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Vision & Executive Summary

THE VISION

The neighborhoods within the Five Wounds/Brookwood Terrace (FWBT) area represent a “small town” in close proximity to San Jose’s vibrant metropolitan core. Neighbors visit along welcoming streets, and the scale of development and pace of life focuses on a sense of community. People are able to walk easily throughout the neighborhood, on streetside sidewalks and creekside trails that are enjoyable and convenient. Access to regional transit, with comfortable places to wait, is available within the community, while maintaining the area’s “small town” character.

Neighborhood-serving retail, services, parks and schools – and regional transit – are all supported within walking distance of most homes. The community’s residential areas are quiet and restful. Residents in the community, especially youth, are well-served by parks and recreation in convenient walking distance from their homes. Housing opportunities are provided for a range of income and age groups. There are diverse residents and family types.

Commercial areas have been reinvigorated – offering a wealth of quality, affordable goods to meet the needs of all area residents. Even with new development, community assets are preserved and protected, including built assets (e.g. churches, social halls, community centers, and historic buildings), and natural assets (e.g. creek corridors and heritage trees). The visual quality of architecture in the area, especially lining commercial corridors, is high-quality and respects the area’s history.

Cultural events, such as community theatre, outdoor concerts, and social club activities, are supported and public art is integrated throughout the area. The cultural center of the community is the new “Town Square,” located adjacent to the historic Five Wounds Church, new Mixed-Use development, and East Santa Clara Street and regional transit.

This is our vision. We hope all who will be involved in helping to shape the future of this area (such as our partners in the City, VTA and private developers) will work with us to create a “Small Town San Jose” that all can enjoy.
EXECUTIVE SUMMARY

The Five Wounds/Brookwood Terrace Neighborhood Improvement Plan was developed as a shared vision for future actions between residents, businesses, and the City of San Jose as part of the Strong Neighborhoods Initiative launched in January 2001. During this community-based process, community members:

- authored "Principles for Transformation;"
- guided land use, building, public improvement recommendations; and
- prioritized actions.

By defining core values and goals, the Principles for Transformation represent an important point of reference for all aspects of the document. Principles for Transformation are described in Chapter III, along with "Concepts for Neighborhoods and Districts".

In short, the core Principles and Concepts emphasize:

**Walkability & Small Town Character** – so people can walk easily and comfortably to local recreation, shopping, and other destinations;

**Cultural Enhancements** – to conserve and leverage the area’s distinctive cultural and natural assets;

**Recreation & Activities** – to improve the range, accessibility, and safety of parks and trails in the area;

**Economic Diversity** – to support local businesses, while recognizing the need to connect residents and businesses to regional opportunities; and

**Transportation** – so that transportation improvements improve the life of area residents by supporting pedestrians and capitalizing on regional transit.

Goals embedded within the Principles for Transformation form the foundation for the ways the Improvement Plan will be implemented, including:

- recommendations for public improvements (Chapter IV);
- guidelines for buildings (Chapter V); and
- specific actions that can be taken to improve the area (Chapter VI).
Through a series of community and Neighborhood Advisory Committee meetings, Five Wounds/Brookwood Terrace residents prioritized over 100 actions and selected the following “Top Ten Priorities” to focus resources and leverage the greatest community benefit:

1. Develop an Economic Strategy for Improving the William Street and 24th-McLaughlin Commercial Node;
2. Improve the McLaughlin Avenue Streetscape and Make Pedestrian Enhancements;
3. Improve Traffic and Pedestrian Flow and Control at 33rd & McKee;
4. Improve and/or Redevelop Existing Retail Sites at McKee and 33rd;
5. Complete Selma Olinder Park;
6. Improve William Street Pedestrian Environment and Streetscape;
7. Complete the Coyote Creek Trail between Kelley Park and Highway 101;
8. Expand Housing Rehabilitation Programs and Outreach;
9. Create an East Santa Clara-Alum Rock Parking Strategy; and
10. Increase Opportunities for Youth & Teen Activities.

With a longer-time horizon than the Top Ten, “On-Deck Priorities” will deserve focused attention in the future, as opportunities for implementation present themselves. These priorities include:

11. Develop a Program, and a pilot project for the Five Wounds/Brookwood Terrace Area for Putting Utilities Underground;
12. Create a Town Square near Five Wounds Church;
13. Redevelop the “San Jose Steel” Area as a New Transit-Oriented, Mixed-Use Urban Center; and
14. Protect and Continue the Existing Small Town Character of the East Santa Clara – Alum Rock Corridor.

Where funding is immediately available for improvements, City staff, community members and other potential partners can move expeditiously toward implementation. Where funding is not available, a “Matrix of Actions” (Chapter VI) provides the direction in which City staff and community organizations can focus their search for funds to make improvements that are a high priority for the community. The Mayor and City Council have earmarked a minimum of $100 million dollars to be allocated to Strong Neighborhoods Initiative projects city-wide over the next five years. Community Development Block Grants (CDBG) and the City's Capital Improvement Program (CIP) are also traditional means of obtaining funding for neighborhood improvement. Other potential funding sources have been identified for each of the improvement actions that make up the Matrix of Actions.
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I. Introduction

1. SETTING

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. Within the area, there is broad agreement that streets, parks and City services need to be improved, and that change that is initiated privately should contribute to the community’s livability.

A number of distinct residential neighborhoods and commercial districts comprise Five Wounds/Brookwood Terrace. The East Santa Clara – Alum Rock commercial corridor lays at the geographic center of the planning area. One and one-half miles west of the planning area, East Santa Clara is an important point of entry to Downtown San José.

Besides East Santa Clara and Alum Rock, commercial uses also line the Julian-McKee corridor, and portions of the McLaughlin-24th Street corridor. In addition, many industrial uses line the Union Pacific Railroad, which runs north-south, the largest of which is the “San Jose Steel” site, which lies between East Santa Clara and Julian, and just west of Highway 101. Many of these commercial and industrial uses are built at intensities that suggest future redevelopment in ways that enhance the community’s livability.

As a whole, however, the planning area is predominantly residential. The housing stock of these neighborhoods varies greatly. In some areas, single-family homes predominate, while in other areas multi-family homes predominate. Still other areas have a mix of many types of housing. Neighborhoods are both pre-War with porch-front homes, as well as post-War with more of an emphasis on parking.
2. PLANNING PROCESS

In order to meet neighborhood improvement challenges, the City of San José, the San José Redevelopment Agency, and the Five Wounds/Brookwood Terrace community joined in a strategic planning process that established the shared vision that is embodied in this document. The planning process included many community meetings and a year and a half of hard work by community members, City staff, and planning consultants.

Specifically, a Neighborhood Advisory Committee (NAC) representing a range of community interests guided the development of the Improvement Plan. As part of the city-wide Strong Neighborhoods Initiative (described after this section), a Neighborhood Advisory Committee (NAC) was formed made up of residents, property owners, business owners, and other stakeholders.

The Neighborhood Advisory Committee met regularly with City staff and planning consultants eighteen times over the course of the process. Steps within this planning process are highlighted below.

Initial Assessment

In November 2000, a walking tour of the Five Wounds/Brookwood Terrace area initiated the planning effort and provided preliminary impressions of the area. At the first community-wide workshop in January 2001, residents, business owners, and property owners identified assets (“things to cherish”), problems (“things to fix”), and opportunities (“things to add”). In addition, a report on existing conditions was developed by the consultant team and reviewed by the NAC and City departments. Chapter II contains a revised version of these “existing conditions”.

Principles for Transformation

NAC members took the lead identifying core values held by the community and incorporating those values within the Principles for Transformation (page III-1). Community comment refined these Principles further, to establish a firm foundation for future policies and decisions.
Revitalization Issues
The community was especially concerned about ways to improve the existing residential neighborhoods. Street lighting, street trees, illegal dumping, façade enhancements, and traffic-calming are among the many issues that were discussed. “Hands-on” mapping exercises provided the City with locations of special concern. This input forms the basis of Chapter IV - Public Improvements and Chapter VI - Priorities and Actions.

New Land Uses
Many existing strip commercial and industrial uses make poor neighbors to the area’s residential neighborhoods, and their low-intensity will make little economic sense as the area matures. During the second community-wide workshop held in April 2001, residents, business owners, and other interested individuals helped to identify opportunity sites for redevelopment and suggested preferences for future land uses. Patterns observed at the workshop became the basis of four land use alternatives, which were debated at NAC meetings. The result of this community input is embodied in the Recommended Land Uses (p.V-3).

The NAC and community members also discussed the relationship between building design and the ability to enhance the safety and livability of streets and parks. Their concerns and edits are incorporated with Chapter V - Land Use & Building Guidelines.

Priorities and Actions
At the third community-wide workshop held in December 2001, residents, business owners and other concerned individuals evaluated a full spectrum of actions that might improve the area. At the workshop, participants “voted” for their highest priorities. Workshop results provided a foundation for extensive debate at four NAC meetings to define the Top Ten Priorities and four On Deck Priorities. In the course of this debate, high-priority items were also defined with greater clarity.

Document Review and Adoption
Draft chapters of the Five Wounds/Brookwood Terrace Neighborhood Improvement Plan were reviewed by the NAC, City agencies and other interested individuals in the spring of 2002. At the June 2002 NAC meeting, final revisions were identified, before the Plan moved to the City Council for formal adoption.
On-Going Commitment
Through the course of this planning effort, hundreds of community members participated, not only within the regular structure of NAC meetings and workshops but also within special meetings on transit, on tree planting, on park design, and numerous other topics.

The civic volunteerism this effort represents is enormous. Yet, it is expected that community leadership will not end with the adoption of this Plan. Rather, this Plan is seen as an important beginning toward the on-going attainment of strong neighborhoods and a healthy community.

3. THE STRONG NEIGHBORHOODS INITIATIVE

To be successful, this Plan must direct action and resources in a way that coordinates the needs and aspirations of the community with the resources of the City of San José. Extensive participation and responsive implementation are critical and will further citywide goals:

- to listen to San José residents’ ideas for neighborhood improvement,
- connect neighborhoods to resources, and
- respond to neighborhood priorities.

These goals are an integral part of the Strong Neighborhoods Initiative, launched in July 2000.

The Strong Neighborhoods Initiative (SNI) is a partnership between the City Council, the Mayor, and San José residents and business owners to strengthen the City’s neighborhoods. This initiative aims to improve neighborhood conditions, enhance community safety, improve community services, and strengthen neighborhood associations. The Five Wounds/Brookwood Terrace area is one of 20 planning areas in San José specified as a Strong Neighborhoods area.

The Strong Neighborhoods Initiative process is made up of two stages: planning and implementation. The planning stage includes: the development of individual neighborhood improvement plans (including this Plan); and the formation of a Redevelopment Project Area made up of all twenty SNI areas. This Redevelopment Project Area is necessary to leverage redevelopment funds
into neighborhood improvements. A Project Area Committee (PAC) representing all twenty neighborhood areas was assembled to oversee the development of the Redevelopment Plan. The PAC, which is required by Redevelopment law, is a committee of 52 members made up of residents, property and business owners, and representatives from community organizations. Thirty-five members (consisting of 13 home owners, 17 tenants and 5 business owners) were selected in at-large mail-in elections in March and April of 2001. The remaining seventeen members were appointed by the City Council from community organizations throughout the City. On June 12, 2001, the City Council confirmed all fifty-two PAC members, including four from the Five Wounds/Brookwood Terrace area.

The implementation stage of the SNI process seeks to implement improvements proactively (such as revitalization projects, improved community services, and new development projects) to fruition.

SNI is funded through resources from the City of San José, the Redevelopment Agency, private investments, and public-private partnerships. However, the largest investment has come from the community members who have participated and will continue to participate in the creation of strong neighborhoods, to whom this document is dedicated.
II. Existing Conditions

1. LOCATION

The Five Wounds/Brookwood Terrace (FWBT) planning area is located a mile and a half east of downtown San José, and is bound by several natural and man-made features. Coyote and Lower Silver Creeks run along the west and north, respectively. Except for the “Little Portugal North” and “Anne Darling” neighborhoods, US Highway 101 forms the eastern boundary and Interstate 280 forms the planning area’s boundary to the south.

“Little Portugal North” and “Anne Darling” are east of Highway 101, and bounded by Lower Silver Creek to the north, King Road to the east, and Alum Rock Avenue to the south. (The following pages contain two maps; a General Area Map, and a Neighborhood Map.)

A number of city-wide and regional routes pass through the planning area. Highway 101 links San José with San Francisco, Gilroy and points beyond. Interstate 280 offers an alternative freeway connection to points on the San Francisco peninsula. East Santa Clara and Julian Streets extend to downtown San José, and Alum Rock and McKee Roads extend east to the Capitol Expressway. 24th Street-McMaughlin Avenue extends to the south. Occasionally freight rail passes through the planning area via the Union Pacific Railroad, on a minor line that runs to Oakland and Gilroy.
II. EXISTING CONDITIONS
2. PATTERN OF LAND USE

Most of the planning area consists of residential neighborhoods, with a few major exceptions (See Existing Land Use Map, facing page). In neighborhoods west of 101, a diverse range of housing types are present, including: single-family homes, townhouses, duplex units and smaller apartment buildings. West of 101, there are also a few concentrations of higher-density housing, most notably around Jeanne Avenue, Wooster Gardens, much of the residential areas north of Julian, and several trailer parks. East of 101, single-family detached homes predominate.

Neighborhoods in the planning area generally look toward the East Santa Clara - Alum Rock corridor, as their commercial “main street.” Historically, trolleys ran down this corridor, which explains its relatively continuous fabric of street-facing small shops – often with offices or residences above. Significant exceptions to this retail fabric include several community assets including: the Five Wounds Church, the East San José (Carnegie) Library, Roosevelt Park, and several social clubs and other institutions serving the area’s vibrant ethnic communities. Built in 1919, the historic Five Wounds Church (and the associated parochial school) serves the Roman Catholic community of the larger Bay Area, especially parishioners of Portuguese decent. Built in 1907, the historic Carnegie Library is the oldest library in the city and serves about 54,000 people (and has a planned expansion).

Within the Santa Clara – Alum Rock corridor, several auto repair, sales, and service establishments exist. These and other auto-oriented uses characterized by parking in front and low intensities contrast with the other, more pedestrian-friendly uses in this corridor. While commercial uses also line Julian and McKee, most of these parcels tend to be of the auto-oriented character described above. The largest commercial uses within this corridor are the McKee Shopping Center (at 33rd Street and McKee) and new Walgreens (near King). Serving the southern portion of the planning area, retail uses are also concentrated near the intersection of William and 24th Street.

Industrial uses tend to be located along the Railroad right-of-way and along Highway 101. Many of these industries are presently viable, but may relocate in the long-term as the regional economy suggests the future intensification of central, and accessible areas. Furthermore, there has been strained relationship between the industrial uses and their residential neighbors who often view the industrial uses as nuisances. Noise, dust, truck traffic, and illegal on-street loading are among complaints heard during the planning process. San José has a policy of protecting industrial uses, as they provide jobs and offer needed services to high-tech businesses. In FWBT, however, development pressures and close proximity to downtown suggest the redevelopment of many industrial sites to more urban intensities.
3. GENERAL PLAN DESIGNATIONS

The San José 2020 General Plan (adopted in 1994) represents the City’s official policy regarding the character and quality of future development. The General Plan is the ultimate “roadmap” for decision-making, and balances city-wide and local concerns. This Neighborhood Improvement Plan may result in amendments to the General Plan to make the General Plan more consistent with community concerns, so long as city-wide objectives are not compromised.

The General Plan Land Use Map (see facing page), designates the Santa Clara – Alum Rock and Julian – McKee corridors primarily as predominantly “General Commercial”, a “non-specialized commercial designation intended to permit miscellaneous commercial uses”. This includes “strip commercial areas along major thoroughfares as well as freestanding commercial establishments”.

Another commercial designation, “Neighborhood-Community Commercial”, is applied to the 24th and William cluster of businesses, as well as the McKee Shopping Center. This designation allows “neighborhood serving retail and service establishments”.

The largest existing industrial area is next to Highway 101 between Santa Clara and Julian (known as the “San José Steel” site). Except for the San José Steel site (which is currently designated as “Heavy Industrial”), most existing industries currently have a General Plan designation of “Light Industrial”, which is to exclude “unmitigated hazardous or nuisance effects”, which is appropriate adjacent to residential areas.

Sites along the Santa Clara – Alum Rock corridor are under consideration for a change in designation to “Transit Corridor Residential”. This land use designation is intended to establish Medium High and High Density Residential uses within 2,000 feet of regional transit, particularly along the City’s Transit-Oriented Development Corridors. Within this designation, neighborhood-serving commercial uses are encouraged within residential projects (on the first two floors), especially in areas with insufficient neighborhood commercial uses.

Under the General Plan, residential areas east of Highway 101 would maintain a pattern of detached single-family homes. West of Highway 101, a “Medium Density Residential” designation would allow a mix of single-family homes (detached and attached), as well as duplexes. The only significant difference between the existing residential character and General Plan Land Use Map is a six-block area just south of Santa Clara Street and between Coyote Creek and 24th Street where the “Medium High” residential designation enables the redevelopment of existing single-family uses to apartments and condominiums.
II. EXISTING CONDITIONS
4. ZONING DESIGNATIONS

While the General Plan designations provide a general roadmap for future development (especially when land is being completely redeveloped or projects built from scratch), the City's Zoning Ordinance represents a day-to-day guide that regulates character and uses (see Zoning Map, facing page).

The Santa Clara – Alum Rock Corridor is currently designated as a commercial “CG” zone. Very similar to the General Plan for this area, the “CG” zone is intended to serve the needs of the general population. This district allows for a full range of retail and commercial uses with a local or regional market. As evidenced by a required 25-foot front setback, development under this designation “is expected to be auto-accommodating and includes larger commercial centers as well as regional malls.”

In the residential portions of this area that are primarily single-family and duplexes, the zoning tends to be R-2. This designation allows the development of duplexes, provided they will have the required number of parking spaces and open space areas for the residents of that building.

There are areas where the General Plan and zoning designations are inconsistent. In these cases, the General Plan would guide action. For example, the zoning designation for parts of the Selma Olinder Park, Martin Park, McKinley School, and residential areas (just south of Santa Clara between 26th and 30th Streets) are all designated as “LI – Light Industrial”. However, the General Plan offers clear intentions for these areas by designating park areas as such, the schools as public/quasi public, and existing residential areas south of Santa Clara as “Medium Density Residential”.

There are also areas where the density suggested by the zoning designation for a residential area is higher than what exists. For example, residential areas just south of Santa Clara Avenue -- while having several apartment projects -- are predominantly single-family in character, but could have an increasing proportion of multi-family housing under this area’s R-M zoning.
5. OPPORTUNITIES FOR NEW USES

Economic trends toward higher development intensities, suggest that market forces will lead to the redevelopment of many industrial and auto-oriented uses. These market forces have already manifested themselves in the recent construction of a Walgreens on McKee, and the “transit corridor residential” General Plan amendment initiated by the owners of the Empire Lumber site. Redevelopment of industrial and auto-oriented uses also present an opportunity to convert these parcels to uses that are more compatible with the residential uses that predominate in the planning area. While the timing of future redevelopment is uncertain, the Neighborhood Improvement Plan sets forth recommendations to guide redevelopment if and when it occurs.

Opportunity Areas (conceptual).
Identifies land where redevelopment appears to be more likely: vacant parcels, industrial lands, older auto-oriented uses, and the Railroad right-of-way.
6. SCHOOLS, PARKS AND OPEN SPACE

Schools

There are two school districts in the planning area, the San José Unified School District and the Franklin-McKinley School District. San José Unified School District (SJUSD) administers several schools in the area: Selma Olinder Elementary (on William Street west of Railroad tracks), Anne Darling Elementary (on McKee, east of Highway 101), and San José High Academy (between 24th and Coyote Creek). Aside from plans for a new 2-story wing at Anne Darling School, there are no major improvements expected among these schools. Outside of the planning area, SJUSD will be expanding Empire Gardens Elementary (just west of Coyote Creek) and will be re-opening the Horace Mann Elementary School in the downtown area. Combined with redrawing school service boundaries, these new facilities are expected to accommodate any growth in students in the area (see Schools, Parks and Open Space, p. II-13).

Franklin-McKinley School District (FMSD) administers Franklin-McKinley School (on Appian Way and just east of the Railroad). Presently a year-round facility, the school will be returning to a traditional school year -- which will necessitate additional portable classrooms. Two new schools are planned elsewhere in the FMSD and, when combined with redrawn school service boundaries, will be sufficient to accommodate future demand.

There is also one private/parochial school, the Five Wounds Elementary School, which is administered by the Catholic Archdiocese of San José and located behind the Five Wounds Church.

Parks

Parks represent an important community asset. They offer important places for rest, recreation and neighborhood life. Approximately 36 acres exist within or just outside FWBT, and are administered by the Department of Parks, Recreation & Neighborhood Services (PRNS). Improvements to and the administration of parks is guided by the City of San José’s Greenprint for Parks and Community Facilities and Services. The Greenprint goals include:
provide safe, clean, and renovated facilities;
• increase parks and open space;
• develop public gathering places;
• expand trail connections;
• build and improve community image and livability;
• promote stewardship and volunteerism;
• improve health and wellness;
• expand fiscal resources and partnerships; and
• promote economic development.

The City’s Greenprint has designated existing parks within FWBT as neighborhood parks, intended to serve primarily local needs, along with three “tot lots”. City goals for parks indicate that FWBT is significantly underserved (see Schools, Parks and Open Space, facing page). The Greenprint calls for the development of additional parks, especially public and private pocket parks. Parks that serve FWBT and planned improvements are described below. Improvements are in different stages of planning and funding. Funds from Measure P, a recent Parks bond, are expected to help fund additional improvements in the area.

**Roosevelt Park (13 acres)**

This park defines the main “gateway” to the planning area on East Santa Clara Street. San José High Academy is just north of the park. An existing community center is scheduled for expansion in 2004-2005. A Master Plan for the park was completed in 1994, and elements of the Master Plan are being implemented as funding permits, primarily through the Bond Measure.

**Selma Olinder Park (18+ acres)**

Selma Olinder Park lies adjacent to Coyote Creek, and is also bordered by Olinder Elementary School, and the Olinder Neighborhood Center. Planned improvements are described in a Master Plan adopted in 2000. The City is pursuing grants to fund improvements over a period of time. Along Coyote Creek, a Riparian Restoration Pilot Project is underway to restore natural habitat in the area.
II. EXISTING CONDITIONS

*Martin Park (7 acres)*

Martin Park is situated adjacent to McKinley Elementary School, which includes the newly installed McKinley Neighborhood Center. The existing tot lot has been identified in Measure P to receive funds for renovation in 2001-2002. About half of Martin Park is fenced off and undeveloped; the site of a former landfill, improvements are on hold until the land has settled and minor methane gas issues are resolved.

*Forestdale Tot Lot*

Forestdale Tot Lot is a small play area at the end of Jeanne Avenue and Forestdale Court, which terminates near Interstate I-280. The need for park land is particularly acute in the Jeanne/Forestdale area because of relatively high density and concentration of large, family households. Park improvements in this area will need to be an important component of any comprehensive strategy for public safety and livability in this area. Forestdale Tot Lot has been identified in Measure P to receive funds for renovation in 2001-2002.

*Bonita Park*

In addition to these existing parks, a 4-acre park is proposed east of Bonita Avenue at Herald Avenue. Bonita Park would extend into the CalTrans right-of-way that is below ramps for the 101-280 Interchange. Concepts for the park include a soccer field, a skateboard park, and picnic areas. Funding was recently acquired by the NAC to fund noise studies to determine whether or not this site is viable for park use.

An important reason for the proposed Bonita Park is to make parkland available in the Bonita and Five Wounds neighborhoods (east of McLaughlin-24th and south of East Santa Clara). Residents in these neighborhoods must presently walk over 1/4 mile to use a park, and must cross a busy street.

*East-West Courts*

East-West Courts is another neighborhood where parkland is less accessible. Residents and staff continue to advocate for the inclusion of publicly accessible open space in any new development proposals related to the vacant site at the terminus of East and West Courts.
The creation of new parks was emphasized by the community during community workshops and meetings, and is consistent with the City’s policy of improving opportunities in areas that are presently underserved. The Department of Parks, Recreation & Neighborhood Services relies on its partnership with the area’s school districts to better address community needs. By offering education and health services, schools and community centers can play an important role in promoting neighborhood development and offering services, particularly among youth and seniors.

**Other Parks**

Parks that lie just outside of the Study Area include: Watson Park (west of Coyote Creek at the north end of the planning area); Plata Arroyo Park (east of King Road); and William Street Park (west of Coyote Creek at the south end of the planning area).

**Trails & Creeks**

A city-wide trail is proposed by the *Greenprint* along *Coyote Creek*, thereby linking Selma Olinder Park, Roosevelt Park, San José Academy, and Watson Park with Kelley Regional Park (to the south) and points to the north. Between Selma Olinder Park and Roosevelt Park, residential lots extend to the Creek and will likely require that the trail be routed onto adjacent parallel neighborhood streets. This will be the subject of additional study in the near future. *(see Chapter IV - Public Improvements, p. IV-25)*

The Railroad right-of-way that traverses the planning area represents another significant trail opportunity. Rail service is being suspended along this corridor, making it an excellent candidate for a linear system of open space. Besides its recreational value, the creation of a *Rail-to-Trail* may also help to transform adjacent underutilized lands -- such as auto repair shops and outdoor storage facilities -- into new uses that are more compatible with surrounding neighborhoods. While no trail is proposed in the *Greenprint*, *Lower Silver Creek* offers another opportunity for new trail connections. Lower Silver Creek passes below Highway 101 and could offer an alternative pedestrian connection to busy roadways. To maximize safety, however, a Lower Silver Creek trail alignment would need to overcome poor visibility, low levels of pedestrian activity, and technical
limitations associated with the viaduct. Trail improvements would come under the aegis of the Department of Parks, Recreation & Neighborhood Services and the Santa Clara Valley Water District. These agencies have initiated studies for creek restoration and recreational improvements along other segments of this creek as part of a flood control project.

Creeks in the planning area are top candidates for restoration, based on goals contained within the City’s adopted Riparian Restoration Action Plan by Jones & Stokes, 2000. Conditions along the creeks vary, ranging from restored natural habitat to concrete channelization. Stormwater management will be a necessary dimension to any improvements in the area. According to FEMA mapping, northern and western portions of the planning area may be subject to shallow flooding during a 100-year event.

Stormwater quality is also of concern. The City’s Urban Runoff Program and the Cool Communities Initiative, indicate a desire to improve stormwater quality through planning and design methods including infiltration, retention, and pervious pavements.

**Streets**

As the place where most neighborhood life takes place, streets are the most basic community open space. Streets in the area support neighborhood activity in varying degrees. Streets also play an obvious role in moving traffic, which is discussed in the following section.

**7. TRANSPORTATION**

**Traffic**

In addition to the US 101 and I-280 freeways, several roadways carry through-traffic in the planning area, while also meeting pedestrian and vehicular needs within the community (see Roadway Conditions, facing page).

*Santa Clara -Alum Rock and Julian McKee Corridors*

This corridor is an east-west arterial extending between downtown San José and east San José. East Santa Clara Street-Alum Rock Avenue has four lanes, with
II. EXISTING CONDITIONS

Average Delay:

- 0-5 seconds
- 5-10 seconds
- 10-15 seconds
- 15-20 seconds
- 20-25 seconds
- > 60 seconds

Roadway Conditions.
occasional center turn lanes. Additional lanes occur at its interchange with Highway 101. Light Rail/Street Car transit is proposed in this corridor. In addition, the BART extension is planned under East Santa Clara Street.

Julian-McKee is an east-west arterial linking downtown San José with east San José. Julian transitions from two lanes at the area’s western edge to four lanes as it approaches Highway 101. McKee has four travel lanes with a center turn lane. Additional lanes occur where these roads meet the 101 interchange.

These corridors accommodate significant commuter traffic during commute hours. These routes connect downtown San José with residential areas to the east and Interstate 680. The 101 interchanges also attract high levels of traffic to the area.

Lane changes and turn movements at the interchanges sometimes result in traffic conflicts in the planning area. Elsewhere in the planning area, heavy traffic and traffic conflicts are evidenced by high accident rates (see table Collisions at Signalized Intersections, following page). Of the signalized intersections analyzed, the intersection of King and McKee Roads had the highest number of vehicular collisions. The intersection of Santa Clara and 28th Street had the highest number of collisions involving either pedestrians or bicycles, followed by the intersection of King and McKee Roads.

San Antonio Street
San Antonio is an east-west collector street. “Dogleg” intersections and San José State University’s campus inhibit through traffic to the west. An overpass over Highway 101 and additional travel lanes facilitate through traffic to the east, where it extends to Interstate 680.

William Street
William is a two-lane collector street that extends to downtown to the west. East of McLaughlin, William stops at Bonita Avenue and carries little through traffic in that direction.
24th Street-McLaughlin Avenue

24th-McLaughlin is a north-south road classified as a “Local Street” extending from Julian Street to Interstate 280 and points south. 24th Street becomes McLaughlin Avenue at William Street. While 24th Street and McLaughlin Avenue both have two travel lanes within the planning area, their cross-sections are dramatically different. 24th Street has modest travel lanes, is tree-lined, and has sidewalks behind a landscape strip. McLaughlin Avenue has wide travel lanes, few street trees, and sidewalks. A partial interchange occurs at the I-280 freeway, with on- and off-ramps serving destinations to the west.

King Road

King is a 4-lane, north-south arterial along the eastern edge of the planning area.

33rd Street

33rd is not classified by the city as a collector or arterial, but experiences through-traffic because it offers a direct route between San Antonio, Alum Rock and McKee. 33rd has two travel lanes.

Other Connections

The area’s interconnected network of streets also facilitates the movement of through-traffic. With the interconnected pattern, traffic is distributed among parallel routes, thereby avoiding exceptionally high traffic volumes on any one street.

Bicycle Facilities

Currently, there are no existing bike lanes in the Five Wounds/Brookwood Terrace Neighborhood. The San José Bicycle Master Plan calls for the creation of bike routes or lanes along Julian-McKee, William Street, 21st Street, and McLaughlin Avenue. A bike path would also be part of the Coyote Creek trail system, which is in its initial phases of planning. While not part of the existing Master Plan, bike paths may also be possible along the Railroad right-of-way -- where rail service will cease -- and along portions of Lower Silver Creek.
**Pedestrian Facilities**
Enhanced pedestrian facilities can improve safety for pedestrians and encourage walking and transit as alternatives to automobiles. Most streets within the planning area provide sidewalks, with some exceptions such as Forestdale, Bonita, Herald, and Harburg. Sidewalks and trails pass through the area’s parks, including a pedestrian bridge that crosses Coyote Creek into William Street Park. Crosswalks are located throughout the area, but are typically only at “protected intersections.”
II. EXISTING CONDITIONS

Traffic-Calming Survey.
(April 2000 NAC Meeting)
Public Transit

Bus Service.

Several existing bus routes serve the planning area (see Existing Bus Service, figure below). Worthy of note is VTA Bus 22 which runs from East San José, through the Five Wounds/Brookwood Terrace Plan area on Santa Clara-Alum Rock, to Downtown San José and then north to Palo Alto and Menlo Park. This bus route has the highest ridership of any route in the VTA’s bus system. It also has the most frequent headways, and runs 24 hours each day.

Light Rail Transit (LRT).

Light Rail/Street Car service is proposed along East Santa Clara Street and Alum Rock Avenue. To the west, the line will extend through downtown San José to the Diridon Station/Arena area. To the east, the line will extend to planned light rail along the Capitol Avenue/Capitol Expressway corridor. At the time of this writing, there are many options under consideration, including a re-examination of the

Existing Bus Service.
Map showing current bus routes through the FWBT Area. Of special note is Bus 22, with connections to Downtown San Jose and peninsula cities, 24 hour service, and the highest ridership of all VTA bus routes.
type of transit to extend along this corridor. A schematic design for the transit improvements has been initiated, and will continue to have the benefit of community input at several Santa Clara Valley Transportation Authority (VTA) forums (see Planned Light Rail System Map, facing page). While several light rail stations are planned for the planning area, their exact location has not been determined. Similarly, while it is expected that transit will need to share vehicular travel lanes, the cross-section of Santa Clara Avenue and Alum Rock has not been determined – including the extent to which on-street parking may be displaced.

BART Extension to Milpitas, San José and Santa Clara

The extension of regional transit from Fremont to San José is the result of the Silicon Valley Rapid Transit Corridor Major Investment Study (MIS). In November 2001, BART was selected as the preferred mode of transportation. Station location and design is still being reviewed and studied.
The likely BART scenario uses the Railroad right-of-way from north of the planning area, going underground prior to crossing Highway 101, to the vicinity of Santa Clara Street, where it would proceed west under East Santa Clara Street. (see Conceptual Alignment for Regional Transit, page 24). The underground portions of the BART alignment will be approximately 50-70 feet below surface. In addition, a BART station has been recommended in the vicinity of the “San José Steel” industrial area, just north of Five Wounds Church. VTA and BART have been calling this BART station “Alum Rock” in their studies.
**Transit-Oriented Development.**

One of VTA’s Strategic Plan goals is to integrate transportation and land use decisions, to permit walking and transit for more trips. The strategy encourages walkable environments with complementary land uses to meet a spectrum of daily needs, and at densities that improve transit ridership and increased service. The City of San José embraces the same goal, as evidenced by its “Transit-Oriented Corridor Residential” General Plan designation and other policies.

### 8. DEMOGRAPHICS

The following demographic data was taken from the *SNI Benchmark Report* authored by Strategic Economics in 2000. The data for their report comes from Claritas based on the U.S. Census 2000.

**Population and Race**

In 2000, there were an estimated 20,000 residents in the Five Wounds/Brookwood Terrace SNI area. According to the *Benchmark Report* provided by Strategic Economics, the racial/ethnic composition of this planning area's population in 2000 was 73.5 percent Hispanic origin, 14.5 percent Asian/Pacific Islander, 7.6 percent white/non-Hispanic, and 5% other. The area had a significantly higher proportion of residents of Hispanic origin compared to San José as a whole which has 32.8 percent.

**Households**

In 2000, the median household size in the Five Wounds/Brookwood Terrace SNI area was 3.50 persons per household. This was somewhat higher than in the City of San José; the median household size in all of San José was 3.10. This suggests larger families and/or significantly high occupancy within individual homes and multi-family units. Due to under-reporting, current census data may not reflect the extent of incidences of residential overcrowding.

**Age**

The Five Wounds/Brookwood Terrace SNI area had a lower median age in 2000 than San José’s median age of 33.7 years of age, according to preliminary Census data.
Income / Employment
In 2000, the residents of the Five Wounds/Brookwood Terrace SNI area had lower incomes relative to the City of San José as a whole. The median household income for the SNI area was about $49,013 compared to a median household income of $73,804 in the city.

Education
In the Five Wounds/Brookwood Terrace SNI area, 77.3 percent of the population aged 25 years or older had a high school diploma or less compared to 43.2 percent in San José as a whole in 2000. In addition, 18.4 percent had an Associates Degree compared to 31.5 percent city-wide, and 7.9 percent had a Bachelor’s Degree or higher compared to 25.3 percent city-wide. The data shows in general, people within the planning area have less educational background than the overall population of San José.

9. NEIGHBORHOOD ASSOCIATIONS
There are several active neighborhood associations in the area, including:

- Olinder Neighborhood Association,
- Roosevelt Neighborhood Association,
- Anne Darling Neighborhood Association, and
- Little Portugal North Neighborhood Association.

There is also a new neighborhood association that is forming:

- McKinley/Bonita Neighborhood Association.
III. Guiding Principles & Organizing Concepts

1. PRINCIPLES FOR TRANSFORMATION

As a community, neighborhoods within the Five Wounds/Brookwood Terrace (FWBT) area represent a “small town” in close proximity to San Jose’s metropolitan core, where neighbors visit along welcoming streets, and where the scale of development and pace of life focuses on a sense of community. This community seeks to improve all neighborhoods through programs and physical improvements, and through the eventual transformation of auto-oriented and industrial uses that interrupt neighborhood life and impose visual blight.

The quality of its residential neighborhoods and commercial areas is central to the area’s livability and its role as an attractive gateway into central San Jose. This Plan is, therefore, committed to the comfort, safety and security of residents and businesses, and to the maintenance of our small town identity. To support these goals, future planning actions must create a small town scale and character.

This document sets forth guiding principles to set priorities for this Neighborhood Improvement Plan. It expects that the City of San Jose, including its City Council, Redevelopment Agency, and departments will use these guiding principles whenever making decisions that affect the community.

“Small Town” San Jose.
The Five Wounds/Brookwood Terrace community aspires to be a “small town” within a big city, where neighborliness is supported and many destinations can be reached comfortably on foot. Shown are images that capture essential components of this “small town” fabric: a “Town Square” (left), Mixed-Use “main street” (top), and highly livable residential streets (above).

Town Square.
III. GUIDING PRINCIPLES & ORGANIZING CONCEPTS

Walkability & Small Town Character

Ideally, people should be able to walk easily and safely throughout the neighborhood, on streetside sidewalks and creekside trails that feel safe and comfortable. No street should be without sidewalks. Streets and trails should be enhanced for pedestrians, through the use of trees, amenities, human-scaled lighting, and traffic-calming. With a focus on neighborhood life and nighttime safety, buildings should address pedestrian routes with entries, windows, and visual appeal (through undergrounding of electrical wires and incorporation of art into the public realm, for example). Parking lots and streets should not marginalize pedestrians and bicyclists or make their needs secondary to those of the automobile.

Neighborhood-serving retail, services, parks and schools – and regional transit – should be supported within walking distance of most homes. Retail uses and parking garages that attract large numbers of users from outside the community should be discouraged. Regional “big-box” retail is not preferred by the neighborhood. Region-serving office buildings and hotels may be permissible, so long as they help to support local businesses and amenities.

Attractive and welcoming environments are essential to neighborhood livability. The community’s residential areas should be quiet and restful. Conditions that contribute to crime, vagrancy, graffiti, and dumping such as public spaces where informal surveillance cannot occur from windows or building entries should be eliminated. Noise impacts from the freeways, collectors and arterial streets should be mitigated. In addition, commercial uses should be regulated to avoid noise and other forms of nuisance for nearby residents.

At the same time, the area’s commercial districts should be reinvigorated through enhanced streetscapes, façade improvements, and “infill” development on vacant lots, lots likely to redevelop over time, or poorly used lots. On East Santa Clara, Alum Rock, Julian, McKee and portions of William and McLaughlin, “main street” environments framed by street-facing retail and upper-story uses are encouraged. To achieve these goals, local residents, merchants, and property owners should be encouraged to participate in reshaping the community over time. Eminent domain should be a tool of last resort.

Provide informal surveillance.

Watchful eyes, or even the perception that a neighbor may be watching, is an effective deterrent to crime - and is also an important ingredient for making places feel safe and inviting.
Every effort should be made to work with property owners on a voluntary basis, as a partner with the City on projects. If it is determined that the use of eminent domain may be needed, the Redevelopment Agency/City should solicit input on this decision from the Neighborhood Advisory Committee, on a case-by-case basis, to ensure that there is broad community support.

Auto-Oriented Development vs. Pedestrian-Oriented Development.
The zone between private building and street must be designed so neighbors feel protected in a way that makes them able to observe and engage life on the street. Streets should not be lined by parking lots or blank garage doors.
Cultural Enhancements

Community assets should be preserved and protected, including built assets (e.g. churches, social halls, community centers, and historic buildings), and natural assets (e.g. creek corridors and heritage trees).

Cultural events should be supported, such as community theatre, outdoor concerts, and social club activities. Public art, including that which reflect local cultural heritages should also be encouraged throughout the area.

A “Town Square” should provide a new focal point for the community, in a location that is convenient to East Santa Clara Street and regional transit. The Town Square should be attractive for all ages, offer comfortable places to sit and gather, and contain flexible spaces suitable for outdoor concerts, farmers markets, or other public events. Abutting properties should surround the Town Square with active uses and ground-floor windows and entries.

The visual quality of architecture in the FWBT area, especially lining commercial corridors, should be high-quality and respect the historic elements present in this area. For example, this part of San Jose has a set of architectural traditions that include Spanish and Portuguese Baroque (Emanueline) influences such as arches, curves, and tile roofs. Other architectural styles in this area include Craftsman influences and Art Deco influences. It is especially important that new construction incorporate aspects of these styles that respond to San Jose’s Mediterranean climate, such as deep window recesses, arcades, and light colors. All of these styles should be respected and enhanced. New development should blend with the high-quality aspects of existing development, such as the Five Wounds Church, and should frame the street with interesting architectural details and elements that create a vibrant place. Recognizable “gateways”, distinctive landscaping and monuments, should be incorporated into the street design to indicate transition into the FWBT area as well as between different neighborhoods within the district. Styles and materials should reflect the community and surrounding architecture.

Recreation and Activities

Residents in the community, especially youth, should be well-served by parks. No resident should need to cross a busy street to enjoy a park. Specific new uses to be pursued include skateboard parks, playing fields, swimming pools, and rock
climbing gyms. Parks should be well maintained, and designed and developed in ways that make them safe and comfortable.

A network of trails should be provided for the enjoyment of pedestrians and bicyclists. Portions of the Coyote Creek Trail within public lands offer immediate opportunities. A trail should also be established by using the Union Pacific Railroad right-of-way. Where streets provide important links within this network, they should be well signed and landscaped. The feasibility of extending the trail network along Lower Silver Creek and through private lands should be assessed.
III. GUIDING PRINCIPLES & ORGANIZING CONCEPTS

**Economic Diversity**
In accordance with our Plan, the community’s economic health is best supported through neighborhood-serving businesses, public programs, parking for local use, and other facilities. The community should also have easy access to the region’s employment opportunities via convenient public transit. Finally, housing opportunities should be provided for a range of income and age groups, to ensure a diversity of residents and family types.

**Transportation**
The design of city-serving streets should help meet the demands of the larger transportation system and support pedestrians and bicyclists within the community. The City should continue to pursue innovations that not only help traffic flow, but also maximize pedestrian comfort with street trees, minimum lane widths, traffic-calming features, timed traffic lights, and safe and comfortable places to wait for transit.

Access to regional transit is encouraged within the community, but must not compromise the area’s “small town” character. Parking garages that attract regional traffic should not be built, while garages that support local businesses are encouraged. In the case of BART and potential new development along 28th between East Santa Clara and Julian, parking facilities should be designed to keep regional traffic off of local streets, perhaps by providing direct access from 101 onto those properties. On-street parking should be maintained on East Santa Clara and Alum Rock, to the extent possible, and should not be eliminated until alternative parking facilities are provided. BART, if it comes to the area, should be underground before crossing Highway 101 to minimize its impacts and provide opportunities to reconnect the fabric of the community north of Julian that is currently divided by the existing Railroad tracks.

**Partnership**
This is our vision. We hope all who will be involved in helping to shape the future of this area (such as our partners in the City, VTA and private developers) will work with us to create a “Small Town San Jose” that we can all enjoy.
2. ORGANIZING CONCEPTS FOR NEIGHBORHOODS AND DISTRICTS

While the Principles for Transformation represent general concepts to be applied throughout the planning area, place-specific intentions must also be understood. The Five Wounds/Brookwood Terrace SNI planning area is, in fact, an amalgamation of different residential neighborhoods and Mixed-Use districts, each with its own unique character and set of challenges. This section summarizes the community’s vision for each of these areas and, consequently, constitutes an important “touchstone” when considering future actions.
Illustrative Site Plan.
Livable Neighborhoods

Livable residential neighborhoods represent the foundation for continued social and economic health. Except for the sub-areas noted below, the planning area's residential neighborhoods are not expected to change dramatically in terms of use. Significant improvements can be implemented, however, and include improving exteriors of buildings and landscaping, traffic-calming, street tree planting, neighborhood clean-ups and effective code enforcement. These items are further elaborated on elsewhere in this document.

East Santa Clara - Alum Rock

Decades ago, trolley service on East Santa Clara Street and Alum Rock Avenue supported the creation of civic, commercial and mixed-use buildings, thereby helping to form the community's primary focus. Today, these streets continue to serve the community with commercial establishments, social clubs and civic institutions, such as the Five Wounds Church and the Carnegie Library. Many of these uses also serve people from outside of the planning area, and the corridor’s regional focus is likely to increase as Light Rail/street car and BART service arrive.

While this corridor will continue to serve the larger city and region, the character of East Santa Clara - Alum Rock is decidedly “small town” -- with a walkable and human-scaled environment that should be maintained. The community recognizes that its “main street” will mature, as existing commercial uses densify into street-oriented, mixed-use buildings. While these new buildings may be somewhat taller, especially in light of their proximity to regional transit, they should not overwhelm their residential neighbors or important landmarks such as Five Wounds Church.

A pedestrian-friendly continuum of shops and other active uses is desired, and should be supported by an attractive streetscape with awnings, comfortable seating areas, and a dense canopy of trees. Upper-story housing and offices will frame the “main street,” and will make the corridor active and safe around-the-clock. Daytime shopping and employment will give way to evening activity associated with great restaurants, social clubs, and small theatres. Residents on upper floors will watch over this rich urban scene and make it a more vibrant place.
III. GUIDING PRINCIPLES & ORGANIZING CONCEPTS

Civic features, such as Five Wounds Church, Carnegie Library and Roosevelt Park, mark prominent positions along the “main street” and might be combined with public art, special signage and landscaping to enhance the street’s identity. Roosevelt Park with its Coyote Creek frontage and community services forms an important western gateway to East Santa Clara. Five Wounds Church marks East Santa Clara’s eastern gateway. While at the eastern edge of the planning area at King and Alum Rock, the Mexican Heritage Center, highlights this portal to the area, and the future light rail station at King may present a “gate-making” opportunity. Finally, Highway 101 is a de-facto gateway that will require persistent action to transform it into a more attractive point of entry and less of a pedestrian barrier and point of rush-hour congestion.

While the corridor is to be focused on the pedestrian, parking is a necessity and should be accommodated away from sidewalks – either behind or above a continuous band of storefronts or other active ground-floor uses. One tool is through rear-of-lot easements – a grant of land by the property owner to provide a shared area of parking for public use. Furthermore, merchants should be supported by a comprehensive parking strategy (see Top Ten Priority # 9), in locations and with pricing structures that encourage patronage, while discouraging over-use by commuters using regional transit.

In short, the East Santa Clara - Alum Rock corridor forms the central “backbone” of the surrounding community, in terms of community life and unique urban amenities. The recommendations for private and public improvements contained in the next chapters support this goal (also see On-Deck Priority # 14).
III. GUIDING PRINCIPLES & ORGANIZING CONCEPTS

Possible community garden or other use in 101 right-of-way area

Create plaza where Linear Park and East Santa Clara come together and transit patrons may transfer between BART and Light Rail

Explore re-use of cinema as Community Theater
Increase parking with parking garages

Create 2-3 stories opposite to Five Wounds Church

Take advantage of creek frontage with restaurant and terrace

Maintain rear-of-lot as an easement for parking

Establish “Boulevard” along East Santa Clara through street-facing architecture and landscaping.

Develop comprehensive strategy for tenant mix, parking, community improvements, events and maintenance.

East Santa Clara Street.

Increase parking with parking garages

Establish “Boulevard” along Alum Rock through street-facing architecture and landscaping.

Pursue implementation of a comprehensive strategy for tenant mix, parking, community improvements, events and maintenance.

Alum Rock Avenue.
III. GUIDING PRINCIPLES & ORGANIZING CONCEPTS

The Town Square & San Jose Steel Redevelopment
(On Deck Priority #12-13)

If the East Santa Clara & Alum Rock corridor is the community’s backbone, then
the proposed Town Square is its heart. New development, envisioned to be a
combination of offices, housing, small shops and perhaps a new hotel, will provide
a vehicle for creating a great civic place. Thus, industrial lands that once benefited
from access to the Union Pacific Railroad will transform into uses that comple-
ment the site’s proximity to the new Light Rail/Street Car line along East Santa
Clara & Alum Rock, uses associated with the potential new BART station, and uses
that are compatible with the community’s aspirations for the future of the area.

The Town Square grew out of extensive discussion by the Neighborhood Advisory
Committee, and its strong desire to have a “small town” focal point modeled on Old
World traditions. The Town Square would contain inviting places to meet and greet
neighbors and associates, as well as having the capacity to accommodate commu-
nity events. Playfields are not envisioned for this urban gathering place, although
lawn areas might be used for an informal game of catch. A small play lot will serve
residents from the area, and public art will be encouraged to punctuate this impor-
tant civic space. It is envisioned that new Mixed-Use development, the Five Wounds
Church, and the Portuguese Band of San Jose hall will frame the Town Square.

Because of its regional visibility and access, and because it does not immediately
abut existing residences, the community supports mid-rise development near the
freeway. The maximum height of development will step down as it approaches
existing residential uses to the west and Five Wounds Church to the south.

No specific development program is presumed, except that storefronts and other
active ground-floor uses should face the Town Square and line sidewalks between
the Town Square and East Santa Clara. A Linear Park is called for to strengthen
pedestrian and visual connections between East Santa Clara, the Town Square,
and Julian Street. This Linear Park is also a continuation of a Rail-to-Trail con-
cept along the Railroad right-of-way. This Linear Park offers flexibility for future
accommodation of portals and ventilation associated with the BART station, the
tracks for which will be deep underground. BART parking – while needed to sup-
port regional transportation goals – should be minimal and any parking structure
should have access and a location that minimizes its disruption to walking and
neighborhood livability.
III. GUIDING PRINCIPLES & ORGANIZING CONCEPTS

Town Square and San Jose Steel Redevelopment.
Illustrative Plan (above) and Section (below) illustrating Town Square and relationships to adjacent uses. Parking structure is internalized and allows for active, pedestrian-oriented uses along streets.

- Recruit full service hotel with ground floor lobby, cafe, restaurant, and convenience store facing Town Square.
- Possible site for BART parking.
- Rededicate Railroad right-of-way to enable the formation of Linear Park and Town Square. Developable land to be available to adjacent properties. (Additional dimension is critical to having buildings face both 27th Street and Linear Park).
- Develop comprehensive retail strategy to extend East Santa Clara Street activity up 28th Street toward Julian Street.
- Install traffic calming elements along 27th Street to control traffic speeds toward BART parking.
III. GUIDING PRINCIPLES & ORGANIZING CONCEPTS

Neighborhood Centers

Community concern has focused on older commercial areas that do not offer the attractive face, pedestrian-orientation, or contemporary retail venues that many in the community desire. This planning initiative presents an opportunity to accelerate and shape positive change in these areas, and to help establish shops and services that surrounding neighborhoods desire – thereby improving the livability of the neighborhoods and reducing overall auto use.

William Street at 24th - McLaughlin

In the southern portion of the planning area, positive change is sought around the intersection of William Street and 24th - McLaughlin, where many older commercial and industrial uses “face” streets with parking lots, the rear of buildings, or high, unattractive fencing. Facades are generally in poor condition, and the community has expressed concern around apparent illicit activity, inadequate maintenance and poor site design.

Consequently, the community has identified the creation of a pedestrian-friendly shopping street along William, through the renovation or reconstruction of existing commercial uses east of the Railroad right-of-way. Through reconstruction or renovation, storefronts would face William, possibly with housing or small offices on upper floors. An attractive streetscape would support this transformation. On McLaughlin, just south of the William shopping street, it is desired that existing buildings and uses be improved. For example, the community has expressed a preference for a large modern supermarket which carries a range of good quality, fairly priced products to meet the needs of all surrounding residents.

About one block north of William Street and east of 24th Street, properties that were once associated with the Railroad are presently used for outdoor storage, auto repair, and other uses that are generally incompatible with their residential neighbors. These properties represent an opportunity to bring new housing to the area, and to line streets and new Rail-to-Trail with front yards, porch fronts, and small shops and offices. Further analysis and community input is needed to more fully develop an economic development strategy for this area capable of meeting community goals (see Top Ten Priority # 6).
III. GUIDING PRINCIPLES & ORGANIZING CONCEPTS

William becomes a pedestrian friendly shopping street with amenities catering to surrounding neighborhoods (e.g. cafes and bookstores).

Develop 24th Street as a "Boulevard" with street-facing architecture and landscaping.

Railroad right-of-way to be redeveloped as Greenway Trail. Open space connects the neighborhoods and new housing can overlook the Greenway Trail.

Small neighborhood parks punctuate the continuous Greenway Trail.

Consider assembling properties to permit full-service contemporary grocery store with good pedestrian access.

Upgrade condition of mobile home park and improve interface with surrounding uses.

Explore creating east-west easement or new street to enhance connectivity.

William Street at 24th-McLaughlin.

(above) Illustrative Plan
(left) Typical "main-street" section for William. Street trees, lighting, improved sidewalks and street-facing retail contribute to creating a pedestrian oriented shopping street.
III. GUIDING PRINCIPLES & ORGANIZING CONCEPTS

McKee at 33rd

In the northeastern portion of the planning area, the McKee Shopping Center, which contains the Food Bowl market on McKee is plagued by complaints from nearby residents regarding poor physical condition of the center, alleged illicit activity, poor walking environments, and retail venues that are not valued highly by the surrounding neighborhoods. Traffic conflicts on McKee near the freeway, and student safety concerns at Anne Darling School, further suggest a need to improve the area.

Renovating the Food Bowl site has been suggested as a way to face new, pedestrian-oriented retail toward 33rd Street. Street-oriented retail could have upper-story housing or office space associated with it. In addition to new uses facing 33rd Street, the Food Bowl site could accommodate a more contemporary market or other community-oriented use (see Top Ten Priorities #3,4). New development and uses may also occur elsewhere on McKee, where older buildings and low intensities exist.

New buildings would be combined with new street enhancements to make the street more attractive, and to make it easier to negotiate on foot. Better traffic control and pedestrian measures are proposed for McKee at Anne Darling School and at the freeway, where CalTrans has jurisdiction. Proposed traffic-calming means are discussed in Chapter IV - Public Improvements, (p.) and in Top Ten Priorities #3 and #4.
Establish “Boulevard” along McKee through street-facing architecture and landscaping. Line street with retail shops and residential uses.

Re-organizing McKee Shopping Center allows for new pedestrian oriented retail along 33rd Street.

Improve Anne Darling to become fully public street.

Street oriented retail with “tuck under” parking behind will minimize impact on the McKee Shopping Center parking lot.

New infill uses face 33rd Street.

Traffic control measures at school crossings and highway ramps will improve pedestrian safety.

McKee at 33rd.
III. GUIDING PRINCIPLES & ORGANIZING CONCEPTS

Urban Repair

In many locations, the Railroad and adjacent industrial uses have divided the area into separate – and sometimes isolated – neighborhoods. The departure of the Railroad and conversion of many industrial properties represents, therefore, an opportunity to re-knit the area with attractive new streets and construction. New homes can replace outdoor storage and other uses that detract from the area’s attractiveness and functionality. A “Rail-to-Trail” can transform the Railroad corridor into a unique and attractive asset. (Rail-to-Trail is a commonly used term to describe the conversion of abandoned rail corridors into linear open space and redevelopment opportunities.) In addition, new streets can reconnect isolated areas, to better distribute traffic, improve emergency access, and foster a shared sense of community identity.

Most neighborhoods in the planning area will benefit directly from improvements along the Railroad corridor. In addition, the planning area contains three residential areas that are relatively isolated and would benefit from new improvements and street trail connections: the East-West Court and Wooster area, the Jeanne-Forestdale area, and the Woodborough Place area.

East-West Courts and Wooster

East-West Courts is a small residential area located between Julian Street, Highway 101, Lower Silver Creek and the Railroad. The Railroad and industrial uses have disturbed residents with noise, spill-over parking, and sidewalks and streets that are often blocked by trucks. Removing the Railroad will not only eliminate existing conflicts, but will also allow a new street connection and new residential development to “re-knit” East-West Courts into the larger neighborhood to the west. A new street might be aligned just south of Lower Silver Creek, to establish views and paths along the Creek. Parcels, including the Railroad right-of-way, might be assembled to help create a significant residential project, with the potential for modest retail conveniences facing Julian. To realize this vision, BART would need to move underground before entering the area (i.e. north of Lower Silver Creek) so that the east and west sides of the Railroad right-of-way can be connected.
III. GUIDING PRINCIPLES & ORGANIZING CONCEPTS

Explore feasibility of trail and parks along Lower Silver Creek.

Community prefers that BART go underground before entering planning area to permit land use redevelopment and street connectivity.

Existing railroad bridge may be re-used for trail connection.

Woodborough Place

Woodborough Place lies just east of Selma Olinder Park. The adjacent residential development relies on this single street connection. A new street connection is encouraged from Woodborough to Forestdale. Along with improvements within Selma Olinder Park, this connection would improve emergency vehicle access, better distribute local traffic, increase neighborhood access to new park lands, and help reduce the separation that now exists among neighborhoods.
III. GUIDING PRINCIPLES & ORGANIZING CONCEPTS

New housing facing new Local Street and trail.

Potential new street connection.

Coyote Creek trail and freeway undercrossing.

(long term potential for trail-facing housing.

Rail-to-Trail

Install elements to discourage speeding.

(Option to connect Woodborough Place to Forestdale Avenue).

Union Pacific Railroad Redevelopment Area.
Illustrative Plan. Area includes improvements to Jeanne, Forestdale and new street connection between Woodborough and Forestdale.
Jeanne-Forestdale

Jeanne Court and Forestdale Avenue are located in the southernmost tip of the planning area, just east of the railroad. The area feels isolated, as it has only one street connection in, and is surrounded on three sides with fences and walls along Interstate 280, the Railroad, and the future site of Martin Park. Landscaping tends to be minimal, and buildings are in fair repair and have few entries or windows facing some streets.

The conversion of the Railroad offers an important opportunity, which if combined with improvements to existing buildings and landscaping, could help integrate the Jeanne-Forestdale area into the larger community. A street connection should be encouraged from the southern end of Woodborough Place. This connection can improve emergency vehicle access in the area, and break down perceptions that this area consists of residential enclaves.

New housing could be built against the existing Railroad soundwall, thereby framing the future Martin Park with housing. Informal surveillance is needed along Forestdale which is lined by rear yard fences. Additional windows, gates or other activating elements should be encouraged to help create a better surveillance for the street and future Martin Park. Forestdale is an important route for children walking to McKinley School, yet no sidewalks are present and landscaping is minimal. A sidewalk, landscaping and street trees should be installed in the near-term along the perimeter of the future Martin Park.

Presently, many apartment buildings in the Forestdale area present relatively blank walls to the street. In the near-term, property owners should be encouraged to enhance landscaping and building maintenance in the area. In the long-term, streets can be made more inviting and by encouraging street-facing building entries and windows. Front yards might also encourage neighborhood activity with the creation of additional front entries, paired with low fences and gates at the sidewalk.
Jeanne Courts & Forestdale Improvements.

(Left) Existing conditions
(below) Potential changes include:
  - converting Railroad lands to trail and open space (Rail-to-Trail) and new street with street-facing housing; and
  - new street connection between Woodborough and Forestdale.

Potential new street connection between Forestdale and Woodborough cul-de-sac.

Expedite perimeter park improvements along Forestdale to create attractive edge and offer recreation.

Consider skatepark as part of improved undercrossing.

Install new soundwall and fencing along I-280.

New housing faces new street as well as trail and open space.

Complete sidewalks on high priority basis.

FUTURE MARTIN PARK

Area of four-plexes suited for redevelopment of multi-family residential uses.

Greenway with recreation.

Existing soundwall

Rail-to-Trail

Train tracks. Poorly surveilled and bounded by fences.

Chain link fence along Forestdale.

Alleged drug dealing area. Poor surveillance and poor delineation of public/private space.

Highway undercrossing. Poor visibility and use.

Existing conditions.

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Jeanne Courts & Forestdale Improvements
Section illustrating gate openings to rear of existing property providing entrances along Forestdale. Other improvements include sidewalks, street trees, improved entries, and an enhanced landscape edge along Future Martin Park.

Forestdale, Railroad Right-of-Way and Woodborough Improvements
Section illustrating conversion of the Railroad right-of-way to recreation fields and a new street with new housing facing the street and open space. Other improvements include sidewalks, street trees, improved entries, and an enhanced landscape edge along the existing soundwall.
III. GUIDING PRINCIPLES & ORGANIZING CONCEPTS

Jeanne & Forestdale Front Facade Improvements
(above) Existing conditions.
(right) Improvements of four-plexes include front entrances at street, porches, low fence at property edge, windows facing street

Potential improvements to existing four-plex.

Forestdale Rear Facade and Greenway Improvements
(above) Existing conditions
(top right) Improvements include improved low fence, gate openings, and facade improvements to the building.

Potential improvements to existing four-plex.
IV. Public Improvements

Public improvements – streets, trails, and parks – can profoundly enhance the safety, enjoyment, and identity of a neighborhood. Their physical design and programming can solve pressing problems and enhance community life. These are the places where community members walk, gather, play, or simply relax. Community members have expressed a strong desire to improve their existing public open spaces, and to use redevelopment as an opportunity to create compelling new public places.

This chapter offers a “road map” for public improvements. It looks at public improvements from a “big picture” perspective, where the holistic needs of the community help direct the many actions that government agencies and others may take. These recommendations have been organized within four distinct, but related, systems: streets, trails, parks and transit. (Recommendations for private buildings and lots are contained in Chapter V - Building Guidelines.)

1. STREETS

Background
In a typical neighborhood, local streets comprise approximately 20 to 25% of total land area. The public right-of-way, which includes sidewalks and park strips, embodies 80 to 90% of the total public open space. In this way, the character of the residential street network is one of the most important factors in determining the character of a residential neighborhood.

A street network must support a wide range of uses. It accommodates vehicular motor vehicle access to properties and homes, ranging from private automobiles to large service trucks to emergency vehicles. It provides a framework for most utility systems, which are typically located above the street level (e.g. power lines), below the street surface (e.g. sewer lines) and on the street itself (e.g. storm gutters and drains). Streets and sidewalks also provide the primary means of pedestrian and bicycle movement, and are the arena where most community relationships and functions occur. A continuous network of sidewalks and healthy street trees are the most powerful factors for supporting pedestrian comfort and an attractive neighborhood character.
To be livable and functional, streets must accommodate many demands simultaneously. While vehicular movement and safety represents a critical concern, so is the comfort and safety of pedestrians and bicyclists. In almost all instances, thoughtful design can result in streets where traffic flows but is calmed, and where pedestrians and bicyclists move comfortably but share the public right-of-way. Even city-serving arterials can balance vehicular demands with the needs of pedestrians and character-building features, such as street trees.

**Goals**

_Improve pedestrian safety and comfort, especially for children._

Creating streets that are safe and comfortable for everyone can be enhanced through focused traffic-calming. These efforts can include a range of strategies such as adding “bulb-outs”, median islands, traffic circles and narrowing travel lanes. Even on city-serving streets (collectors and arterials), walkability can be improved by providing wide sidewalks, installing planting strips and parking lanes (to buffer the sidewalk from traffic), adding pedestrian-scale lighting, reducing traffic speeds, and providing clearly-marked, safe crossings.

_Expand and enhance walkable connections throughout the area._

Many of the area’s neighborhoods are isolated from local amenities and conveniences because it is difficult to cross or walk along major streets. This discourages residents from walking to shops and parks, or forces them to walk in less desirable conditions. New sidewalks, trails, and crossings can help improve safety and stronger connections – and can reduce reliance on automobiles. Sidewalks are essential. The recent installation of sidewalks along McLaughlin is a step in the right direction. In addition, roadways can be narrowed to slow traffic and add protective elements, like planting strips and street trees.

_Improve character of neighborhood streets._

One of the clearest directives of the NAC is to establish and enhance qualities that give the area a “small town” character. Today, however, many streets give a poor impression. Large-scale efforts, such as undergrounding of utilities, would be beneficial but are difficult to fund and implement. The most effective, practical, and long-term strategy for improving neighborhood character is the planting of trees along the street. (Toward this goal, The NAC applied for and received a grant to plant 200 new street trees.)
Calm traffic.

Many neighborhood streets reportedly experience excessive traffic speed. Traffic calming can reduce speeds, increase safety, and enhance quality of life. Traffic-calming must also maintain reasonable requirements for emergency vehicle access and traffic flow. It should be recognized, however, that risks associated with emergency response times should be balanced with risks to pedestrians when traffic is not calmed. Research has shown that pedestrian fatalities increase dramatically with an increase in average vehicle speeds, and that average vehicle speed increases with the width of travel lanes (Daisa, James M. and John B. Peers, “Narrow Residential Streets: Do They Really Slow Down Speeds?”)

Median Island Crossing.
Reduces street width by providing a safe landing place midway. Ideal for elderly and children.

Narrowed Lanes.
Reducing lane width slows traffic and increases street area dedicated to pedestrian.

Bulb-Out at Intersection.
Reduces street width at crossings to force cars to slow down and make crossing easier for pedestrians. Ideal for elderly and children.

Traffic Circle.
Slows traffic by forcing vehicles to turn. Creates prominent visual focal points and provides opportunities for landscaping and public art.
Street Trees

Value of street trees.

Perhaps the most practical and effective means of improving neighborhood character is through a neighborhood-wide street tree planting program. A vibrant tree canopy can transform a neighborhood's streets into a continuous and beautiful open space, making it an extension of gardens and parks. A healthy street tree canopy brings demonstrable psychological and economic benefits. It also helps obscure unsightly utility lines where overhead wires exist.

Street tree planting promotes volunteerism, community leadership and sociability. A resident who plants a tree becomes literally “rooted” in the community. Someone who waters or tends a street tree is investing in a long-term future, and they can see their investment grow. Local volunteer resources, such as Our City Forest, and grant programs, are available to leverage community assets.

Planting street trees supports the multi-departmental Cool Communities Initiative approved by City Council in December 2000 and supports Department of Transportation's new City standards for making new roadway projects more pedestrian friendly. Because street trees impact many City goals and objectives, and because the study area is so deficient, street tree planting is a high priority.

Street tree planting criteria.

Street tree planting programs should address sub-areas with the greatest need, such as Bonita, Roosevelt, Five Wounds and Little Portugal North. At the same time, gaps in the canopy can be found on every street. During the SNI Planning Process, community members applied for and received initial grant funding to begin replanting. The City should continue to help facilitate grant writing, and help support tree-planting initiatives through direct funding and administrative support.

To remain healthy, street trees need to have a minimum unpaved area surrounding them of 25 square feet, with a minimum width of 5 feet. To minimize the tendency of root-heaving of adjacent sidewalks and curbs in tight locations, root barriers and structural soil techniques should be employed according to latest horticultural standards.
Traffic-Calming on Existing Streets

Streets within the study area can be classified into two categories: “city-serving” and “neighborhood streets”. This Plan outlines actions for traffic-calming on city-serving streets only. Changes on neighborhood streets are addressed through a separate City process led by the Department of Transportation at the request of neighborhood residents and associations.

Traffic-calming options are both psychological and physical. Psychological options influence a driver’s perception by changing street character. These options include gateways, street trees, and site amenities. Physical options force a change in the physical movement of vehicles (either horizontally or vertically), thus enforcing slower driving. These physical options include bulb-outs, median islands, speed humps, and raised crosswalks (see p. IV-6 to 10). Non-design approaches, such as increased speed limit enforcement and other prohibitions, can be useful tools to calm traffic, but rely on extended, continuous efforts. On the other hand, design modifications for traffic calming provide a permanent basis for changing driver behavior.

The specific measures described here have been developed with and endorsed by the NAC and Department of Transportation staff. They are intended to make the existing streets more attractive, safer, and more supportive of walking and neighborly activity.

William Street Traffic-Calming and Streetscape Improvements (Top Ten Priority #6).

Improvements along William ranked high as a community priority. Two different design treatments are called for. Installation of bulb-outs at three locations between Coyote Creek and the Railroad will slow traffic and may improve pedestrian crossings (see following pages). Between the Railroad and 24th-McLaughlin, a “main street” streetscape with on-street parking and pedestrian-oriented enhancements will calm traffic while supporting street-facing retail.

1. William Street at Brookwood Drive. Entrance to the residential neighborhood and the start of the pedestrian oriented section of the street.
Typical Street section at corners with crosswalks.

Locator Map
Proposed traffic-calming measures on William Street. All improved intersections to include curb-cuts and improved crosswalks.
Note:

Improvement #4 is likely to occur with private development related to William-24th Street retail improvements (Top Ten Priority # 1) as well as development of the Rail-to-Trail.

4 Typical “Main Street” section at William in Commercial Area.

4 William from 22nd Street to 24th-McLaughlin Streets.
Neighborhood Gateway to Commercial Area on William Street.

The design of the Rail-to-Trail and associated redevelopment should establish a strong visual gateway.
McLaughlin Avenue Streetscape & Pedestrian Enhancements  (Top Ten Priority # 2)

During the SNI Planning Process, sidewalks and curbs were added to McLaughlin between William and Melbourne. Because of site conditions and cross-slope, McLaughlin’s curb-to-curb width greatly exceeds that needed to accommodate the existing two travel lanes and one center turn lane. The NAC endorsed a retrofit concept to construct new curbs to make standard travel lane widths, along with bicycle lanes and some on-street parking. The narrower travel lanes will slow traffic and reduce pedestrian crossing distances, especially for children who frequently cross this street. The space between the existing curb and new curb will be used for landscaping and street trees, which in combination with banner and gateway elements (see illustration below) will make McLaughlin more attractive.

**McLaughlin Avenue Traffic Calming Modifications**

*A new curb reduces the street to standard lane widths, calms traffic, and creates a planter strip for trees and groundcovers. This, coupled with installation of banners on existing cobra-head light poles, can improve walkability and makes the street more attractive.*
IV. PUBLIC IMPROVEMENTS

SUNNY MCLAUGHLIN

New planter strip with street trees.

MOBILE HOMES

New bus stop
Bike lanes
New planter strip with street trees.

McLaughlin at Sunny Court

3 McLaughlin at Spiro Drive
Install signs to discourage standing cars from blocking entry to Mobile Home Park
New planter strip with street trees.
Existing traffic signal
New planter strip with street trees.

4 McLaughlin at Sunset Mobile Manor
New planter strip with street trees.

5 McLaughlin at Appian Lane

Renew McLaughlin Avenue from 280 to William Street as 24th Street to differentiate it from arterial south of 280.

McLaughlin Avenue Intersections.
All improved intersections to include curb-cuts and crosswalks.

McLaughlin at Melbourne Boulevard

Explore upgrading existing traffic signal to include left-turn lane for northbound McLaughlin.
New planter strip with street trees.
Bulb-outs
33rd and McKee Street Pedestrian & Traffic Improvements (Top Ten Priority # 3).
Maintaining student safety near Anne Darling School is a concern to parents and teachers. In addition, pedestrian-supportive redevelopment in the area will complement measures that calm traffic and help establish an attractive character.

A preliminary plan has been developed by the City Department of Transportation (DOT) to widen the intersection to add turn lanes on 33rd, to add median islands on McKee and to modify signal phasing. The preliminary plan focuses on installation of a concrete median island to control turning movements on McKee. As the plan is refined, additional attention will be given to community issues, aesthetics, and pedestrian amenities. Current recommended actions within DOT’s preliminary plan include the following.

A. Short Term
1. Restrict left turn out of Gas & Shop with signage or chatter bars.

B. Mid-Term
1. Separate northbound and southbound movement on 33rd Street.  
   • Split phasing signal (rewiring a signal modification).
   • Possible removal of west crosswalk on McKee Road.
2. New traffic signal and left turn lanes on 33rd Street for northbound and southbound movements.
   • Requires property acquisition on 33rd Street (Gas & Shop and old Arco Station).

C. Long Term
1. Install concrete median island on McKee Road.
   • Requires property acquisition on McKee Road (Anne Darling School, Food Bowl, Gas and Shop and old Arco Station).

In addition, community members expressed concern that the General Plan designates McKee as a future six-lane arterial between King and US 101. (It presently has four travel lanes.) Community engagement will be critical prior to serious consideration of this widening, and would suggest a clear demonstration of need and description of impacts.
IV. PUBLIC IMPROVEMENTS

Julian Street Improvements
Julian Street between 25th and Coyote Creek presents another opportunity for traffic calming. Currently, wide travel lanes promote ambiguous merging and turning. Traffic-calming improvements that define turn and merge movements, that identify parking, and narrow lanes, would enhance pedestrian circulation near San José High Academy. These improvements can initially be implemented through simple striping. In the long term, installing new curbs would make the changes more effective by allowing additional landscaping, and minimizing curb-cut crossing distances for pedestrians.

Locator Map.
Julian Street, Area for traffic-calming.

Julian Street Improvements.
Re-striping will improve pedestrian safety by reducing the street width and reducing pedestrian crossing distance. In the long term, new curbs will allow for landscaping and street trees.

Julian Street Improvements.
Plan for re-striping (and ultimately curbs) along Julian Street between Coyote Creek and 25th Street. (Fehr & Peers Associates)
24th Street from William to Julian.

Community members report speeding along this stretch of 24th Street. Currently, the street cross-section is relatively narrow, making streetwide additional traffic-calming elements inappropriate. However, there may be an opportunity to construct bulb-outs or a traffic circle in the redeveloped area associated with the Railroad right-of-way. In addition, the City’s NASCOP radar program may be beneficial in this area.

Other traffic-calming needs.

In addition to the specific recommendations listed above, the neighborhood will benefit by other traffic-calming efforts. These efforts may be achievable through City action, or may require coordination with other agencies, such as CalTrans. In all cases, continued community advocacy is needed.

Related issues on city-serving streets include:

- Enhancing pedestrian amenities on US 101 Overcrossings at Julian-McKee, San Antonio, and East Santa Clara/Alum Rock: in these locations it is necessary to work with CalTrans to study potential pedestrian improvements such as handrails, wider sidewalks, and signage for children walking to school.
- Explore creative solutions to break north-south traffic flow along 24th-McLaughlin at William Street.
- San Antonio Street has also been identified as in need of traffic-calming efforts.
Bike Lanes.

Striped bike lanes are recommended where wider streets – in combination with off-street trails – will extend a continuous bicycling network. Existing streets that can easily accommodate bike lanes include: 21st Street, McLaughlin, and Wooster. The new Linear Park Street recommended for the San José Steel site also includes bike lanes. Bulb-outs should not interfere with bike lanes. A bike-lane width of 5 feet is preferred. In some instances, a bike route may be reduced in width and combined with on-street parking. These should connect into the City-wide network of bike lanes and routes to help ensure cyclists have safe, efficient transportation routes throughout the city.

Caltrans recognizes three types of bicycle facilities:

- Class I: bicycle/pedestrian path separated from vehicular streets
- Class II: on-street painted bicycle lanes
- Class III: on-street shared vehicular/bicycle lanes, with posted “Bike Route” signs.

The emergence of skateboards, scooters, and roller blades presents a challenge in designing for mobility, since they are prohibited by State law from using on-street bike lanes. Further study and coordination with government agencies is required to manage and facilitate the use of these new types of transportation.
Potential re-use of R.R. bridge.

Plata Arroyo Park

LEGEND:

- Class I
- Class II
- Class III
- Examine feasibility for Class I.

- Existing bridge
- Proposed bridge
- Existing undercrossing
- Proposed undercrossing
- Existing School

**Designated bike routes and trails.**
The neighborhood should provide a system of Class I, II and III trails that connect to the City-wide network of bike lanes and routes.
New Streets

Areas that might redevelop present significant opportunities to improve connections within the planning area, and help to "re-knit" areas that have been severed by aging Railroad, industry, and strip commercial uses. Recommended new street connections are described here.

Linear Park Street at San José Steel.

The Neighborhood Improvement Plan recommends a Linear Park Street from East Santa Clara to a new Town Square, and north to Julian (see New Town Square and Linear Park at San José Steel, p. IV-37). While the design of the San José Steel area will be subject to future studies, the Linear Park Street is a compelling idea set forth by the NAC to:

- provide a clear visual connection between the new Town Square and East Santa Clara Street (thereby helping to support new street-facing retail);
- increase the supply of on-street parking (which supports ground-floor retail);
- reduce pedestrian curb-to-curb crossing distances (by dividing traffic into two one-way lanes around the park);
- introduce a unique level of pedestrian comfort and amenity (within a cross-width similar to South Park in San Francisco or Cesar Chavez Park in San José); and,
- create a special place for community activities (by being designed to accommodate festivals, band performances, and farmers markets, as well as daily strolls).

Linear Park: Street Cross Section.

A proposed Linear Park lined by a couplet of one-way streets provides an attractive, accessible amenity that simultaneously meets a number of important community goals.

* Existing Right-of-Way (combined width of 28th Street and portion of Railroad right-of-way).
Southpark, San Francisco.
Southpark is a unique area in San Francisco’s South of Market district. The linear park and surrounding mix of commercial and residential create a pleasant pedestrian environment. The park offers lawns, benches, shade trees, and a tot lot and is heavily used by both local residents and as a lunchtime destination for nearby office workers.

Mizner Park, Boca Raton.
Mizner Park is a successful commercial and residential area anchored by its popular linear park. The park features an amphitheater and is surrounded by cafes and restaurants, cinema, art galleries, residences and offices.

Las Ramblas, Barcelona.
The Ramblas is a vibrant pedestrian thoroughfare that is the heart of Barcelona’s civic, commercial and cultural life. At all times of the day and night people young and old, locals and visitors, can be seen strolling and enjoying this historic pedestrian environment. The Ramblas is bound by a single auto lane (approx. 10’ wide) with no parking lane.
IV. PUBLIC IMPROVEMENTS

North-South View of New Linear Park Through Town Square to East Santa Clara. (see Section 3. Parks and Plazas, below)

Town Square at San José Steel.

A Town Square has been recommended to provide a larger area for gathering and informal play (see Parks and Plazas, p. IV-32). Again, the design of the Town Square will be subject to future studies. As conceived by the community, the abutting two-way streets would have on-street parking and generous sidewalks to support pedestrians and ground-floor storefronts.

Typical Local Street

Redevelopment will present opportunities for new “Local Streets”. These new streets should be built on the traditional form similar to existing streets in the neighborhood, with a tree-lined parkstrip between the curb and sidewalk. The curb-to-curb width should be as narrow as possible to accommodate slow traffic, while maintaining adequate emergency access. The recommended cross-section for these new local streets uses the “yield street” concept—meaning that two-way traffic is permitted, but the center travel way is large enough only for one vehicle. On a “yield street,” cars in opposing lanes must edge slowly past. Driveway entrances and gaps in the parking lane provide “duck-out” opportunities. Because drivers must be more cautious, these “yield streets” are a proven method of creating safer Local Streets.

New Local Street Section.

Typical Street section for proposed new Local Streets. The proposed section employs a shared travel lane, with traffic permitted in both directions. Drivers yield to on-coming traffic, using gaps in the parking lane, driveways, or intersections for duck-outs. The 14’ clear lane meets National Fire Code for emergency access.
**Railroad Right-of-Way (south of William) & Woodborough Extension**

A new Local Street should accompany new residential development along the western edge of the Railroad right-of-way. The street would provide access and on-street parking for new units and the proposed Rail-to-Trail. The street should extend from William Street, and connect with Woodborough Place and Forestdale Avenue. In doing so, the street will help to link once isolated areas to the adjacent community and improve emergency vehicle access. However, due to its length and straightness of the new street, the new street should calm traffic with a modest curb-to-curb width.

1. **FORMER RAILROAD BECOMES NEW LOCAL STREET.**
   - NEW HOUSING FACES STREET AND TRAIL.

2. **POTENTIAL NEW LOCAL STREET CONNECTS THROUGH TO WOODBOROUGH DRIVE.**

   **New Local Streets connect neighborhoods.**
   1. New Local Street replaces the Railroad right-of-way, with street facing housing, community recreation, and surveillance for proposed trail.
   2. Potential new Local Street connects Woodborough cul-de-sac with adjacent neighborhood for improved emergency vehicle access and connectivity between neighborhoods.

Coyote Creek Trail and freeway underpass.

(Connect Woodborough Drive to Forestdale Avenue.)
East-West Courts Extension Along Lower Silver Creek.

With the acquisition of the Railroad right-of-way for BART, it becomes possible to connect East and West Courts directly to Wooster. A Local Street could run just south of Lower Silver Creek to abut a potential trail (see East-West Courts Extension along Lower Silver Creek, below). Note also that the NAC opposes BART alternatives that require a viaduct (or uncovered opening) between Lower Silver Creek and Julian, because it would prevent future opportunities for connection and limit redevelopment of incompatible industrial uses.
Rear Lanes (Residential Uses).

For new residential development, rear lanes provide acceptable vehicular access to the rear of residential properties and are described here as an option for future development. Rear lanes are suggested to avoid curb-cuts and garage doors along street frontages. A paved rear lane of 20 feet is needed for “back-up”, so long as garages and other obstructions are set away from the rear lane by at least 3 feet.

Rear Lanes in residential neighborhoods.

Rear lanes provide car access at the rear of the home, avoiding curb-cuts and garages at street front. They also provide opportunities for play and casual neighbor interaction in a protected space.
IV. PUBLIC IMPROVEMENTS

General Street Design Guidelines

Sidewalk and Tree Placement.

On all new streets, street trees and on-street parking should separate pedestrians from moving traffic. In Mixed-Use areas, where pedestrian activity is higher, sidewalks should extend to the curb, with tree grates around street trees. In Residential Districts, where pedestrian activity is lower, groundcovers and turf are recommended for the area between the sidewalk and curb.

To ensure continuous shade and pleasant canopy, street trees should be planted along any public sidewalk and should be spaced as close together as is advisable for a given species. As a general rule, street trees should not be spaced more than 30 feet apart.

Street Lights.

Poles and fixtures should have a pedestrian scale and be well-crafted. Light standards of approximately 20 feet in height are recommended along City-Serving streets, which tend to abut Mixed-Use areas. Along Local Streets and within public open spaces, light standards should generally not exceed 16 feet in height. In parks and along trails, light bollards are also encouraged. Existing, non-conforming light standards should be replaced as development occurs on abutting properties. The City should replace cobrahead poles with pedestrian scale poles, when major street improvements or major revitalization programs are undertaken. All development shall conform to the City’s outdoor lighting policies.

Street lights and banners.

Street lights not only provide for safer night conditions, but contribute to the overall neighborhood environment, when they have a pedestrian scale.

Banners are recommended on key streets, where shopping or a "gateway" environment is desired (see facing page).
*Gateways and Banners.*

To communicate a district’s unique identity, gateways and pole-mounted banners are recommended on streets that support commercial activity or are major arrival points. Streets with banners should include: East Santa Clara-Alum Rock, McLaughlin-24th, Williams (commercial area), Julian-McKee, and future parking associated with the San José Steel Property.

*Legend:*
- Gateway
- Banners

*Gateways and Banners*

Gateways and banners are recommended at key locations to promote neighborhood identity, improve livability, and calm traffic.
Street Features

Well-crafted streets, with quality design features, contribute to livability and walkability.

Street Paving & Furnishings. Special paving is recommended where very high levels of pedestrian activity are anticipated. Special paving should be durable and of textured concrete, brick, stone, or other appropriate materials. Stamped and colored concrete should generally be avoided as they wear easily.

Tree Grates. On Major streets, tree grates should occur along sidewalks and in plazas where a continuous walking surface is needed. Tree openings should be expandable. Grate sizes should be a minimum of 5 feet in diameter.

Tree Guards. Tree guards should extend vertically from tree grates to protect trees in highly active areas. Guards should be painted with multiple coats of a dark, low-luster enamel for durability.

Newspaper Racks. Newspaper racks can be consolidated into vending boxes as one rack, and located to avoid pedestrian congestion. Racks should be painted with multiple coats of a low-luster enamel.

Bicycle Racks. “Loop racks” and “ribbon bars” are recommended, and should be sized according to parking requirements. A durable finish is recommended. To deter theft, bicycle racks should be within a secured area or visible from a street.

Trash Receptacles. In commercial areas, trash receptacles should be provided at least every 200 feet. “Carry-out” food vendors and other litter-prone enterprises should also sponsor trash receptacles within the adjacent street right-of-way. Receptacles should be painted with multiple coats of a dark, low-luster enamel. Receptacles should have a capacity of at least 30 gallons, and should be properly anchored and regularly maintained.

Seating. The design of benches should be consistent with other street furnishings. Wood members should be exterior-grade, smoothly finished. Metal should be painted with multiple coats of low-luster enamel. Concrete seat walls are encouraged, where integrated into the design of plazas and planters and should include features such as tile mosaic to discourage graffiti.

Street Furnishings.
A consistent collection of street furnishings helps unify districts. While many styles may be considered, acceptable materials and finishes should include wood with a natural finish, and dark metal finishes.
2. TRAILS

Background
The planning area has three linear open spaces that lend themselves to future trails: Coyote Creek, Lower Silver Creek, and a new Rail-to-Trail along the former Railroad right-of-way (see Potential Trail Network, following page). Coyote Creek is the subject of a City-wide Creek Trail planning effort. Schools and parks lie adjacent to much of Coyote Creek—public uses that make trails easy to implement. In the longer term, Lower Silver Creek also represents an opportunity for a trail, especially west of 101. In addition, the community has recommended a Rail-to-Trail conversion along portions of the Railroad south of East Santa Clara. VTA’s anticipated acquisition of the Railroad right-of-way creates a unique opportunity for a continuous trail, and will replace the Railroad’s noisy physical barrier with a unifying neighborhood open space. Together, these new trails can offer an exceptional network for hiking and biking, especially when combined with in-street bicycle lanes and other pedestrian enhancements.

Goals
Offer continuous paths for pedestrians and bicycles that are more protected and have fewer street crossings than the existing system of streetside sidewalks.

The combination of Coyote Creek, Lower Silver Creek and the Rail-to-Trail will offer uniquely varied routes for hiking and biking, and will help complete a city-wide network.

Use trails (in combination with enhanced streets and bike lanes) to connect civic features, including schools, parks, and plazas.

Most parks and schools can connect directly with the trail network, thereby offering amenities and protected routes for children and others. New parks and plazas are also possible, especially along the Rail-to-Trail and where the trails meet East Santa Clara Street.

Make natural environments more accessible, while protecting sensitive habitat areas.

Coyote Creek presents a unique opportunity for a natural setting within a dense, urban area. Trails should take advantage of such opportunities, and be paired with habitat restoration projects wherever possible.
Create safe trail environments through design and by supporting the development of pedestrian-supportive uses on adjacent property.

Designing the trail as a defensible space minimizes undesirable behavior and makes users feel comfortable. Ways of creating defensible space include providing adequate site lines and lighting, incorporating active uses (such as plazas and tot lots), and by establishing informal surveillance by having building entries and windows face the trail. New development should line trails with active uses, and trail alignments and designs should encourage direct connections to abutting property.

Potential Trail Network.
Trail network including Coyote Creek Trail, Lower Silver Creek Trail and Rail-to-Trail conversion. On-street connections direct bicycles down 21st Street, a wider street with room for on-street bike lanes. Pedestrians would use 19th Street, a narrower, tree-lined street, and the shortest route between Selma Olinder and Roosevelt Parks.


**Coyote Creek**

Several City documents support developing a trail and recreation corridor along Coyote Creek, including the City’s *Greenprint*. A Coyote Creek Trail also ranked as a top priority for the FWBT community as well as some adjacent SNI areas. The NAC has asked that the City initiate a special study to determine a preferred Coyote Creek trail alignment and design, in coordination with the Santa Clara Valley Water District (SCVWD), adjacent school districts, and other interested parties. Initial funding for this study has been obtained through the efforts of Walk San José.

Implementation will be easiest where the trail can run through publicly-held lands. Special challenges are presented where a significant portion of the route is bordered by private properties with sub-optimal setbacks from the Creek’s “top-of-bank.” Where it is determined that the trail cannot reasonably follow along the edge of Coyote Creek, local tree-lined streets offer an alternative route that can maintain continuity, if well signed (see, *Potential Trail Network*, facing page).

**Lower Silver Creek**

A trail may be feasible along portions of Lower Silver Creek, but must be confirmed through subsequent study. Within the planning area, Lower Silver Creek is channelized. West of 101, an existing maintenance road and vacant, undeveloped lands may present opportunities for a new trail. In addition, the viaduct under Highway 101 appears to have sufficient clearance to warrant exploration as an important pedestrian connection, especially since the safety of existing freeway crossings has caused concern. East of 101, the trail could connect with Marburg Way, since farther east the creek passes behind residential properties.
“Rail-To-Trail”

The community has recommended a Rail-to-Trail conversion of the Railroad right-of-way, south of East Santa Clara Street. South of William Street, the Railroad right-of-way widens further and is sufficient to accommodate residential lots, a Local Street, and a trail with landscaping. Building entries and windows should face the trail wherever possible for activity and security, but will need to be accommodated through the alignment and design of the trail. (See New Local Streets Connect Neighborhoods, p. IV-19).

Depending on how BART is routed, there may also be an opportunity to re-use an existing railroad bridge over Highway 101 (at the northmost point of the study area). This bridge would connect the trail system to points north and east of the planning area.
Proposed Rail-To-Trail Greenway

Connection to proposed Coyote Creek Trail

Striped bike lanes and sidewalks on Wooster create trail connection

Linear Park with Town Square

Connection to potential Lower Silver Creek Trail

Potential re-use of Railroad bridge

Potential use of Railroad bridge

Opportunity for park

Opportunity for park

Opportunity for park

Proposed new local street, street-facing residential and Greenway trail.

LEGEND:

Proposed Greenway Trail

Other Potential Trails

Rail-to-Trail.

Conversion of the Railroad right-of-way to a multi-use trail creates opportunity for trails, redevelopment, and new parks.
IV. PUBLIC IMPROVEMENTS

Trail Design

Dimensions and Materials

Trails should generally consist of a 10-foot asphalt path with 2-foot shoulders made of fine gravel or crushed stone. Greater width may be needed where more intensive use has been demonstrated, or where “pause-points” are desired.

Signage

Trails should be clearly marked with consistent signage especially where they cross streets. Occasional signs should note distances to major destinations.

Lighting

Trails should be well lighted. Light bollards are encouraged to minimize glare. Light poles should not exceed 16 feet. Lamps should be designed to direct light to appropriate surfaces and away from residences and sensitive habitat areas.

Pause point.

Pause points allow for rest and informal surveillance, enhancing both usability and security.

Class I Trail.

A Class I trail is separated from vehicular traffic, has an all-weather surface, and is wide enough for both bikes and pedestrians.
Parking

The extent of the trail system will permit most users to walk from homes and jobs. Users who drive should use on-street parking or existing parking lots associated with parks and schools—especially for evenings and weekends when demand will be greatest. New parking lots should be minimized, as they can disrupt the creation of a continuous open space.

Habitat Conservation

Trails should be aligned and constructed to minimize disruption of sensitive habitat areas. Restoration of riparian vegetation should be undertaken where human disturbance (including existing channelization) has severely degraded habitat. Landscaping between trails and creeks should use non-invasive, native species.

Access to Adjacent Uses

Connections from abutting private property should be encouraged. Barriers (such as berms or fences) between the trail and private property should be avoided. Where connections are most promising, trails (or associated sidewalks) should offer a direct path to encourage private residents to access the trail.
3. PARKS & PLAZAS

**Background**

A great neighborhood needs great public places. These public places -- parks, plazas, open spaces -- are where people meet as equals, where they are exposed to new ideas, and where they come together to celebrate, to debate, and to relax. Whether in the form of transit centers, parks, boulevards, church courtyards, or civic plazas, public places can inspire, give comfort, and reflect the highest aspirations of the community. The FWBT neighborhood has many existing parks that are well used but can be improved. There are also opportunities for new parks within existing residential neighborhoods. New development will provide further opportunity for new parks and plazas.

Existing parks are well-used. Citizens want to see opportunities expanded by implementing improvements to existing parks, as well as through the creation of new parks. While current funds offer partial funding for a few parks, additional funds and design work will be needed to implement pending master plans, as well as other community requests that have been identified during the SNI process.

Redevelopment and underutilized lands present opportunities for new parks. Assessment for new parks is based on a combination of factors including: excess land, community interest, new demand generated by redevelopment, and area of existing need. New parks may take a variety of forms, including neighborhood playfields, urban plazas and squares, community gardens, and pocket parks. This section seeks to address the needs of individual neighborhoods, site opportunities, and given constraints.
Goals

Offer a range of recreational opportunities, and provide parks and plazas that are well-suited to their location within the community.

The planning area should offer a range of opportunities, from the urban focus of the Town Square, to places for neighborhood recreation, to nearby respites.

Improve access to parks and plazas.

Access is a function of both proximity and connectivity. Though parks may be within walking distance from all neighborhoods in the study area (proximity), pedestrian barriers such as US 101, McLaughlin Avenue, and the Railroad right-of-way make walking to these parks difficult (connectivity). While street improvements can help improve accessibility (see, Traffic Calming on Existing Streets, p. IV-5), new parks are also recommended, especially in neighborhoods that have no parks (i.e. Bonita, Five Wounds, Anne Darling, and Little Portugal North).

Create safe parks and plazas through design and by supporting the development of pedestrian-supportive uses on adjacent property.

Parks and plazas must be designed as “defensible spaces” to make users feel comfortable. As has been suggested for trails, parks and plazas should provide adequate sight lines and lighting, incorporate active uses, and establish informal surveillance by having building entries and windows face the open space.
Existing and Proposed Parks and Schools.
Improvements to Existing Parklands

*Selma Olinder Park*

Improvements to Selma Olinder Park ranked as a top priority for the NAC. While a Master Plan has been adopted and partial funding has been obtained, additional funding is needed for construction. Park improvements can be thought of as five separate, but related projects:

1) trail and creek edge and footpath: alignment, benches, lighting, trash receptacles;
2) softball field renovation: renovation of existing fields & finalization of adjacent trail;
3) tennis and picnic area: courts, fencing, restroom, storage building, seating, shelter, tables;
4) open lawn area: turf, street trees along Woodborough; and
5) school ball fields and play area: renovate grounds, relocate and update play area, fencing.

Special consideration should be given to how the Coyote Creek Trail transitions to pedestrian crossings and bicycle trails at William Street, and how it connects to the Rail-to-Trail and I-280 undercrossing. (The I-280 undercrossing has the potential of becoming an “urban playground” for skateboarding, thereby transforming it from a poorly surveilled point along the Coyote Creek Trail, to an active amenity for the community.)

*Roosevelt Park*

Because of its location on Santa Clara Street and toward the center of the planning area, Roosevelt Park has significance as both a community park and as an urban focal point. A Community Center expansion and other improvements are planned; its design should continue to maintain sight lines toward the creek and the potential for improvements relating to the Coyote Creek Trail. Since the most direct on-street route for the Coyote Creek Trail is along 19th Street, a gateway feature is recommended to mark the end of the 19th Street vista. Potential redevelopment to the east and south should continue to surround the park with entries and windows.
New Parks and Plazas

**Town Square at San José Steel.**

A Town Square has been recommended to provide a larger area for gathering and informal play. It is a punctuation of the proposed Linear Park Street, lying midway between East Santa Clara and Julian Streets. The Town Square is framed by civic and commercial uses, and will become a focal community open space resource. A potential hotel, Mixed-Use buildings, and building facility for the Five Wounds Church outreach programs are envisioned facing the Town Square, along with a new plaza in front of the existing Portuguese Band building replacing the parking lot. These parking spaces could be accommodated either elsewhere on site or through a joint-use arrangement in close proximity to the Portuguese Band building. The maximum height of development will step down as it approaches existing residential uses to the west and Five Wounds Church to the south. These activities, all facing the Town Square, will create a vibrant center where people can gather for informal and formal activities.

The Town Square has several important design features:

- a large central green;
- a bandstand for performances and festivals;
- a fountain or other focal element;
- wide tree-lined sidewalks with benches and other amenities; and
- clear pedestrian connections for circulation to adjacent buildings.

If a BART station is located in the vicinity, it is recommended that the station plaza entries be integrated with the Town Square and the Linear Park described in the next section.
New Town Square and Linear Park at San Jose Steel.
The San Jose Steel site should incorporate a new Town Square framed by civic and commercial uses.
Linear Park at San José Steel.

The Neighborhood Improvement Plan recommends a Linear Park from East Santa Clara to a new Town Square, and north to Julian. While the design of the San José Steel area will be subject to future studies, the Linear Park is a compelling idea set forth by the NAC to:

- provide a clear visual connection between the new Town Square and East Santa Clara Street (thereby helping to support new street-facing retail);
- increase the supply of on-street parking (which supports ground-floor retail);
- reduce pedestrian curb-to-curb crossing distances (by dividing traffic into two one-way lanes around the park);
- introduce a unique level of pedestrian comfort and amenity (within a cross-width similar to South Park in San Francisco or Cesar Chavez Park in San José); and,
- create a special place for community activities (by being designed to accommodate festivals and farmers markets, as well as daily strolls).

Ventilation shafts.

Tall ventilation shafts will be required to underground BART, and should be designed to make a positive contribution to the character of the community. In active urban settings, ventilation shafts can be designed as Parisian “kiosks.” Kiosks may include well-designed signage and, where easily monitored, seating. In less active areas, ventilation shafts should be designed as public art and/or accompanied by well-designed landscaping. Designs and materials should discourage graffiti and aid in its removal.

Linear Park & Town Square

A Linear Park, framed by one-way streets, runs from East Santa Clara to Julian and connects to the Town Square.
Martin Park

Martin Park Tot Lot exists adjacent to Franklin McKinley School. The undeveloped portion of Martin Park is the site of a former landfill. Once the ground has settled, it will present an important opportunity for recreation close to established high-density housing. In the interim, it is recommended that the perimeter, where this area abuts streets or the future Greenway Trail, be improved to enhance its visual quality and deter illegal dumping. Next to existing and new streets, a landscaped setback should contain a sidewalk, street trees, and occasional benches. This is especially crucial along Forestdale, an important route to school. Just behind the sidewalk and benches, shrubs and a well-designed fence should screen views (see Chapter III - Guiding Principles and Organizing Concepts, p. III-22).

Bonita Park

This potential park would be at the southern end of Bonita Street and extend below an elevated ramp for the Hwy 101 and I-280 interchange. With review from the community, a preliminary design has been explored by the City’s Parks Division. However, the feasibility of this potential park is still being evaluated. This location presents several design challenges that must be adequately addressed, including noise, visual surveillance, and whether sufficient activity will occur in this relatively remote location. At the same time, dense housing and a high concentration of youth in the Bonita neighborhood call for vigorous consideration of this proposed park.
IV. PUBLIC IMPROVEMENTS

**Anne Darling Park**

A unique opportunity for a potential new park exists on a vacant parcel between Anne Darling School and US 101. Its feasibility must be examined. With active uses only to the north and east, this location presents similar challenges as Bonita Park, relating to noise, visual surveillance, and adequate levels of activity. Nevertheless, neighborhood need and the parcel's adjacency to Anne Darling School (and the potential Lower Silver Creek Trail) warrant further consideration of this potential park.

**Little Portugal North Pocket Park**

A small underutilized parcel in the Little Portugal North area presents an opportunity to create a small pocket park. Access to other parks is difficult from this neighborhood, and the addition of a small pocket park here will enable residents to access open space more easily.

**Park opportunities along Rail-to-Trail**

Redevelopment of the Railroad right-of-way presents many opportunities for new parks. The Rail-to-Trail concept will provide a strong north-south pedestrian open space, transforming the Railroad right-of-way from a pedestrian barrier to a pedestrian feature.

Mixed-use and residential redevelopment within the Railroad right-of-way also should include parks and plazas. There are particularly important opportunities at the following locations along the Railroad right-of-way:

- just south of East Santa Clara Street, a promising location for an urban plaza, and,
- near the intersection with William Street where larger parcels likely to redevelop over time exist.
Parks Adjacent to FWBT

Watson Park, William Street Park, and Plata Arroyo Park are just outside of the planning area. While William Street Park is connected by a pedestrian bridge to William Street, access to the other two parks should be improved. Watson Park should be connected to Roosevelt Park via a new pedestrian bridge as part of the proposed Coyote Creek Trail (see Roosevelt Park Master Plan). For Plata Arroyo, pedestrian improvements to King Road at McKee should be explored to improve pedestrian access.

4. TRANSIT

Regional transit is supported by the FWBT community. At the same time, the FWBT community expressed concern over the possible negative impacts from introducing light rail/street cars and BART within the area. (Many of the following concerns are also expressed elsewhere within the document.)

Support for East Santa Clara - Alum Rock Merchants.

Light rail construction will likely disrupt parking and access to shops in the area. VTA initiatives to create public parking lots in the area should be continued. Parking lots should be put in place prior to construction. Enhanced streetscapes and on-street parking should be encouraged for the continued viability of retail in the area.

Regional “Park & Ride.”

Parking for the exclusive use of transit patrons may contribute to traffic congestion in the area. As such, some community members have expressed concern about having parking at the station within this area (currently referred to as the “Alum Rock” station in VTA documents). VTA is committed to continuing to evaluate options to minimize potential community impacts of parking related to the station, including the possibility for shared and/or reduced parking, the feasibility of freeway ramps feeding directly into the “park & ride” facilities, as well as the implementation of parking programs. In conjunction with this analysis, expanded parking will also be further analyzed at the proposed Berryessa Station.
Nuisance Abatement.
The location and design of transit-related facilities should minimize the impact of noise, fumes and other nuisances on residential and community-supporting uses, like retail and parks.

Transit-Oriented Development.
Transit-related dollars should be used to leverage the types of uses and street-oriented activities encouraged by this Plan.
V. Land Use & Building Guidelines

Physical design can influence communities in real ways. This chapter outlines a vision for land uses and building construction in this SNI area, to be applied wherever opportunities arise. As outlined in Chapter III - Guiding Principles and Organizing Concepts, and in the issues identified in the Chapter VI - Matrix of Actions, Five Wounds/Brookwood Terrace (FWBT) community members desire attractive, welcoming environments that reflect and enhance their strong sense of community. For circumstances not addressed in this chapter, the City’s existing Design Guidelines should be considered.

1. GOALS

Walkability
The safety, comfort and interest of pedestrians relates to the way that buildings face streets and public open spaces with entrances, windows and active uses. Buildings should be set forward to provide a presence on the street, and frame the street spatially. While setbacks and uses may vary, these street-oriented characteristics are important for making residential streets more livable and for making shopping streets more vibrant.

Safety
Physical design can influence safety in real ways. Watchful eyes, or even the perception that a neighbor may be watching, is an effective deterrent to crime – and is also an important ingredient for making places feel safe and inviting. Building designs can encourage or limit a resident’s or employee’s ability to monitor streets, parking, and open spaces. When spaces for private and public use are clearly delimited, neighbors can also identify intruders more readily. Windows, building entries, and “semi-private” spaces, like porches and patios, are essential for informal surveillance, and contribute to a “sense of community presence” on streets.

Scale
New development should have uses and a scale that make the area more inviting, by reinvigorating its shopping streets, enhancing housing and employment opportunities, and improving or replacing auto-oriented and industrial uses that pose a nuisance to residents and impose visual blight. Taller buildings that are built to the sidewalk will help transform East Santa Clara and Alum Rock into
“boulevards,” and will help make other shopping streets more accessible on foot. In addition, new development should be respectful of the residential character of existing neighborhoods.

Character

Five Wounds/Brookwood Terrace contains a unique set of architectural traditions, many features of which are a response to its climate and ethnic heritage. New projects should emulate these traditions. Mediterranean styles should be emphasized near Five Wounds Church, both in the Spanish and Emanueline (Portuguese Baroque) traditions. Art Deco and American “Main Street” styles are appropriate in Mixed-Use areas, while in residential areas Craftsman style is also prevalent.

ORGANIZATION OF THIS CHAPTER

This Chapter includes:

- Recommended Land Uses;
- Guidelines for Mixed-Use areas (concentrated along major corridors, neighborhood shopping streets, and the San José Steel site);
- Guidelines for Residential areas (through additions, renovations, and new construction on poorly utilized land); and,
- Guidelines for Architectural Guidelines for all uses (addressing climate, style and quality).

When considering new development in this area, it is also important to refer to the documents listed below for further building guidelines and regulations:

- San José 2020 General Plan
- City of San José Zoning Ordinance
- Residential and Commercial Design Guidelines
- Other relevant City Council policies
2. RECOMMENDED LAND USES

A Proposed Land Use Map was developed after extensive discussion within the Five Wounds-Brookwood Terrace community. Within the Proposed Land Use Map (see following page) a variety of residential, mixed-use, commercial, and civic uses are designated. Different land use designations denote different policies to guide the character of a given area. In this document, the Building Guidelines that follow this section are organized to distinguish between features that are desired for Mixed-Use designations versus Residential designations.

In most instances, the Proposed Land Use Map is consistent with the San Jose’s General Plan. However, the community has identified areas where land-use designations and policies should be augmented or amended. (Areas where changes are recommended are outlined in a heavier line on the Proposed Land Use Map.)

Many areas of concern are places where existing commercial designations may not adequately support the creation of mixed-use boulevards or neighborhood shopping streets. Specific areas for mixed-use development include the Santa Clara – Alum Rock and Julian – McKee corridors, the William – 24th/McLaughlin neighborhood center, and the San Jose Steel site. In these locations, policies should encourage street-facing architecture, ground-floor storefronts, upper-story residential or offices, and controls on height and bulk that are consistent with abutting neighborhoods. A “Mixed-Use” designation is recommended for these areas, with height and densities varying to optimize transit use, while being a “good neighbor” to existing residences and historic buildings.

Change is also recommended where aging industrial uses and the abandoned Railroad right-of-way should give way to residential and public uses that are more compatible with the surrounding neighborhoods. Consequently, the Proposed Land Use Map recommends “Medium Density Residential” designations for many locations where light industrial uses presently abut the Railroad and for wider portions of the Railroad right-of-way. The Railroad right-of-way should also accommodate a new trail and pocket parks.

Finally, residential designations have been “fine-tuned” just south of East Santa Clara to keep new development in scale with existing residences. A small zone for “Live-Work Incentives” highlights a special opportunity to combine residential and commercial uses in proximity to East Santa Clara businesses and the “Rail-to-Trail” open space, with some existing commercial buildings lending themselves to adaptive re-use. The generalized location of potential parks has also been shown.
LEGEND:

- Potential Park
- Potential Community Garden
- Potential Light Rail Station
- Public Park and Open space
- Medium-Low Density Residential (8 DU/AC)
- Medium Density Residential (8-16 DU/AC)
- Medium-High Density Residential (12-25 DU/AC)
- Live/Work Incentive Overlay
- Mixed Use (3-story max.)
- Mixed Use (5-story max.)
- Mixed Use (8-story max.)
- Light Industrial
- Public/Quasi-Public
- Required Ground Floor Storefronts

Note: Outlined panels indicate change from General Plan map.
Areas most suitable for Mixed-Use development are concentrated along major corridors and neighborhood shopping streets and at the San José Steel site. The table below identifies recommended uses and minimum and maximum height limits for development, including Mixed-Use, in the study area.

### Community Land Use Preferences.

**Key:** • **supported (with special conditions footnoted), -- not supported.**

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<td>Arcades, including video, pinball, &amp; billiards [1]</td>
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<td>Banks &amp; Financial Services [2]</td>
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<td>Grocery Stores</td>
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<td>Indoor Recreation, including ice rinks, roller rinks, and bowling alley</td>
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<td>Night Clubs &amp; Dance Halls [1]</td>
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<td>Offices (Smaller Tenants), including medical, engineering, legal, counseling, real estate, and insurance offices [3]</td>
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<td>Personal Services, including photographic services, barber &amp; beauty shops, dry cleaning, shoe repair, and laundromats [4]</td>
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<td>Restaurants &amp; Cafes [2]</td>
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<td>Retailers (Major Tenants at and over 40,000 sf), including supermarkets, hardware, drug stores, furnishings, and department stores [2,5]</td>
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<tr>
<td>Retailers (Smaller Tenants under 40,000 sf)</td>
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[1] Structure must be at least 50 feet from area with residential zoning; restrictions on hours, noise, and lighting may be imposed.

[2] Drive-through lanes may not occur between building front and street.

[3] See Land Use Map for locations where “storefronts” are required (e.g. ground-floor retail, restaurant/café, personal service, or community service space).

[4] Laundromats must provide ample seating and be well maintained.

[5] Along the East Santa Clara-Alum Rock corridor, large retailers may need to occupy multiple floors to meet frequent storefront and entry requirements (refer to the Required Storefronts section, Chapter V-9).
3. GUIDELINES FOR MIXED-USE BUILDINGS

Relationship among Buildings, Streets and Parking

a. Orientation & Entry. The front elevation and primary entries of all new buildings in Mixed-Use areas should face a public street, or a publicly accessible courtyard or walkway. A parking lot entry is not an appropriate alternative to a primary streetfront entry. Commercial entries should be accompanied by an awning, arcade, or similar overhang. Residential entries should be accompanied by an exterior porch or overhang, or an interior vestibule, (Multiple units may share a primary entry) and should occur at intervals of no more than 60 feet along street fronts without street level retail uses.

b. Transparency along Major Streets. Facades facing major streets should have windows and/or entrances along at least 50% of the length of its ground floor, and windows along 33% of the length of upper stories. Mirrored glass, glass block, or other obscured windows may not be used to meet this requirement. Display windows with cases with a depth of at least 2 feet may be used to meet the ground-floor transparency requirement.

Mixed-Use Buildings.
Mixed-use buildings have store fronts on the ground-floor with residential or office uses above. Covered garages served by rear parking lanes represent an affordable strategy for accomplishing moderate densities and maintaining active uses at the street. At higher densities, structured parking may be required and should be set behind active uses or below buildings. To optimize transit-oriented development in the area, a strategy of setting housing and a landscaped courtyard above a structured parking “podium” is recommended for larger parcels.
c. *Transparency along Local Streets.* Facades facing local streets should have windows and/or entrances along at least 33% of the length of all stories. Mirrored glass, glass block, or obscured windows may not be used to meet this requirement. Windows should be incorporated into building entries and/or entry areas.

d. *Minimum Street-Facing Building Frontage.* New buildings in Mixed-Use areas should occupy not less than:
- seventy-five percent (75%) of a parcel’s frontage, when facing a major (city-serving) street; and,
- fifty percent (50%) of a parcel’s frontage when facing a local street.
Required frontage may be reduced to provide a single driveway, where access to on-site parking cannot be otherwise provided. Landscaped plazas and paseos may be used to meet up to 15% of a parcel’s frontage requirement.

e. *Parking Lots.* Parking lots should not comprise more than 25% of a property’s frontage along major streets, and 50% of a property’s frontage along local streets. Parking lots should be set back at least 10 feet from any street-facing property line; this setback should be landscaped, and include at least one tree for every 30 feet of street frontage, and a concrete wall of approximately 3 feet in height should be placed within the required landscape frontage. In addition, one deciduous tree should be planted within and at the edge of surface parking lots for every four parking stalls.

f. *Parking Garages.* Parking garages should not be placed within 30 feet of a public street or open space, unless:
- habitable ground-floor space is provided (e.g. retail, office or residential) along public facing edge; or
- the garage is depressed such that first-floor living space is not more than 5 feet above the finished grade.
Windows and openings of parking structures should emulate the proportion and detail of nearby buildings. Garage entries into buildings should not be placed in prominent locations nor should they occupy more than 20 percent of a buildings street-front footage.

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*Acceptable Garage Locations.*
1. Parking at rear of building behind an occupiable space of minimum 15’ depth.
2. Parking depressed such that occupied space above it is no more than 5’ above finished grade at street.
3. Parking behind building in surface parking lot or in a structured parking garage.
g. **Fencing.** Fences should not exceed a height of 36 inches in front setbacks. Cyclone chain link, barbed wire, razor wire, electric, glass, and smooth concrete masonry units (c.m.u.) should not be used.

h. **Non-Street-Facing Entrances.** The primary entry of a building without a street-facing facade should face onto a shared open space or publicly accessible walkway. The walkway or open space should be landscaped, lighted, and connect directly to an adjacent street. (This provision might be applied to large retail tenants, “courtyard apartments”, large parcels, or re-use of existing buildings.)

i. **Lighting.** Architectural lighting that is attached to buildings and directed toward pedestrian paths is encouraged. Street lighting should be frequently spaced, and directed toward pedestrian paths and away from upper-story windows. Main building entrances, passenger loading areas, and service areas should be well lighted. In addition, lighting is strongly encouraged where private paths meet streets.
Required Storefronts

Where indicated as “Required Storefronts” on the Land Use Map (see page V-4), active ground-floor uses must face the street in new development and major renovations. Storefronts should be at least 40 feet deep. Acceptable ground-floor uses include retail shops, personal service shops, restaurants, cafés, entertainment establishments, small professional offices, day care, health clinics, community services, and similar uses. Where storefronts are required, building entrances should occur at least every 60 feet, and storefronts should not be more than one foot above or below the adjacent sidewalk. To encourage frequent entries and varied storefronts, commercial tenants that occupy over 10,000 square feet (such as grocery stores, hotels and theaters) are encouraged to use space that is away from the street (such as behind smaller shops) or on upper floors.
Height and Mass

Mixed-Use designations indicate maximum heights in stories. An equivalent height in feet is shown here. Minimum heights maintain a sense of urban enclosure around parks, plazas, and major streets. It should be noted it may be difficult to achieve heights over 3 stories on smaller parcels, thus suggesting a variety of future building heights along East Santa Clara and Alum Rock.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Mixed-Use: 8-stories</td>
<td>120 feet</td>
<td>60 feet</td>
</tr>
<tr>
<td>Mixed-Use: 5-stories</td>
<td>75 feet</td>
<td>40 feet (3 stories)</td>
</tr>
<tr>
<td>Mixed-Use: 3-stories</td>
<td>50 feet</td>
<td>30 feet (2 stories)</td>
</tr>
</tbody>
</table>

[1] Special architectural features such as towers, cupolas, ornamental cornices, and ornamental roof features may exceed the height limit by 15 feet, provided that they comprise no more than one quarter of the length and width of a building.


Mixed-Use Setbacks and Separations

The table below recommends minimum setbacks for mixed-use buildings adjacent to other mixed-use properties, streets and other public open space. Where projects abut a property with a residential designation, a deeper side and/or rear setback may be required (as per the City’s Residential Design Guidelines).

No maximum setback is recommended for side and rear relationships, but building fronts should not be set back more than 10 feet from streetside property lines -- especially where storefronts are present.

<table>
<thead>
<tr>
<th>Minimum Setback [1] (from property line)</th>
<th>Front</th>
<th>Side</th>
<th>Rear</th>
</tr>
</thead>
<tbody>
<tr>
<td>First 3 stories: 0’ to 50’ high (applies to all Mixed-Use designations)</td>
<td>0’</td>
<td>0’</td>
<td>see City Design Guidelines</td>
</tr>
</tbody>
</table>

[1] Projections. Special architectural features, such as a bay window, decorative eave, and/or sheltering entry feature, may project up to 3 feet in public rights-of-way. Trellises, canopies and fabric awnings may project up to 8 feet into street rights-of-way. All projections into street rights-of-way must be more than 9 feet above finished grade and an encroachment permit, subject to City Council review, is required.

[2] Massing of Upper Stories. For floors over 50’ from ground, "tower" floorplates should not exceed 20,000 square feet and/or a diagonal dimension of 200 feet. Multiple towers may be used, but should be separated by at least 60 feet.

[3] Corner Setbacks. Front and side setbacks may be reduced where a building corner marks the intersection of two streets.
**Intensity**

A maximum intensity seeks to maintain a town-like scale and control potential impacts. A minimum intensity is called for to optimize use of lands proximate to transit and central San José. FAR or “floor area ratio” is the ratio of total floor area (all floors) over total site area. Parking garages and rooftop uses should not be included in the calculation of floor area.

<table>
<thead>
<tr>
<th>Land Use Design</th>
<th>Maximum FAR</th>
<th>Minimum FAR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mixed-Use: 8-stories</td>
<td>3.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Mixed-Use: 5-stories</td>
<td>2.00</td>
<td>0.75</td>
</tr>
<tr>
<td>Mixed-Use: 3-stories</td>
<td>1.50</td>
<td>0.50</td>
</tr>
</tbody>
</table>

(Rear may require additional setback adjacent to low-density residential.)

**Building Heights and Setbacks.**

These diagrams illustrate the height, setback and separation requirements for Mixed-Use buildings. For the three lowest stories, a continuous sense of enclosure and activity is encouraged along streets, in the fashion of a classic American “main street”. To provide additional light and views, the uppermost stories of taller buildings must step back and be organized into “towers” of limited mass.
4. GUIDELINES FOR RESIDENTIAL DEVELOPMENT

Relationships among Buildings, Streets and Parking

a. Orientation & Entry. The front elevation and primary entries of both single-family and multi-family residential buildings should face a street, where possible. Where residences do not have an address that faces a street, access should be through a shared open space that connects to an abutting street and the surrounding neighborhood (e.g. through a small park, plaza, courtyard, or paseo). These shared open spaces should be visible and accessible from a street, may be publicly or privately owned, and should be well landscaped and conform with requirements for porches and/or vestibule (see section b below). Where units are across the street from a public park, the front elevation should face the public park. Rear yards should not occur along streets, or adjacent to public parks or plazas, and should be avoided along trails.

b. Entry Porches and Vestibules. Every primary entry should be accompanied by a porch or entry vestibule. (Multiple units may share a primary entry.) Entry porches and vestibules should have a minimum dimension of at least 6 feet by 8 feet clear. Unenclosed porches may project 6 feet into any street-facing setback, with stairs permitted to project an additional 2 feet.

c. Transparency. Facades facing the street should have windows and/or entrances along at least 33% of the length of all stories. Clerestory windows, mirrored glass, glass block, or other obscured windows may not be used to meet this requirement. Windows should be incorporated within building entries and/or entry areas.

d. Parking Lots. Parking lots should not comprise more than 25% of a property’s street-facing frontage. Along street-facing property lines, parking lots should be set behind a landscaped setback of at least 5 feet. To screen views of parked cars, a concrete wall (about 3 feet in height) and trees (30’ on-center) should be located within the landscaped setback.
e. Garages for Multi-Family Projects. Garages should avoid being on any street-facing façade and should be placed at least 20 feet behind any streetside façades, unless:

- the garage is accessed from behind the building and is separated from the street by inhabitable space; or
- the garage is depressed such that first-floor living space is not more than 5 feet above the finished grade.

Garage entries for multi-family buildings should not be placed in prominent locations, and should not occupy more than 20% of a street-facing building façade.

Garage doors should be recessed at least 2 feet behind the adjacent façade, a bay window, or trellis.

For garages for single-family projects, refer to the City’s Design Guidelines.

f. Driveways. Driveway widths should not exceed 20 feet at a streetside sidewalk. Driveways should maintain the elevation of adjacent public sidewalks, and avoid the creation of steeply sloped or uneven walking surfaces.

g. Fencing. Fences should not exceed a height of 36 inches in front setbacks. Cyclone, chain link, barbed wire, razor wire, electric, glass, and smooth concrete masonry units (c.m.u.) are not permitted.

h. Live-Work Incentives. Residential development with occupational space on the ground floor are encouraged in areas designated for “live-work incentives” on the Proposed Land Use Map. The intention of this zone is to support small business creation and quasi-commercial activity proximate to regional transit and along the Railroad right-of-way, where industrial buildings may be available for re-use. Development with “live-work incentives” should be consistent with the provisions and character of its underlying residential designation (including home occupation regulations), but may be reduced to be consistent with surrounding commercial or industrial development if:

- a small shop, office, or studio space is provided;
- the shop, office, or studio has its own separate and publicly accessible...
entrance from a public street or trail, which is covered by a building recess, awning or canopy; and
• windows and entries comprise at least 50% of the length of ground-floor façade, and sill heights for the shop, office or studio are not more than 3 feet above grade.

Building Setbacks

Setback Requirements (for all residential designations; varies from current Zoning as noted.)

<table>
<thead>
<tr>
<th>Type of Structure</th>
<th>Front and Street-Facing Side [1]</th>
<th>Interior Side Minimum</th>
<th>Rear setback Minimum</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residential</td>
<td>Min.: 15 feet Max.: 25 feet</td>
<td>5 feet (detached structures); 0 feet (attached structures)</td>
<td>As per current zoning (minimum ranges from 15'-25')</td>
</tr>
<tr>
<td>Garage</td>
<td>Min.: see Garages, p.V-13 Max.: None</td>
<td>5 feet (detached structures); 0 feet (attached structures)</td>
<td>3 feet</td>
</tr>
</tbody>
</table>

[1] Front & Street-Facing Side Projections. Porches may project up to 6 feet into required setbacks. Bay windows, fireboxes, and balconies may extend up to 3 feet into required setbacks, but not for a width of more than 8 feet. Bay windows and balconies must be separated by at least 12 feet.

Building Heights

a. Maximum Building Heights. See zoning for height requirements. Special exceptions should be considered for chimneys, vents, cupolas, ornamental parapets, and other minor projections.
5. BUILDING GUIDELINES FOR ALL USES

Regional Character & Climatic Response

a. Shading Devices. Windows should be shaded with deep eaves, awnings, or other overhangs, or be deeply recessed.

b. Rain Protection. Arcades, trellises, loggias, and other covered outdoor features are encouraged.

c. Spanish and Portuguese Influences. Mediterranean building styles are prevalent in the study area, and should be emulated, especially along East Santa Clara – Alum Rock. Mediterranean buildings are typically stucco, and composed of simple rectangular forms or “massing.” Eaves, balconies, brackets, and trellises “add on” to the basic forms. Entries, windows and arcades often “subtract” from the basic forms, with deeply recessed openings. Deep eaves also characterize these styles.

d. Craftsman Influences. Craftsman style homes typically contain rustic textures for building materials. The massing of the building may be simple, but accompanied by deep eaves, exposed rafter tails, and ornate porches with supporting columns.

e. Art Deco Influences. Art Deco can be easily identified by it use of strong horizontal and vertical lines, often with a “streamline” appearance. Angular and stylized motives are often used in decorative panels and along cornices. Windows often wrap around corners, for dramatic effect.

Historic Traditions.

New development should connect with the area’s unique cultural heritage by embracing historic style, albeit with modern construction techniques and expressions. The most notable styles in the area are Emanueline (Portuguese Baroque) and Neo-Spanish. These styles are characterized by simple massing, with clearly “additive” elements (such as arcades, terraces and towers) and deeply recessed openings.
Material and Methods of Construction

a. Simulated Materials. Materials and applications that are visibly simulated or prefabricated should be avoided. These include brick veneers that are not returned at corners, plywood scored to appear like boards (e.g. “T1-11”), or fake mullions that appear behind the glass.

b. Proper Application. Materials should be properly applied and correctly detailed to avoid cracking, gaping joints, staining, water damage, and disfigured features.

c. Consistent Facades. All sides of buildings that face streets, parks, or plazas should have the same level of architectural detail and windows.

Building Appliques. Material changes shall occur at interior or reverse corners (a.), or as a “return” of at least 4’ from exterior corners. Material changes shall not occur at external corners, (b.).

Consistent facades. All sides of buildings that face streets, parks, or other pedestrian-oriented areas should have the same level of architectural detail and fenestration (windows). Entries at corners should address both sides.
Mechanical Equipment & Service Areas

a. Rooftop Equipment. Mechanical equipment should be integrated into the overall mass of a building by being recessed into roof hips and gables, or screened behind parapets.

b. Ground-level Equipment & Service Areas. Areas for loading, storage, refuse collection, or mechanical equipment should be located away from streets and parks. They should partially screened from streets by using short walls, trellises, and/or shrubs. At the same time, loading areas should be well lighted and easily observed.

Rooftop Equipment. Mechanical equipment should be screened from view and integrated into the design and massing of the roof form.

Service Areas. Trash or loading areas should be screened from view with landscaping, walls or other structures.
VI. Priorities and Actions

Over the course of the planning process, community members identified priorities actions that will, once implemented, bring positive change to the neighborhood. This chapter presents those priorities and strategic actions.

1. INTENT OF PRIORITIES AND ACTIONS

This chapter provides a clear roadmap for realizing the community’s vision, including programs, policies, and physical improvements. In Five Wounds/Brookwood Terrace, (FWBT), physical change -- as well as on-going stewardship -- must be present for long-term success. In addition to identifying priorities and actions, this chapter cites responsible partners and potential sources of funding to carry these actions out.

This chapter is organized into three sections:

- Top Priorities;
- Matrix of Actions; and,
- Vehicles of Implementation.

Top Priorities.

Any community has limited resources. Consequently, ten of the most important initiatives were identified through extensive community engagement. These top priorities, which are listed in priority order, should be expedited, because it is the community’s consensus that these priorities will leverage the greatest community benefit through immediate action.

Top Ten Priorities

2. Improve the McLaughlin Avenue Streetscape and Make Pedestrian Enhancements.
3. Improve Traffic and Pedestrian Flow and Control at 33rd & McKee.
4. Improve and/or Redevelop Existing Retail Sites at McKee and 33rd.
5. Complete Selma Olinder Park.
7. Complete the Coyote Creek Trail between Kelley Park and Highway 101.
8. Expand Housing Rehabilitation Programs and Outreach.
10. Increase Opportunities for Youth & Teen Activities.

For top priorities, this chapter contains details on issues and actions to clear a path toward implementation.

The uppermost priorities all seek to foster a walkable “small town” through sympathetic redevelopment, and street and trail improvements. For any action, this core concept of a walkable “small town” should be considered, and is elaborated on in Chapter III - Guiding Principles and Organizing Concepts.

In addition to the Top Ten priorities, four On-Deck priorities have also been identified. With a longer-time horizon than the Top Ten items, On-Deck priorities will deserve focused attention in the future, as opportunities for implementation present themselves.

On Deck Priorities

11. Develop a Program, and a pilot project for the Five Wounds/Brookwood Terrace Area for Putting Utilities Underground.
12. Create a Town Square near Five Wounds Church.
13. Redevelop the “San José Steel” Area as a New Transit-Oriented, Mixed-Use Urban Center.
14. Protect and Continue the Existing Small Town Character of the East Santa Clara – Alum Rock Corridor.

Matrix of Actions.

A Matrix of Actions offers a complete list of beneficial programs, policies and physical improvements. This list includes large and small tasks alike, from major redevelopment and recreation opportunities, to providing more trash receptacles along shopping streets. The Matrix of Actions is organized around four categories that represent areas of significant change in the SNI area.

1. Walkable Small Town Character and Culture
2. Recreation, Schools, Activities, and Programs
3. Enforcement Efforts

4. Parking and Infrastructure

For each action, the matrix notes:

• the priority level (Top Ten, On-Deck, high, medium or low);
• expected timeframe (immediate -- 0-18 months; short -- 0-3 years;
  medium --4-6 years; or long – 7+ years);
• responsible parties (including government agencies and non-governmental
  organizations);
• City Service Area (such as Transportation Services, Recreation and Cultural
  Services, Economic and Neighborhood Development); and
• potential sources of funding.

Within each category, highest priority actions (Top Ten and On-Deck items) top
the lists and are identified with a black dot. The remaining actions are listed in
order of importance based on community and NAC ratings. The acronyms listed
in the matrix are defined at the bottom of the matrix sheets.

**Vehicles for Implementation.**

This section describes successful ways to approach problems and actions, with
special attention on ways to make effective assignments. These vehicles for
implementation include:

• continuing community input and involvement;
• building on strengths;
• championing top priorities;
• identifying roles and responsibilities;
• coordinating public and private players; and
• monitoring performance by measuring results and evaluating progress.
2. TOP PRIORITIES

The following ten actions should receive highest levels of available City and community time including work to obtain funding. In addition, the community and City staff should keep close tabs on the four On-Deck actions so that as opportunities for their implementation present themselves, they can be brought to the forefront for consideration and action.

Top priorities were selected from a complete list of potential actions through community workshops and NAC meetings. Recognizing that resource constraints make it impossible to implement all actions at once, community members were asked to select the Top Ten items for immediate action. The following top priority items are the result of that process, and represent the projects that are expected to yield greatest benefits to the larger community over the next few years.
VI. PRIORITIES AND ACTIONS


Issue:
At present, many properties in the vicinity of William and 24th-McLaughlin are underutilized, with a mix of vacant, older industrial and auto-oriented commercial uses. Facades are generally in poor condition, and the community has expressed concern about alleged illicit activity and inadequate maintenance at some of the sites. Through major renovation and/or redevelopment, storefronts could frame an improved William and 24th-McLaughlin to establish an attractive, vital neighborhood shopping area that meets the needs of all local residents.

Discussion:
The retail/commercial node at William and 24th-McLaughlin operates as a natural focal point connecting all of the neighborhoods south of East Santa Clara Street to one another. Residents feel strongly that this area should be clean, comfortable and accessible to pedestrians and bicyclists. Given the likelihood that many of the uses in this area will begin to change and redevelop once the Railroad officially abandons its right-of-way, this area represents a key opportunity to function as a neighborhood gathering spot to meet some of the retail/commercial needs of the diverse community that surrounds it.

Residents have expressed a desire for a mixed-use neighborhood center organized around a pedestrian-friendly William Street and an attractive new streetscape on McLaughlin. The center could integrate a new grocery store, retail shops, upper-story housing or professional offices, and plazas. Area residents are especially eager to attract urban amenities, such as bookstores, coffee shops, and a high-quality grocery store. Additional desires include improvements to the street frontage of the nearby trailer park, upgraded laundromats, and re-use of the historic home on the northeast corner of the intersection.

The first step toward accomplishing this goal should be an economic analysis and development strategy. This analysis must be conducted with widespread community and property/business owner input. The outcome of the strategy would be a set of actions which work to accomplish the ultimate goal of creating a vital, attractive and pedestrian/bicycle friendly retail and commercial node at William and 24th-McLaughlin.
William and 24th-McLaughlin.

The following are key elements to include in the Strategy:

- Design of street-facing shops and building entrances,
- street trees,
- pedestrian-scale lighting,
- improved sidewalks, and
- other means of encouraging pedestrian activity.

To accomplish this vision, the Strategy should explore incentives for property owners, including:

- no front setback requirement where storefronts face William,
- consider upper-story projections into street rights-of-way,
- consider a reduction in required on-site parking, if determined to be feasible without creating an adverse impact to surrounding neighborhoods,
- provide funding assistance, and
- hold regular workshops for retailers on key topics (e.g. how to make effective displays, ways to increase nighttime activity & security, how to reduce shoplifting, etc.).

The Strategy should also include actions for coordinated maintenance and marketing of the area, through:

- regular sidewalk cleaning, upkeep of street furniture, and tree maintenance;
- “co-branding” and coordinated advertising & events (e.g. banner signage, ethnic festivals, etc.), and
- recruitment and retention of appropriate tenants to enhance the corridor as a neighborhood shopping destination.

Finally, the Strategy should make recommendations about how to create linkages to surrounding residential and open spaces through:

- Investigating opportunities for developing new housing along the Rail-to-Trail area along the former Railroad right-of-way.
- Creating mini-plazas and a gateway, where the Rail-to-Trail Greenway crosses 24th Street, including seating, special lighting, landscaping, and trail signage.
Action Steps

a) Create an Economic Development Strategy for the William and 24th-McLaughlin node.
   • Identify funding for the Strategy development.
   • Hire a consultant to lead this effort.
   • Begin regular meetings among merchants, landowners, neighbors and City agencies on the future of this area, especially its character and potential for economic development.
   Costs: Staff costs, absorbed in City budget
   Timing: Immediate
   Responsibility: SJ Redevelopment Agency, Planning

b) Conduct economic feasibility study to confirm viability of desired uses.
   Costs: $35,000 to $40,000
   Timing: Immediate
   Responsibility: SJ Redevelopment Agency, Planning, Office of Economic Development

c) Outreach to local property and business owners to elicit input and create partnerships for working toward implementation of the strategy.
   Costs: Staff costs, absorbed in City budget
   Timing: Short-term

d) Amend the General Plan and zoning to allow for Mixed-Use development and other desired uses.
   Costs: Staff costs, absorbed in City budget
   Timing: Short-term
   Responsibility: PBCE (Planning), property owners.

e) Maintain highest level of code compliance and crime enforcement in this area, and in the abutting Railroad right-of-way.
   Costs: Staff costs, absorbed in City budget
   Timing: Immediate and on-going
   Responsibility: PBCE (Code Enforcement), Police, and community members.
VI. PRIORITIES AND ACTIONS

Priority 2. Improve the McLaughlin Streetscape and Make Pedestrian Improvements.

Issue.

McLaughlin Avenue (while designated as a Local Street in San José’s General Plan) carries significant through auto traffic. This portion of McLaughlin Avenue (from William to I-280) serves as both an important pedestrian path and an important “gateway” from the south. With McKinley School to the west of McLaughlin, and many students living to the east, pedestrian crossings in this portion are frequent, particularly by children. Furthermore, the areas to the east of McLaughlin are the most park-deficient areas of the Five Wounds/Brookwood Terrace area. Therefore, many people living in this area would appreciate better access to the park and recreation resources located to the west including Martin Park tot lot, McKinley Neighborhood Center, Olinder Center, Northside Theater, and Selma Olinder Park. The fact that many pedestrians use McLaughlin and must cross McLaughlin to reach community resources is complicated by the fact that McLaughlin's travel lanes are wide. This width allows cars to travel at speeds higher than would likely be the case with narrower lanes.

Discussion.

McLaughlin, between William Street and I-280, is a well-used, multi-modal street. Heavily used by pedestrians, within the past couple of years sidewalks have been installed along McLaughlin in response to community demand. In addition, there are currently three traffic signals (with crosswalks) on this stretch of McLaughlin between William Street and I-280 that allow for controlled pedestrian crossings. These are located at William Street, Spiro Drive and Melbourne Avenue. The signal at Spiro was installed as part of the sidewalk completion project. VTA bus route #72 has several stops along this section of McLaughlin. Bike lanes are planned to be installed on this section of McLaughlin in the future.

The community’s vision for enhancing the pedestrian nature of this street includes incorporating pedestrian safety features and using extensive landscaping to slow traffic and beautify the streetscape. Specifically this includes creating spaces for street trees between the sidewalk and the street. Also recommended are reducing pedestrian crossing distances through the use of “bulb-outs” at select intersections. Through these improvements, McLaughlin will
more closely resemble 24th Street, which is the same street but changes name north of Williams. In fact, re-naming McLaughlin as 24th Street (north of I-280) should be considered to reflect its connection with the larger community and to distinguish it from the other lengths of McLaughlin which are intended to function as a major north-south arterial.

In addition to those elements, the community would like further pedestrian improvements for children and parents crossing McLaughlin to attend McKinley School. Three intersections with McLaughlin are relevant: Spiro, Appian, and Melbourne. Of these, Melbourne was already signalized. In response to these community concerns, the City’s Department of Transportation (DOT) conducted a traffic study of these intersections. This study, which included traffic counts and field observation of pedestrians during a normal school day, recommended an additional traffic signal at Spiro. After the installation of the signal at Spiro, many children and parents continued to cross at Appian. To discourage this, the DOT recently added pedestrian barricades at Appian to direct pedestrians to Spiro or Melbourne.

Many community members still prefer to cross McLaughlin at Appian because this intersection is along the shortest path to McKinley School from many parts of the Bonita neighborhood. Given McLaughlin’s General Plan status of a Local Street, pedestrian safety and convenience should receive higher priority than moving traffic. It is the City’s standard practice to review traffic studies after two years. Therefore, this Plan recommends that, as part of this two-year review, or sooner, all three intersections be reconsidered in light of the impacts of the new signal on local traffic and pedestrian patterns, and with special attention to accommodating a more protected pedestrian crossing at Appian.

In addition to the proposed physical and operational improvements to the sidewalks, street and intersections, City staff should continue to work with the Franklin McKinley school to find means to promote safety for children crossing McLaughlin, such as the continued use of crossing guards.
Action Steps

a) Work with community to develop a comprehensive plan for new curbing, landscaping, universal access, and bus stop relocation, based on schematic designs contained in this document.
Costs: Staff costs, absorbed in City budget
Timing: Immediate
Responsibility: Department of Transportation (Planning), VTA

b) Conduct follow-up study of McLaughlin between Melbourne and Spiro to assess impacts of new signal at Spiro and address on-going need for pedestrian improvements.
Costs: Staff costs, absorbed in City budget
Timing: Short-term (0-3 years)
Responsibility: Department of Transportation

c) Identify funding sources for these improvements.
Costs: Staff costs, absorbed in City budget
Timing: Short-term
Responsibility: DOT, SJRA

d) Construct improvements.
Costs:

<table>
<thead>
<tr>
<th>Costs</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>$1,000,000</td>
<td>Construction</td>
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<tr>
<td>$50,000</td>
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<td>$175,000</td>
<td>Consultant Design and Design Management</td>
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<td>$75,000</td>
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<td>Total Budget</td>
</tr>
</tbody>
</table>

Timing: Medium-term
Responsibility: DPW, DOT

e) Investigate the feasibility of renaming McLaughlin to 24th Street, to create continuity between neighborhoods, and to “announce” 24th Street (and its connection to East Santa Clara retail) on Interstate 280.
Costs: Staff costs, absorbed in City budget
Timing: Immediate
Responsibility: PBCE (Planning)
Priority 3. Improve Traffic and Pedestrian Flow and Control at 33rd and McKee.

Issue.

For McKee Road near Highway 101 and 33rd Street, high traffic volumes, merging between lanes, uncontrolled left turns, and vehicle speeds contribute to the creation of difficult conditions at this intersection that can feel chaotic to those trying to navigate through the area whether by vehicle or on foot. These conditions are of special concern because many young children who attend Anne Darling Elementary School, located at the corner of McKee and 33rd, use this overcrossing on their way to and from school.

Discussion.

The vehicle and pedestrian operations at this intersection have been the focus of much NAC and neighborhood association work over the past year. Heavy auto traffic at this intersection as well as concerns about the safety of children walking to school have been of primary interest. In response to community concerns, the Department of Transportation has improved traffic operations at 33rd and McKee through a series of short-term actions such as signal phasing and signs which indicate circumstances under which left turns are not allowed. In addition, the Little Portugal North Neighborhood has worked with the Department of Transportation to introduce NASCOP (Neighborhood Automated Speed Compliance Program) and the installation of additional stop signs along 33rd Street as an additional strategy for slowing traffic in the neighborhoods adjoining this intersection.

The Department of Transportation has also been working with CalTrans to design and install additional safety features for children using the narrow sidewalks on the overcrossing. Additionally, the City and Anne Darling School administration have been engaged in a “School Access Study” which will result in a set of recommendations pertaining to traffic and pedestrian operations on school grounds and the streets immediately surrounding the school. Further effort is needed in order to create a long-term solution to the myriad of issues in this vicinity.

The Department of Transportation has created a set of preliminary roadway improvement plans. These improvements include installing a traffic signal that allows protected left turns on 33rd Street and separates the northbound and...
southbound movements by “splitting” the signal phases. In addition the design includes the installation of a median island on McKee Road to provide pedestrian refuge and improve traffic circulation. Construction of the median island would require property acquisition. It should be noted that community members have expressed a strong interest in maintaining McKee as a four lane road as opposed to the potential expansion to six lanes which is currently in the long range plan for this road.

Action Steps

a) Maintain the use of crossing guards during peak student use to increase safety.
   Costs: Staff costs, absorbed in City budget
   Timing: On-going
   Responsibility: Police, DOT, San José Unified School District, SJRS

b) Separate northbound and southbound movement on 33rd. Include split phas-ing signal and possible removal of west crosswalk at McKee.
   Costs: $25,000
   Timing: Short-term
   Responsibility: DOT, SJRA (will require right of way acquisition)

c) Work with community to design longer-term improvements to the intersection, including putting additional emphasis on pedestrian safety and convenience.
   Costs: Staff time, $60,000
   Timing: Short-term
   Responsibility: DOT, SJRA (will require right of way acquisition)

d) Acquire property required to make space for median island on McKee Road.
   This requires partial property acquisition on McKee Road from Anne Darling School, Food Bowl, Gas and Shop and the old Arco Station.
   Costs: Unknown at this time
   Timing: Short to Medium-term
   Responsibility: DPW, DOT, SJRA (will require right of way acquisition)
VI. PRIORITIES AND ACTIONS

e) Install concrete median island, new traffic signal, and split phasing signal on McKee Road.

Costs: $525,000 - $2,000,000 depending on final design
Timing: Medium-term
Responsibility: DOT

f) Acquire property on 33rd Street from Gas and Shop and old Arco Station to accommodate new traffic signal and left turn lanes on 33rd Street.

Costs: To be determined
Timing: Short to Medium-term
Responsibility: DPW, DOT

g) Install new traffic signal and left turn lanes on 33rd for northbound and southbound movements. This requires property acquisition on 33rd Street from Gas and Shop and the old Arco Station.

Costs: To be determined
Timing: Medium-term
Responsibility: DOT, DPW
VI. PRIORITIES AND ACTIONS

Priority 4. Improve and/or Redevelop Existing Retail Sites at McKee and 33rd.

Issue:
The McKee Shopping Center (Food Bowl is a main tenant) is an aging shopping center, plagued by complaints from nearby residents. Areas of concern are the poor physical condition of the center, alleged illicit activity, poor walking environments, and retail that does not appeal to or serve the surrounding neighborhoods. Community members envision this shopping center becoming an asset to the community in the future.

Discussion:
The McKee Shopping Center is a sizable parcel under one ownership. Potentially, this could make the creation of a strategy and implementation of improvements far less complicated than if the site had multiple owners. Through major renovation and/or redevelopment, it is possible that improvements could incorporate more attractive and street-facing architecture with more “curb appeal” than the buildings currently on the site. In addition, new uses geared toward meeting the needs of local residents is desired. A strategy for improving the center should seek to incorporate the following elements;

• attractive building fronts,
• upper-story housing or office,
• landscaping along streets and in parking lots,
• new retail facing 33rd Street,
• minimize setback where storefronts meet streets, and
• mitigation of nuisances associated with loading and refuse disposal.

Preliminary ideas from community members include:

• Introduce a new market (Safeway, Albertson's type, maybe a PW Market or something smaller).
• Beautify the site and incorporate landscaping (street/curb appeal from McKee and 33rd).
• Design better buffers (landscaping etc.) between businesses and the neighborhood behind.
• Convert Anne Darling Drive into a “real” street (between Walgreen's and Food Bowl site).
• Improve on-site parking and traffic circulation.
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- Restrict hours of operation (no businesses should be open after 10pm).
- Forbid drive-thru restaurants where possible.
- Encourage businesses to be clean and act as good neighbors to adjacent residential and school uses.
- Promote pedestrian and bicycle friendly retail areas.
- Improve lighting.
- Develop a neighborhood service center and daycare facility.

**Action Steps:**

a) Maintain highest level of code compliance and crime enforcement to abate nuisance activities and conditions at the McKee Shopping Center.
   Costs: Staff costs, absorbed in City budget
   Timing: Immediate and on-going.
   Responsible Parties: PBCE (Code Enforcement), Police, City Attorney's office, community members (report problems)

b) Conduct a series of meetings among merchants, landowners, neighbors and City agencies to build the foundation for a comprehensive improvement strategy especially for the McKee Shopping Center.
   Costs: Staff costs, absorbed in City budget
   Timing: Immediate-term.
   Responsible Parties: SJRA, PRNS (Neighborhood Services), PBCE (Planning), community members, property owners

c) Create a comprehensive strategy for the McKee Shopping Center site, which may include redevelopment and/or intensification of all or portions of the site.
   Costs: First year - $25,000
   Timing: Short-term
   Responsible Parties: SJRA, PBCE (Planning), community members, property owners

d) Implement Strategy recommendations.
   Costs: To be determined
   Timing: Medium-term.
   Responsible Parties: SJRA, PBCE (Planning), community members, property owners
Priority 5. Complete Selma Olinder Park

Issue.
The Parks division and local community members went through an intensive effort to create a master plan for Selma Olinder Park. Adopted by the City Council in May of 2001, funding is not yet available for the full implementation of the approved master plan.

Discussion.
Selma Olinder Park is an 18+ acre piece of land between Olinder Elementary School and Coyote Creek, south of William Street. The local community has been very eager to see this now underutilized piece of land developed as a full-scale neighborhood park. Among the features designed into the masterplan are ball fields, tennis courts, and trails (see attached masterplan diagram and outlined phases listed below). Developing this park would allow uses such as little league to be introduced into this site.

Selma Olinder Park List of Features (not intended to represent a firm order for installation):

- Trail and Creek Edge (footpaths)
- Softball field and Trail Finalization
  (renovated field, path lighting, benches, trash receptacles)
- Tennis and Picnic Area
  (courts/fencing, restroom/storage building, benches, shelter, tables)
- Open Lawn Area
  (turf, street trees along Woodborough Place)
- School Ball Field/Play Area
  (renovated field, relocated and updated play area with fencing)

Action Steps

a) Identify funding for constructing Park, including all Master Plan features

Costs: Staff costs absorbed in City budget, and volunteer time
Timing: Immediate
Responsible Parties: PRNS (Parks and Neighborhood Services) and community
b) Construct Trail and Creek Edge.
   Costs: $689,500
   Timing: Immediate to Short-term
   Responsible Parties: PRNS, DPW

c) Construct Softball field and trail finalization.
   Costs: $968,400
   Timing: Immediate to Short-term
   Responsible Parties: PRNS, DPW

d) Construct Tennis and Picnic Area.
   Costs: $528,700
   Timing: Immediate to Short-term
   Responsible Parties: PRNS, DPW

e) Install Open Lawn Area.
   Costs: $402,100
   Timing: Immediate to Short-term
   Responsible Parties: PRNS, DPW

f) Install School Ball Field/Play Area.
   Costs: $849,300
   Timing: Immediate to Short-term
   Responsible Parties: PRNS, DPW
VI. PRIORITIES AND ACTIONS


Issue.
William Street is the physical border between many residential neighborhoods to the north and community resources to the south, including Olinder Elementary School, the Olinder Center, Northside Theater, and Selma Olinder Park. Many children and other residents walk along and cross William to access these community resources, including some local residents who rely on the use of wheelchairs for mobility. In addition, the future Rail-to-Trail is envisioned to cross William and it is hoped that residents will be drawn along William Street to the future redesigned commercial node at William and 24th-McLaughlin (see top priority #1).

Discussion.
Physical improvements can potentially make William Street more convenient and attractive for pedestrians and bicyclists, while still allowing traffic to flow through this area. As a minimal step, curb-cuts should be created at every intersection to allow access for people using wheelchairs. Next to Olinder Elementary School and residential blocks, bulb-outs should reduce pedestrian crossing distances at intersections and reduce vehicle speeds. Next to commercial and future mixed uses near 24th-McLaughlin, William Street should help encourage a “main street” shopping experience. Street trees, on-street parking, and enhanced sidewalks should support new, street-facing storefronts. Where the future Rail-to-Trail crosses William, a larger bulb-out can be combined with special lighting and landscaping to create a “gateway” and plaza between the residential neighborhoods and neighborhood shopping area. (see illustrations on pages IV-5 to 9))

New plantings and street trees should be incorporated into the bulb-outs to both improve the neighborhood appearance and to enhance the perception of a narrowed space, which encourages slower driving.

“Main-Street” elements should include street trees, pedestrian-scale lighting, improved sidewalks, seating, special paving and street facing retail.
New “main-street” elements can be incorporated in and/or coordinated with new development adjacent to railroad right-of-way and remodel or redevelopment projects in the William/24th commercial node.
Create a “gateway” indicating a transition from the residential area to the shopping area through landscaping, lighting, and signage. Public places should include seating, landscaping, and amenities to be determined through public engagement.

Action Steps

a) Install curb-cuts at each intersection along William Street.
   Costs: $6,000 per intersection
   Timing: Short-term
   Responsible Parties: DPW

b) Install sidewalk bulb-outs at Brookwood Drive, 19th Street and 21st Street.
   Costs: $25,000 Project Development
          $100,000 Design
          $20,000 Bid and Award
          $780,000 Project Construction
          $925,000 Total Budget
   Timing: Medium-term
   Responsible Parties: DOT, DPW

   Costs: To be determined
   Timing: Short-term
   Responsible Parties: SJRA, Planning, Private Developers,

d) Install “main-street” elements.
   Costs: To be determined
   Timing: Short to Medium-term
   Responsible Parties: SJRA, DOT, DPW

e) Install bulb-outs to reduce pedestrian crossing distances for the Rail-to-Trail.
   Costs: To be determined
   Timing: Short to Medium-term
   Responsible Parties: SJRA, PRNS, Planning

f) Install pocket parks, plazas and other “gateway” features where the Rail-to-Trail meets 24th Street.
   Costs: To be determined
   Timing: Medium to Long-Term
   Responsible Parties: SJRA, Planning, PRNS.
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Priority 7. Compete the Coyote Creek Trail between Kelley Park and Highway 101.

Issue.
There is significant community interest in extending the Coyote Creek Trail from Kelley Park to Watson Park through Selma Olinder and Roosevelt Parks as well as San José Academy. As such, the Parks division has demarcated this as a trail for future development. However, the feasibility of a creekside trail through some of the residential portions of the creek system and the securing of funding to create the trail are two challenges that need to be addressed in order for this trail to become a reality.

Discussion.
Many residents of the Five Wounds/Brookwood Terrace area view Coyote Creek as a potential asset and valued natural feature in their area. However, in its current condition, the creek is subject to dumping and at least in perception, cut-off from public access and enjoyment. The creation of a creekside trail, where possible, would create a link between the creek and the community. This could help to build stewardship for the long-term maintenance of the creek. In addition, the completion of the trail would create a valuable recreational asset drawing walkers, bicyclists and others to explore the waterway from south of Kelley Park to Highway 101 – thereby connecting several major parks and recreational facilities, as well as several communities.

Several Strong Neighborhoods Initiative areas have identified the completion of the Coyote Creek Trail as a high priority item in their Neighborhood Improvement Plans. PRNS has been working on other segments of the trail but has faced a particular challenge in the portion of the creek extending from William Street to East Santa Clara Street as numerous residential lots back right up to the creek along this stretch.

In order to examine alternative routes and to help reach a community consensus on how to proceed, Cindy Chavez in partnership with Walk San José and Rail-to-Trail applied for and received $144,000 in funds to examine the routing issue. The City will use those funds to begin a community based planning process in the fall of 2002. Possible alignments in the area of concern include the following routes:
• residential streets such as 19th, 20th or 21st.
• soon-to-be abandoned Railroad right-of-way.
• residential streets to the west of the creek.

Once the issue of what alignment to follow is resolved, the next steps will include designing a masterplan, obtaining funds to install improvements, and completing construction on the trail.

Action Steps:

a) Study possible alignments, especially to address constrained areas between William and East Santa Clara Streets.
   Costs: $54,000 (funding already obtained)
   Timing: Immediate
   Responsible Parties: PRNS (Parks division), SCVWD

b) solicit community input on a final decision for the preferred alignment.
   Costs: Staff costs, absorbed in City budget
   Timing: Short-term
   Responsible Parties: PRNS (Parks and Neighborhood Services divisions)

c) Complete a masterplan for completion of the Coyote Creek Trail from Kelley Park to Highway 101.
   Costs: $200,000 - $250,000
   Timing: Short-term
   Responsible Parties: PRNS (Parks division), SCVWD

d) Obtain funding for completion of the trail.
   Costs: Staff costs, absorbed in City budget
   Timing: Short/Medium-term
   Responsible Parties: PRNS (Parks division) with assistance from community and other stakeholders

e) Construct improvements.
   Costs: $1,600,000 - $2,000,000, plus potential land acquisition costs depending on alignment.
   Timing: Medium-term
   Responsible Parties: DPW
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Priority 8. Expand Housing Rehabilitation Programs and Outreach.

Issue.
Community members have identified the need for improving the existing housing stock as an important element of beautifying the residential areas. This applies to single family homes as well as multi-family apartment buildings. Acknowledging that financial assistance and incentives may be necessary to encourage rehabilitation/improvement efforts, there is a desire to expand existing programs to help meet this need.

Discussion.
Current programs target structural repairs and exterior enhancements of residential buildings, for health, safety, affordability, and appearance. City programs for the rehabilitation of blighted properties should be vigorously promoted. In addition, many street-facing facades are relatively blank, with few windows and entries. Methods should also be developed to encourage additional windows and entries, and to encourage the improvement and use of street-facing yards to bring life to the street.

In general, the existing City program covers health and safety repairs which include:

- plumbing and electrical repairs;
- kitchen and bathroom fixture replacement;
- water heater and furnace replacement; and
- roof replacement.

Under the new program, grants would be available to help fund exterior building and site improvements to the exterior of buildings (thereby enhancing the appearance of the overall neighborhood). Some examples include:

- exterior painting;
- roof replacement;
- hardscape repairs, including walkways and driveways;
- landscaping and irrigation installation;
- fencing repairs and replacement; and
- front door replacement.
Action Steps

a) Streamline the process of acquiring home improvement grants and loans.
   Costs: None
   Timing: September 2002
   Responsible Parties: Housing Department

b) Widely advertise grants for exterior repainting of existing housing for both owner occupied and rental properties.
   Costs: $1,687,500 for grants available (all SNI neighborhoods)
   Timing: Available immediately
   Responsible Parties: Housing Department

c) Establish grants for up to $25,000 for comprehensive exterior improvements for both owner occupied and rental properties.
   Costs: $3,500,000 for grants available (all SNI neighborhoods)
   Timing: September 2002
   Responsible Parties: Housing Department

d) Expand marketing of loans and grants for owner occupied properties and loans for rental properties for interior health and safety repairs.
   Costs: $4,650,000 available for loans and grants (all SNI neighborhoods)
   Timing: Available immediately
   Responsible Parties: Housing Department

e) To achieve more “eyes on the street” and a safer pedestrian environment, explore the creation of loan or grant programs specifically for adding street-facing windows and entries.
   Costs: Staff costs, absorbed in City budget
   Timing: Medium-term
   Responsible Parties: Housing Department

f) Encourage common property management for clusters of four-plexes in the Jeanne/Forestdale area and along Appian Lane.
   Costs: Staff costs, absorbed in City budget
   Timing: short to on-going
   Responsible Parties: PBCE (Project Blossom), SJRA, Property Owners, Housing Department, PRNS, City Attorney
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Issue.

The current development pattern along East Santa Clara and Alum Rock has limited parking capacity for existing businesses. Given community desires for a renewed business district and shared community/City goals of intensifying uses along this future Light Rail transit corridor, a comprehensive parking strategy is needed so that existing merchants will be supported and the development of new uses will be facilitated.

Discussion.

The East Santa Clara - Alum Rock corridor represents the commercial “backbone” of the surrounding community, in terms of retail activity, community life and unique urban amenities. A pedestrian-friendly continuum of shops and other active uses is desired by the community, as is the continued economic health of area merchants. To support a “main street” with vitality, sufficient parking must be provided in convenient locations. Comprehensive solutions to parking demands is further necessitated by small parcel sizes and the potential displacement of on-street parking due to planned Light Rail improvements. In the future, programs may need to be implemented to favor short-term patrons of area merchants, over long-term transit-user parking.

Establish construction protocols that “fast-track” construction of Light Rail and minimize its impact on small businesses (e.g. through careful phasing of construction or through direct assistance). Prior to construction, parking lots should be installed to replace lots on street spaces.

One type of solution, other than the construction of public parking garages, may be to encourage the establishment of shared parking lots and circulation easements across adjacent properties, particularly behind buildings that front the main commercial corridor. Lighting, building windows, and other design elements should be used to maintain security along these service lanes. Opportunities to obtain cross easements, such as with development permits or rehabilitation loans and grants, should not be missed.
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Action Steps

a) Create a comprehensive parking strategy to assure sufficient parking to adequately support commercial and residential uses along the East Santa Clara - Alum Rock corridor.
   
   Costs: $40,000
   
   Timing: Immediate to Long-term
   
   Responsible Parties: SJRA, Planning

b) Identify funding for development of the Strategy.

   Costs: Staff costs, absorbed in City budget
   
   Timing: Immediate to Long-term
   
   Responsible Parties: SJRA

c) Work with VTA's Downtown/East Valley Light Rail project to:

   • keep loss of on-street parking to an absolute minimum;
   • encourage a greater than 1:1 replacement for lost on-street parking; and
   • give preference to locations that might be developed in the future with structured parking (i.e. with a dimension of at least 120' by 120').

   Costs: Staff costs, absorbed in City budget
   
   Timing: Immediate to Long-term
   
   Responsible Parties: SJRA, Planning, DOT (Planning), VTA

d) Establish Light Rail construction protocols that minimize impacts on small businesses, including the installation of new parking lots prior to construction.

   Costs: Staff costs and VTA consultant costs
   
   Timing: Immediate to Long-term
   
   Responsible Parties: VTA, DOT (Planning), DPW

e) Develop mechanisms for delivery of public parking in multi-level garages.

   Costs: Staff costs, absorbed in City budget
   
   Timing: Immediate to Long-term
   
   Responsible Parties: SJRA, Planning

f) Establish parking lot and circulation easements across adjacent properties.

   Costs: Staff costs, absorbed in City budget
   
   Timing: Immediate to Long-term
   
   Responsible Parties: Property Owners, Planning
Priority 10. Increase Opportunities for Youth and Teen Activities.

Issue.

There is a sentiment among community members that more activities are needed for area youth and teens.

Discussion:

In order to evaluate the actual need for additional programs, a programs and services inventory was compiled. Information gathered through students, school administrators, community-based organizations and City of San José staff concluded that currently there are a great deal of youth programs offered through a variety of community resources. These include programs offered by community-based organizations, local schools, and City-sponsored recreation programs.

Based on the findings of the inventory (see Appendix VII for report), this Top Ten item identifies a series of action steps to address:

- marketing/outreach of existing programs;
- expansion of service availability; and
- overall improvement to the youth programs.

This item emphasizes building upon existing resources to achieve the overall objective. For example, schools and community-based organizations are important partners who have already begun to respond to this community priority by pursuing additional funding for their programs with support from City staff and residents. Other ideas are described below.

Marketing/Outreach

- There are various marketing efforts in place such as the City of San José District 3 Recreation Guide (published quarterly), neighborhood association newsletters and other community bulletins that can be built upon.

Expansion of Service Availability

- Some programs are fee-based and subsidies are needed to allow all children to participate. Staff and community members should work together with local schools to attract additional funding that will allow access to programs and activities. (Possible partnerships include CityYear, The
VI. PRIORITIES AND ACTIONS

CORAL Foundation, Children and Families First Commission, and Families and Schools Together (FAST) programs.

• Volunteers were identified as key assets who can help expand programs and hours of operation. In addition to encouraging residents and individuals to participate in a volunteer program, programs should coordinate with volunteer clearing houses such as Volunteer Exchange, the California Retired Teachers Association, CompuMentor, and other non-profit agencies.

• Roosevelt Community Center is a key asset for this community. Therefore, its expansion should be pursued and supported.

Overall Improvement to Youth Programs

One Key is to create measures of success to evaluate programs. Some suggestions by the subcommittee of indicators to measure include:

• Children, youth and families feel connected to their schools and communities and live, play and work in safe neighborhoods and schools.

• Expansion of youth activities should be aimed at building a stronger connection between families and quality of life issues.

• Families are strong and encourage the healthy development of children.

• Youth are prepared for success in school and choose healthy behaviors.

• Teenagers have a sense of purpose and graduate from high school with a plan for higher education or career preparation.

Action Steps

Marketing/Outreach

1. Improve awareness of programs by aggressively marketing the District 3 Recreation Guide and using neighborhood association and school newsletters to alert residents to upcoming activities.

Costs: Staff time plus additional costs of approximately $15,000

Timing: On-going

Responsible Parties: PRNS
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Expansion of Service Availability/Addition of Programs

2. Coordinate expansion of Roosevelt Park Community Center (through Measure P funds) with San José High Academy plans to expand and improve athletic fields to ensure that the designs complement one another and allow for maximum benefit and use by the community.

Costs: Staff costs, absorbed in City budget

Timing: Short to Medium-term

Responsible Parties: PRNS

3. Expand weekend sport activities at local schools, parks and community centers that accommodate multiple age and skill levels.

Costs: Staff costs, absorbed in City budget

Timing: Short to Medium

Responsible Parties: PRNS, Community members

4. City staff should partner with neighborhood associations to apply for grants that will introduce inner-city games and leagues into the community.

Costs: Staff costs, absorbed in City budget

Timing: Short to Medium-term

Responsible Parties: PRNS, Community members

5. Offer concurrent programs for parents and families.

Costs: Staff costs, absorbed in City budget

Timing: On-going

Responsible Parties: PRNS, School Districts, Community-based organizations

6. Create grants and scholarship funding to allow all kids access to fee-based youth activities.

Costs: Staff costs, absorbed in City budget

Timing: Short-term

7. Recruit and embrace volunteers to expand and enrich programs.
   
   Costs: Staff costs, absorbed in City budget
   
   Timing: On-going
   
   Responsible Parties: **PRNS, School Districts, Community-based organizations**

   **Improvements to Existing Programs**

   Create a mechanism for measuring the success and accessibility of the youth programs and activities.
   
   Costs: Staff costs, absorbed in City budget
   
   Timing: Short-term
   
   Responsible Parties: **PRNS, School Districts, Community-based organizations**
3. ON-DECK

The following actions were among the “finalists” for the community, but do not call for immediate action. They should be considered and implemented as opportunities arise.

Items 12-14 represent issues that the City and community alone will be unable to accomplish in the near term because they hinge on long-range transit capital improvement projects (namely Light Rail/Street Car and BART).

**Priority 11. Develop a Program, and a pilot project for the Five Wounds/Brookwood Terrace Area for Putting Utilities Underground.**

**Issue.**

Overhead utilities create visual clutter in most parts of the planning area, and should be undergrounded as opportunities arise.

**Discussion.**

A focused “demonstration” project should be initiated, possibly in association with other top priorities.

**Action Steps**

a) Initiate a process that will identify and define a demonstration project area taking into consideration the following conditions: A minimum project area should be approximately 300 linear feet, at a cost of approximately $1000 per linear foot.

b) Develop a demo project in a selected portion of the neighborhood to encourage short term results of the undergrounding of utilities.
Priority 12. Create a Town Square near Five Wounds Church.

Issue.

Anticipating the redevelopment of lands along 28th Street between East Santa Clara and Julian, the community was asked to create a vision for the future development of this area. One of the key community concerns was that new development in this area should complement the adjacent historic landmark, Five Wounds Church. Additionally, this was seen as a key opportunity to support the community’s vision for “small town” San José by creating an attractive, functional community gathering space.

Discussion.

The community has expressed a strong desire to have a great public space near the heart of Five Wounds /Brookwood Terrace. BART improvements and redevelopment of the San José Steel site may provide an important vehicle for realizing this dream. The Town Square would contain inviting places to meet and greet neighbors, as well as having the capacity to accommodate small performances and festivals. The Town Square would be punctuated with fountains, lawns, seating, and gardens. Mixed-Use development, with active storefronts should surround this important open space. Conversely, features of the Town Square should be compatible with surrounding uses, especially Five Wounds Church.

The Community should be involved in the programming and design of the park, and the park should integrate the concerns and future needs of abutting property owners and key agencies. The Neighborhood Improvement Plan calls for the design of the Town Square to offer the following:

- a place to gather and participate in festivals and cultural events;
- opportunities to sit and meet neighbors;
- bandstand;
- a “tot-lot” to provide for the proposed increased residential population,
VI. PRIORITIES AND ACTIONS

• new transit facilities to coordinate bus transfers with the new BART station, and
• provisions for on-going maintenance and stewardship.

In terms of making the Town Square a reality, the community and City staff should seek to leverage future actions through a comprehensive strategic Station-Area Plan that details community objectives, integrates multiple concerns within a “master plan,” clarifies priorities, and provides for:

• identifying marketable development elements that are consistent with the community’s vision for the area (e.g. 3-stories adjacent to residential areas, 8-stories office or residential near the freeway, and retail, entertainment, hotel, and cultural uses facing the Town Square);
• the financing of public facilities - especially the provision of the Town Square; and
• the eventual maintenance of future open space included in the plan.

As part of this process, staff needs to initiate regular meetings with key property owners (Honore family, Catholic Archdiocese of San José, Five Wounds Church, Portuguese Band of San José Hall, Della Maggiore Tile Incorporated), agencies (VTA, DOT, RDA, SJRA, Planning) and community members, on the future of the San José Steel area and the community’s strong desire to create a Town Square that offers places for passive recreation and gathering, and is surrounded by active uses such as retail shops, restaurants, entertainment, and social clubs.

Action Steps

a) Initiate a General Plan Amendment reflective of the community’s vision for this area.

b) Develop a Master Plan for the “station area”, including the Town Square.

c) Develop a design for the Town Square (approx. 1 acre) and associated civic uses.

d) Initiate regular meetings with the owners of property within the “San José Steel” area to discuss and resolve issues related to the future of this area.

e) Encourage the Catholic Archdiocese of San José to locate public “mission” uses (e.g. day care, health clinics, etc.) in new buildings on the Five Wounds site facing the Town Square.
Priority 13. Redevelop the "San José Steel" Area as a New Transit-Oriented, Mixed-Use Urban Center.

Issue.
Anticipating the redevelopment of lands along 28th Street between East Santa Clara and Julian, the community was asked to create a vision for the future development of this area. One of the key community concerns was that new development in this area should complement the adjacent historic landmark, Five Wounds Church. In addition, the community/City share goals for this key transit-oriented development site to attract new uses which will complement the Town Square and the potential future BART station.

Discussion.
Industrial lands that once benefited from access to the Union Pacific Railroad will give way to a mix of vibrant uses consistent with the community’s aspirations for pedestrian-oriented vitality and transit-supportive development. Active ground-floor storefronts should surround the Town Square and draw pedestrians north from East Santa Clara Street. Upper-story uses should broaden housing opportunities near regional transit. Upper-story office space should take advantage of regional access and visibility, and help strengthen the area’s tax base. Development should be of an appropriate height and character, especially as it approaches Five Wounds Church, Five Wounds Elementary School, the Irmandade de Espirito Santo (IES) Portuguese Hall, and the Roosevelt Neighborhood.

When considering uses at this location, parking standards should be reviewed to incorporate the real benefits of:

• transit use;
• the availability of destinations on-foot;
• the household size typical in this highly urban environment; and
• opportunities for shared parking among different uses.

On the same note, extensive community input should accompany any inclusion of day-long parking for “park-n-ride” commuters within this site.
VI. PRIORITIES AND ACTIONS

In terms of implementation of these ideas, staff and community members should seek to leverage future actions through a comprehensive strategic station-area plan that details community objectives, integrates multiple concerns within a “master plan,” and clarifies priorities. The plan shall:

- identify marketable development elements that are consistent with the community’s vision for the area. (This vision includes: 5-stories adjacent to Five Wounds Church and Elementary School, 8-stories office or residential near the freeway, retail, entertainment, hotel, housing and cultural uses facing the Town Square);
- efficiently redevelop the Railroad right-of-way as well as abutting properties, such that 3-5 story building types result and can face toward both 27th and 28th Streets;
- establish the financing of public facilities – especially the provision of the Town Square; and
- develop standards and zoning consistent with project objectives.

Development of this station area plan should include regular meeting with key property owners (Honore family, Catholic Archdiocese of San José, Five Wounds Church, Five Wounds Elementary School, the Irmandade de Espirito (IES) Portuguese Hall, Della Maggiore Tile Incorporated and Portuguese Band of San José Hall), agencies (VTA, DOT, RDA, SJRA, Planning) and community members, on the future of the San José Steel area and the community’s strong desire to create a Town Square that offers places for passive recreation and gathering, and is surrounded by active uses such as retail shops, restaurants, entertainment, and social clubs.

Action Steps

a) Develop a Master Plan for the “station area”, including the Town Square.

b) Maintain and expand VTA’s community engagement efforts regarding BART and Light Rail on issues of importance, including traffic, station design, parking, and construction impacts.

c) Initiate regular meeting with the owners of property within the “San José Steel” area to discuss and resolve issues related to the future of this area.
d) To support local merchants, develop mechanisms for the delivery of public parking in multi-level garages.

e) Revisit parking standards for Mixed-Use transit corridors.

f) Encourage the Catholic Archdiocese of San José to locate public “mission” uses (e.g. day care, health clinics, etc.) in new buildings on the Five Wounds site facing the Town Square.
VI. PRIORITIES AND ACTIONS

Priority 14. Protect and Continue the Existing Small Town Character of the East Santa Clara Alum Rock Corridor.

Issue.

The Valley Transportation Authority, through an extensive community outreach process, has identified the East Santa Clara-Alum Rock corridor as a location of a future light rail/street car extension connecting downtown to areas to the east. Recognizing that construction of this key transit line will potentially have negative impacts on the existing businesses along this corridor, many of which are valued by local residents, this item reflects the desire for proactive measures to help ensure this commercial area is vital, and an asset to the community.

Discussion.

Challenges for East Santa Clara – Alum Rock are diverse. Economic concerns include support for existing merchants, the recruitment of complementary new tenants, and coordinated advertising, maintenance and festivals. Inviting pedestrian-environments are also critical for this area to compete economically, and for it to become the heart of this “small town” in San José. Ideally, parking should be considered in concert with these other factors. Attractive facades and landscaping is another overarching concern.

While East Santa Clara and Alum Rock currently support commercial, social and civic institutions that serve the local population and larger city, they are decidedly “small town” in character. This condition will be protected and enhanced by developing a Mixed-Use, pedestrian-friendly street through:

• street-facing shops and building entrances;
• beautiful streetscape with awnings, seating, lighting, and a dense canopy of trees;
• day and night social and entertainment activities;
• upper story housing and offices that frame the street and make the corridor active and safe around-the-clock;
• “gateway” features at Roosevelt Park and Five Wounds Church to indicate points of entry; and
• adequate street and lot parking to support local merchants.
All of these components are related to each other. Consequently the most effective and efficient strategy is likely to be a comprehensive planning effort, some specific actions for which are outlined below.

Included in efforts to improve the area should be a focus on how to improve existing businesses (in addition to new development). Therefore, one step should be to assess existing retail activity (e.g. business types, hours, incomes, etc..), and initiate coordinated maintenance and marketing for the area, through:

- regular sidewalk cleaning, upkeep of street furniture, and tree maintenance;
- “co-branding” and coordinated advertising & events (e.g. banner signage, ethnic festivals, etc.); and
- recruiting appropriate new tenants to enhance the corridor as a major shopping destination.

**Action Steps:**

a) Work with existing business association to develop a long term economic development strategy for the East Santa Clara – Alum Rock corridor.

b) The existing “small town” character of the East Santa Clara-Alum Rock Corridor should be enhanced by streetscape improvements and reflected in any new development that occurs or new businesses brought into the area.

c) Continue regular meetings among merchants, landowners, neighbors and City agencies on the future of this area, especially its character and potential for economic development.

d) Continue to coordinate and work with VTA to assist with efforts to fast track construction and to build replacement parking prior to onset of construction.

e) Develop construction and business retention strategies for when light rail construction directly impacts local businesses (OED and SJRA).

f) Assess existing retail activity and initiate coordinated maintenance and marketing for the area.
VI. PRIORITIES AND ACTIONS

g) Initiate streetscape enhancements for East Santa Clara - Alum Rock Streets, including improved pedestrian access and movement throughout the area.

h) Provide regular workshops for retailers on key topics (e.g. how to make effective displays, ways to increase nighttime activity & security, how to reduce shoplifting, etc.).

i) Develop patternbook of appropriate building types (with economic proformas) that builders can rely on during incremental redevelopment of the area.

j) Provide for a high level of safety and security in the area, through increased patrols and continuing assessment and correction of unsafe conditions.
## I. WALKABLE SMALL TOWN CHARACTER & CULTURE

<table>
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<tr>
<th>No.</th>
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<tbody>
<tr>
<td>1</td>
<td><strong>Develop an Economic Strategy for Improving the William and 24th-McLaughlin Commercial Node.</strong>&lt;br&gt; Create pedestrian-oriented &quot;main-street&quot; with Mixed-Use development. Eliminate perceived blight associated with existing uses. Convert industrial lands to Rail-to-Trail with associated infill housing.</td>
<td></td>
<td>Short-Long</td>
<td>PBCE (planning)</td>
<td>RDA PRNS OED RDA</td>
<td>Private $</td>
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<td></td>
<td></td>
<td>[TOP 10]</td>
<td></td>
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<td>EAND</td>
<td>RDA</td>
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<tr>
<td>2</td>
<td><strong>Improve the McLaughlin Streetscape and make Pedestrian Enhancements.</strong>&lt;br&gt; Install bulb-outs, crosswalks, street trees, landscaping and other improvements to enhance neighborhood character and pedestrian safety.</td>
<td></td>
<td>Immediate-Short</td>
<td>DOT DPW Council Office</td>
<td></td>
<td>RDA Traffic Capital Budget MTC</td>
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<td>[TOP 10]</td>
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<td>EAND</td>
<td>RDA</td>
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<tr>
<td>3</td>
<td><strong>Improve Traffic and Pedestrian Flow and Control at 33rd and McKee.</strong>&lt;br&gt; Install pedestrian safety improvements on overpasses and on-ramps, including: pedestrian-activated “red lights” at freeway on- and off-ramps, handrails or other barriers between sidewalks and travel lanes, and bulb-outs, median islands, and turning restrictions.</td>
<td></td>
<td>Immediate-Short</td>
<td>DOT DPW Council Office</td>
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<td>RDA Traffic Capital Budget Private $ MTC</td>
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<td>EAND</td>
<td>RDA</td>
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<tr>
<td>4</td>
<td><strong>Improve and/or Redevelop Existing Retail Sites at McKee and 33rd.</strong>&lt;br&gt; Transform into “Boulevard” with mixed-use, three-story construction, including redevelopment of Food Bowl site and pedestrian-friendly retail.</td>
<td></td>
<td>Short-Long</td>
<td>PBCE (planning)</td>
<td>RDA Property Owners OED</td>
<td>Private $</td>
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<td>EAND</td>
<td>RDA</td>
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<tr>
<td>5</td>
<td><strong>Improve William Street Pedestrian Environment and Streetscape.</strong>&lt;br&gt; Install bulb-outs and crosswalks to improve pedestrian safety, particularly at Olinder Elementary School.</td>
<td></td>
<td>Immediate-Short</td>
<td>DOT DPW</td>
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<td>RDA Traffic Capital Budget Private $ MTC</td>
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<td>[TOP 10]</td>
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<td>EAND</td>
<td>RDA</td>
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<tr>
<td>6</td>
<td><strong>Expand Housing Rehabilitation Programs and Outreach.</strong>&lt;br&gt; Target FWBT as a priority for outreach and funding of housing improvements, including grants and loans for exterior and safety improvements. Create incentives for property owners to add street-facing windows, entries and covered areas, and to repair or replace inferior conditions.</td>
<td></td>
<td>Immediate</td>
<td>Housing</td>
<td>EAND</td>
<td>City budget Private $</td>
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<tr>
<td></td>
<td></td>
<td>[TOP 10]</td>
<td></td>
<td>RDA N’hood Assoc. PSCE</td>
<td>PSS</td>
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## VI. PRIORITIES AND ACTIONS

### I. WALKABLE SMALL TOWN CHARACTER & CULTURE

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<tbody>
<tr>
<td>7</td>
<td>Create a Town Square near Five Wounds Church.</td>
<td>Short-Long</td>
<td>PRNS</td>
<td>EAND</td>
<td>PDO</td>
<td></td>
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<tr>
<td>8</td>
<td>Redevelop the “San Jose Steel” Area as a New Transit-Oriented, Mixed-Use Urban Center.</td>
<td>Short-Long</td>
<td>PRNS</td>
<td>EAND</td>
<td>RDA</td>
<td></td>
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<tr>
<td>9</td>
<td>Protect and Continue the Existing Small Town Character of the East Santa Clara-Alum Rock Corridor.</td>
<td>Short-Long</td>
<td>PRNS</td>
<td>EAND</td>
<td>RDA</td>
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<tr>
<td>10</td>
<td>Redevelop Empire Lumber site in a mixed use/transit oriented configuration.</td>
<td>High Priority</td>
<td>Short-Long</td>
<td>Property Owners</td>
<td>EAND</td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>Organize large scale community clean-ups.</td>
<td>High Priority</td>
<td>Immediate</td>
<td>N’hood Assoc...</td>
<td>City Budget CAP Grants</td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>Initiate area wide street tree planting programs.</td>
<td>High Priority</td>
<td>Short</td>
<td>N’hood Assoc...</td>
<td>Our City Forest CAP grant</td>
<td></td>
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</tbody>
</table>

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(p. VI-33)

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(p. VI-36)

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<tbody>
<tr>
<td>13</td>
<td>Provide a better pedestrian access for people with disabilities. (Including curb-cuts). Create a strategy for assessing and installing necessary improvements, including: retrofitting needed curb-cuts, accessible sidewalks with curb cuts, adequate disabled parking, public TTY phones, and audible pedestrian signals.</td>
<td>High Priority</td>
<td>Medium</td>
<td>DPW DOT</td>
<td>EAND</td>
<td>City Budget</td>
</tr>
<tr>
<td>14</td>
<td>Create a strategy to encourage outdoor seating at restaurants and cafes. Create a strategy to encourage outdoor seating spaces in front of restaurants and cafes along commercial streets.</td>
<td>Med-High Priority</td>
<td>Immediate</td>
<td>Property Owners Business Assoc.</td>
<td>EAND</td>
<td>City Budget</td>
</tr>
<tr>
<td>15</td>
<td>Establish a Farmer’s Market in the FWBT area. Explore the feasibility of a Farmer’s Market somewhere in the FW/BT area and in ways that support local merchants.</td>
<td>Med-High Priority</td>
<td>Short</td>
<td>N’hood Assoc. PRNS Comm’ty Members OED?</td>
<td>RACS EAND</td>
<td>Private $</td>
</tr>
<tr>
<td>16</td>
<td>Provide new street connections in the McKinley School and East-West Court areas. Install new street connections in the vicinity of McKinley School, and East-West Courts to connect isolated areas with the larger community, and distribute local traffic.</td>
<td>Med-High Priority</td>
<td>Long</td>
<td>Property Owners DOT DPW Planning</td>
<td>TS</td>
<td>City Budget Private Development Fees</td>
</tr>
<tr>
<td>17</td>
<td>Integrate public art into public projects and encourage the establishment of art galleries in the FWBT area. Integrate artwork into parks, along major streets, on transit facilities, on bridges and along trails. Encourage art galleries to locate along East Santa Clara Street.</td>
<td>Medium Priority</td>
<td>Short-Long</td>
<td>OCA PRNS DPW RDA Non-Profit Orgs.</td>
<td>RACS OCA</td>
<td>Private $</td>
</tr>
</tbody>
</table>

### KEY

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<tbody>
<tr>
<td>18</td>
<td>Facilitate residential redevelopment of small sites with inappropriate existing uses.</td>
<td>Medium Priority</td>
<td>Short-Long</td>
<td>RDA</td>
<td>EAND</td>
<td>Private $</td>
</tr>
<tr>
<td></td>
<td>Support the redevelopment of small vacant and industrial sites scattered in and around residential neighborhoods as residential uses. The character of new development should complement existing residential and further pedestrian-oriented goals.</td>
<td></td>
<td></td>
<td>OED Housing PBCE (planning) Community Members</td>
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</tr>
<tr>
<td>19</td>
<td>Install or adjust street lighting to provide better coverage and scale for pedestrians.</td>
<td>Medium Priority</td>
<td>Short</td>
<td>DPW DOT PRNS N'hood Groups</td>
<td>EAND</td>
<td>City Budget</td>
</tr>
<tr>
<td></td>
<td>Install pedestrian-scaled lighting where lighting is inadequate, and retrofit or replace freeway-scaled light fixtures to minimize glare and over-lighting. Install banners along shopping streets and at gateway locations.</td>
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<tr>
<td>20</td>
<td>Establish special community oriented events in the area’s business districts that promote neighborhood businesses and a sense of community for residents.</td>
<td>Medium Priority</td>
<td>Short</td>
<td>RDA Business Assoc. N'hood Assoc. PRNS</td>
<td>EAND</td>
<td>City Budget</td>
</tr>
<tr>
<td></td>
<td>Create a strategy to promote special events, public art, and other community festivals that capture the &quot;heart&quot; of the community, celebrate its history and diversity, and promote neighborhood business.</td>
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<td></td>
<td></td>
<td></td>
<td>RDA Private $</td>
</tr>
<tr>
<td>21</td>
<td>Install decorative gateway monuments &amp; landscaping at the entries to the FWBT area.</td>
<td>Low-Med Priority</td>
<td>Short</td>
<td>RDA PRNS DOT N'hood Assoc.</td>
<td>EAND</td>
<td>Private $</td>
</tr>
<tr>
<td></td>
<td>Install artful signs, monuments and landscaping to announce entry into the &quot;small town San Jose.&quot; Explore art-related and other funding sources.</td>
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<tr>
<td>22</td>
<td>Provide bus stop and bus shelter upgrades to enhance patrons comfort and safety.</td>
<td>Low-Med Priority</td>
<td>Short</td>
<td>PRNS VTA EAND</td>
<td>TS</td>
<td>VTA</td>
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<tr>
<td></td>
<td>Work with VTA to improve bus stops, including the installation of benches and shelters where feasible.</td>
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<tr>
<td>23</td>
<td>Explore strategies to permit secondary cottages on residentially developed properties to improve surveillance and security.</td>
<td>Low Priority</td>
<td>Medium</td>
<td>Planning RDA Housing City Council</td>
<td>EAND</td>
<td>Private $</td>
</tr>
<tr>
<td></td>
<td>Create a strategy for property owners to build small cottages in areas where lack of &quot;eyes&quot; on streets and open spaces hurt attempts at neighborhood surveillance.</td>
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### II. RECREATION, SCHOOLS, ACTIVITIES & PROGRAMS

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<tbody>
<tr>
<td>24</td>
<td>Complete construction of Selma Olinder Park. Complete playfields, creekside trail, and passive recreation elements.</td>
<td>Top 10</td>
<td>Short</td>
<td>PRNS, DPW (arch. &amp; eng.)</td>
<td>EAUS</td>
<td>RACS, City Budget</td>
</tr>
<tr>
<td>25</td>
<td>Complete the Coyote Creek Trail Between Kelley Park and Highway 101. As part of the City-wide network, plan and build a trail from Kelley Park to Watson Park, passing through Selma Olinder, Roosevelt Parks, and San Jose High Academy, with an on-street or rear yard alignment in the Brookwood neighborhood.</td>
<td>Top 10</td>
<td>Short-Long</td>
<td>PRNS, SCVWD, Comm'ty Members</td>
<td>EAUS</td>
<td>RACS, City Budget, Grants</td>
</tr>
<tr>
<td>26</td>
<td>Increase Opportunities for Youth and Teen Activities. Direct resources toward promoting awareness of existing youth recreation and education programs, and expanding them, including sports leagues, leadership training, neighborhood projects, and homework assistance.</td>
<td>Top 10</td>
<td>Immediate-Ongoing</td>
<td>PRNS, City-School Liaison, SJ High Academy, SJUSD, FUSD, CBO's</td>
<td>RACS</td>
<td>City Budget, Grants</td>
</tr>
<tr>
<td>27</td>
<td>Enhance school zone crosswalks and signage and increase regularly scheduled maintenance and painting in FWBT. Enhance crosswalks and signage to improve motorists’ awareness at school crossings.</td>
<td>High</td>
<td>Immediate</td>
<td>DPW, DOT</td>
<td>TS</td>
<td>PSS, City Budget</td>
</tr>
<tr>
<td>28</td>
<td>Construct community identified improvements to Martin Park. Install walkways, trees, and landscaping to screen the vacant Martin Park site from the surrounding neighborhood and future Rail-to-Trail Greenway.</td>
<td>High</td>
<td>Short</td>
<td>PRNS, DOT, DPW, N’hood Assoc.</td>
<td>EAND</td>
<td>Traffic Capital, Budget, Safe Routes to School, MTC</td>
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<td>29</td>
<td>Explore construction of a skateboard park at the railroad underpass and I-280.</td>
<td>Med-High Priority</td>
<td>Short</td>
<td>PRNS</td>
<td>RACS</td>
<td>City Budget Grants</td>
</tr>
<tr>
<td></td>
<td>Study building a large skateboard park at the railroad underpass at I-280 to serve youth and bring activity and informal surveillance to this portion of the Coyote Creek Trail.</td>
<td></td>
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<td>EAND</td>
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<td>PDO</td>
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<tr>
<td>30</td>
<td>Complete Rail-to-Trail Conversion. Build a continuous trail along the current Railroad right-of-way from Lower Silver Creek to Coyote Creek to create a unifying open-space amenity within the FW/BT area.</td>
<td>Med-High Priority</td>
<td>Short-Long</td>
<td>PRNS</td>
<td>EAND</td>
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<td></td>
<td>EUS</td>
<td>City Budget Grants</td>
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<tr>
<td>32</td>
<td>Establish a long-term creek maintenance and education program. Work with the Santa Clara Valley Water District and/or the City to monitor creeks, correct major hazards, and help organize community for planting new vegetation and removing debris. Involve local schools in restoration, design and installation.</td>
<td>Med-High Priority</td>
<td>Short-Long</td>
<td>PRNS</td>
<td>EAND</td>
<td>Adopt-a-Creek Program</td>
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<td></td>
<td>EUS</td>
<td></td>
</tr>
<tr>
<td>33</td>
<td>Install drinking fountains and public restroom facilities in local parks and business districts. Identify locations and install these facilities in local parks and business districts where needed.</td>
<td>Medium Priority</td>
<td>Short-Long</td>
<td>PRNS</td>
<td>EAND</td>
<td>City Budget? Private $</td>
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<td>PBCE</td>
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<td>DPW</td>
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<td></td>
<td>RDA</td>
<td></td>
</tr>
<tr>
<td>34</td>
<td>Increase availability of child care and elder care services for area residents. Explore resources to create additional day care and elder care facilities in schools, community centers, and neighborhood locations.</td>
<td>Medium Priority</td>
<td>Short</td>
<td>PRNS</td>
<td>EAND</td>
<td>City Budget Private Funding</td>
</tr>
<tr>
<td></td>
<td></td>
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<td></td>
<td></td>
<td>RACS</td>
<td></td>
</tr>
<tr>
<td>35</td>
<td>Construct Roosevelt Park improvements. Using funding from Measure P, construct a new community building. Explore a City partnership with San Jose High School Academy to share facilities. Expand the range of recreational opportunities.</td>
<td>Medium Priority</td>
<td>Short-Long</td>
<td>PRNS</td>
<td>EAND</td>
<td>City Budget RDA Grants</td>
</tr>
<tr>
<td></td>
<td></td>
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<td></td>
<td></td>
<td>RACS</td>
<td></td>
</tr>
</tbody>
</table>
## II. RECREATION, SCHOOLS, ACTIVITIES & PROGRAMS

<table>
<thead>
<tr>
<th>No.</th>
<th>Strategy / Action</th>
<th>Priority</th>
<th>Time Frame</th>
<th>Lead Responsibility</th>
<th>City Service Areas</th>
<th>Potential Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>36</td>
<td>Improve Existing Parks. Renovate restrooms, add benches, upgrade lighting, plant trees, and install new equipment at existing parks throughout the area.</td>
<td>Medium</td>
<td>Short-Long</td>
<td>PRNS N’Hood Assoc</td>
<td>RACS</td>
<td>City Budget Grant</td>
</tr>
<tr>
<td>37</td>
<td>Improve local schools. In partnership with local schools, formulate and implement a plan to work to improve the quality of education.</td>
<td>Medium</td>
<td>Short-Long</td>
<td>City Manager’s Office</td>
<td>RACS</td>
<td>City Budget School District $</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Council Office City-School Partnership</td>
<td></td>
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</tr>
<tr>
<td>38</td>
<td>Upgrade local school facilities. With local school districts, develop a strategy for physical improvements such as new paint, landscaping, better lighting, etc.</td>
<td>Medium</td>
<td>Long</td>
<td>School District</td>
<td>RACS</td>
<td>School District $</td>
</tr>
<tr>
<td>39</td>
<td>Complete the network of bike lanes and routes throughout the FWBT area. In addition to those improvements associated with Coyote Creek and Rail-to-Trail conversion, improve bike facilities on the following streets through lanes and signed routes: Wooster, San Antonio, William, McLaughlin-24th with priority given to those connected to the City bike network.</td>
<td>Medium</td>
<td>Short-Long</td>
<td>DOT</td>
<td>TS</td>
<td>TDA</td>
</tr>
<tr>
<td>40</td>
<td>Complete Lower Silver Creek Trail network. Explore the feasibility to build a trail connecting along Lower Silver Creek extending from Anne Darling School, under Hwy 101, past Wooster and East-West Courts to connect with the Coyote Creek Trail system.</td>
<td>Medium</td>
<td>Short-Long</td>
<td>PRNS SCVWD DOT</td>
<td>EAND</td>
<td>Grants</td>
</tr>
</tbody>
</table>

### KEY

- **Time Frame**
  - Immediate: 0-18 months
  - Short: 0-3 years
  - Medium: 4-6 years
  - Long: 7+ years

- **Lead Responsibility**
  - Planning: Planning Department
  - RDA: Redevelopment Agency of the City of San Jose
  - PRNS: Parks Recreation & Neighborhood Services
  - DPW: Department of Public Works
  - DOT: Department of Transportation
  - SJUSD: San Jose Unified School District
  - PBCE: Dept. of Planning, Building & Code Enforcement

- **City Service Areas**
  - EAND: Economic and Neighborhood Development
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  - TS: Transportation Services
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### II. RECREATION, SCHOOLS, ACTIVITIES & PROGRAMS

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<tr>
<th>No.</th>
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<th>Potential Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>41</td>
<td><strong>Construct pocket parks.</strong> Find locations for and build “pocket parks” to bring small-scale recreation opportunities within blocks of most residents. Potential sites include a vacant lot in the Little Portugal North neighborhood as well as underutilized properties along the proposed Rail-to-Trail.</td>
<td>Medium</td>
<td>Short-Long</td>
<td>PRNS Comm’ty Members</td>
<td>EAND EAUS</td>
<td>City Budget Grants</td>
</tr>
<tr>
<td>42</td>
<td><strong>Increase the availability and variety of health services in FWBT.</strong> Seek programs to bring additional health care services to low-income households in the area.</td>
<td>Medium</td>
<td>Short</td>
<td>RACS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>43</td>
<td><strong>Increase the availability and variety of adult programs in FWBT.</strong> Resources can be directed toward eldercare, active senior programs, language classes, life skills and parenting classes.</td>
<td>Medium</td>
<td>Short</td>
<td>PRNS CBO’s</td>
<td>RACS</td>
<td>City Budget Private Sources</td>
</tr>
<tr>
<td>44</td>
<td><strong>Establish a computer resource center.</strong> Establish a computer resource center in the area.</td>
<td>Med-Low</td>
<td>Short</td>
<td>PRNS Library Non-Profit Orgs.</td>
<td>RACS</td>
<td>Grants</td>
</tr>
<tr>
<td>45</td>
<td><strong>Complete environmental clean-up and improvements to Martin Park.</strong> “Fast track” site remediation and full park improvements.</td>
<td>Med-Low</td>
<td>Short-Long</td>
<td>PRNS RDA</td>
<td>EAND EAUS</td>
<td>City Budget Grants</td>
</tr>
<tr>
<td>46</td>
<td><strong>Develop and install community gardens and implement a maintenance program for vacant freeway rights-of-way in FWBT.</strong> Create community gardens in existing poorly used and maintained landscape areas near the freeway.</td>
<td>Low</td>
<td>Long</td>
<td>PRNS Comm’ty Members</td>
<td>EAND RACS EAUS</td>
<td>City Budget Private Sources</td>
</tr>
</tbody>
</table>
## III. ENFORCEMENT EFFORTS

<table>
<thead>
<tr>
<th>No.</th>
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<th>Potential Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>47</td>
<td>Eliminate illegally parked &amp; abandoned vehicles in FWBT.</td>
<td>High</td>
<td>Short</td>
<td>PBCE (code enforcement and vehicular abatement) Comm'ty Members</td>
<td>TS EAND</td>
<td>City Budget</td>
</tr>
<tr>
<td></td>
<td>Increase enforcement where vehicles are parked in front yards or across sidewalks, and where vehicles have been stored on the street in violation of City codes.</td>
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</tr>
<tr>
<td>48</td>
<td>Increase regularly scheduled street sweeping &amp; maintenance programs.</td>
<td>High</td>
<td>Immediate-Long</td>
<td>DOT ESD N’hood Assoc..Police</td>
<td>TS EAND</td>
<td>City Budget</td>
</tr>
<tr>
<td></td>
<td>Vigorously ticket and tow cars parked illegally during street sweeping hours to facilitate street sweeping.</td>
<td></td>
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</tr>
<tr>
<td>49</td>
<td>Limit alcohol sales and reduce adverse impacts of alcohol use in FWBT.</td>
<td>High</td>
<td>Immediate</td>
<td>PBCE (planning) Council Office Alcoholic Beverage Control N’hood Groups</td>
<td>EAND PSS</td>
<td>City Budget</td>
</tr>
<tr>
<td></td>
<td>Formulate a strategy to limit the number of alcohol licenses in the area, and maintain a system for tracking new license applications and transfers.</td>
<td></td>
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</tr>
<tr>
<td>50</td>
<td>Increase Traffic Enforcement.</td>
<td>High</td>
<td>Immediate</td>
<td>Police DOT N’hood Assoc.</td>
<td>EAND TS</td>
<td>City Budget</td>
</tr>
<tr>
<td></td>
<td>Increase enforcement of traffic laws (i.e. stop signs, traffic lights, and speed limits) by deploying more resources, such as NASCO.</td>
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</tr>
<tr>
<td>51</td>
<td>Install traffic signs.</td>
<td>High</td>
<td>Immediate</td>
<td>DOT Mobile Home Park Owners</td>
<td>TS</td>
<td>City Budget</td>
</tr>
<tr>
<td></td>
<td>Install signage approximately 50 feet north of Spiro along the west side of McLaughlin to discourage traffic from blocking the entrance to the mobile home park.</td>
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</tr>
<tr>
<td>52</td>
<td>Eliminate and abate illegal land uses.</td>
<td>High</td>
<td>Short-Long</td>
<td>PBCE (code enforcement) Police Comm’ty Members</td>
<td>EAND</td>
<td>City Budget</td>
</tr>
<tr>
<td></td>
<td>Deploy additional City resources for increased reconnaissance and enforcement of codes restricting outdoor storage of materials, auto and body repair, overcrowding, occupation of garages, and illegal home occupations that pose a nuisance to surrounding neighbors.</td>
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### KEY

<table>
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<tr>
<td>Immediate: 0-18 months</td>
<td>Planning: Planning Department</td>
<td>EAND: Economic and Neighborhood Development</td>
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<td>Short: 0-3 years</td>
<td>RDA: Redevelopment Agency of the City of San Jose</td>
<td>RACS: Recreation and Cultural Services</td>
</tr>
<tr>
<td>Medium: 4-6 years</td>
<td>PRNS: Parks Recreation &amp; Neighborhood Services</td>
<td>TS: Transportation Services</td>
</tr>
<tr>
<td>Long: 7+ years</td>
<td>DPW: Department of Public Works</td>
<td>PSS: Public Safety Services</td>
</tr>
<tr>
<td></td>
<td>DOT: Department of Transportation</td>
<td>EAUS: Environment and Utility Services</td>
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<tr>
<td></td>
<td>SJUSD: San Jose Unified School District</td>
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<tr>
<td></td>
<td>PBCE: Dept. of Planning, Building &amp; Code Enforcement</td>
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</table>
### III. ENFORCEMENT EFFORTS

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<tr>
<th>No.</th>
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<th>Lead Responsibility</th>
<th>City Service Areas</th>
<th>Potential Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>53</td>
<td><strong>Increase law enforcement and crime prevention in FWBT.</strong></td>
<td>Med-High Priority</td>
<td>Immediate</td>
<td>Police N'Hood Assoc.</td>
<td>EAND PSS</td>
<td>City Budget</td>
</tr>
<tr>
<td></td>
<td>In addition to expanded police patrols, create a range of programs to reduce gang and drug activity, illegal liquor sales, transience and loitering in areas at risk.</td>
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</tr>
<tr>
<td>54</td>
<td><strong>Reduce number of pay phones.</strong></td>
<td>Med-High Priority</td>
<td>Immediate-Short</td>
<td>PBCE (code enforcement) Property Owners</td>
<td>EAND PSS</td>
<td>City Budget</td>
</tr>
<tr>
<td></td>
<td>Remove and prevent reinstallation of pay phones in areas where they have been a magnet for nuisances.</td>
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</tr>
<tr>
<td>55</td>
<td><strong>Diversifying housing opportunities.</strong></td>
<td>Medium Priority</td>
<td>Short-Long</td>
<td>PBCE (planning) Housing RDA Private Developers</td>
<td>EAND</td>
<td>City Budget Private $</td>
</tr>
<tr>
<td></td>
<td>Create incentives for additional housing for a range of incomes.</td>
<td></td>
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</tr>
<tr>
<td>56</td>
<td><strong>Eliminate and prevent graffiti.</strong></td>
<td>Medium Priority</td>
<td>Short- Ongoing</td>
<td>PRNS Police Comm'ty Members</td>
<td>EAND PSS</td>
<td>City Budget</td>
</tr>
<tr>
<td></td>
<td>Add additional resources to the City's present graffiti eradication program for graffiti removal and prevention on both private and public property.</td>
<td></td>
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</tr>
<tr>
<td>57</td>
<td><strong>Reduce sign clutter.</strong></td>
<td>Low-Med Priority</td>
<td>Short-Long</td>
<td>PBCE (planning) Code Enforcement Business Assoc. RDA</td>
<td>EAND</td>
<td>City Budget</td>
</tr>
<tr>
<td></td>
<td>Improve enforcement of sign ordinances and codes, including removing old billboards and &quot;cleaning up&quot; business windows from sign clutter.</td>
<td></td>
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</tr>
<tr>
<td>58</td>
<td><strong>Reduce truck traffic impacts to FWBT neighborhoods.</strong></td>
<td>Low-Med Priority</td>
<td>Short</td>
<td>DOT N'hood Assoc.</td>
<td>TS</td>
<td>City Budget</td>
</tr>
<tr>
<td></td>
<td>Creating strategies for reducing the impact of truck traffic and parking in the area.</td>
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</tbody>
</table>
## IV. PARKING & INFRASTRUCTURE

<table>
<thead>
<tr>
<th>No.</th>
<th>Strategy / Action</th>
<th>Priority</th>
<th>Time Frame</th>
<th>Lead Responsibility</th>
<th>City Service Areas</th>
<th>Potential Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Undertake a comprehensive parking strategy to assess future parking needs, identify appropriate locations for off-street parking lots and garages, and maximize on-street parking.</td>
<td></td>
<td>No. 9</td>
<td></td>
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</tr>
<tr>
<td>60</td>
<td>Develop a Program, and a Pilot Project for the Five Wounds/ Brookwood Terrace Area for Putting Utilities Underground.</td>
<td>On Deck</td>
<td>Short-Long</td>
<td>DPW DOT PG&amp;E RDA N’hood Assoc.</td>
<td>EAND</td>
<td>EAUS</td>
</tr>
<tr>
<td></td>
<td>Create a strategy to fund the undergrounding of utilities, starting with the community’s highest priority area to reduce visual blight from overhead lines.</td>
<td></td>
<td>No. 11</td>
<td></td>
<td></td>
<td>Assessment District</td>
</tr>
<tr>
<td>61</td>
<td>Replace and repair missing sidewalks &amp; ramps.</td>
<td>High Priority</td>
<td>Immediate-Short</td>
<td>DPW DOT</td>
<td>EAND</td>
<td>MTC Traffic Capital Budget</td>
</tr>
<tr>
<td></td>
<td>Install new sidewalks with curb-cuts in locations where they are missing, such as in the McKinley, Anne Darling, and Bonita neighborhoods.</td>
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</tr>
<tr>
<td>62</td>
<td>Improve pedestrian and bicycle crossings over Hwy 101.</td>
<td>Med-High Priority</td>
<td>Immediate-Long</td>
<td>DOT CalTrans</td>
<td>EAND</td>
<td>City Budget</td>
</tr>
<tr>
<td></td>
<td>Install elements to protect pedestrians and bicyclists crossing 101 at Julian-McGee, East Santa Clara-Alum Rock, and San Antonio.</td>
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</tr>
<tr>
<td>63</td>
<td>Improve and increase regularly scheduled street repair maintenance.</td>
<td>Med-High Priority</td>
<td>Immediate-Long</td>
<td>DPW DOT N’hood Assoc.</td>
<td>EAND</td>
<td>TS</td>
</tr>
<tr>
<td></td>
<td>Devote additional resources toward identifying needs and funding for the repair of sidewalks, curbs, gutters, and streets throughout the area.</td>
<td></td>
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</tr>
<tr>
<td>64</td>
<td>Reduce and eliminate sanitary sewer and storm drainage problems.</td>
<td>Med-High Priority</td>
<td>Short</td>
<td>DPW</td>
<td>EAUS</td>
<td>City Budget</td>
</tr>
<tr>
<td></td>
<td>Identify storm drain and sewer problems and create a strategy for their repair.</td>
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</tr>
</tbody>
</table>

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- PBCE: Dept. of Planning, Building & Code Enforcement
- CalTrans: California Department of Transportation

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<table>
<thead>
<tr>
<th>#</th>
<th>Action Description</th>
<th>Priority</th>
<th>Timeline</th>
<th>Responsible Parties</th>
</tr>
</thead>
<tbody>
<tr>
<td>65</td>
<td>Install new traffic signal @ McLaughlin and Melbourne.</td>
<td>Med-High</td>
<td>Short</td>
<td>DOT DPW TS Traffic CIP</td>
</tr>
<tr>
<td></td>
<td>Explore upgrading traffic signal at intersection of Melbourne and McLaughlin to include a left turn signal from northbound McLaughlin.</td>
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</tr>
<tr>
<td>66</td>
<td>Increase regular street tree maintenance.</td>
<td>Med-Low</td>
<td>Short-Ongoing</td>
<td>DOT Property Owners EAND City Budget</td>
</tr>
<tr>
<td></td>
<td>Devote additional resources to prune street trees more frequently.</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>67</td>
<td>Explore establishing an ”Adopt-A-Ramp” program.</td>
<td>Medium</td>
<td>Immediate</td>
<td>CalTrans N/A CalTrans</td>
</tr>
<tr>
<td></td>
<td>Investigate acquisition of and/or on-going maintenance of excess CalTrans properties, especially where ”gateway” locations and near to residencies.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>68</td>
<td>Install sound walls.</td>
<td>Low</td>
<td>Short-Long</td>
<td>DOT Caltrans EAND VTA</td>
</tr>
<tr>
<td></td>
<td>Mitigate traffic noise affecting residents adjacent to King Road, 101 and 280 through new or improved sound walls.</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>69</td>
<td>Increase number and locations of trash receptacles.</td>
<td>Low</td>
<td>Short-Long</td>
<td>RDA ESD EAND City Budget</td>
</tr>
<tr>
<td></td>
<td>Increase the number of trash receptacles and their maintenance in the commercial areas.</td>
<td></td>
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</tr>
</tbody>
</table>
4. VEHICLES FOR IMPLEMENTATION

To successfully implement the High Priority Actions of the Five Wounds/Brookwood Terrace Neighborhood, a well-defined strategic program must be established. Strategies and principles have proven to be the key ingredients to successful plans. However, they require a great deal of leadership and commitment from City Departments and Agencies, local businesses, as well as continuing involvement of the Neighborhood Advisory Committee (NAC) and other community groups in responsibly guiding the Five Wounds/Brookwood Terrace Neighborhood Improvement Plan into the future.

Role of the Neighborhood Advisory Committee

The Neighborhood Advisory Committee, or NAC, has been the lead group in working with the community to develop the Neighborhood Improvement Plan. This committee has successfully created a vision for the community, and has developed priority actions, which will help to achieve the community's vision.

Several of the NAC's primary responsibilities during the implementation phase of the project will be to:

- Champion the implementation of Five Wounds/Brookwood Terrace Neighborhood priority actions, seek funding from the City and other funding sources, and ensure project completion;
- Provide input to the City for design and development of public projects;
- Act as an information liaison to the neighborhood on the status of projects in Five Wounds/Brookwood Terrace;
- Periodically review the action plan and reset priorities based on past accomplishments and existing conditions; and
- Coordinate with neighborhood associations, business associations, and the PAC on appropriate redevelopment projects within Five Wounds/Brookwood Terrace.
VI. PRIORITIES AND ACTIONS

Vehicles for Implementation

As part of the Plan implementation process, the NAC should adhere to the following guiding principles to help ensure the community’s goals and objectives.

Continuing Community Input and Involvement.

Process begun in creating the Neighborhood Improvement Plan must be continued to assure community “buy-in” and satisfaction with future changes.

Building on Strengths.

The Five Wounds/Brookwood Terrace neighborhood has many identified assets and strengths. Community strengths include dedicated residents, existing infrastructure and facilities, and neighborhood programs and services. The community must continue to support existing programs and projects, and build on these strengths as a step towards implementing priority actions.

Championing Top Priorities.

Having individuals and organizations in particular support of any High Priority Action assures that the action has a voice. Identify and support those who can champion the priority action items.

Identifying Roles and Responsibilities.

The dedication, commitment, and accountability provided by a lead organization are key to successful implementation. The Top Priorities and Matrix of Action portions of this chapter identify lead responsibility and partnerships. The NAC will continue to work with the responsible organizations to determine action steps and roles.

Coordinating Public and Private Players.

Considering the scale and breadth of the Neighborhood Improvement Plan, it is inevitable that both public and private lands will be affected. Engage and encourage both sides in a continuous dialogue to assist in finding consensus over development and change issues.
VI. PRIORITIES AND ACTIONS

Monitoring Performance by Measuring Results and Evaluating Progress.

A Neighborhood Improvement Plan is not static. Strategic planning is dynamic and can change as projects are completed and the community collectively identifies new directions. Over time, resources, opportunities, and new challenges will present themselves to the community.

NAC planning activities will need to follow a decision-making process, which emphasizes balancing short-term and long-term achievements, development of realistic timeframes, constant communication with lead agency staffs in determining action steps and responsibilities and dedication to monitoring and evaluating the progress and success of actions when completed.

Regular updates to the Five Wounds/Brookwood Terrace Improvement Plan are necessary to ensure continued progress towards achieving the community’s vision. Periodic assessments of the plan help to identify barriers and to determine if mid-course corrections are needed, and also help to identify accomplishments. Demonstrated achievements can help to sustain or increase community support for the Plan.

Implementation Funding Program

One of the key components of success for the actions identified in the Neighborhood Improvement Plan is the availability of funding. There are several sources of funding available for the “Top Ten” priority actions and other improvement actions identified in this Plan. Some funding for the implementation of these actions is likely to come from the Strong Neighborhoods Initiative funds being invested by the Redevelopment Agency and City in the overall Strong Neighborhoods Initiative.

However, implementation of the “Top Ten” and other elements of the action plan will require the identification of additional funding sources.

The City’s Capital Improvement Program (CIP) is an ongoing source for funding other elements of the action program. A principal federal funding source is Community Development Block Grants (CDBG) funds.
The creation of a new Redevelopment Project Area, which includes all 20 Strong Neighborhoods Initiative areas, will make it possible to issue improvement bonds, as appropriate, for project funding. The lifetime of the redevelopment project area will be twenty years.

**Lead Agencies and Departments: Roles and Responsibilities**

The Neighborhood Team consisting of representatives from Code Enforcement, Planning, Neighborhood Services, and the Redevelopment Agency, will continue to provide support to the Five Wounds/Brookwood Terrace community throughout the implementation phase. The Community Coordinator from the Neighborhood Services Division and/or the Development Officer from the Redevelopment Agency has the lead role in coordinating the implementation efforts and will take the lead in working with the NAC, City Departments, and outside agencies to implement the *Neighborhood Improvement Plan*.

The innovative steps taken by the City of San José in reorganizing City Departments to provide effective response to the Strong Neighborhoods Initiative is noteworthy, and will contribute to successful plan implementation. The process of establishing lead agency responsibilities for various programs is based on traditional agency roles as well as new assignments.

The *Matrix of Actions* on the previous pages illustrates the lead responsibilities and partners who will work together to ensure plan implementation. There are many City Departments and Agencies that share responsibility for ensuring successful plan implementation and community involvement.

Following is a list of the main lead Agencies and Departments, with brief descriptions of their responsibilities.

- *The Neighborhood Services Division of the Department of Parks, Recreation and Neighborhood Services (PRNS).*

  Lead City Department responsible for overseeing plan implementation and will play a role in many of the top ten priority actions. Additionally, PRNS will work with the Plan Implementation Committee to ensure continued community involvement and communication.
VI. PRIORITIES AND ACTIONS

• **Parks Division of the Department of Parks, Recreation and Neighborhood Services (PRNS).**

  Lead City Department responsible for open space development such as neighborhood parks and trails.

• **Recreation and Community Services Division of the Department of Parks, Recreation and Neighborhood Services (PRNS).**

  Lead City Department responsible for community and recreation services such as youth and adult programs and operation of community and neighborhood centers.

• **The Department of Planning, Building, and Code Enforcement (PBCE).**

  Responsible for interpreting the Plan, linking Plan elements to new development projects, processing land use policy and entitlement changes, conducting subsequent planning studies, and delivering Code Enforcement Services.

• **The San José Redevelopment Agency (RDA).**

  Provides funding and co-leads Plan implementation with PRNS staff. The RDA will play a role in redevelopment activity within the Five Wounds/Brookwood Terrace neighborhood as appropriate, and will extend its programs to this area including facade improvement programs, business assistance, and economic development efforts.

• **The Department of Transportation (DOT).**

  Responsible for many actions that are included in the Five Wounds/Brookwood Terrace Neighborhood Improvement Plan, including traffic-calming, street maintenance, street light repair, coordination with VTA, and managing city street trees and landscaping programs.

• **The Department of Public Works (DPW).**

  Responsible for planning, design, and construction services for facilities and infrastructure in Five Wounds/Brookwood Terrace. In some instances, the DPW will be working with other City Departments, such as the DOT, to provide upgrades to existing infrastructure, or to construct new facilities to serve the community.

These Departments and Agencies will work with other City Departments, regional agencies, neighborhood associations and community members to ensure the success of neighborhood improvement strategies in Five Wounds/Brookwood Terrace.
GLOSSARY OF TERMS

**Accessory dwelling.** A “second unit” in addition to and subordinate to a primary residence on the same lot. They may be attached or detached to the primary residence.

**Arcade.** A covered walkway attached to buildings and supported on one side by columns. Arcades provide pedestrians with shelter and can give large buildings a more human scale.

**Arterial.** A major street that serves high volumes of cross-town traffic.

**Articulation.** The visible expression of architectural or landscape elements through form, structure, or materiality. Articulation provides a way of “breaking up” the scale of buildings and plazas.

**Awnings.** A roof-like shelter, generally of canvas, that projects from the wall of a building. Awnings protect buildings and pedestrians from sun and rain.

**Bays in Buildings.** Structural modules occurring between vertical means of support. Structural bays generally occur between columns or load-bearing walls.

**Base.** The bottom portion of a building, generally supporting its upper portions structurally and visually.

**Berm.** An artificial bank of earth, usually along a roadside. Berms serve to physically and visually separate areas by raising the level of plants and other landscape elements.

**Bollard lighting.** A short post (generally not more than 3 feet in height) with a built-in light fixture at its uppermost portion.

**Build-to-lines.** Require that building edges be placed in a specified location. Build-to-lines are generally defined as a given distance from a property line. Build-to-lines can be used to encourage building fronts, entrances and windows to line and spatially define streets, parks or plazas.

**Bulb-out.** A streetscape design that extends the sidewalk and curb at corner intersections into the street to increase pedestrian safety.

**Canopy.** An overhead cover forming a shelter.

**Cantilever.** A horizontal projection without external bracing. Cantilevers can appear visually awkward because they can appear to have no apparent source of support.

**Cap.** The crowning feature of a wall. Caps protect walls from the weather and contribute to the wall’s visual interest.

**City.** The City of San José.

**Clerestory window.** A window with the sill set high on the interior wall. Clerestory windows admit natural light, but limit views into and outside of a room.

**Cobrahead light.** A streetlight whose lamp is supported on a cantilevered “arm” over the street and has a profile vaguely resembling a cobra.

**Collector.** A major street moving moderate amounts of traffic between local streets and arterials.

**Cornice.** Horizontal ornamentation on a building’s façade generally located near the top of the buildings and often located near the floorline of upper stories.

**Cupola.** A small “hat” projection occurring on a roof’s ridgeline. Cupolas traditionally covered the place where large structures, like barns, were ventilated.

**Detailing.** The manner in which separate building elements are assembled. Careful detailing will minimize the effects of weather on buildings, and promote an attractive and long-lasting appearance.

**Density.** Measures residential intensity and is generally expressed as dwelling units (DU) per acre.

**District.** Refers to the entire Five Wounds/Brookwood Terrace area or to the larger separate sub-areas within the area.

**Dormers.** Upright windows built out from a sloping roof.

**Dwellings.** Domiciles in which reside a single household.

**Eaves.** The under-part of a sloping roof that overhangs the exterior wall.

**Egress.** To exit.
Emulate. To represent the qualities of a given thing in the form of something else. In Five Wounds/Brookwood Terrace, historic styles may be emulated without duplicating a historic building.

Entry. The doorway into a building along with the architectural treatments that accompany it.

Fast Food. Those food service establishments offering relatively immediate service of pre-prepared food goods in edible or disposable containers.

FAR. See “Floor Area Ratio”.

Facade. The principle face of a building.

Fenestration. The arrangement of windows in a building.

Finishes. The materials applied to the surface of buildings or landscape elements. Properly applied finishes contribute to an attractive appearance and long-lasting wear.

Floor Area. The sum of the gross horizontal areas of all principal and accessory buildings.

Floor Area Ratio. Measures the relative intensity of a site. The floor area ratio equals the gross floor area within a site, divided by the overall area of the site (including parks and plazas but not streets). Often referred to as FAR.

Free-standing. To be supported at the ground and without support from a building or other structure.

Frontage. The linear edge of a property adjacent to a street right-of-way or other property line.

Gabled roof. A type of roof that slopes upward from all sides of a building to a ridge.

Gateway. An element generally indicating a major entry into a district or area, often emphasized through landscaping. Per this Specific Plan, “gateways” will announce entry at major intersections along East Santa Clara-Alum Rock, Julian-McKee, McLaughlin, and William.

Gazebo. A small free-standing structure with a roof and open on all sides. Traditionally, gazebos are used as an outdoor room within a garden, or to provide space for musical events and community concerts in an outdoor setting.

Glazing. The glass within a window.

Grade. Refers to the surface of a building site or its vertical elevation, often measured as feet above sea level.

Grass-crete. A paving material that supports the weight of an occasional vehicle while also permitting groundcover to grow.

Hipped roof. A kind of roof that slopes upward from two opposite sides of a building to a ridge.

Ingress. An entrance.

Interior setback. A setback measured from a side or rear property line. In no case is an interior setback measured from a property line that is shared with a street right-of-way.

Kiosk. A small lightweight structure sometimes open on one or more sides. Kiosks are often used as a newstand, for small-scale merchandising, or as a community bulletin board.

Landscape buffer. An attractive arrangement of trees, shrubs and other vegetation that acts as a divider between incompatible uses or activities.

Lattice. An open framework of wood or other members that is often used to partly block views or support vines.

Lotting pattern. A recognizable arrangement of residential lots of the same or different sizes and widths.

Major entry. The most common point or points of ingress for a project or building.

Mansard roof. This roof type is extremely steep as it sloped up from the eaves. This steeply sloped portion can end with either a shallow roof or a parapet. Mansard roofs provide a decorative way of screening roof-top equipment, such as above fast-food restaurants.

Mass. The overall volume or form of a building or building element.

Median. The area, often raised to curb height, that divides travel lanes at or near the middle of the road, and is often landscaped.

Modules. Similar units or sub-components that are combined to create a total system.
On-site parking. Parking stalls and aisles that occur on parcels outside of a street right-of-way.

On-street parking. Parking stalls provided within the street right-of-way. On-street parking often consists of parallel or angled parking at the edge of curbs.

Opaque. Not transparent or semi-transparent.

Overhang. The part of the building that extends horizontally beyond the building's primary face.

Parapet. A wall that extends above the roof, and is often used to protect the edge of the roof, hide roof-mounted equipment, and express ornamentation.

Park. A place for public recreation that generally contains landscaped ground surfaces, such as lawns and gardens.

Pavers. Units of pavement assembled to form the “floor” of a plaza or street. Pavers are often made of concrete or terra cotta (brick).

Pavilion. A small and lightweight structure, often with a roof, used for recreation or shelter in a garden, park or plaza.

Pedestrian connections. Sidewalks that provide convenient routes between destinations. Pedestrian connections are generally lined by landscape and building features for the pedestrian’s comfort, safety, and visual interest.

Pilaster. A column integrated within a wall a projecting only slightly from it.

Plaza. A place for public recreation and assembly, that generally contains hard surfaces such as seating areas and ornate pavement.

Primary building entry. A publicly accessible and commonly used place of building ingress.

Recessed panel. An indentation within a building façade, such as occurs between pilasters or within other framed openings.

Ridge. A line of intersection between opposite sides of a sloping roof.

Right-of-Way. The strip of land over which a public road, easement, walkway, or passageway is built.

Scale. The proportion of one thing relative to the size of another. Something that is “human” in scale has a size that is comparable to (and does not dwarf) a person.

Setback. The distance between a property line and a building or landscape element. Setback requirements can provide a way of encouraging the spatial definition of open space, the separation of uses, or the provision of yards and landscaping.

Site. The area contained within a parcel.

Street-facing setback. A setback measured from a property line that is shared with a street right-of-way.

Story. The part of a building between the upper surface of a floor and the upper surface of the floor above.

Tandem. An arrangement of things placed one behind the other. Tandem parking places one car behind the other.

Terrace. An outdoor paved platform extending from a building and complementing with use or activities located within a building.

Traffic circle. A road intersection formed around a central circle about which circulation moves in one direction only.

Transparency. The ability to allow light to be seen through, such as with the use of clear windows and doors. Also the degree to which the exterior facade of a building creates a friendly relationship between building form and the pedestrian on the street.

Trellis. A light framework of horizontal members, often used to support climbing plants.

Tuck-under parking. Parking located to the rear and lower level of a residential or mixed-use building with the lower level of the building having residential or commercial space located at the front.

Vehicular entry. Entrance or exit for cars and trucks.

Zero lot-line. A residential housing type where a house is placed on the property line on one side and behind a side yard on the other. The side yard of one house always occurs between two or more houses. Only where a house is setback from the property line can it have windows, thereby maintaining privacy within units.
City of San Jose
Five Wounds / Brookwood Terrace
Strong Neighborhoods Initiative
Planning Area

Youth Assets Working group
Summary and Recommendations
**Introduction**

Approximately 260,000 young people call the City of San Jose home. These youth, between the ages of 0 and 21 years old, are expected to increase in numbers in the next five years. The 10 – 19 year old population is predicted to increase approximately 10% in that short period of time alone.

The residents of the Five Wounds / Brookwood Terrace Strong Neighborhoods Initiative planning area consider youth and activities that serve youth to be an important part of their community, and have identified increasing youth activities as one of their top action priorities for the Strong Neighborhoods Initiative Implementation plan. This priority was identified at a community workshop held on December 8th at the Benfica Soccer Club in the community. The Neighborhood Advisory Committee (NAC) determined that further definition of the priority was needed, and formed a working group. The purpose of the working group was to:

- Collect information regarding current youth assets in the Five Wounds / Brookwood Terrace SNI area
- Aggregate the information into a youth services asset map
- Develop a recommendation for the Neighborhood Advisory Committee
- Define desired outcomes for increasing youth services in the area
- Define a method of measuring increased activities

The Youth Activities Working Group was comprised of individuals from the Neighborhood Advisory Group, interested community members, and staff members from the Five Wounds / Brookwood Terrace SNI area.

**Process**

The Working Group identified a variety of methods for collecting data regarding youth assets. The San Jose Unified School District is working on a school based youth asset map that captures information relative to school readiness at Olinder Elementary and Anne Darling Elementary. The CORAL (Communities Organizing Resources to Advance Learning) initiative is conducting a youth mapping exercise for the Franklin McKinley School District encompassing McKinley Elementary School. Information from these initiatives, coupled with informal conversations between leaders and supporters of these efforts, formed a base for the youth asset map that was developed for the Five Wounds / Brookwood Terrace SNI planning area. Additionally, meetings and interviews with the elementary school principals, leaders of area CBOs, City of San Jose PRNS staff, City of San Jose PEARLS (Parent Education And Resource LinkS), and community members helped to identify additional activities that are currently serving young people in the Five Wounds / Brookwood Terrace community. Data compilation focused on what programs and age groups were being reached, and where the program was headed in the next one to two years.

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1 Source: US Census Bureau, Year 1990
2 Source: City of San Jose Greenprint, YR 2000
While the working group identified as many programs and activities as possible in the time-frame allotted them, and has attempted to develop as comprehensive a list as possible, they are also aware that the list remains fluid and, therefore, will always be incomplete.

The working group decided to examine the data that had been collected regarding the youth assets in the community, and explore the possibility of introducing new programs to the age groups and neighborhoods where programs are lacking or can be strengthened.

The working group also examined the Early Care and Education “School Readiness Model” that is being developed as part of the School Readiness Committee and used the model to guide their examination of youth assets:

*Early Care and Education “School Readiness Model”*
*Areas of influence that impact school readiness and school success*

**Summary of Youth Assets in the Five Wounds / Brookwood Terrace SNI Planning area**
The general feeling of the working group is that, for the most part, there are a myriad of activities and programs offered for young people through a variety of community resources. These activities are distributed across the various neighborhoods in the Five Wounds / Brookwood Terrace Strong Neighborhoods Initiative planning area. Most of these services target elementary school-aged youth and teenagers, and are based at school sites. Additional programs can be found at a variety of community based resources.

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3 Source: San Jose Unified School District School Readiness Model
organizations within the community or are along the periphery of the community and can be reached fairly easily via public transportation.

In an effort to identify the elements of a strength-based approach, the Search Institute cataloged 40 critical factors for young people’s growth and development. When drawn together, the assets offer a set of benchmarks for positive child and adolescent development. The assets clearly show important roles that families, schools, congregations, neighborhoods, youth organizations, and others in communities play in shaping young people’s lives. The four categories include support, empowerment, boundaries and expectations and constructive use of time.\(^4\) A list of the identified program assets found in the Five Wounds Brookwood Terrace for young people can be found as an appendix to this document. The good news is that everyone can build assets. It’s not just the responsibility of families, schools, social service agencies, or other institutions, though they all have important roles. Everyone, from a child to a grandparent to a caring neighbor can start building assets today with the young people in their family, neighborhood, community or place of business.

<table>
<thead>
<tr>
<th>Youth Activities</th>
<th>0-Three</th>
<th>Preschool</th>
<th>Elementary</th>
<th>Middle/Youth</th>
<th>High School/Youth</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Child care</td>
<td>Child care</td>
<td>Child care</td>
<td>Child care</td>
<td>Library based</td>
</tr>
<tr>
<td>Weekday (Monday - Friday)</td>
<td>9am-noon</td>
<td>noon-3pm</td>
<td>3pm-6pm</td>
<td>6pm-9pm</td>
<td>Church based</td>
</tr>
<tr>
<td>Saturday</td>
<td>x</td>
<td>x</td>
<td></td>
<td></td>
<td>Library only</td>
</tr>
<tr>
<td>Sunday</td>
<td>x</td>
<td>x</td>
<td></td>
<td></td>
<td>Sports only</td>
</tr>
<tr>
<td>Church based</td>
<td>x</td>
<td>x</td>
<td></td>
<td></td>
<td>Teen center</td>
</tr>
</tbody>
</table>

\(^4\) A Blueprint for Bridging the Digital Divide, City of San Jose, 2001
The above listed programs identify the activities offered in the neighborhood by age and by days of the week. The areas that are highlighted in gray represent days and age groups that do not receive as many programs and services in the neighborhood.

**Recommendations**

There are several trends that have been identified through the working group and information gathering process. Based on the feedback from the various working groups and attached youth services asset map, the Neighborhood Advisory Committee working group recommends that:

1. **Future programs should offer opportunities for parents to engage in activities alongside or concurrent with programs that are offered to youth.**

   Upon examination of the activities available for young people, it became apparent that many programs exist that address the basic needs of youth (as noted in the school readiness model above). However, it was felt that programs have been offered that work towards engaging young people, but leave don’t allow families the opportunity for full participation in the activity. One of strategic goals outlined in the Blueprint for Bridging the Digital Divide is that parents and families will have access to support services that promote skills and competency development in their children. The feeling from local educators is that any expansion of youth activities should be aimed at building a stronger connection between families and quality of life issues. To truly work towards a stronger community, some people pointed out; a community needs to offer programs for youth that offer *Education, Enrichment, and Engagement at a family level.*

2. **The Five Wounds / Brookwood Terrace Neighborhood Advisory Committee should explore opportunities to obtain grants or sponsor activities for young people.**

   Many programs offered in the community are often targeted for at-risk youth and their families. Programs that are fee based are available in the greater downtown but at a nominal or higher cost, which creates a barrier for those who cannot afford to attend these programs. Additional low-cost youth programs and scholarship opportunities should be pursued. It is recommended that a coordinated grant writing effort be made to receive funding to offer an additional defrayal of the cost of youth activity programs. This, in turn, will make the programs more accessible to the community and increase participation.

3. **Expand weekend sports activities.**

   The general feeling of the working group, after reviewing the programs offered, is that the Five Wounds / Brookwood Terrace area provides valuable services to the pre-school, elementary, and youth/teen population. After-school programs offered are well attended. Extra emphasis has been placed upon providing after-school recreational opportunities for young people, but some neighborhood leaders feel that a more formalized and expanded weekend sports program could be offered. While weekend sports are offered through the City of San Jose, based on school and
community center sites, weekend sports and recreation leagues could be expanded. The Department of Parks, Recreation, and Neighborhood Services staff continue to offer weekend programs, but lack of attendance has occasionally led to cancellation of the programs.

4. **Expand marketing efforts for promoting youth activities.**
While the working group recognizes the broad spectrum of activities for young people offered in the community, they also recognize that many of the programs need help being promoted. Some tools for marketing programs exist, such as the City of San Jose District 3 Recreation Guide (published quarterly) that lists activities and resources available in the community. Currently these brochures are mailed to approximately 2,000 residents, distributed in the schools and e-mailed through the neighborhood association e-mail servers. These guides are also available at area community centers and libraries. Additionally, some neighborhood associations have period newsletters that can reference the Recreation Guide and highlight programs and activities offered in the neighborhood. An liaison should be established between a resident from the neighborhood association with a liaison from the Parks, Recreation, and Neighborhood Services Department who can be contacted regarding their newsletters and promotion of youth activities. The online version of the recreation guide (at [www.ci.san-jose.ca.us/prns](http://www.ci.san-jose.ca.us/prns)) should also be promoted via neighborhood associations and newsletters.

5. **The City of San Jose, Schools, and Community Based Organizations should embrace volunteers.**
Recognizing a gap between requested service delivery and staffing levels, the working group often identified a significant barrier to participation as it relates to lack of staffing. Service providers noted that “Grants often fund projects, but not people…” and school administrators were quick to point out that the “…biggest challenge…” that the schools are facing is not in attracting dollars, but in “…finding someone who can manage it.” Schools, community based organizations, and city staff all point to programs that can be expanded through the use of volunteers. By working with volunteer clearinghouses such as the Volunteer Exchange, The California Retired Teachers Association, CompuMentor, and other non-profit agencies, the popular programs that are offered and have reached their capacity can be expanded to allow more youth to be included. As a policy, the City of San Jose, school districts, and some Community Based non-profit agencies recognize volunteers as a valuable asset to the community.
Methods of Measuring Success
As we look to answer the question, “What comprises successful youth activities in the Five Wounds Brookwood Terrace NAC?” and “How do we know when this top ten item is accomplished and can move off the list?” let us review the outcomes that were established in the Youth Services Master Plan.5

1. Youth children will enter kindergarten ready to succeed academically.
2. Elementary/middle school children will be at or above grade level and will choose healthy behaviors.
3. Teenagers have a sense of purpose and graduate from high school with a plan for higher education or career preparation.
4. Youth will successfully transition into adulthood with the skills necessary for entrance into the career of their choice in Silicon Valley
5. Children, youth and families feel connected to their schools and communities and will live, play, and work in safe neighborhoods and schools
6. Families are strong and encourage the healthy development of their children.

The Five Wounds Brookwood Terrace NAC is recommending that successful outcomes be based on numbers 5 and 6. A bi-annual review of the five recommendations listed above is suggested. Also, an annual survey is recommended for youth and parents in determining the success of youth activities in the neighborhood. After a one-year review, the NAC can determine if the top 10 list should be amended.

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5 A Blueprint for Bridging the Digital Divide, City of San Jose, 2001
<table>
<thead>
<tr>
<th>Program</th>
<th>Contact</th>
<th>Description</th>
<th>Location</th>
<th>Hours Offered</th>
<th>Days Offered</th>
<th>Targeted Age Group</th>
<th>Cost (if any)</th>
<th>Targeted Neighborhood(s)</th>
<th>Language Capacity</th>
<th>Number Served</th>
<th>Impacted in 2002-2003?</th>
<th>Future expansion?</th>
<th>Needs?</th>
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</thead>
<tbody>
<tr>
<td>City Year</td>
<td>Tori Miller</td>
<td>tutoring, recreational activities, Starfish Corps, self-esteem, community service, homework assistance, Lifelab garden, web page design</td>
<td>Anne Darling Elementary School</td>
<td>school hours</td>
<td>M - F</td>
<td>Elementary Age</td>
<td>open to all registered students</td>
<td>Anne Darling</td>
<td>English / Spanish</td>
<td>756 / year</td>
<td></td>
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<tr>
<td>CSJ Homework Center</td>
<td>Marta Hansen - 535.6209</td>
<td>homework assistance, tutoring, snacks</td>
<td>Anne Darling Elementary School</td>
<td>afternoon</td>
<td>M - F</td>
<td>Elementary Age</td>
<td>open to all registered students, referred by teacher</td>
<td>Anne Darling</td>
<td>English / Spanish</td>
<td>80/day</td>
<td></td>
<td></td>
<td></td>
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<td>CSJ LEARNS</td>
<td>Andrew Judge - 973-8678</td>
<td>homework assistance, arts and recreational activities</td>
<td>Anne Darling Elementary School</td>
<td>afternoon</td>
<td>M - F</td>
<td>Elementary Age</td>
<td>open to all, application required, free</td>
<td>Anne Darling</td>
<td>English / Spanish</td>
<td>160/day</td>
<td></td>
<td></td>
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<td>ESL for adults</td>
<td>Amy Rivera</td>
<td>ESL classes</td>
<td>Anne Darling Elementary School</td>
<td>evenings</td>
<td>3 days a week</td>
<td>parents of registered children</td>
<td>free to community</td>
<td>Anne Darling</td>
<td>English / Spanish</td>
<td>60 / week</td>
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<td>Family Night</td>
<td>Linda Herschbacher</td>
<td>evening focused on family learning and family strengthening at school</td>
<td>Anne Darling Elementary School</td>
<td>varies</td>
<td>once a month</td>
<td>open to all registered students and their families</td>
<td>free</td>
<td>Anne Darling</td>
<td>English / Spanish</td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>GDC - Daycare</td>
<td>Gabby - 347.8026</td>
<td>k-5 programming</td>
<td>Anne Darling Elementary School</td>
<td>morning and afternoon</td>
<td>M - F</td>
<td>K - 5</td>
<td>free/sliding scale</td>
<td>Anne Darling</td>
<td>English / Spanish</td>
<td>70/day</td>
<td></td>
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<td>Healthy Start</td>
<td></td>
<td>federally funded preschool</td>
<td>Anne Darling Elementary School</td>
<td>M - F</td>
<td></td>
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<td>free and sliding scale fees, must meet state / federal income guidelines</td>
<td>Anne Darling</td>
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<td>to be offered in 2002-03 school year</td>
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<td>Opera</td>
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<td>school arts and theater program focused on opera</td>
<td>Anne Darling Elementary School</td>
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<td>open to all registered students</td>
<td>TBD</td>
<td>Anne Darling</td>
<td>TBD</td>
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<tr>
<td>Santa Clara County Mobile Health Van</td>
<td>Tuan Chu - 691-8341</td>
<td>medical, dental, and vision check ups and basic service</td>
<td>Anne Darling Elementary School</td>
<td>school hours</td>
<td>once a month</td>
<td>registered students and their siblings</td>
<td>free</td>
<td>Anne Darling</td>
<td>English / Spanish</td>
<td>20 / month</td>
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<tr>
<td>Program</td>
<td>Contact</td>
<td>Description</td>
<td>Location</td>
<td>Hours Offered</td>
<td>Days Offered</td>
<td>Targeted Age Group</td>
<td>Cost (if any)</td>
<td>Targeted Neighborhood(s)</td>
<td>Language Capacity</td>
<td>Number Served</td>
<td>Impacted in 2002-2003?</td>
<td>Future expansion?</td>
<td>Needs?</td>
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<tr>
<td>5</td>
<td>Javier Chavez - 535-6209</td>
<td>counseling, referrals, family support, and dropout prevention</td>
<td>Anne Darling Elementary School</td>
<td>school hours</td>
<td>M - F</td>
<td>Elementary Age</td>
<td>referred by teacher or parent request</td>
<td>Anne Darling</td>
<td>English / Spanish</td>
<td>25 - 50 / week</td>
<td></td>
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<td>6</td>
<td></td>
<td></td>
<td>Jackson &amp; Taylor Streets</td>
<td>M - F</td>
<td>under 18</td>
<td>varies</td>
<td>Greater Downtown High School Students</td>
<td>English / Spanish</td>
<td></td>
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<tr>
<td>7</td>
<td>Suzanne Wolf - 998-2223</td>
<td>Theatre Company for people ages 8 - 18. Auditions to be held April 6th from 12 - 2</td>
<td>Roosevelt Community Center</td>
<td>Every Thursday evening (starting April 18)</td>
<td>Thursdays</td>
<td>teens</td>
<td>none</td>
<td>Greater Downtown High School Students</td>
<td>English / Spanish</td>
<td></td>
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<tr>
<td>8</td>
<td>Freddy Alfaro - 998-2223</td>
<td>Lunch time sports program and open gym with two class instructors</td>
<td>San Jose High</td>
<td>12 - 1 PM</td>
<td>M - F</td>
<td>High School students at SJ High</td>
<td>free</td>
<td>Greater Downtown High School Students attending San Jose High</td>
<td>English / Spanish</td>
<td>40 / daily</td>
<td></td>
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<tr>
<td>9</td>
<td>Zuraida Peres - 293.0877</td>
<td>planned intergenerational programming between teens and seniors at community center</td>
<td>Portuguese Community Center</td>
<td>varies</td>
<td>varies</td>
<td>targeted to mono-lingual Portuguese speaking seniors and teens who speak Portuguese</td>
<td>free</td>
<td>Little Portugal / Anne Darling / Five Wounds / Roosevelt</td>
<td>Portuguese / English</td>
<td>TBD expanding to try to pair 30 teens and 30 seniors by end of 2002</td>
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<tr>
<td>10</td>
<td>Delores Martinez-Peterson</td>
<td>Parenting skills class, grant funded</td>
<td>McKinley Neighborhood Center</td>
<td>Fridays 8:00 AM - Noon</td>
<td>open to parents of registered students</td>
<td>free, must fill out application</td>
<td>McKinley</td>
<td>English / Spanish</td>
<td>20 / week</td>
<td>grant funded, not impacted</td>
<td></td>
<td></td>
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<tr>
<td>11</td>
<td>Mara Wold - 283-6150</td>
<td>collaborative effort to bring outside agencies to historically underperforming schools</td>
<td>McKinley Neighborhood School</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
<td>McKinley</td>
<td>English / Spanish</td>
<td>TBD</td>
<td>Irvine foundation funded, not likely to be impacted in future</td>
<td>7 year commitment, will begin programming in 2002-03</td>
<td></td>
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<tr>
<td>12</td>
<td>Jeff Ford - 297-3301</td>
<td>drop in recreation for school age youth</td>
<td>McKinley Neighborhood Center</td>
<td>M - F</td>
<td>after school until 5 PM</td>
<td>open to all</td>
<td>free</td>
<td>McKinley</td>
<td>English / Spanish</td>
<td>60 / day</td>
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6/18/2002
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<tr>
<th>Program</th>
<th>Contact</th>
<th>Description</th>
<th>Location</th>
<th>Hours Offered</th>
<th>Days Offered</th>
<th>Targeted Age Group</th>
<th>Cost (if any)</th>
<th>Targeted Neighborhood(s)</th>
<th>Language</th>
<th>Number Served</th>
<th>Impacted in 2002-2003?</th>
<th>Future expansion?</th>
<th>Needs?</th>
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</thead>
<tbody>
<tr>
<td>13 CSJ Teen programming</td>
<td>even evening programming</td>
<td>McKinley Neighborhood Center</td>
<td>TBD</td>
<td>5 - 7:30 PM</td>
<td>open to all teens in neighborhood</td>
<td>free</td>
<td>McKinley</td>
<td>English / Spanish</td>
<td>25 / day</td>
<td>possibly impacted in 2002-03</td>
<td></td>
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<tr>
<td>14 FAST (Families and Schools Together) Program</td>
<td>Marisela Siyala (408) 374-9220 x200</td>
<td>family classes for at risk students, teacher referred</td>
<td>Monday evenings 4:30 - 8:30 PM</td>
<td>students and families are referred by school staff</td>
<td>free, must commit to minimum number of volunteer hours after program ends</td>
<td>McKinley Spanish only</td>
<td>60 / week</td>
<td>grant funded, not likely to be impacted in 2002 - 03</td>
<td>Interested in expanding to other locations in FW/BT area</td>
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<tr>
<td>15 Healthy Start</td>
<td>408.297.3301</td>
<td>federally funded preschool</td>
<td>McKinley Neighborhood School</td>
<td>M - F AM</td>
<td>open to registered students</td>
<td>free and sliding scale fees, must meet state / federal income guidelines</td>
<td>McKinley</td>
<td>English / Spanish</td>
<td>40 / week</td>
<td>will replace preK Shea program in 2002-03</td>
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<tr>
<td>16 MACSA Computer Lab</td>
<td>Gabby - 297-3301</td>
<td>CSJ partially funded after school computer lab</td>
<td>McKinley Neighborhood Center</td>
<td>M - F 2 - 4:30 PM</td>
<td>open to parents of registered students</td>
<td>free, must fill out application</td>
<td>McKinley</td>
<td>English / Spanish</td>
<td>20 / day</td>
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<tr>
<td>17 Parent Institute (PIQUE)</td>
<td>Antonio Gomes 283.6241</td>
<td>Parenting skills class, grant funded</td>
<td>McKinley Neighborhood Center</td>
<td>Thursdays 8:30 - Noon</td>
<td>open to parents of registered students</td>
<td>free</td>
<td>McKinley</td>
<td>Spanish only</td>
<td>40 / week</td>
<td>METAS grant funded, not likely to be impacted</td>
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<tr>
<td>18 PreK Shea Program</td>
<td>pre-school age daycare</td>
<td>McKinley Neighborhood School</td>
<td>M - F AM</td>
<td>open to all registered students</td>
<td>free</td>
<td>McKinley</td>
<td>English / Spanish</td>
<td>200 / day</td>
<td>replaced in 2002-03 with Healthy Start program</td>
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<tr>
<td>19 CSJ LEARNS</td>
<td>Matt Auges - 277.5189</td>
<td>afternoon homework assistance, arts and recreational activities, tutoring, snacks, Folklorico, ESL, SSL, 21 Century Homework Center</td>
<td>after school until 6 PM M - F</td>
<td>open to all registered students</td>
<td>free</td>
<td>Olinder</td>
<td>English / Spanish / Portuguese</td>
<td>200 / day</td>
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<tr>
<td>Program Description</td>
<td>Contact</td>
<td>Description</td>
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<td>Hours Offered</td>
<td>Days Offered</td>
<td>Targeted Age Group</td>
<td>Cost (if any)</td>
<td>Targeted Neighborhood(s)</td>
<td>Language(s)</td>
<td>Number Served</td>
<td>Impacted in 2002-2003?</td>
<td>Future needs?</td>
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<tr>
<td>20 Drop-In Computer Center</td>
<td>David Silva - 535.6245</td>
<td>computer lab, tutoring</td>
<td>Olinder Elementary School</td>
<td>M - F</td>
<td>afterschool</td>
<td>open to all registered students</td>
<td>free</td>
<td>Olinder English / Spanish / Vietnamese</td>
<td>35/day</td>
<td></td>
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<tr>
<td>21 MACSA Daycare</td>
<td>Eva Chavez 408.277.5189</td>
<td>daycare</td>
<td>Olinder Elementary School</td>
<td>M - F</td>
<td>afterschool</td>
<td>open to all registered students</td>
<td></td>
<td>Olinder English / Spanish</td>
<td>20 / day</td>
<td></td>
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<tr>
<td>22 MET ED</td>
<td>Sue McCasland 535.6245</td>
<td>ESL, childcare and citizenship classes</td>
<td>Olinder Elementary School</td>
<td>3 days a week</td>
<td>varies</td>
<td>open to community</td>
<td>free</td>
<td>Olinder English / Spanish / Vietnamese</td>
<td>25 - 30/week</td>
<td></td>
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<tr>
<td>23 Parent Institute</td>
<td>Sue McCasland 535.6245</td>
<td>literacy, school attendance, increased parent involvement in school</td>
<td>Olinder Elementary School</td>
<td>1 day a week</td>
<td>varies</td>
<td>open to all parents of registered students</td>
<td>free</td>
<td>Olinder English / Spanish</td>
<td>63 / year</td>
<td></td>
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<tr>
<td>24 Parent Liaisons</td>
<td>Maria Lopez / Diane Nguyen - 535-6245</td>
<td>coordinate medical, dental, insurance, counseling, referrals, home visits, SSTs, and parent trainings</td>
<td>Olinder Elementary School</td>
<td>varies</td>
<td>varies</td>
<td>open to all parents of registered students</td>
<td>Olinder English / Spanish / Vietnamese</td>
<td>240 / month</td>
<td></td>
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<tr>
<td>25 Parenting Classes</td>
<td>Maria Lopez - 535-6245</td>
<td>discipline, legal issues, parental involvement</td>
<td>Olinder Elementary School</td>
<td>varies</td>
<td>varies</td>
<td>open to all parents of registered students</td>
<td>free</td>
<td>Olinder English / Spanish</td>
<td>80 / year</td>
<td></td>
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<tr>
<td>26 Pre-school SJUSD</td>
<td>Sue McCasland 535.6245</td>
<td>full range of social, recreational, early learning programs</td>
<td>Olinder Elementary School</td>
<td>early morning and afternoons</td>
<td>M - F</td>
<td>open to all community but must be school - age</td>
<td>sliding scale fees, must meet state / federal income guidelines</td>
<td>Olinder English / Spanish</td>
<td>50/year</td>
<td></td>
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<tr>
<td>27 San Jose Day Nursery</td>
<td>John Carson - 288-9667</td>
<td>Daycare</td>
<td>Olinder Elementary School</td>
<td>M - F</td>
<td>open to community but must be school - age</td>
<td>sliding scale fees</td>
<td>Olinder English / Spanish</td>
<td>30 /day</td>
<td></td>
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<tr>
<td>28 School Site Counseling</td>
<td>Agnes Lull - 535.6245</td>
<td>counseling, referrals, family support, and truancy prevention</td>
<td>Olinder Elementary School</td>
<td>school hours</td>
<td>M - F</td>
<td>open to all registered students</td>
<td>free</td>
<td>Olinder English / Spanish</td>
<td>50 - 75 / month</td>
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<td>Program</td>
<td>Contact</td>
<td>Description</td>
<td>Location</td>
<td>Hours Offered</td>
<td>Days Offered</td>
<td>Targeted Age Group</td>
<td>Cost (if any)</td>
<td>Targeted Neighborhood(s)</td>
<td>Language Capacity</td>
<td>Number Served</td>
<td>Impacted in 2002-2003?</td>
<td>Future expansion?</td>
<td>Needs?</td>
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<tr>
<td>29 SELAC</td>
<td>Brenna Broadnax</td>
<td>parent committees, in-service trainings, accessing services, understanding system</td>
<td>Olinder Elementary School</td>
<td>varies</td>
<td>varies</td>
<td>open to all parents of registered students</td>
<td>free</td>
<td>Olinder</td>
<td>English / Spanish</td>
<td>3 / month</td>
<td></td>
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<tr>
<td>30 Sewing Class</td>
<td>Nellie Lopez - 535-6245</td>
<td>sewing projects for school, childcare provided</td>
<td>Olinder Elementary School</td>
<td>2 days a week</td>
<td>school hours</td>
<td>open to the community</td>
<td></td>
<td>Olinder</td>
<td>English / Spanish</td>
<td>25 / day</td>
<td></td>
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<tr>
<td>31 CSJ Teen programming</td>
<td>Freddy Alfaro - 998-2223</td>
<td>teen programming</td>
<td>Roosevelt Community Center</td>
<td>M - F, every other Saturday</td>
<td>3 - 8 PM, Sat 11 - 4 PM</td>
<td>open to all teens</td>
<td>free</td>
<td>Roosevelt</td>
<td>English / Spanish</td>
<td>possibly impacted in 2002-03</td>
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<tr>
<td>32 Alum Rock Counseling Center</td>
<td></td>
<td>The Prevention Program was developed to offer alternatives to delinquent behavior for girls who are exhibiting signs of negative behaviors. The services will include: social/behavioral activities, tutoring, parent education,&amp; counseling.</td>
<td>1245 E. Santa Clara St</td>
<td></td>
<td></td>
<td></td>
<td>fee based</td>
<td>throughout San Jose</td>
<td>Portuguese / English</td>
<td>20 - 30 youth in band (out of 60 member band)</td>
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<tr>
<td>33 Banda Portuguesa de San Jose</td>
<td>Mariana Flores - (408) 292-2428</td>
<td>Portuguese band, music lessons, also organized activities for band members including recreational activities</td>
<td>100 North 27th Street, San Jose, CA 95116</td>
<td>M - TH, plus required performances</td>
<td>6:00 - 9:00 PM</td>
<td>open to all age groups</td>
<td>fee based</td>
<td>throughout San Jose</td>
<td>Portuguese / English</td>
<td>20 - 30 youth in band (out of 60 member band)</td>
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<th>Hours Offered</th>
<th>Days Offered</th>
<th>Targeted Age Group</th>
<th>Cost (if any)</th>
<th>Targeted Neighborhood(s)</th>
<th>Language Capacity</th>
<th>Number Served</th>
<th>Impacted in 2002-2003?</th>
<th>Future expansion?</th>
<th>Needs?</th>
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<tbody>
<tr>
<td>34 Nova Alianca</td>
<td>(408) 998-1909</td>
<td>Portuguese band, music lessons, also organized activities for band members including recreational activities</td>
<td>43 North 27th Street, San Jose, CA 95116</td>
<td>M - TH, plus required performances</td>
<td>open to all age groups</td>
<td>fee based</td>
<td>throughout San Jose</td>
<td>Portuguese / English</td>
<td>approx 20 youth in band (out of 50 member band)</td>
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<tr>
<td>35 Out-patient Therapy</td>
<td>The Adult, Family and Child Program provides individuals, couples, children, teens, and families with low cost counseling and support groups. Services are offered in Spanish, Portuguese and English, on a medium to long term basis.</td>
<td>Alum Rock Counseling Center - 1245 E.Santa Clara St</td>
<td>6:30 - 8:30 PM</td>
<td></td>
<td></td>
<td>fee based, but no one is turned away</td>
<td>throughout San Jose</td>
<td>English / Spanish / Portuguese</td>
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<td>Contact</td>
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<td>Hours Offered</td>
<td>Days Offered</td>
<td>Targeted Age Group</td>
<td>Cost (if any)</td>
<td>Targeted Neighborhood(s)</td>
<td>Language(s)</td>
<td>Number Served</td>
<td>Impacted in 2002-2003?</td>
<td>Future Expansion?</td>
<td>Needs?</td>
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<td>36</td>
<td>Parent Education</td>
<td>This is an eight week parent education workshop. We use a mix of mini-lecture, videos, and small group discussion and activities. Classes address family communication, positive discipline, self-esteem, child development, anger management, substance abuse/neglect, and effective co-parenting. Participants are asked to attend ALL EIGHT sessions.</td>
<td>Alum Rock Counseling Center - 1245 E.Santa Clara St</td>
<td>fee based, but no one is turned away</td>
<td>throughout San Jose</td>
<td>English / Spanish</td>
<td>approx 50 youth in band (out of 80 member band)</td>
<td></td>
<td>2002-2003</td>
<td>Yes</td>
<td></td>
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<tr>
<td>37</td>
<td>Mr. Silva - 408.298.0353</td>
<td>Portuguese band, music lessons, also organized activities for band members including recreational activities</td>
<td>1220 East Santa Clara Street, San Jose, CA 95116</td>
<td>fee based</td>
<td>open to all age groups</td>
<td>Portuguese / English</td>
<td>approx 50 youth in band (out of 80 member band)</td>
<td></td>
<td>2002-2003</td>
<td>Yes</td>
<td></td>
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<tr>
<td>38</td>
<td>3rd Street Community Center</td>
<td></td>
<td>160 N 3rd Street</td>
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<td>39</td>
<td>Alum Rock Outreach</td>
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<td>40</td>
<td>East San Jose Carnegie Library</td>
<td></td>
<td>1102 East Santa Clara Street, San Jose, CA 95116</td>
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| Program Description | Contact | Location | Hours Offered | Days Offered | Targeted Age Group | Cost (if any) | Targeted Neighborhood(s) | Language Capacity | Number Served | Impacted in 2002-2003? | Future Expansion? | Needs?
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<td>41 Homeless Youth Program</td>
<td>This project provides a range of multi-disciplinary services including counseling, job development, legal services, case management, and street outreach to homeless youth in Santa Clara County. Services are delivered through a 6 agency collaborative, with ARCC serving as the lead agency.</td>
<td>Alum Rock Counseling Center - 1245 E Santa Clara St</td>
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<td>42 Turning Point Program</td>
<td>Turning Point is a mentoring program pairing one committed adult with one at-risk youth. The program empowers youths to improve their future by providing trained mentors to guide them through a rigorous self-discovery and leadership development process. Mentors meet with their matched youth and conduct a phone contact a minimum of once a week.</td>
<td>Alum Rock Counseling Center - 1245 E Santa Clara Street</td>
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