ave. ⁴	●	██████	🚩		🏛️	👣
	East William St. and 24th St. ⁵	●	██████		🏪		

¹ The FWBT SNI community will partner with the Gateway East SNI to address this intersection

² These intersections are addressed in Priority # 1, page 41

³ This intersection is being addressed by the Gateway East and Mayfair SNI Areas

⁴ A phased traffic signal has been installed at this intersection

⁵ A traffic signal is currently being installed at this intersection

Figure 25. Comparison of key intersections by number of accidents, traffic volumes, proximity to public facilities, and proximity to planned paths and trails

Action Steps

1. Create a traffic calming master plan for the FWBT area and include the following elements:
 - Traffic calming measures for the following five key intersections (in order of priority):
 1. 33rd Street and McKee Road
 2. East Santa Clara Street and 28th Street
 3. East Santa Clara Street and 21st Street
 4. McKee Road at Highway 101 on-ramp
 5. Julian Street at Highway 101 on-ramp
 - Strategies and techniques for traffic calming along the following major cross-town corridors:
 - E. Santa Clara Street/Alum Rock Avenue
 - Julian Street/McKee Road
 - 24th Street/McLaughlin Avenue (see Priority # 1, page 41)
 - Implementation and phasing plan, including a budget and funding strategies
 - Urban design guidelines for traffic calming work that promotes a walkable, “small-town” atmosphere

Costs: XX

Time frame: Short

Responsible Parties: DOT, SNI, Planning, State of California

2. Implement traffic calming along the corridors and at intersections listed in Action Step 1.

Costs: XX

Time frame: Medium to long

Responsible Parties: DOT, SNI, Planning

Priority 3. Increase law enforcement, gang intervention, and crime prevention efforts (Action #51)

Issue

Safety is a key aspect of quality of life in the neighborhoods. Other strategies implemented as part of the *NIPA* cannot fully come to fruition if the community members do not feel secure on their streets and in their homes. The area has seen a 13% increase in theft, burglaries and other non-violent crime from 2004 to 2005.³⁶ Residents are very concerned about the increase in petty theft and burglaries in their neighborhoods. Therefore, law enforcement has been given high priority in the action plan.

Discussion

Using a two pronged enforcement and prevention approach to increasing safety in FWBT, the community's strategy is focused on expanding police patrols; reengaging the community and police in the community policing model; and creating a range of programs to reduce drug activity, criminal gang activity, illegal liquor sales, transience, and loitering in high risk areas.

A more visible police presence and strengthened police-community relationships in the area will help residents feel more secure further fostering the sense of trust between residents and law enforcement. Residents will feel an increased confidence in reporting crimes, further discouraging criminal activity. Nevertheless, it is equally important that outreach programs be targeted to eliminate drug activity. Otherwise expanded police patrols will merely act as a palliative.

Valuable information about the positive connections that have been built between the police and the community is lost every six months when officers originally designated to a neighborhood are moved to another location. The "loss of information" during this transitional period coincides with increases in crime incidents reported in the neighborhood.³⁷ It is therefore critical to establish a system to record and transfer this information to officers new to the community.

³⁶ Pereira, 12 August 2006.

³⁷ Ibid.

Action Steps

1. Coordinate with the San José Police Department to increase patrols in designated areas of FWBT to discourage loitering and crime.

Costs: XX

Time frame: Short

Responsible Parties: SNI, NAC, SJ Police Department

2. Regulate the illegal sale of liquor and violations related to alcohol sales.

Costs: XX

Time frame: Short

Responsible Parties: SNI, NAC, SJ Police Department

3. Explore alternative programs to reduce drug activity, such as gang intervention programs and drug rehabilitation programs for addicts.

Costs: XX

Time frame: Short to medium

Responsible Parties: SNI, NAC, MACSA, Right Connection, SJ Police Department

4. Create a comprehensive database of neighborhood leaders and associations in FWBT. This database should be made available to all police officers new to the area during officer reassignment to ensure enduring relationships and coordination with community leaders on key aspects related to criminal misconduct. An ongoing maintenance and updating system must be designed and implemented along with the database. The database project can serve as a pilot for other neighborhood areas.

Costs: XX

Time frame: Medium

Responsible Parties: SNI, NAC, SJ Police Department

5. Reinvigorate Neighborhood Watch groups throughout the entire FWBT area, particularly in high crime risk areas.

Costs: XX

Time frame: Short

Responsible Parties: SNI, NAC, SJ Police Department

Priority 4. Collaborate with local universities, museums, and other organizations to expand educational and enrichment programs for students and foster a “college-going culture” (Action #36)

Issue

Understanding the lifelong positive impact that higher education has on a person’s opportunities, the community is committed to ensuring that all of its youth are prepared for college. In 2005, 65% of neighborhood high school students were eligible to attend the University of California and California State University systems; 36% of seniors were admitted to 4-year universities.³⁸ While a great deal of progress has been made in this area in the past four years, there is still much to be done to ensure that all youth in the community are prepared to go to college. Therefore, the community’s vision for education goes beyond improving school facilities and overall academic performance. The community is focusing on cultivating a “college-going culture” throughout the neighborhood. A FWBT resident captured the essence of this vision by stating, “going to college should be a matter of where, not if or when.”³⁹

Discussion

Within close proximity to the downtown core of the tenth largest city in the United States, schools in FWBT have access to first class universities, museums, and other cultural and educational institutions. Through collaboration with institutions, such as San José State University, the Tech Museum of Innovation, and the San José Museum of Art, students in FWBT have the opportunity to greatly enrich their learning experience outside of a traditional classroom setting. Moreover, partnerships with universities and museums, as well as other organizations, will further advance the community’s goal of cultivating a “college-going culture” amongst youth and their families.

Efforts to encourage a “college-going culture” in the FWBT area are well on their way. San José High Academy offers an International Baccalaureate Diploma

³⁸ San José Unified School District, *San José High Academy School Accountability Report Card for School Year 2004-2005*, (San José, 2005-2006).

³⁹ Joan Rivas-Cosby, Chairperson, FWBT NAC. Personal interview, 5 April 2006.

Program that encourages students to become life-long learners and to develop knowledge and interests in local and global issues. This program has received state as well as national recognition for helping to prepare students for college. San José High Academy has also opened its doors to community organizations on Friday mornings to meet with groups of 90 students to promote college applications and other academic enrichment goals.

Anne Darling Elementary School is working with SilVHER, to increase college access for historically underrepresented students. Participating students who meet admission requirements are guaranteed admission to a college or university affiliated with SilVHER (these include University of California at Santa Cruz, San José State University, and De Anza College).⁴⁰

With support from Gear Up federal grants, San José State University’s College of Education developed a program that provides students with college planning counseling, mentoring, tutoring, effective instruction, and provides families with college information and support. Students who participated in this project received five to six year academic, personal, and career planning support from San José Unified School District, San José State University and other community partners. At the completion of the program, 94% of the students were eligible for college, and 64% were accepted to a four-year university.⁴¹

Accordingly, the work done at Anne Darling Elementary School and San José High Academy can be used as models for other schools in the area. Through educational support, strategies developed by the community academic success can be spread throughout all FWBT schools.

Action Steps

1. Collaborate with entities such as SilVHER and Gear Up, to institute college-bound programs in all schools in the FWBT community.

Costs: XX

Time frame: Short to medium

Responsible Parties: School principals (Anne Darling Elementary, San

⁴⁰ Hull, “An Early Start.”

⁴¹ Xiaolu Hu, *Gear Up Fact Sheet*, (San José State University and San José Unified School District, n.d.).

José High Academy, Olinder Elementary, McKinley Elementary, San José Unified School District, Franklin-McKinley School District, SiVHER, CommUniverCity

2. Partner with local cultural and educational institutions, such as the San José Office of Cultural Affairs, San José Museum of Art, the Tech Museum of Innovation, the Children’s Discovery Museum, and San José State University, to establish cultural and educational enrichment programs that advance the goal of a “college-going culture” in all local schools and cultural facilities throughout the neighborhood.

Costs: XX

Time frame: Short to medium

Responsible Parties: FWBT NAC, San José Office of Cultural Affairs, San José Museum of Art, Children’s Discovery Museum, CommUniverCity

3. Reintroduce the Downtown Education Zone initiative to connect the learning and teaching assets of the greater downtown with nearby schools, including those in the FWBT area. The Downtown Education Zone initiative would make access to world-class downtown museums and educational institutions free of charge to students attending downtown schools.

Costs: XX

Time frame: Short

Responsible Parties: FWBT NAC, San José City Council, SNI

Priority 5. Improve and redevelop existing retail sites at 33rd Street and McKee Road (Action #1)

Issue

The FWBT community has once again placed the improvement and redevelopment of retail sites at the 33rd Street and McKee Road intersection in their Top 10 Priorities list of actions. Originally listed in the *NIP* Top 10 Priorities, the community's confirmation of this item as a high priority in the *NIPA* demonstrates the desire for further improvements over and above the projects currently underway.

Projects resulting from the *NIP* were primarily focused on improvements to the exterior environment of existing retail establishments, especially at the Anne Darling Shopping Center (see Figures 26 through 28). Today, the goal for this intersection has been expanded to establish new retail and to improve the identity of the intersection as a retail center, improving the interior of existing retail businesses, and providing better public services.

Discussion

Though there is still much to be done at 33rd Street and McKee Road, much progress has been made as a result of the community's commitment to improve this intersection. When the work is completed, improvements related to the Anne Darling Shopping Center will include:

- Renovation of the façades and signage
- Resurfacing of the parking lot, including the painting of arrows to direct traffic better and the striping of angled parking spaces
- Reduction of the number of driveways into the parking lot
- Additional trees
- A landscaped buffer between the parking lot and the sidewalk
- New trash receptacles
- Conversion of Anne Darling Way to a real street, complete with sidewalks and proper drainage
- Improved lighting

Moe's Gas Station will also see improvements including the following:

- Reduction in the width of the driveways in order to restrict vehicle flow to a single direction
- A landscaped buffer between the sidewalk and the site



Figure 26. Existing Anne Darling Shopping Center

Other improvements underway not related to physical infrastructure include:

- Creation of an “impact zone,” making it more difficult to obtain liquor licenses
- A limit to the hours of operation of businesses
- Creation of the McKee Citizen Working Group by combining resources from the FWBT NAC and the Little Portugal and Anne Darling Neighborhood Associations
- Educational outreach to the businesses of the area



Figure 27. Possible location for new café

Many of the traffic improvements along McKee Road and 33rd Street have taken place as part of a separate action item from the *NIP* (Action Item 3, “improve traffic and pedestrian flow and control at 33rd and McKee”). The community continues to be committed to pedestrian safety with an emphasis on improving the traffic at this intersection. These goals are included in Action Item 12 in this *NIPA*, which discusses traffic calming throughout the FWBT area, with the highest priority being given to the 33rd Street and McKee Road intersection.



Figure 28. Rendering of renovation work to be done at the Anne Darling Shopping Center
 Source: John Ha, Innovative Design Architecture, Sunnyvale.

While much work is underway, it is clear more needs to be done. The focus is now on completing several actions identified in the *NIP* and the 2003 *Make McKee Work*⁴² report but remain unfinished. These actions include:

- Improve the interior of businesses at Anne Darling Shopping Center to make them more visible from outside
- Expand the selection of foods and services available at the stores to better meet the needs of its immediate community
- Open a national franchise café at the site of the old B&T Tire Shop (see Figure 27)
- Establish a neighborhood service center that may include a daycare center
- Implement streetscape improvements, including enhanced lighting and the addition of bus stops shelters
- Use gateway features and banners to help promote the area's neighborhood identity and retail establishments

Most importantly, the FWBT community wants to lay the foundation for future redevelopment of the area by keeping McKee Road four lanes rather than widening it to six lanes, as planned by the San José's Department of Transportation. If this road expansion goes forward, further redevelopment and intensification of these sites will be very difficult as a significant amount of land surrounding the 33rd Street and McKee Road intersection will be lost to the roadway. Not only would the road expansion seriously constraint future redevelopment at the site, but it would obliterate many of the improvements completed and underway (\$1.8 million have been invested or earmarked for the renovation of the shopping center and traffic improvements at the intersection⁴³). The widening will consume a portion of the Anne Darling Shopping Center's parking lot, as well as take space away from other establishments surrounding the intersection. Moreover, the traffic volumes generated by a six-lane road would severely aggravate the pedestrian safety conditions along the corridor, and severely hinder efforts to foster a small-town character, which is a major goal for this community.

⁴² The *Make McKee Work* report documents the results of a planning process conducted in 2002-2003 by San José State University's Urban Planning Program in partnership with the Anne Darling community. The goals for the Anne Darling Shopping Center and the intersection of 33rd Street and McKee Road were established in a series of community workshops and stakeholder interviews.

⁴³ Pereira, 12 August 2006.

Action Steps

1. Renovate or redevelop the former B&T Tire Shop property as neighborhood retail, including a nationally known coffee shop.

Costs: XX

Time frame: Short to medium

Responsible Parties: FWBT NAC, DOT, Planning, SNI Staff

2. Develop a neighborhood service center and daycare facility.

Costs: XX

Time frame: Medium to long

Responsible Parties: FWBT NAC, DOT, Planning, SNI Staff

3. Install new bus stop enclosures.

Costs: XX

Time frame: Short to long

Responsible Parties: FWBT NAC, VTA, DOT, Planning, SNI Staff

4. Improve lighting across Highway 101.

Costs: XX

Time frame: Short to medium

Responsible Parties: FWBT NAC, DOT, Planning, SNI Staff

5. Add banners in and around the intersection promoting the business district.

Costs: XX

Time frame: Short

Responsible Parties: FWBT NAC, Planning, SNI Staff

6. Create gateway features, including signs identifying the neighborhood and shopping district, at key locations around the 33rd Street and McKee Road intersection and on the King Road approach to McKee Road.

Costs: XX

Time frame: Short

Responsible Parties: FWBT NAC, Planning, SNI Staff

7. Work with businesses at the Anne Darling Shopping Center to improve business interiors using the following strategies:

- Clean-up windows
- Improve the display of goods
- Clear away boards and signs that block the view of the interior of the stores
- Work to expand the selection of products at the Food Bowl grocery store to meet the needs of the immediate neighborhood

Costs: XX

Time frame: Ongoing

Responsible Parties: FWBT NAC, DOT, Planning, SNI Staff.

8. Consider alternatives to the planned widening of McKee Road to six lanes from the current four lanes in order to address the need to foster a pedestrian friendly environment along with transportation improvements.

Costs: XX

Time frame: Ongoing

Responsible Parties: FWBT NAC, DOT, Planning, SNI Staff

Priority 6. Complete the trail network throughout the neighborhood, including Coyote Creek Trail, rail-to-trail conversion, and Lower Silver Creek Trail (Action # 19)



Figure 29. Trail network

Issue

The trail system for FWBT was originally presented in three separate action items: Five Wounds Trail (also known as Rail-to-Trail), Coyote Creek Trail, and Lower Silver Creek Trail (see Figure 29). Since the release of the *NIP*, progress has been made on some segments of the trail system, especially in the southern part of the FWBT area. However, no one trail has been fully completed. Though some planning work is currently underway, funds have not been earmarked for the construction of new trail segments. The FWBT community has a renewed interest in ensuring that an integrated approach is employed to make the vision for the entire trail system a reality.

Discussion

Five Wounds Trail (also known as Rail-to-Trail)

The Rail-to-Trail, or Five Wounds Trail project, is planned to traverse the heart of the FWBT area along the abandoned railroad right-of-way.⁴⁴ As seen in Figure 29, this trail will connect the residential areas to the south, the commercial node at 24th Street and William Street, the East Santa Clara Street/Alum Rock commercial corridor and the future Town Square at the San José Steel site. The trail will also connect to the future Lower Silver Creek Trail. One segment of the trail, from Interstate 280 to East William Street, is currently under construction as part of a new KB Home housing development (shown in blue on Figure 29). Currently, there are no plans in place to complete the remaining portion of the trail from East

⁴⁴ *NIP*, IV-25.

William Street to Lower Silver Creek Trail, and potentially on to Highway 101. Completing this project is a high priority for the neighborhood.

The railroad right-of-way, from East William Street to Highway 101, is currently owned by the Santa Clara Valley Transportation Authority (VTA). Eventually, the VTA could sell some of this right-of-way to private developers, making the trail more challenging to complete. Having a master plan in place for the rail-to-trail project would place the community in a stronger position to work closely with VTA to determine the future of this right-of-way.

The disadvantage of not having a master plan in place for the Five Wounds Trail is illustrated by the community's experience with the private developer KB Home. Currently, KB Home is constructing the Autumn Terrace housing development along the former Union Pacific railroad right-of-way between Interstate 280 and East William Street. Plans for the Five Wounds Trail utilize the same right-of-way. KB Home's original site plan for this development did not include a trail.⁴⁵ The FWBT community was vigilant and persuaded KB Home to change their plans to include the trail. With a master plan in place, this set-back in the project could have been prevented. The FWBT community may need to employ a similar strategy concerning the trail segment between Julian Street and Lower Silver Creek. William Lyon Home, a private developer, has expressed interest in developing housing along the corridor. The community is committed to overseeing the process to ensure that their vision for the trail comes to fruition.

Plans to widen 28th Street between East Santa Clara and Julian Streets to at least four lanes (as part of the future BART to San José project) pose another challenge to the integrity of the Five Wounds Trail envisioned by the community.⁴⁶ The widening of 28th Street would eliminate the linear park designed for this area which otherwise would also serve as the Five Wounds Trail between East Santa Clara and Julian Streets.⁴⁷ The linear park would also provide a direct pedestrian and bicycle route to the future BART station and Town Square. It is therefore critical that the community coordinate closely with VTA on this issue. Moreover, an official plan

⁴⁵ Pereira, 16 November 2005.

⁴⁶ Valley Transportation Authority, "BART to Silicon Valley" (n.d.), <http://www.svrvc-vta.org/> [accessed 10 June 2006].

⁴⁷ *NIP*, III-12.

will greatly aid the community in communicating its vision to other stakeholders who have a say in what takes place on these critical sites.

Coyote Creek Trail

As proposed, Coyote Creek Trail will traverse five SNI neighborhoods (including FWBT).⁴⁸ In the *NIP*, the FWBT community envisioned its portion of the proposed trail connecting Kelley Park just south of Interstate 280 to Watson Park via the length of the creek at the western border of the FWBT area. This alignment was further clarified in the *Coyote Creek Feasibility Study*.⁴⁹ As a follow-up to this feasibility study, a master plan for the FWBT portion of the trail will begin soon. The master plan process will include public meetings.

A significant segment of Coyote Creek Trail, between Interstate 280 and East William Street, was completed as part of the Selma Olinder Park project. However, the remainder of the trail in the FWBT is unfinished. The segment between East William Street and East Santa Clara Street will need to be directed away from the creek corridor due to space constraints and private property concerns. The feasibility study suggested two alternative routes between East William Street and East Santa Clara Street. One alternative takes the trail to the west of the creek and outside the FWBT area along 16th and 17th Streets. The other alternative utilizes 19th Street (Figure 29 illustrates the two alternative routes for Coyote Creek). Both alternatives would be designed as Class III bicycle routes. This means that bicycles would share the road with cars while pedestrians would use the existing sidewalks.⁵⁰ Signage would inform users that these routes are a continuation of the trail. In addition, both alignments would transition back to the creek immediately north of East Santa Clara Street as the trail enters Roosevelt Park.⁵¹

Primitive trails follow Coyote Creek adjacent to Roosevelt Park. These paths do not meet the standards set for the Coyote Creek Trail project, which specifies 12-foot wide, paved trails. Therefore, the trails along this segment are targeted for a significant upgrade. The development of this segment of the trail will be planned

⁴⁸ Callander Associates Landscape Architecture, Inc., *Coyote Creek Feasibility Study* (San José, 2004).

⁴⁹ Ibid.

⁵⁰ Ibid., 45.

⁵¹ Yves Zsutty, e-mail message to authors, 14 September 2006.

and constructed independently from the current work at Roosevelt Park.⁵²

The segment of the trail just north of Roosevelt Park lies adjacent to San José High Academy. Due to space constraints between buildings and the creek, the trail improvement may be in the form of a cantilevered boardwalk.⁵³ North of Julian Street to its planned terminus at Watson Park, the trail will likely utilize an existing Santa Clara Valley Water District service road through a joint use arrangement.⁵⁴

Lower Silver Creek Trail

Currently, a master plan process is underway for the Lower Silver Creek Trail, focusing on the trail segment from Lake Cunningham to Coyote Creek. The master plan for this segment of Lower Silver Creek Trail includes the entire FWBT area's portion of the proposed trail. A technical advisory committee was formed in the summer of 2006 to conduct the study.⁵⁵

One issue that has surfaced in relation to the Lower Silver Creek Trail is how to provide access across Highway 101. Several alternatives are being studied, including re-aligning the Lower Silver Creek Trail on the eastside of Highway 101 to connect to the existing railway bridge at that location.⁵⁶ This is the same bridge that the Five Wounds Trail would utilize, and the two trails would share the same alignment between Highway 101 and Lower Silver Creek.

It is important to resolve satisfactorily the issue of access across Highway 101, as Lower Silver Creek Trail has the potential to connect the Anne Darling Neighborhood to both Coyote Creek Trail and Five Wounds Trail. The trail network would provide excellent bicycle and pedestrian access to the future BART station area at the Town Square from all parts of the FWBT neighborhood.

⁵² Ibid.

⁵³ Ibid.

⁵⁴ Callander Associates, 46.

⁵⁵ City of San José, Department of Parks, Recreation and Neighborhood Services, *Trails: Annual Trails Report – Fiscal Year 2005-06* (City of San José, 2006), 5.

⁵⁶ Yves Zsuttu, telephone communication with the authors, September 2006.

Action Steps

1. Participate in the Coyote Creek Trail master plan workshops.

Costs: XX

Time frame: Immediate (18 months)

Responsible Parties: SJRA, Parks, Recreation and Neighborhood Services (PRNS), VTA, DOT, SNI, DPW, SCWVD

2. Work with CommUniverCity San José to create a concept plan for the development of the Five Wounds Trail. Include a strategy for planning and constructing the Five Wounds Trail project in the concept plan. Include a detailed implementation plan that will phase the project so development of the trail can coordinate with projects along the corridor, such as the future William Lyon Home housing development north of Julian Street and redevelopment at the San José Steel site.

Costs: XX

Time frame: Immediate (18 months)

Responsible Parties: CommUniverCity San José, SJRA, PRNS, VTA, DOT, SNI, DPW, SCVWD

3. Participate in the master plan process for Lower Silver Creek Trail for the FWBT portion of the trail. Explore issues of phasing the project to create key connections between Coyote Creek Trail and the Five Wounds Trail, as well as linking the Anne Darling to the rest off the FWBT area.

Costs: XX

Time frame: Immediate (18 months)

Responsible Parties: SJSU, SJRA, PRNS, VTA, DOT, SNI, DPW, SCVWD

4. Construct the remainder of the trails network in the FWBT, including Coyote Creek Trail, the Five Wounds Trail, and Lower Silver Creek Trail.

Costs: XX

Time frame: Short, medium, and long

Responsible Parties: SJRA, PRNS, VTA, DOT, SNI, DPW, BART, SCVWD

Priority 7. Produce a specific plan for the redevelopment of the San José Steel site (including the creation of a new Town Square and linear park), the redevelopment of the Empire Lumber site and other surrounding sites, the revitalization of the East Santa Clara Street Neighborhood Business District, and the creation of a neighborhood-wide parking strategy (Action #31)

Issue

The community's transformative vision to redevelop the San José Steel and Empire Lumber sites, and East Santa Clara Street, and to create a Town Square and linear park⁵⁷ have been placed "on hold" as a result of the delay of the BART-to-San José project (see Figure 30).⁵⁸ The BART extension is planned to run directly under both the San José Steel site and East Santa Clara Street, as well as run adjacent to the Empire Lumber site. Anticipating severe disruption during the construction of a subway, the redevelopment of these areas may be halted until the BART project is completed. BART was originally due to be completed in 2012, aligning well with the FWBT community plans outlined in the *NIP*. However, the BART project has run into funding shortages due to a decline in expected revenue (from the countywide sales tax intended to partially fund the BART project), and increasing project costs. Currently, the BART project is anticipated to be delayed until 2016.⁵⁹

Discussion

During the *NIPA* planning process, the community proactively and strategically determined to pursue the goals for the redevelopment of these sites in an integrated fashion by endorsing the creation of a specific plan. The eventual completion of a specific plan will enable the community to have a decisive voice in the redevelopment of the sites that encompass the Town Square.

A specific plan provides a holistic framework to address issues related to redevelopment at multiple sites, including parking, transportation, and urban design. The process also fosters a high level of community participation.

⁵⁷ *NIP*, III-12, VI-31, VI-33, VI-36.

⁵⁸ Valley Transportation Authority, "BART to Silicon Valley: Schedule" (n.d.), <http://www.svrtc-vta.org/schedule.asp> [accessed 6 November 2006].

⁵⁹ *Ibid.*



Figure 30. San José Steel Site Reuse Specific Plan areas

Source: Aerial photograph courtesy of San José Redevelopment Agency

The community plans to address the following action items from the *NIP*, as well as a new action item calling for an area wide parking strategy:

- Create the Town Square near Five Wounds Church⁶⁰
- Redevelop the San José Steel area as a new transit-oriented/mixed-use urban center⁶¹
- Redevelop the Empire Lumber site into a mixed-use/transit-oriented configuration
- Protect and continue the existing small-town character of the East Santa Clara/Alum Rock Corridor⁶²

⁶⁰ *NIP*, III-12, VI-31.

⁶¹ *Ibid.*, III-12, VI-33.

⁶² *Ibid.*, VI-36.

- Create an East Santa Clara/Alum Rock parking strategy⁶³
- Develop a neighborhood-wide parking strategy

The community recognized the need to address the anticipated traffic impacts and circulation patterns that BART and new development will generate in a neighborhood-wide parking strategy. The parking strategy should address traffic issues, with a special focus on mitigating the potential parking shortages and the traffic impacts of BART development in residential and commercial areas.

The construction of new parking to serve BART and redevelopment will have a significant influence on the form of new development. For instance, plans for a large BART parking structure threaten the viability of a pedestrian-friendly Town Square at the San José Steel site. The FWBT community is committed to working hard to develop creative solutions to accommodate parking for BART, while advancing its goal for a walkable, small-town environment.

The specific plan process can also be used as a platform to develop strategies to address the uncertainties of the BART delay. The community has already been formulating options, such as building the BART infrastructure under the San José Steel site even before the rest of the BART extension is implemented. In this scenario, construction can take place along with the redevelopment of the San José Steel site, allowing the integration of station box and tunnels with building foundations.

As an initial step towards the creation of a specific plan, the FWBT community has endorsed the idea of developing a concept plan in collaboration with CommUniverCity San José and SNI staff. A concept plan would provide more detail on the ideas generated in the *NIP* and generate preferred alternatives. This step will help build momentum for the completion of a specific plan. With a concept plan in place, the community will be better positioned to obtain the needed funding to develop a specific plan and an environmental impact report. A similar concept plan approach was followed in two other future BART station areas: the Santa Clara's BART station area and the Milipitas' BART station area.

⁶³ Ibid., VI-24.

Action Steps

1. Establish a committee of FWBT NAC members and community stakeholders (including property owners) to participate in and guide the development of a concept plan.

Costs: Staff time

Time frame: Immediate – term

Responsible Parties: FWBT NAC, SNI Staff, CommUniverCity San José, SJSU.

2. Produce a concept plan in collaboration with CommUniverCity San José and SNI Staff which address the following FWBT priorities:

- a. Redevelop the San Jose Steel site, including the Town Square and a linear park
- b. Redevelop the Empire Lumber site
- c. Redevelop sites surrounding the San Jose Steel and Empire Lumber site
- d. Revitalize the East Santa Clara Street Neighborhood Business District
- e. Create a neighborhood-wide parking strategy

Costs: \$75,000 - \$125,000

Time frame: Near – term

Responsible Parties: FWBT NAC, SNI Staff, CommUniverCity San José, SJSU, SJSU Foundation.

3. Pursue grants and other funding sources for work related to the concept plan. A potential grant to consider is the Urban Land Institute, which awards grants ranging from \$15,000 to \$35,000.

Costs: XX

Time frame: Short

Responsible Parties: CommUniverCity San José, SNI, SJSU.

4. Work towards the creation of a specific plan and correlated environmental studies addressing the following:

- a. Redevelop the San Jose Steel site, including the Town Square and a linear park
- b. Redevelop the Empire Lumber site

- c. Redevelop sites surrounding the San Jose Steel and Empire Lumber site
- d. Revitalize the East Santa Clara Street Neighborhood Business District
- e. Create a neighborhood-wide parking strategy

Costs: To be determined

Time frame: Medium (approximately 18 months)

Responsible Parties: SJRA, Planning, VTA, DOT, SNI, DPW, BART, CommUniverCity San José, FWBT NAC, Caltrans, San José Water District

- 5. Redevelop the San José Steel and Empire Lumber sites, East Santa Clara Street between Highway 101 and Coyote Creek and other surrounding sites.

Costs: To be determined

Time frame: Medium to long

Responsible Parties: SJRA, Planning, VTA, DOT, SNI, DPW, BART, CommUniverCity San José, FWBT NAC

- 6. Construct the Town Square and a linear park as part of the San José Steel redevelopment.

Costs: To be determined

Time frame: Medium to long

Responsible Parties: SJRA, Planning, PRNS, VTA, DOT, SNI, DPW, BART, FWBT NAC

- 7. Implement a parking strategy in the FWBT area that mitigates the potential parking shortages and the traffic impacts of BART development in residential and commercial areas.

Costs: To be determined

Time frame: Medium to long

Responsible Parties: SJRA, Planning, VTA, DOT, SNI, DPW, BART, CommUniverCity San José, FWBT NAC

**Priority 8. Increase opportunities for youth and teen activities
(Action #47)**

Issue

Youth and teen activities were among the Top 10 Priorities in the *NIP*.⁶⁴ As part of this action item, a youth services asset study was completed for the area.⁶⁵ Major findings from the assessment noted that some activities were available for the very young (pre-school through 6th grade) and the older teens (high school age), but activities for teenagers in middle school (7th and 8th grade) were scarce. The study also indicated a need for better marketing of these programs.

Eight programs were initiated in response to the need for activities for youth:⁶⁶

- McKinley Elementary School Head Start pre-school center
- City Year youth volunteer programs in the Anne Darling and Little Portugal neighborhoods
- MACSA Youth Street Reach program to provide guidance to troubled teens in the Jeanne Avenue/ Forestdale Avenue area
- McKinley Neighborhood Center after school programming for youth
- MACSA after school computer club for youth at McKinley Elementary School
- CORAL after school homework clubs in the McKinley/Bonita neighborhood
- Olinder summer camps for youth
- After school and summer teen programming and services at East San José Carnegie Library

Over 500 households in the FWBT area receive regular mailings about these and other programs through collaborative efforts with the Carnegie Library, San José After School, and the Strong Neighborhoods Initiative.

The early successes in expanding organized teen and youth activities have demonstrated the capacity of the community, the City, and social service agencies to work collaboratively to address this community goal.

⁶⁴ *NIP*, VI-26.

⁶⁵ City of San José Department of Parks, Recreation and Neighborhood Services, *FWBT Youth Assets Working Group: Summary and Recommendations* (City of San José, 2002).

⁶⁶ Paul Pereira, Strong Neighborhoods Team Manager. Personal interview, 20 July 2006.

The FWBT community understands that providing developmental activities for youth plays a critical role in preventing gang activity and crime. The soundness of this approach has been corroborated by communities throughout the nation that have implemented community-wide gang prevention and early intervention programs with the support of the U.S. Office of Juvenile Justice Delinquency Prevention (OJJDP). OJJDP documents that these programs are effective in preventing youth from entering the juvenile justice system.⁶⁷

While many programs have been scaled back since 2004⁶⁸ as a result of a 25% reduction in the City's budget for community services, the FWBT community has identified creative strategies to maintain an adequate level of youth services independent of the of the city's budgetary cycles..

The Roosevelt Community Center, a major hub for youth and teen programs in the community, will be closed two years for rebuilding and expansion. It is therefore critical to maintain these programs in FWBT until the new Roosevelt Community Center reopens in 2008. Youth programs based at the Roosevelt Community Center were moved to the McKinley Neighborhood Center in May 2006, with a shuttle providing transportation between the centers.⁶⁹ While it is too early to see the effects of this change, community members and city staff are working hard to maintain the safety of the youth who will cross a gang boundary to attend programs at McKinley. In addition, the community is also addressing concerns that youth may not continue attending programs at the same rate as before the move because the McKinley Center is not as centrally located or as visible as Roosevelt.

⁶⁷ U.S. Department of Justice. *OJJDP Annual Report 2001* (Rockville, MD, March 2003).

⁶⁸ In 2006, only two of the eight programs listed above (McKinley Head Start and Olinder summer camps) remain in operation. In 2005, the City launched the Facility Re-Use Strategy to identify alternative, non-governmental operators to run facilities and provide services at some of the smaller community centers. While the Re-use Strategy has not yet been finalized or implemented, continuing budget cuts are likely to result in further reductions in community services such as teen and youth activities.

⁶⁹ Pereira, 12 August 2006.

Discussion

To deal with the funding constraints for youth and teen activities, the community is poised to continue partnering with community-based organizations to explore strategies to keep current programs operating and to consider the feasibility of initiating new activities. Residents are most interested in educational enrichment activities for youth and teens that foster a “college-going culture,” as well as life skills, sports and recreation, arts, and cultural enrichment. As was the case in 2001 and 2002, many residents now express that they would like to see these programs offered after school as an enrichment component.

The Olinder Center Coalition embodies the power of community partnerships. The organizations partnering in the Olinder Center Coalition are the San José After School program of the City of San José, Northside Theater Group, Olinder Neighborhood Association, Olinder Food Program, Silicon Valley Toxics Coalition, MACSA Latchkey program, and the Santa Clara Valley Miners Council.

In response to funding cuts that threatened to close the Olinder Community Center in 2004, members of the Olinder Center Coalition have worked collaboratively to maintain and operate the center on a volunteer basis. This has allowed activities such as the MACSA Latchkey program and theater productions at the Northside Theatre to continue.

Action Steps

1. Following the Olinder Center Coalition model, work with local service providers to form partnerships with established community organizations based in FWBT to ensure that neighborhood centers remain open to the public and are available for youth and teen programs.

Costs: XX

Time frame: Short to medium

Responsible Parties: SNI, NAC, CommUniverCity San José, community-based organizations

2. Update the 2002 *FWBT Youth Asset Study* to determine the current status and new youth and teen program needs.

Costs: XX

Time frame: Short

Responsible Parties: SNI, NAC, CommUniverCity San José, community-based organizations

3. Explore partnerships with local community-based organizations and alternative funding opportunities to restore the youth services and programs that have been cut back since 2002, and introduce new programs needed in the community.

Costs: XX

Time frame: Short to medium

Responsible Parties: SNI, NAC, CommUniverCity San José, community-based organizations

4. Continue coordination with City Year to promote volunteer opportunities for young people.

Costs: XX

Time frame: Short

Responsible Parties: SNI, NAC, City Year

5. Through CommUniverCity San José, partner with San José State University faculty and students to bring arts, music, sports, education, and cultural enrichment programs to schools and community centers in FWBT.

Costs: XX

Time frame: Short

Responsible Parties: SNI, NAC, CommUniverCity San José

6. Partner with cultural organizations, such as the San José Museum of Art, the Tech Museum of Innovation, and San José’s Office of Cultural Affairs Arts Programs, to bring arts, music, science, and other educational enrichment programs to local schools and community centers in FWBT.

Costs: XX

Time frame: Short

Responsible Parties: SNI, NAC, CommUniverCity San José.

7. Foster grassroots efforts by community leaders to establish youth sports leagues. Examples include creating a soccer league at the upcoming Martin Park soccer field, a tennis camp for youth at the Olinder tennis courts, a softball league for teens at the Olinder softball diamond, and roller hockey leagues to complement existing leagues at the soon to open Roosevelt roller hockey rink. Funding for sports equipment as a neighborhood action, funded through grants from groups such as the Community Foundation Silicon Valley and Community Action and Pride (CAP) grants.

Costs: XX

Time frame: Short

Responsible Parties: SNI, PRNS, NAC, CommUniverCity San José

Priority 9. Increase the outreach and availability of health services (Action #57)

Issue

The FWBT community is committed to improving the overall health of its residents in conjunction with increasing access to healthcare. The closure of the San José Medical Center in December 2004 has significantly limited access to healthcare for many low-income, uninsured downtown residents, particularly those who rely primarily on Medi-Cal.⁷⁰ In light of the absence of a full-service hospital in the area, the community has identified a number of strategies to help residents gain access to health services.

Discussion

The community identified efforts to enhance community health centered on education, outreach, enhanced health and dental care services, a new clinic and hospital, and better physical access to health services.

Education and Outreach

A review of studies focusing on health information needs and behaviors throughout the nation indicated that lack of access to healthcare information among uninsured and low income population groups prevents them from accessing care services.⁷¹ Moreover, a 2004 study found that “less than half of uninsured Americans use or are aware of local safety net providers.”⁷²

Since Latinos (or Hispanics) comprise over half of the neighborhood’s population (65%),⁷³ it is critical to focus on the particular health needs of this population group. As a group, Latinos are more likely to suffer from chronic health problems, such as obesity⁷⁴ and diabetes.⁷⁵

⁷⁰ Zaretsky and Associates, 2004.

⁷¹ Michael Hendryx and Julie Gardner, Assessing Spokane’s Health Information Needs. Washington State University Spokane. Community-minded Enterprises Health Information Project. 2006

⁷² J. H. May, P. Cunningham, J. Hadle, “Most uninsured people unaware of health care safety net providers,” *Issue Brief Center for Studying Health System Change* 90, 2004: 1-4.

⁷³ U.S. Census Bureau, Census 2000.

⁷⁴ In the 2004 *Behavioral Risk Factor Survey* conducted by the Santa Clara Public Health Department, 74.1% of Latinos, or Hispanics, reported they are overweight or obese, as

According to the Center for Health Policy Research at UCLA, having health insurance and a usual source of care – a medical “home” – are essential for people with diabetes to appropriately manage their condition. However, barriers such as language, non-citizen status and low-income result in decreased access to health insurance and healthcares services for Hispanic adults.⁷⁶ If current trends continue, the number of people with diabetes in California is set to double by the year 2020.

Type 2 diabetes, which constitutes 90-95% of all diagnosed diabetes cases, can be prevented through weight loss, exercise and healthy food choices.⁷⁷ Teaching children and adults about healthy lifestyles, and specific means to prevent chronic diseases, such as diabetes, the incidence of these diseases can be decreased.

Key health resources, such as the pediatric care services available at the School Health Clinic at San José High Academy are underutilized, indicating that awareness about the health services provided in the community and the region needs to be addressed.⁷⁸ It is critical to enhance community outreach targeted specifically to increase use of these underutilized health services.

Residents can also greatly benefit from learning about the wealth of information provided online by the Community Technology Alliance at www.helpscc.org. This online database provides a comprehensive list of social and housing services in Santa Clara County.

compared to 55% whites.

⁷⁵ Diabetes affects Mexican-Americans at a 1.7 times higher rate than non-Hispanic whites of the same age group, according to the 2005 *National Diabetes Statistics Fact Sheet* published by the National Institute of Diabetes and Digestive and Kidney Diseases.

⁷⁶ Neetu Chaula, Michael Rodriguez, Susan Babey, E. Richard Brown, *Health Policy Fact Sheet: Diabetes Among Latinos in California: Disparities in Access and Management* (UCLA Center for Health Policy Research, September 2003).

⁷⁷ Centers for Disease Control and Prevention, *National Diabetes Statistics Fact Sheet: United States, 2003 and Errata – June 2005*, (Maryland: U.S. Department of Health and Human Services, 2005).

⁷⁸ The School Health Clinic offers a full range of health services to children 0 to 18 years. The Clinic also serves the parents of students enrolled in the San José Unified School District.

The information available at helpsc.org can also be published in a bilingual directory of services to be distributed to the FWBT community via its schools and community centers.

Enhanced Health and Dental Care Services

Within the FWBT community, and its immediate vicinity, affordable basic healthcare is not available for low-income and under-insured adults. Consequently, these residents tend to rely heavily on the emergency room as their primary source of healthcare. It is, therefore critical to explore opportunities to bring adult healthcare services to the neighborhood.

It is equally important for children and adults to regularly visit the dentist in order to prevent oral diseases, such as dental caries and gum disease, which can result in pain and high dental care costs.⁷⁹ However, dental insurance is out of reach for low-income and many Latino residents (43.2% of Latino residents of Santa Clara County do not have dental insurance⁸⁰), and therefore, it is important that dental services be available and affordable for all residents, regardless of income level.

Hospital and Clinic

At one time the only full-service hospital within close proximity to FWBT, the San José Medical Center offered an array of services, including a 24-hour emergency room. Regional Medical Center, the full-service hospital now closest to FWBT, does not accept Medi-Cal (California's Medicaid program), which effectively relegates low-income residents covered by this type of subsidized insurance to travel to Santa Clara Valley Medical Center (a nearly two-hour ride by public transit). Therefore, establishing a hospital in downtown San José would be of great benefit, not only to FWBT but also to the whole downtown residential community.

As downtown continues to attract more residents, there will be a greater demand for health services in the area. By year 2020, San José will need either a downtown 200-bed hospital or equivalent capacity in nearby hospitals to keep up with the anticipated growth in the community.⁸¹ The hospitals must also have accessible

⁷⁹ *Santa Clara County Behavioral Risk Factor Survey, 2004.*

⁸⁰ *Ibid.*

⁸¹ *Zaretsky and Associates, 2004.*

transportation for downtown residents.⁸² In June, 2006, the City of San José created the San José Medical Center Stakeholder Advisory Committee to study both the potential re-use of the San José Medical Center site and to explore options for banking land in the downtown vicinity for a future hospital. Corroborating the task force’s findings, the FWBT community expressed its support for a full study to be conducted to cover all aspects of establishing a full-service hospital in downtown. Furthermore, it is important for residents in FWBT that any new hospital in the downtown area accept Medi-Cal, as this is the only mode of insurance for many low-income children, adults, elderly, and disabled neighborhood residents.

To mitigate the loss of the San José Medical Center, the FWBT community has expressed the need for a facility that provides basic healthcare services while plans for a full-service hospital in downtown San José are developed. This goal to establish a medical clinic in close proximity to FWBT echoes one of the Top 10 priorities for the neighboring Thirteenth Street SNI area.

Currently, in the event of an emergency, residents in FWBT must travel to Regional or Santa Clara Valley Medical Center. Furthermore, as Regional Medical Center does not accept Medi-Cal, residents who are covered by this type of insurance must obtain health services at Santa Clara Valley Medical Center. Therefore, in addition to providing basic healthcare services, a future downtown medical clinic must include critical services such as a 24-hour trauma center.

Physical Access

At a public workshop conducted on April 11, 2006 at the Hilton Mobile Home Park, participants reiterated that, for residents with physical and sensory disabilities, easy access and close proximity to medical facilities is critical.⁸³ Therefore, on behalf of low-income seniors, disabled, and other residents living in mobile home parks who are primarily confined to their homes, the community would like to incorporate regular home visits by mobile medical clinics that provide basic healthcare.

⁸² Ibid.

⁸³ According to the Census 2000, the percentage of residents in FWBT over 65 years who are disabled is 63%, or 1.5 times higher than in Santa Clara County as a whole.

Action Steps

1. Collaborate with health community based organizations to expand healthcare services in FWBT, with a special focus on affordable healthcare for low-income adults. Explore whether other organizations such as RotaCare (affiliated with the Rotary Club), may have the capacity to provide free, basic medical care services to low-income adults at the School Health Clinic. The Santa Clara County Public Health Department's STEPS to a Healthier Santa Clara County program may provide expertise, oversight, and technical assistance for program planning, implementation, and evaluation.

Cost: XX

Time frame: Ongoing

Responsible Parties: SNI, SCPHD, FWBT NAC, community health organizations

2. Expand health education programs at schools and community centers with a focus on diabetes. Organizations that have the capacity to provide educational programs include Healthy Silicon Valley and Santa Clara County Public Health Department's STEPS to a Healthier Santa Clara County.

Cost: XX

Time frame: Short to medium

Responsible Parties: SNI, SCPHD, FWBT NAC, community health organizations

3. Establish routine mobile clinic visits to the five mobile home parks in FWBT to assist with senior care.

Cost: XX

Time frame: Medium

Responsible Parties: SNI, SCPHD, FWBT NAC, community health organizations

4. Expand dental services in FWBT that provide coverage to low-income adults by bringing services such as the Tooth Mobile to local schools, community centers, mobile home parks, and health fairs.

Cost: XX

Time frame: Medium

Responsible Parties: SNI, SCPHD, FWBT NAC, community health organizations

5. Widely promote outreach of resources for social services and housing

assistance through Community Technology Alliance’s www.helpsc.org, a comprehensive database of services in Santa Clara County.

Cost: XX

Time frame: Short

Responsible Parties: SNI, SCPHD, FWBT NAC, CTA

6. Conduct an outreach campaign that aggregates information on healthcare options for the immediate community and distribute it throughout the neighborhood in several languages. Emphasis must be placed on making the pediatric services available at the School Health Clinic at San José High Academy widely known throughout the community.

Cost: XX

Time frame: Short to medium

Responsible Parties: SNI, SCPHD, FWBT NAC, community health organizations

7. Work in collaboration with the San José Medical Center Stakeholder Advisory Committee, established by the City of San José to study feasibility, explore potential sites, and recruit a service provider for a new full-service downtown hospital to be in operation by the year 2020.

Cost:

Time frame: Medium

Responsible Parties: SNI, SCPHD, FWBT NAC, Planning Department, community health organizations

8. In collaboration with the 13th Street Neighborhood Advisory Committee and other community groups, such as the Coalition for a Downtown Hospital, identify potential organizations that can establish and run a clinic offering 24-hour emergency care accepting Medi-Cal. Explore potential locations for a medical clinic within the greater downtown area.

Cost: XX

Time frame: Short to medium

Responsible Parties: SNI, SCPHD, FWBT NAC, Planning Department, community health organizations

9. Improve access to and from Santa Clara Valley Medical Center and Regional Medical Center by offering either shuttle service or enhancing current bus routes to the hospitals (VTA bus lines 22 and 62 in particular).

Cost: XX

Time frame: Short to medium

Responsible Parties: SNI, SCPHD, VTA, FWBT NAC, community health organizations

Priority 10. Expand housing rehabilitation programs and outreach; involve university students in sustainable design and housing rehabilitation projects (Action #7)

Issue

The FWBT community continues to be committed to making adequate, affordable, and sustainable housing available to its current and prospective residents. Census 2000 data indicate that the average household income in the area is not sufficient to purchase and maintain a home (see Themes - Housing). As a consequence, older homes and multi-family complexes tend to deteriorate over time. The community has identified a number of specific means to address these issues, focusing on outreach and housing rehabilitation projects that integrate sustainable building features.

Discussion

Since 2002, FWBT residents have accumulated a great deal of experience in housing rehabilitation projects. The community worked with the City Housing Department in more than 18 housing rehabilitation projects for individual properties. Furthermore, the *Jeanne Avenue/Forestdale Source Book*⁸⁴ was completed, defining needed improvements and the costs to rehabilitate the rental buildings in this section of the neighborhood. These efforts have resulted in \$365,000 in funding allocated for the rehabilitation of 22 four-unit and 4 six-unit buildings in the Jeanne Avenue/Forestdale area.⁸⁵ In the past four years, FWBT has also hosted three volunteer-driven exterior house painting projects, or paint-a-thons, in collaboration with Neighborhood Housing Services Silicon Valley.⁸⁶ The experience gained in housing rehabilitation can inform efforts to significantly expand this work to other areas in need of rehabilitation throughout the neighborhood.

Future housing rehabilitation projects can be complemented with efforts to retrofit the homes for low-income residents, introducing sustainable building features,

⁸⁴ Taecker, 2003.

⁸⁵ Pereira, 16 November 2005.

⁸⁶ Neighborhood Housing Services Silicon Valley, <http://www.nhssv.org/> [accessed 6 November 2006].

such as solar panels and high-performance insulation, which will greatly increase the long-term affordability of the housing units for low-income residents.

In addition to housing rehabilitation, the community is interested in expanding housing outreach through education and homeownership programs targeted to assist primarily low-income homeowners and renters.

The plan includes a homebuyer initiative to educate current renters about improving credit, building assets, reducing debt, accessing down payment assistance programs, and other information of importance to aspiring homebuyers. New homeowners are typically not aware of the added responsibilities that come with owning a home. In an effort to convince new and current homeowners to improve their outdoor living spaces for aesthetics and safety, home maintenance and emergency preparedness courses are a part of this action item.

The participation of the FWBT community in CommUniverCity San José has created opportunities to expand housing rehabilitation and outreach projects by leveraging the resources of San José State University (SJSU). Faculty and students are committed to working for the next five years on service-learning projects collaboratively with the FWBT neighborhood. University classes, resources, and programs have been provided specifically for the residents of FWBT. In 2005-2006, for instance, SJSU Engineering Projects in Community Service (EPICS) students and the FWBT conducted two earthquake awareness workshops attended by more than 60 residents. Residents are eager to improve their neighborhood and their homes, and SJSU is poised to provide assistance.

In addition, City Planning staff should continue to attend neighborhood meetings to explain any possible restrictions on remodels to historic homes and to explain the permit process in general.

Action Steps for Rehabilitation

1. Building on the successes of the Jeanne Avenue/Forestdale rehabilitation project, continue to identify multi-family apartment housing in need of rehabilitation with a focus on target areas in need of revitalization as identified by the community. Create design guidelines in partnership with the FWBT NAC, similar to the designs outlined in the *Source Book*. Coordinate through the Housing Department, finance through the

Redevelopment Agency, and implement through the Department of Planning, Building and Code Enforcement.

Costs: Staff time

Time frame: Medium

Responsible Parties: Planning Department, Housing, SJRA,FWBT NAC, SNI Staff

2. Establish an umbrella, or streamlined permit system for the rehabilitation of multi-family housing and apartment buildings.

Costs: Staff time

Time frame: Medium

Responsible Parties: Planning Department

3. Ensure that the landscaping of multi-family housing rehabilitated using public funds receives proper maintenance by including maintenance regulations on title. Housing department must follow up with written notice and code enforcement if maintenance is not performed.

Costs: Staff time

Time frame: Long

Responsible Parties: Housing, Code Enforcement, FWBT property owners, SNI Staff

4. Involve SJSU students in sustainable design projects that benefit low-income residents and that foster a sense of community. Projects may vary, but may include collaborations with Urban Planning and Environmental Studies students, such as designing a sustainable single-room addition for a home, a community garden, or improvements to community facilities (such as community gathering places and buildings). Another type of project may involve partnering with SJSU Electrical Engineering students and an alternative energy company to install photovoltaic panels on the homes of low-income families, and/or to retrofit community facilities with such installations. Funding, coordination, and facilitation sources can involve public, private, and foundations, and non-profit organizations.

Costs: Staff time

Time frame: Ongoing

Responsible Parties: CommUniverCity San José, SJRA, FWBT NAC, Private Companies or Firms, community-based organizations (CBOs)

5. Organize community volunteer projects to rehabilitate homes in poor condition throughout FWBT, using the television show “Extreme Home

Makeover” as a model. Partner with CommUniverCity San José to obtain volunteers, the FWBT NAC for house selection, local building supply warehouses for donations, and community-based organizations (CBOs).

Costs: Staff time

Time frame: Long

Responsible Parties: Housing Department, SJRA, Planning Department, Local CBOs, Private Companies, CommUniverCity San José

Action Steps for Outreach

6. Institute a homebuyer initiative to teach current renters how credit affects their ability to qualify for a home loan, tips on how to increase their assets and reduce debt, and to provide information on down payment assistance programs and general homebuyer assistance.

Costs: Staff time

Time frame: Immediate

Responsible Parties: Housing, NHSSV, FWBT NAC

7. Provide home maintenance and emergency preparedness courses for first-time homebuyers.

Costs: Staff time

Time frame: Immediate

Responsible Parties: Housing Department, Office of Emergency Services

8. Provide informational workshops explaining the permit process for remodeling historic homes registered at the state or national level

Costs: Staff time

Time frame: Short

Responsible Parties: Planning Department, NAC

Renewed Action Priorities Matrix

R E T A I L							
No.	Strategy/Action	Pri- ority	Type of Action	Time Frame	Lead Responsibility	City Service Areas	Potential Funding
1 (p. 54)	<p>Improve and redevelop existing retail sites at 33rd Street and McKee Road.</p> <p>Continue improvements to the Ann Darling Shopping Center, as well as pedestrian and traffic improvements.</p>	5	Capital	Med- ium Short Long	<p>Planning SJRA Property Owners OED Private Developers NAC DOT</p>	EAND	<p>SJRA Private \$</p>
2	<p>Integrate public art into public projects and encourage the establishment of art galleries.</p> <p>Integrate artwork and historical markers in gateways and parks, along major streets, on transit facilities, on bridges, and along trails. Recruit art galleries to locate along East Santa Clara Street.</p>	Low	N ^o - bor- hood Action	On- going	<p>OCA PRNS DPW SJRA Non-Profit Orgs.</p>	RACS	<p>OCA Private \$ Grants</p>
3	<p>Establish special community oriented events in the area’s business districts that promote neighborhood businesses and a sense of community for residents.</p> <p>Promote the existing Portuguese festivals to the broader community, and rename the East Santa Clara Street retail corridor to reflect its Portuguese and Mexican influences.</p>	High	N ^o - bor- hood Action	Short	<p>SJRA Business Assoc. NAC PRNS</p>	EAND	<p>City budget SJRA Private \$</p>
4	<p>Reduce sign clutter.</p> <p>Continue enforcement of ordinances and codes for removing old billboards and clearing business windows of sign clutter.</p>	Low	Service & Social	On- going	<p>Code Enforcement Business Assoc. SJRA</p>	EAND	<p>City budget</p>
5	<p>Improve storefronts along the East Santa Clara Street/Alum Rock business corridor and neighborhood retail nodes.</p> <p>Assist groups of adjacent businesses; coordinate and apply as a group for Redevelopment Agency Façade Improvement grants</p>	Low	Capital	Short	<p>SJRA Business Assoc.</p>	EAND	<p>SJRA Private \$</p>
6	<p>Enhance outreach for East Santa Clara Street businesses.</p> <p>Improve the East Santa Clara Street Business Association (ESCSBA) store directory by: redesigning the cover to better identify the business corridor; adding a color-coded map of businesses; including important reference numbers, such as the City of San José and VTA; translating it to Spanish; and distributing it widely to homes in the neighborhood.</p>	Low	Service & Social	Short	<p>SJRA Business Assoc.</p>	EAND	<p>SJRA Private \$</p>

H O U S I N G

No.	Strategy/Action	Prio- rity	Type of Action	Time Frame	Lead Responsibility	City Service Areas	Potential Funding
7 (p. 79)	Expand housing and rehabilitation programs and outreach. Involve University students in sustainable design and housing rehabilitation projects to assist low income residents of the neighborhood. Continue homeownership programs and outreach, and housing rehabilitation projects.	10	Service & Social	Short	NHSSV Housing SJRA NAC PBCE Property owners CommUniverCity	EAND PSS	City budget Grants Private \$
8	Diversify housing opportunities. Establish dedicated funding to develop affordable housing, such as trust and endowment funds, and community land trusts. Provide development incentives to increase the availability of affordable housing along transit corridors, commercial corridors, and underutilized industrial lands.	High	Capital	On-going	Planning Housing SJRA Housing Developers	EAND	City budget Private \$
9	Explore regulatory means to foster the development of affordable housing. Consider the adoption of density bonuses for housing development that provides more than the minimum requirement of 15% of affordable housing.	Low	Service & Social	Med- ium	Planning Housing NAC	EAND	City budget
10	Establish a first-time homebuyer initiative. Institute direct financial support programs designed to enable more low- and moderate- income families to buy their first home. Offer training in housing issues such as financial education, renters' rights, home financing, how to avoid predatory lending, and sustainability.	High	Service & Social	On-going	NHSSV Housing NAC	EAND	City budget Grants Private \$
11	Hold seasonal home improvement workshops. Topics include do-it-yourself exterior home improvements (e.g. installing sprinkler systems, repairing a leaning fence, painting the exterior of your home, and landscape design) and disaster preparedness (e.g. personal property mitigation and structural retrofitting).	Med- High	Service & Social	On-going	NHSSV Housing NAC CommUniverCity	EAND	City budget Grants Private \$

KEY	Time Frame Immediate: 0-8 months Ongoing: continued from <i>NIP</i> Short: 0-3 years Medium: 4-6 years Long: 7+ years Top 10 Priorities 10	Lead Responsibility (Local Agencies) DOT: Department of Transportation DPW: Department of Public Works NAC: Neighborhood Action Council NHSSV: Neighborhood Housing Services Silicon Valley OCA: Office of Cultural Affairs Planning: Planning Department PRNS: Parks, Recreation & Neighborhood Services SJRA: San José Redevelopment Agency	City Service Areas EAND: Economic and Neighborhood Development RACS: Recreation and Cultural Services TS: Transportation Services PSS: Public Safety Services EAUS: Environment and Utility Services Other CBOs: Community-based organizations
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WALKABILITY AND TRAFFIC							
No.	Strategy/Action	Priority	Type of Action	Time Frame	Lead Responsibility	City Service Areas	Potential Funding
12 (p. 43)	Implement a traffic calming strategy for cross-town routes and key intersections. Start with 33 rd and McKee Road	2	Capital	Short	DOT SNI Planning	EAND TS	Traffic capital budget MTC
13	Continue street tree planting programs. Seek broad community participation, especially among youth, to complete street tree planting programs in locations determined by the NAC and neighborhood associations.	Low	N'bor-hood Action	Short	NAC Our City Forest DOT	EAUS	City budget CAP grants Other grants
14	Continue providing better pedestrian access for people with disabilities. Complete the installation of accessible sidewalks with curb-cuts and audible signals at intersections throughout the neighborhood, making sure the designs are suitable for the visually impaired as well as wheelchairs.	High	Capital	Medium	DPW DOT	EAND	City budget State grant
15	Install or adjust street lighting to provide better coverage and scale for pedestrians. Special emphasis on Remo, Lotus, Banff, Jasper, and Herald Streets, and in the Wooster area.	Med-High	Service & Social	Short	DPW DOT	EAND PSS TS	Private \$ City budget
16	Install decorative gateway monuments and landscaping at the entries to FWBT. Artful signs, monuments and landscaping should be placed to announce entry into the "small-town San José," and in new parks and community facilities.	Low	Capital	Short	NAC	EAND	Arts grants Private \$
17	Provide bus stop and bus shelter upgrades to enhance patrons' comfort and safety. Emphasis should be placed on East San Antonio Street and the Anne Darling neighborhood.	Med-Low	Capital	Short	VTA	TS EAND	VTA
18	Complete the network of bike lanes and routes through the neighborhood. Emphasis should be placed on new development off Wooster Court, and San Antonio Street.	Med-Low	Capital	Short	DOT	TS	TDA Private \$
19 (p. 59)	Complete the trail network throughout the neighborhood. Including Coyote Creek Trail, Five Wounds Trail (also Rail-to-Trail), and Lower Silver Creek Trail.	6	Capital	Medium	SJRA Planning VTA DOT DPW SCVWD	EAND EAUS	Park bonds Private \$ Grants

WALKABILITY AND TRAFFIC (continued)							
No.	Strategy/Action	Priority	Type of Action	Time Frame	Lead Responsibility	City Service Areas	Potential Funding
20	Eliminate illegally parked and abandoned vehicles, and reduce truck traffic impacts. Continue “Driveway Team” and “Blight Busters” programs.	Med-High	Service & Social	On-going	PBCE Community members	TS EAND	City budgets
21	Increase traffic enforcement. Continue enhanced enforcement of traffic laws (stop signs, traffic lights, and speed limits) by using resources such as NASCOP.	Med-Low	Service & Social	On-going	SJPD DOT NAC	EAND TS	City budget
22	Eliminate and prevent graffiti. Continue investing resources to prevent and remove graffiti on private and public property.	Med-High	Service & Social	On-going	PRNS Police Community members	EAND PSS	City budget
23	Repair and replace sidewalks. Emphasis should be placed along railroad right-of-way, in the Bonita neighborhood, and in mobile home parks.	Med-High	Capital	Short	DPW DOT Property owners	EAND PSS	Private \$ Traffic capital budget
24	Improve pedestrian and bicycle crossings over Hwy 101. Emphasis should be placed on the overpass at San Antonio Street.	Med-Low	Capital	Short	DOT CalTrans	TS	Traffic capital budget
25	Increase regular street tree maintenance. Devote additional resources to prune street trees more frequently than the standard level of service (of every 15 years).	Med-Low	Service & Social	On-going	DOT Property owners	EAND	City budget Private \$
26	Establish an “Adopt-a-Ramp” program. Continue establishing adopt-a-ramp programs on excess CalTrans properties at gateway locations and near residences.	Low	N’bor-hood Action	Short	CalTrans	N/A	CalTrans Private \$
27	Increase number of trash receptacles. Emphasis should be placed on the 33 rd and McKee area.	High	N’bor-hood Action	Short	NAC	EAND	CAP grant

KEY

Time Frame Immediate: 0-8 months Ongoing: continued from <i>NIP</i> Short: 0-3 years Medium: 4-6 years Long: 7+ years	Lead Responsibility (Local Agencies) DOT: Department of Transportation DPW: Department of Public Works NAC: Neighborhood Action Council NHSSV: Neighborhood Housing Services Silicon Valley OCA: Office of Cultural Affairs Planning: Planning Department PRNS: Parks, Recreation & Neighborhood Services SJRA: San José Redevelopment Agency	City Service Areas EAND: Economic and Neighborhood Development RACS: Recreation and Cultural Services TS: Transportation Services PSS: Public Safety Services EAUS: Environment and Utility Services
Top 10 Priorities 10		Other CBOs: Community-based organizations

W A L K A B I L I T Y A N D T R A F F I C (continued)

No.	Strategy/Action	Pri- ority	Type of Action	Time Frame	Lead Responsibility	City Service Areas	Potential Funding
28 (p. 41)	Continue the streetscape improvements and traffic calming measures along 24 th Street. Install enhanced crosswalks, street trees, landscaping, pedestrian level lighting, curb-cuts, and other improvements to enhance neighborhood character and pedestrian safety.	1	N'bor- hood Action	Short to Mediu m	DOT DPW SJRA	EAND TS	SJRA Traffic capital budget
29	Implement a pedestrian corridor along St. John Street. This would connect to a pedestrian corridor proposed for the 13 th Street SNI area, extending from St. James Square on the west to the future BART station on the east (and through Roosevelt Park and community center).	Med- Low	Capital	Med- ium	DOT DPW	EAND	Traffic capital budget

INDUSTRIAL LAND USES

30	Eliminate and abate illegal land uses. Continue "Driveway Team" and "Blight Busters" programs.	Med- High	Service & Social	On- going	Code Enforcement SJP Community members	EAND	City budget
31 (p. 64)	Produce a specific plan for the redevelopment of the San José Steel site This should include the creation of a new Town Square and linear park, the redevelopment of the Empire Lumber site and other surrounding sites, the revitalization of the East Santa Clara Street Neighborhood Business District, and the creation of a neighborhood-wide parking strategy. Prepare a concept plan in the near-term to develop strategies and design preferences supported by the community.	7	Wow!	Long	Community members Planning VTA DOT SJRA BART DPW Property Owners Private developers City Council CommUniverCity	EAND RACS	MTC SJRA Private \$
32	Encourage new mixed-use development at light industrial properties. Develop work/live uses that mix light industrial with housing uses in properties on 24 th Street between William and San Antonio Streets.	Med- High	Capital	Med- ium	Planning Private developers	EAND	Private \$
33	Establish a façade improvement program for light industrial uses. Renovate the frontage of light industrial establishments so they better fit the character of the neighboring residential areas.	Med- High	Capital	Med- ium	SJRA	EAND	SJRA

E D U C A T I O N

No.	Strategy/Action	Pri- ority	Type of Action	Time Frame	Lead Responsibility	City Service Areas	Potential Funding
34	Improve local schools. Following the success model of Anne Darling Elementary School, support local schools in their efforts to increase academic standards and achieve , at least, the state standards..	High	Service & Social	On-going	School Districts NAC	RACS	Grants
35	Upgrade local school facilities. Focus on developing a strategy for physical improvements to the McKinley Elementary School (new paint, landscaping, better lighting, and better pedestrian connections).	High	Capital	Med- ium	School Districts SJRA	RACS	Bond measures
36 (p. 51)	Foster a “college-going culture” throughout the neighborhood. Collaborate with local universities, museums, and other cultural and educational organizations to expand educational and enrichment programs, and ensure that all neighborhood youth are prepared and encouraged to go to college.	4	N’bor- hood Action	On- going	NAC School Districts CommUniverCity OCA Museums CBOs	RACS	Grants City budget
37	Create a community foundation to support public schools in the neighborhood. Engage the community to support local schools through an educational foundation based on the success model of the Horace Mann Foundation.	High	N’bor- hood Action	On- going	NAC	RACS	Grants Private \$
38	Improve the quality of nutrition in local schools. Partner with non-profit organizations such as the Silicon Valley Toxics Coalition to help schools improve the quality of their nutrition programs.	High	N’bor- hood Action	Short	NAC Silicon Valley Toxics Coalition CommUniverCity	RACS	Grants School District
39	Explore the creation of a “small school” in the FWBT area. Support the efforts of PACT in creating a “small school” in the McKinley Elementary school.	Low	N’bor- hood Action	Med- ium	PACT Franklin-McKinley School District	RACS	Grants School District

KEY	Time Frame Immediate: 0-8 months Ongoing: continued from <i>NIP</i> Short: 0-3 years Medium: 4-6 years Long: 7+ years Top 10 Priorities 	Lead Responsibility (Local Agencies) DOT: Department of Transportation DPW: Department of Public Works NAC: Neighborhood Action Council NHSSV: Neighborhood Housing Services Silicon Valley OCA: Office of Cultural Affairs Planning: Planning Department PRNS: Parks, Recreation & Neighborhood Services SJRA: San José Redevelopment Agency	City Service Areas EAND: Economic and Neighborhood Development RACS: Recreation and Cultural Services TS: Transportation Services PSS: Public Safety Services EAUS: Environment and Utility Services Other CBOs: Community-based organizations
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FACILITIES AND SERVICES							
No.	Strategy/Action	Prio - rity	Type of Action	Time Frame	Lead Responsibility	City Service Areas	Potential Funding
40	Organize large-scale community clean-ups. Continue organizing community clean-ups with broad community participation, especially among youth.	Med-High	N'bor-hood Action	On-going	NAC Code Enforcement	EAUS EAND	City budget CAP grants Grants
41	Increase regularly scheduled street sweeping and maintenance. Provide street sweeping more frequently than once a month. Ticket and tow cars parked illegally during street sweeping hours.	Med-High	Social & Service	On-going	DOT NAC SJPD	TS EAND	City budget
42 (p. 69)	Increase opportunities for youth and teen activities. Continue partnering with community-based organizations to explore strategies to keep current programs operating and to consider initiating new educational enrichment activities that foster a "college-going culture," as well as life skills, sports and recreation, arts, and cultural enrichment.	8	Social & Service	On-going	PRNS NAC Schools CommUniverCity OCA CBOs	RACS	City budget Grants
43	Complete Bonita Park recreation facilities at I-280. Obtain easement from CalTrans and funding to design and construct the park.	Med-High	Capital	Med-ium	PRNS CalTrans DPW	RACS	PDO City budget Grants
44	Continue creek maintenance and education programs. Support the volunteer creed maintenance efforts of the Friends of Coyote Creek. Increase awareness and use of the Santa Clara Valley Water District Education Center by local school students and educators.	Med-High	N'bor-hood Action	On-going	NAC Friends of Coyote Creek Schools SCVWD PRNS	EAND EAUS	Adopt-a-Creek Program
45	Increase availability of child care and elder care services. Support the efforts of community-based organizations to provide additional day care and elder care services in schools and community facilities.	Med-High	Social & Service	On-going	PRNS CBOs NAC	EAND RACS	City budget Grants Private \$
46	Construct pocket parks. Find locations to build small scale recreation opportunities in the Little Portugal North neighborhood.	Med-Low	Capital	Med-ium	PRNS Developers NAC	EAND EAUS	PDO Private \$ Grants
47	Increase availability and variety of adult programs. Support the efforts of community-based organizations to provide elder care, active senior programs, life skills, parenting classes and language classes for adults.	Med-High	Social & Service	On-going	PRNS CBOs NAC	EAND RACS	City budget Grants Private \$

FACILITIES AND SERVICES (continued)

No.	Strategy/Action	Pri- ority	Type of Action	Time Frame	Lead Responsibility	City Service Areas	Potential Funding
48	Establish a computer resource center. Create a computer resource center at community facilities.	Med-Low	Capital	Short	PRNS	RACS	City budget Grants
49	Develop community gardens. Create community gardens at the Jeanne Avenue and Forestdale area, and along Highway 101, south of Little Portugal.	Med-Low	N'bor- hood Action	Short	NAC (FWBT and Gateway East)	EAND RACS EAUS	Grants Private \$ City budget
50	Limit alcohol sales and reduce adverse impacts of alcohol use. Continue communicating closely with the local Alcohol Beverage Control unit and the State Alcohol Control office with regard to local alcohol sales permits.	High	N'bor- hood Action	On- going	NAC PRNS ABC SAC	EAND PSS	City budget
51 (p. 49)	Increase law enforcement, gang intervention and crime prevention efforts. Partner with the police department and community-based organizations in efforts to expand police patrols, reduce gang and drug activities, reduce illegal liquor sales, and reduce transience and loitering in areas of risk.	3	Social & Service	On- going	SJPD NAC CBOs	PSS EAND	City budget Grants
52	Improve and increase regularly scheduled street repair and maintenance. Devote additional resources to fixing sidewalks, curbs, gutters, and streets in the area that have not been repaired since 2002.	Med-Low	Social & Service	On- going	DPW DOT NAC	EAND TS	City budget
53	Maintain neighborhood centers open to the public, and provide needed community services. Using the Olinder Center Coalition as a model, support the efforts of local community-based organizations and volunteer groups to keep neighborhood centers open on days and times that are convenient to users, and provide the services that are needed in the community.	High	N'bor- hood Action	On- going	PRNS NAC CBOs	RACS	City budget Grants Private \$
54	Build a dog park. Build a park between Selma Olinder Park and the new KB Home residential development.	Low	Capital	Short	PRNS NAC	EAND	City budget
55	Establish a Trap-Neuter-Release (TNR) program for cats, and an adoption program for cats and dogs.	Low	N'bor- hood Action	Short	NAC	EAND	Private \$

H E A L T H							
No.	Strategy/Action	Pri- rity	Type of Action	Time Frame	Lead Responsibility	City Service Areas	Potential Funding
56 (p. 73)	<p>Enhance the outreach, availability and variety of health services.</p> <p>Improve healthcare programs at schools and community centers, with a special focus on diabetes prevention and education.</p> <p>Establish routine mobile clinic visits to the mobile home parks to provide senior care.</p> <p>Expand dental service for low-income adults. Promote outreach of resources for social services and housing assistance.</p> <p>Establish a 24-hour medical clinic in downtown.</p> <p>Study the possibility of establishing a full-service downtown hospital.</p>	9	Social & Service	On-going	SCCPHD NAC School Health Clinics CBOs	RACS	SCCPHD & Community health orgs.
57	<p>Provide access by public transit to the region's public hospitals.</p> <p>Provide shuttle service, or enhance the current VTA bus service to and from the Santa Clara Valley Medical Center and the Regional Medical Center of San José.</p>	Med-Low	Social & Service	Medium	VTA	TS	VTA

KEY	Time Frame	Lead Responsibility (Local Agencies)	City Service Areas
	<p>Immediate: 0-8 months</p> <p>Ongoing: continued from <i>NIP</i></p> <p>Short: 0-3 years</p> <p>Medium: 4-6 years</p> <p>Long: 7+ years</p> <p>Top 10 Priorities</p> <p>10</p>	<p>DOT: Department of Transportation</p> <p>DPW: Department of Public Works</p> <p>NAC: Neighborhood Action Council</p> <p>NHSSV: Neighborhood Housing Services Silicon Valley</p> <p>OCA: Office of Cultural Affairs</p> <p>Planning: Planning Department</p> <p>PRNS: Parks, Recreation & Neighborhood Services</p> <p>SJRA: San José Redevelopment Agency</p>	<p>EAND: Economic and Neighborhood Development</p> <p>RACS: Recreation and Cultural Services</p> <p>TS: Transportation Services</p> <p>PSS: Public Safety Services</p> <p>EAUS: Environment and Utility Services</p> <p>Other</p> <p>CBOs: Community-based organizations</p>