

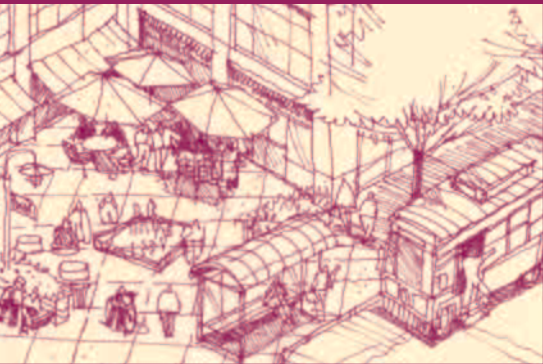
JUNE 2002

neighborhood improvement plan

Burbank/Del Monte



STRONG NEIGHBORHOODS INITIATIVE



Burbank/Del Monte: Vision of the Future

EARLY IN THE PLANNING PROCESS, COMMUNITY WORKSHOP PARTICIPANTS AND NEIGHBORHOOD ADVISORY COMMITTEE MEMBERS DESCRIBED A SHARED VISION FOR THE BURBANK/DEL MONTE NEIGHBORHOOD'S FUTURE.

Burbank/Del Monte 2022...

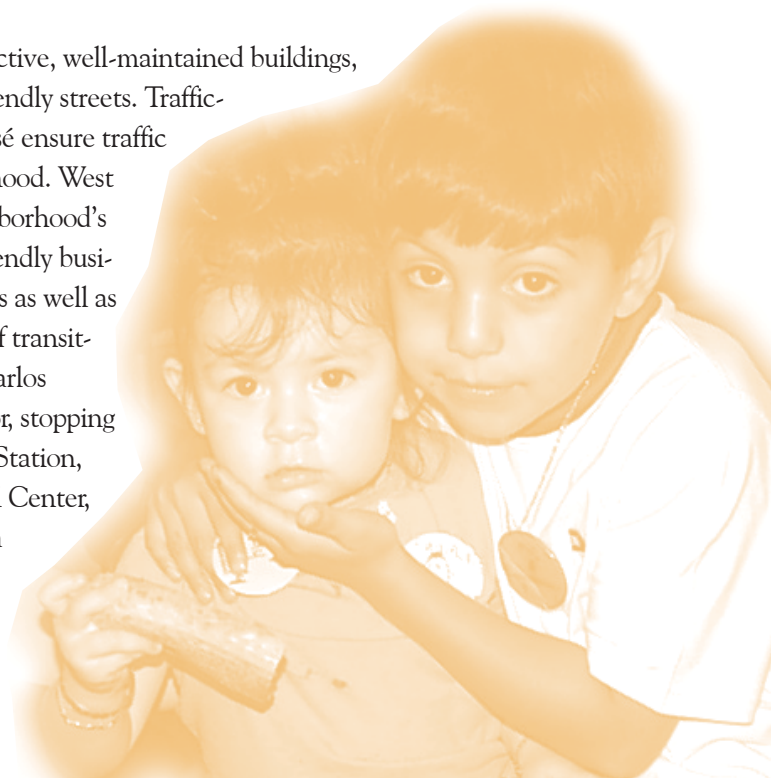
Burbank/Del Monte is a safe, desirable place for families to live, work and play. Residents feel a unique sense of place based on the neighborhood's historic character. Renovated brick buildings and bungalows contribute to the charm of the neighborhood, and the preserved Burbank Theater and Del Monte tower provide a connection to the past. Small groves of fruit trees have also been planted to reflect the history of agriculture in the area.

Residential areas are attractive, appropriately scaled, and well-maintained, with accessible walkways and bike paths that encourage pedestrian circulation. Scott Street/Auzerais serves as a major east-west pedestrian link through the neighborhood. The street is characterized by pedestrian amenities, street trees and pocket parks, terminating in a community park at Los Gatos Creek.

The neighborhood has convenient access to community facilities, including a neighborhood center with space for musical and theater performances, as well as educational and recreational programs for all ages. Plenty of neighborhood parks and the extended Los Gatos Creek Trail provide places to play and enjoy the outdoors.

The area has a vital commercial center with attractive, well-maintained buildings, landscaping, adequate parking, and pedestrian-friendly streets. Traffic-calming measures instituted by the City of San José ensure traffic moves smoothly and safely through the neighborhood. West San Carlos Street and Bascom Avenue, the neighborhood's commercial spines, are characterized by family-friendly businesses with many neighborhood-serving retail uses as well as mixed office, retail and residential uses. A series of transit-oriented pocket parks and plazas line West San Carlos Street and a historic trolley runs along the corridor, stopping regularly at key destinations, such as the Diridon Station, San José City College, Santa Clara Valley Medical Center, Downtown, Valley Fair Shopping Center, Santana Row, and the Winchester corridor.

Neighbors have pride in their community and work together on community issues. Residents, business owners, property owners and the City all contribute to the common goal of caring for the people and neighborhood of Burbank/Del Monte.





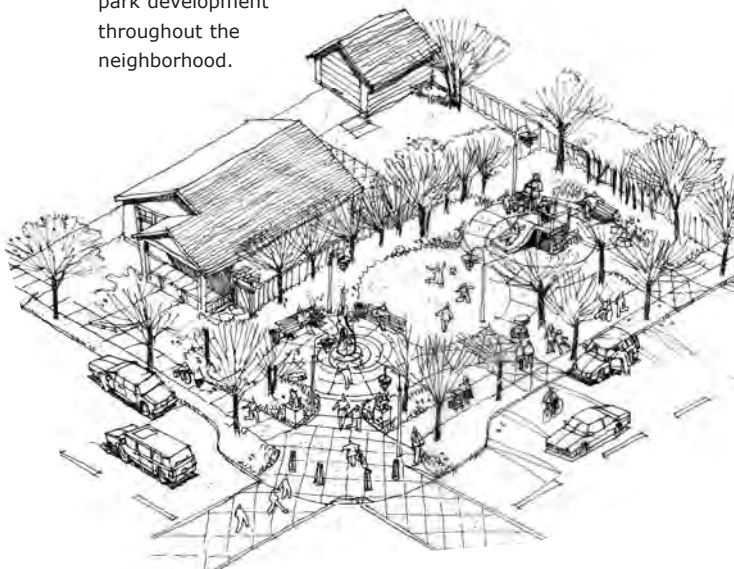
Creating a more pedestrian-friendly environment is a high priority for residents.

Executive Summary

The *Burbank/Del Monte Neighborhood Improvement Plan* was developed as a partnership between residents, businesses, and the City of San José as part of the Strong Neighborhoods Initiative launched in February, 2001. Community members identified goals that would bring about positive changes and help the neighborhood achieve its vision:

- Goal A: Develop Parks and Open Space**
- Goal B: Provide Community Facilities in the Neighborhood**
- Goal C: Create a Pedestrian-Friendly Environment**
- Goal D: Improve Circulation, Transportation and Parking**
- Goal E: Strengthen Economic Development**
- Goal F: Revitalize Housing**
- Goal G: Beautify the Neighborhood**
- Goal H: Encourage Maintenance and Stewardship**
- Goal I: Improve Programs, Services and Community Organization**

Many of Burbank/Del Monte community members' top priorities are related to park development throughout the neighborhood.



These goals now form the foundation of an action plan that includes over 100 specific actions for improving the neighborhood.

Through a series of community and Neighborhood Advisory Committee meetings, Burbank/Del Monte residents prioritized these actions and selected the following as top priorities to focus initial efforts and resources towards in the Burbank/Del Monte neighborhood:

1. Complete development of the Buena Vista Tot Lot, and acquire the parcel at Scott Street and Clifton Avenue for use as a pocket park.
2. Designate Scott Street and Auzerais Avenue as the primary pedestrian/bikeway through the neighborhood and complete streetscape improvements.
3. Conduct a feasibility study for developing a “freeway park” over Interstate-280.
4. Work with San José City College to develop a shared 17,000 square foot multi-use recreation facility/community center at San José City College.
5. Conduct a programs/services inventory and a facility needs assessment, and identify possible sites for neighborhood facilities as needed to fill service gaps.
6. Initiate a regular annual bulky waste pick-up as part of the waste management contracts, and hold ongoing neighborhood clean-up events.
7. Strengthen Code Enforcement and Housing programs to help ensure that residential units are improved and well-maintained.
8. Create an economic development strategy for West San Carlos Street and Bascom Avenue.
9. Establish a specialty trolley service along West San Carlos Street and Bascom Avenue.
10. Develop a new public neighborhood park along Los Gatos Creek at Auzerais Avenue.

These priority actions are further described in the *Strategic Action Plan* section of this document.



Improving programs and services are key goals for residents.



Economic development and improved circulation and access are important aspects of the neighborhood vision.

Acknowledgements

The following people are gratefully acknowledged for providing valuable assistance in the development of the Burbank/Del Monte Neighborhood Improvement Plan.

NEIGHBORHOOD ADVISORY COMMITTEE

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***A special thank you to all Burbank/Del Monte Neighborhood
Community Workshop participants!***

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BURBANK /
DEL MONTE

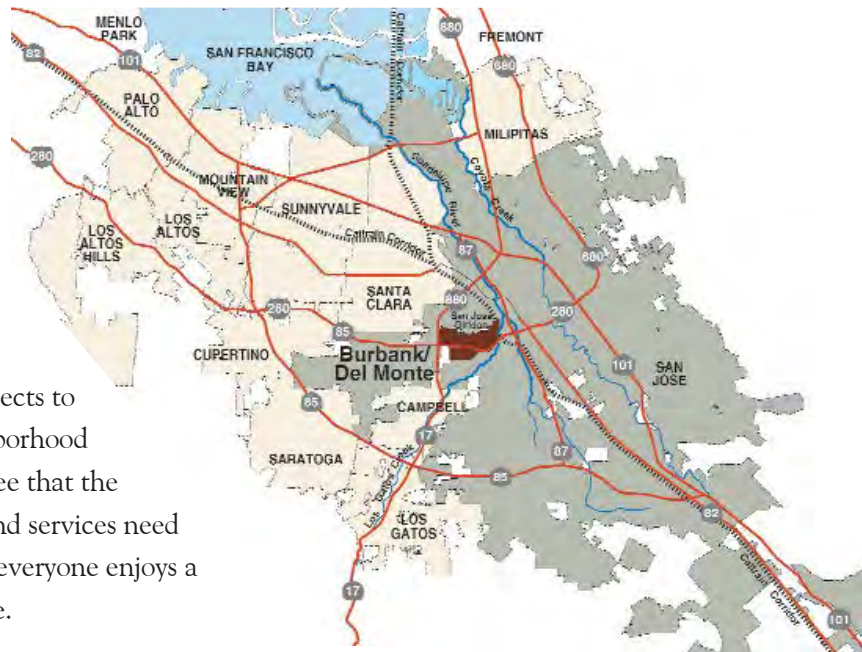
NEIGHBORHOOD
IMPROVEMENT PLAN

Introduction

Background

The Burbank/Del Monte neighborhood is one of the earliest developed areas in Santa Clara County. It is predominantly residential, home to a culturally and ethnically diverse group of residents. It was originally agricultural land, with most residents either farmers or employed by canneries. The area is still full of historic areas and housing, but the orchards are gone now, and some parts of the neighborhood suffer from age and neglect.

Just three miles from downtown San José, the Burbank/Del Monte neighborhood is a mixture of City and unincorporated areas. Residents have always had a great deal of camaraderie and pride in their community and have a large base of volunteers who enthusiastically undertake projects to meet many of their own neighborhood needs. However, residents agree that the neighborhood infrastructure and services need to be improved to ensure that everyone enjoys a high quality of life in the future.



Burbank/Del Monte in relation to the greater Bay Area

In order to meet neighborhood improvement challenges, the City of San José, the San José Redevelopment Agency, and the Burbank/Del Monte community joined in a strategic planning process that established a shared vision for the neighborhood (see Burbank/Del Monte: Vision of the Future on page i). That vision serves as the foundation of this *Neighborhood Improvement Plan*, to direct and coordinate future planning decisions, guide physical changes in the neighborhood, and identify needed community services.



Councilmember Ken Yeager welcoming participants to a Workshop.



Mayor Ron Gonzales participating in an Open House.

This *Plan* documents specific types of neighborhood changes that participants expressed a strong interest in, or voiced consensus around. The improvement concepts and actions described in the *Plan* reflect the community’s desired future.

Many of the improvements suggested do not currently have funding available. This *Plan* serves as Burbank/Del Monte residents’ framework of priority improvements for enhancing the neighborhood. Where funding is immediately available for improvements, City staff, community members and other potential partners can move expediently toward implementation. Where funding is not available, the *Plan* 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.

There are several funding sources that could be utilized to begin implementation of neighborhood improvements identified in this *Plan*. The Mayor and City Council have earmarked a minimum of \$100 million dollars to be allocated to Strong Neighborhoods Initiative projects Citywide 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 Strategic Action Plan (see the *Action Matrix* in the *Strategic Action Plan* section of this document).

Planning Process

The planning process to develop the *Burbank/Del Monte Neighborhood Improvement Plan* included many community meetings and over a year of hard work by community members, City staff, and planning consultants. A Neighborhood Advisory Committee (NAC) made up of Burbank/Del Monte community members was formed to guide the development of the improvement plan. The Neighborhood Advisory Committee met with City and County staff and planning consultants ten times over the course of the year.

The planning process, while led by the City, was designed to facilitate community consensus around a shared vision for the future of the Burbank/Del Monte neighborhood - regardless of City and County boundaries. It was also designed to develop implementation actions to successfully achieve that vision. The planning process, summarized below, was divided into the following five phases.

■ PHASE I Assessment of Existing Conditions & Vision Development

Residents, business owners, property owners and City staff identified the challenges, assets, and opportunities facing the Burbank/Del Monte community. The goal of this phase of the process was to understand the current physical, economic and social conditions in the Burbank/Del Monte neighborhood and to develop a shared vision for the future of the neighborhood. A Neighborhood Advisory Committee meeting was held on February 22, 2001 to kick-off the strategic planning process and gather input related to assets, challenges and vision themes. The first community workshop was held on March 17, 2001.

■ PHASE II Development of Alternatives, Actions, and Priorities

The second phase of the process focused the efforts of the community on developing specific actions and alternatives to bring the



Listening to comments during a neighborhood Workshop.



Graphic recording of participants' ideas for a neighborhood vision.



Getting familiar with the Burbank/Del Monte planning area.



Community workshop participant selecting neighborhood priorities.



Resident filling out a comment card with suggestions for neighborhood improvement.

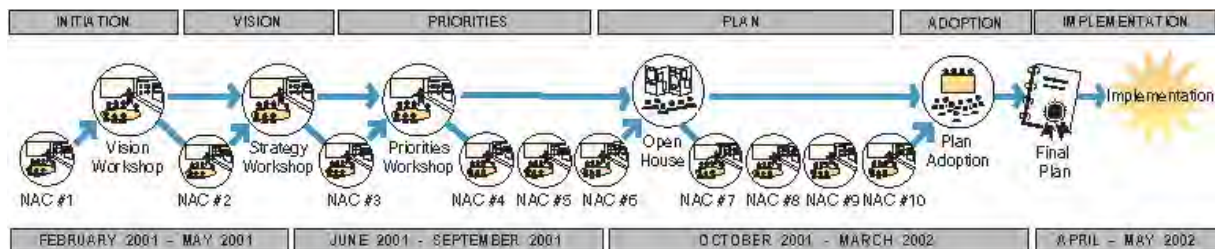
community’s vision to reality. In addition, this phase initiated the process of prioritizing the proposed actions and alternatives. Initial actions were proposed at the Neighborhood Advisory Committee meeting on March 22, 2001. Residents reviewed the emerging vision for the neighborhood and prioritized actions for neighborhood improvement during the April 28, 2001 community workshop.

■ **PHASE III Draft Improvement Strategies**

Three Neighborhood Advisory Committee meetings and the third community workshop were held over the summer to continue review of the improvement strategies and begin to refine the initial plan concept. At the third community workshop on June 16, 2001 participants reviewed neighborhood improvement concepts and improvement strategies in an open house format. Based on community input provided during this open house and earlier meetings, improvement strategies were incorporated into a comprehensive Action Plan with top priorities identified.

■ **PHASE IV Draft Plan**

The Neighborhood Advisory Committee met again in September to further refine improvement concepts in preparation for the Burbank/Del Monte Open House on October 20, 2001, where the concepts were shared with the entire community. Three additional Neighborhood Advisory Committee meetings were



Strong Neighborhoods Initiative planning process schedule

held between November, 2001 and February, 2002 to confirm top priority actions for the neighborhood and discuss the upcoming implementation planning process.

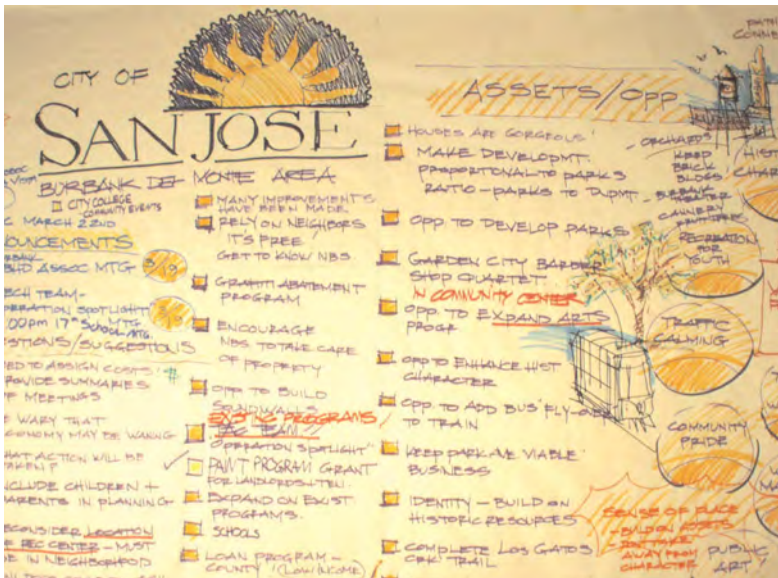
■ **PHASE V Plan Process/Approval**

The final phase of the planning process included the *Improvement Plan's* review and adoption. The Neighborhood Advisory Committee meeting was held on March 28, 2002 to finalize the Draft *Improvement Plan*. This finalized *Plan* was then presented to the community-at-large through a widely advertised meeting on April 18, 2002, and formally approved by the NAC at that meeting. Finally, the *Plan* will be brought to the Planning Commission and City Council for approval.

Hundreds of community members participated in the community planning process - many attended the entire series of meetings. This large participant turnout is evidence of the strong community interest in shaping the future of the Burbank/Del Monte neighborhood.



Celebrating the Burbank/Del Monte neighborhood's *Improvement Plan* progress at an Open House.



Community Workshop #1 Vision Development Wall Graphic



Strong Neighborhoods Initiative

The success of this *Plan* relies on a participatory process to create the *Plan* and to implement the proposed neighborhood improvements. Both of these are part of a larger Citywide goal: to listen to San José residents' ideas for neighborhood improvement, connect neighborhoods to resources, and respond to neighborhood priorities. This goal is an integral part of the Strong Neighborhoods Initiative (SNI), launched in July 2000.

The Strong Neighborhoods Initiative is a partnership between the City Council, the Mayor, and San José residents and business owners to strengthen City neighborhoods. This initiative aims to improve neighborhood conditions, enhance community safety, improve community services, and strengthen neighborhood associations. The Burbank/Del Monte neighborhood is one of 22 planning areas in San José specified as a Strong Neighborhoods area.

The SNI process is made up of two stages: planning and implementation. The planning stage includes the development of 22 neighborhood improvement plans and the formation of a Redevelopment Project Area. The implementation stage involves proactively carrying these neighborhood improvements (such as improved physical conditions, improved community services, and new development projects) to fruition. The Initiative is funded through resources from the City of San José and the San José Redevelopment Agency. While the County of Santa Clara is not directly involved in this Initiative, planning has been coordinated with them to address implementation efforts in the County pockets (see heading titled *City-County Split Jurisdiction*)

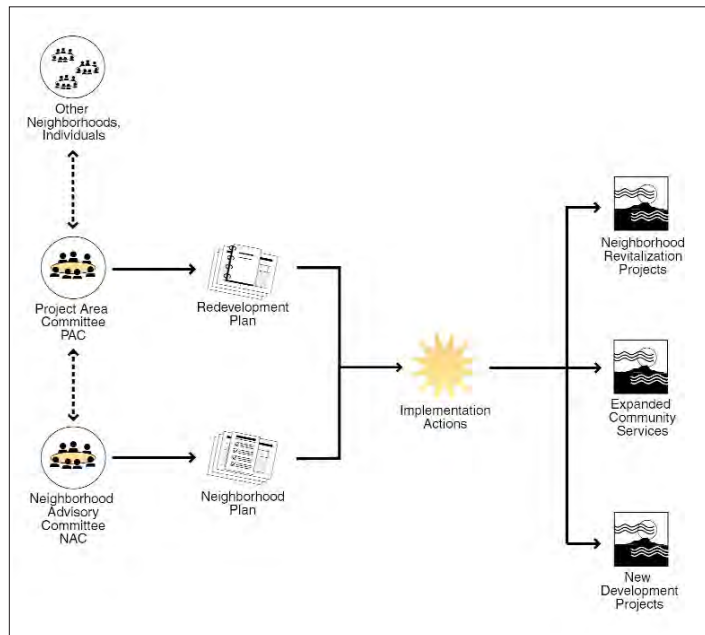
To guide the planning process, each area formed a Neighborhood Advisory Committee (NAC) made up of residents, property/business owners, school representatives and other stakeholders. The Burbank/Del Monte NAC was made up of 22 members, representing these broad interests. NAC members made a one-year commitment to the project, met regularly to provide guidance to City staff and consultants, acted as representatives for the community, and helped develop the content of the neighborhood improvement plan.

Redevelopment Process

In order to provide at least a portion of the funding required to implement Neighborhood Improvement Plans, a Redevelopment Project Area made up of all 22 Strong Neighborhoods Initiative neighborhoods is being formed. This Redevelopment Project Area is necessary to use redevelopment funds for the identified neighborhood improvements.

Project Area Committee

A Project Area Committee (PAC) representing all 22 neighborhood areas was assembled to oversee the development of the Redevelopment Plan and make recommendations to the Mayor and City Council. 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 five business owners) were selected in at-large mail-in elections in March and April of 2001. The remaining 17 members were appointed by the City Council from community organizations throughout the City. The City Council confirmed all 52 PAC members on June 12, 2001. Five representatives from the Burbank/Del Monte Strong Neighborhoods Initiative area were elected PAC members: Priscilla Carranza, Daniel Chavez, Ken Henning, Randi Kinman, and Joe Rubino.



Strong Neighborhoods Initiative committee structure, process and products



City of San José Redevelopment Agency representative conversing with meeting participant.

City-County Split Jurisdiction

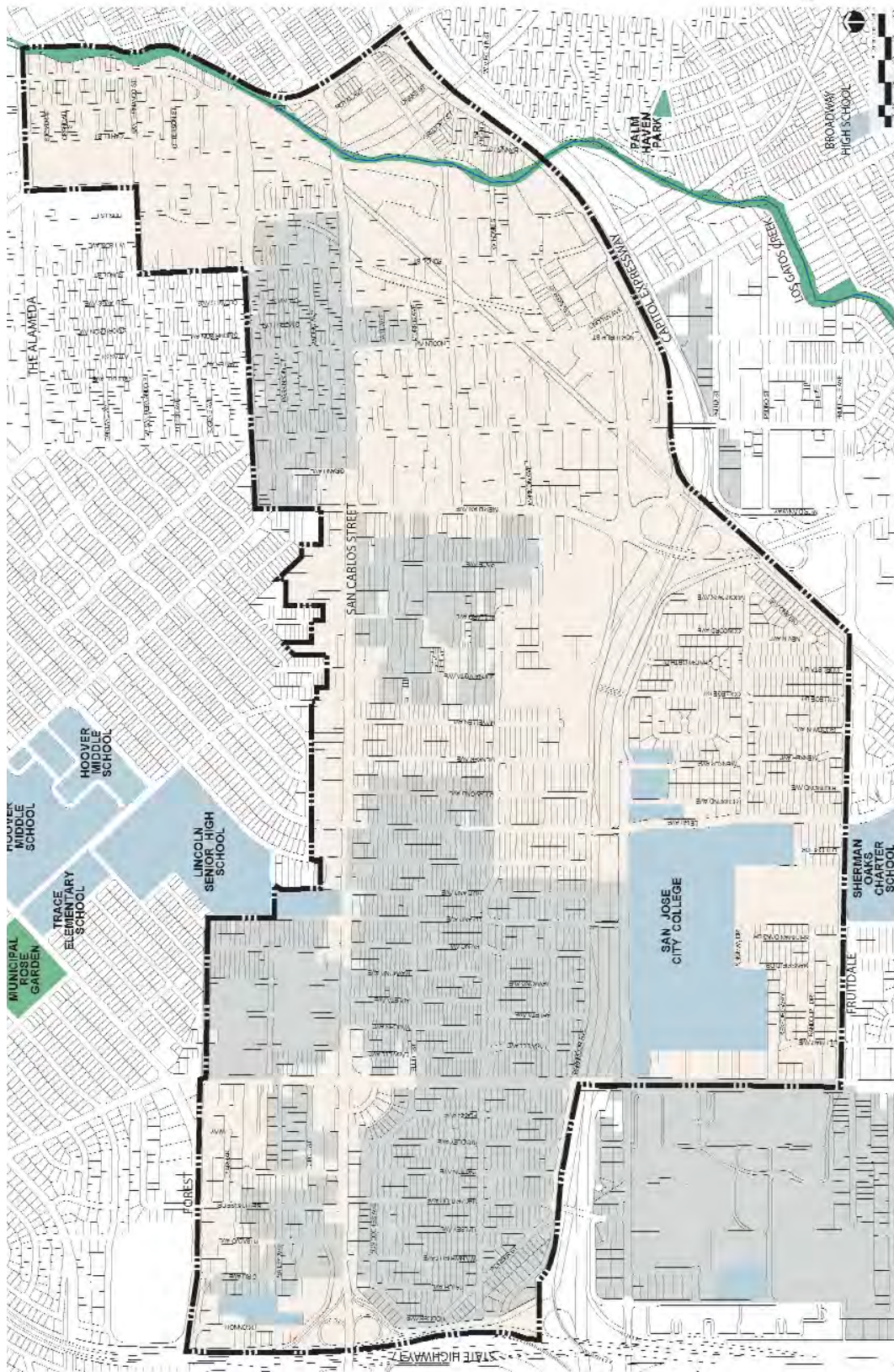
There are a significant number of unincorporated areas within the Burbank/Del Monte Strong Neighborhoods Initiative area. These unincorporated areas, or “urban pockets,” represent land within the City urban service area (USA) that remains under the County’s jurisdiction (land use and general government authority).

Unincorporated urban pockets in Santa Clara County now account for fewer than 3% of the total Countywide population. The remaining pockets are scattered over a 240 square mile area that stretches from Los Altos Hills to Gilroy.

Origins of Unincorporated Pockets

This patchwork of unincorporated pockets is the result of County land use policies prior to 1970, when the County still approved urban development in unincorporated areas. In the early 1970s the County’s role changed dramatically when the County and its 15 cities reached agreement regarding Countywide urban development policies. These policies were intended to provide for more effective management of urban growth, make provision of urban services and infrastructure more efficient, and enable the County to focus its attention and resources on its primary responsibilities - providing Countywide health and hospital services, public safety and justice services, and social services.

These urban development policies gave to the cities the basic responsibility for planning, approving, and providing neighborhood services and facilities to urban development. The County would no longer be in the “urban development business” in competition with the cities.



Unincorporated urban pockets in the Burbank/Del Monte neighborhood appear as shaded areas above.

Annexation

Since the early 1970s, it has been the policy in Santa Clara County in agreement with the City of San José that:

- The City should primarily be responsible for planning and providing necessary services to urban development (for example, the construction or reconstruction of houses and businesses);
- The County should not approve new urban development within the unincorporated areas; and
- Unincorporated urban pockets inside City urban service area boundaries should eventually be annexed into their surrounding cities so that urban services can be provided to them more efficiently.

The 1994 County General Plan reiterates the policy that unincorporated urban pockets should eventually be annexed to their surrounding cities. This is in large part because of the greater benefits to residents that cities can provide. A few of these benefits are:

- Annexation would help ensure that the urban pockets are better integrated with their neighbors in the surrounding City;
- Many services could be more efficiently and inexpensively provided to these areas (for example: fire and police protection);
- The City has the resources to offer a wide range of services applicable to small local neighborhoods;
- Residents and businesses could take advantage of an extensive set of services either not offered by the County or not staffed as fully as the City's programs (graffiti abatement, street sweeping, street light installation, recreation programs, sidewalk installation and repair, traffic calming etc.); and
- Residents would be able to participate in elections of City Council representatives whose decisions have the greatest impact on their communities.

Because of their scattered locations and their economic diversity, unincorporated pockets that remain today have much more in common with residents of the City neighborhoods that surround them than other County areas. Many residents of unincorporated pockets who purchased their homes in recent years are paying higher taxes than longer term residents of the City neighborhoods that

surround them. However, they cannot benefit from the City's neighborhood services and programs without annexing.

Approximately 5,000 residents of unincorporated pockets have annexed into cities in the past two years, and the County is currently working with five cities to encourage further annexations.

However, the decision of whether to annex into the City of San José rests primarily in the hands of the pockets residents and property owners, and will need to be addressed outside of the Strong Neighborhoods Initiative process.

Normally, in California, annexation of lands to cities must be approved by the Local Agency Formation Commission (LAFCO). However, the California State Legislature has enacted special legislation applicable in Santa Clara County that provides for City-conducted annexations. This allows the cities, rather than LAFCO, to conduct public hearings and approve annexation of unincorporated lands within their urban service area boundaries.

The County has an Urban Pockets Program to provide information to residents and property owners about the annexation process and the potential impacts of annexation. For more information or the helpful document titled *Unincorporated Urban Pockets in Santa Clara County: A Status Report 2001*, please call the Santa Clara County Planning Office (408-299-5770).

The County's Role in Neighborhood Plan Implementation

Most of the neighborhood improvement priorities identified during the course of the Burbank/Del Monte Strong Neighborhoods Initiative planning process involve services or programs that the County does not provide, or does not have the resources to provide as effectively as the City. The County's ability to implement proposed improvements in unincorporated urban pockets is limited.

For example, the County does not develop neighborhood parks or tot lots, so its role in implementing the neighborhood's priority related to developing parks will be severely restricted. Other priorities may be implemented less effectively or more slowly in unincorporated pockets. For example, the County has far less funds available for housing rehabilitation in comparison to the City of San José. For the 2002–2003 fiscal year, the County's housing rehabilitation funds total \$1 million dollars, as compared to the City's \$15 million dollars. So opportunities to utilize County funds are much more limited.

Currently it is unclear as to how much (if any) funds the County will have available to make improvements outlined in this Plan in the unincorporated pockets. The Board of Supervisors have not yet made decisions regarding funding allocation, but as described above, the County is not oriented toward neighborhood-level services so there are likely to be competing county-wide demands for their funding.

The City will continue to work with Strong Neighborhoods Initiative participants in unincorporated pockets to bridge these gaps by exploring means to seek alternative funding sources through assessment districts, grants or other unique funding opportunities.

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NEIGHBORHOOD
IMPROVEMENT PLAN

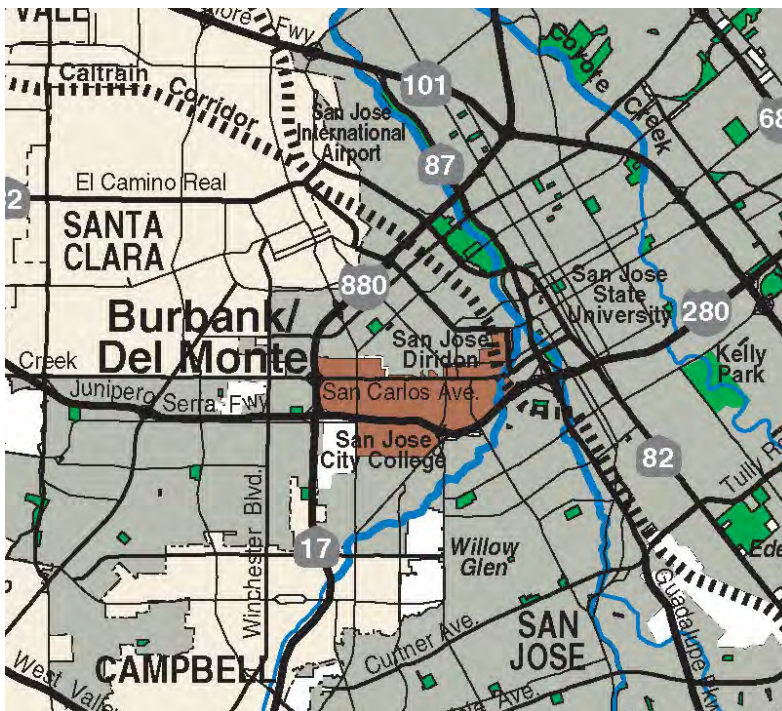
Neighborhood Profile

City Context¹

Burbank is one San José’s many culturally and ethnically diverse neighborhoods. San José was the site of California’s first civilian settlements, founded in 1777. It’s now the “capital of Silicon Valley”—third largest City in California and eleventh largest in the country. The City more than doubled its population between 1970 and 2000 and its diversity increased as well. The size of its Hispanic and Asian communities has increased considerably more rapidly than the overall population and the City is now home to many different ethnic groups.

San José is at the center of an expanding economy based on information technology and manufacturing. Its median income is ranked third highest in the country, while its crime rate is the lowest of any city with a population over 250,000.

¹ Strategic Economics. Strong Neighborhoods Initiative Benchmark Report. Berkeley, CA. October, 2001.



Burbank/Del Monte neighborhood Bay Area context



Commercial corridor:
West San Carlos Street



Single family residential



Multi-family housing

Burbank/Del Monte Strong Neighborhoods Initiative Area

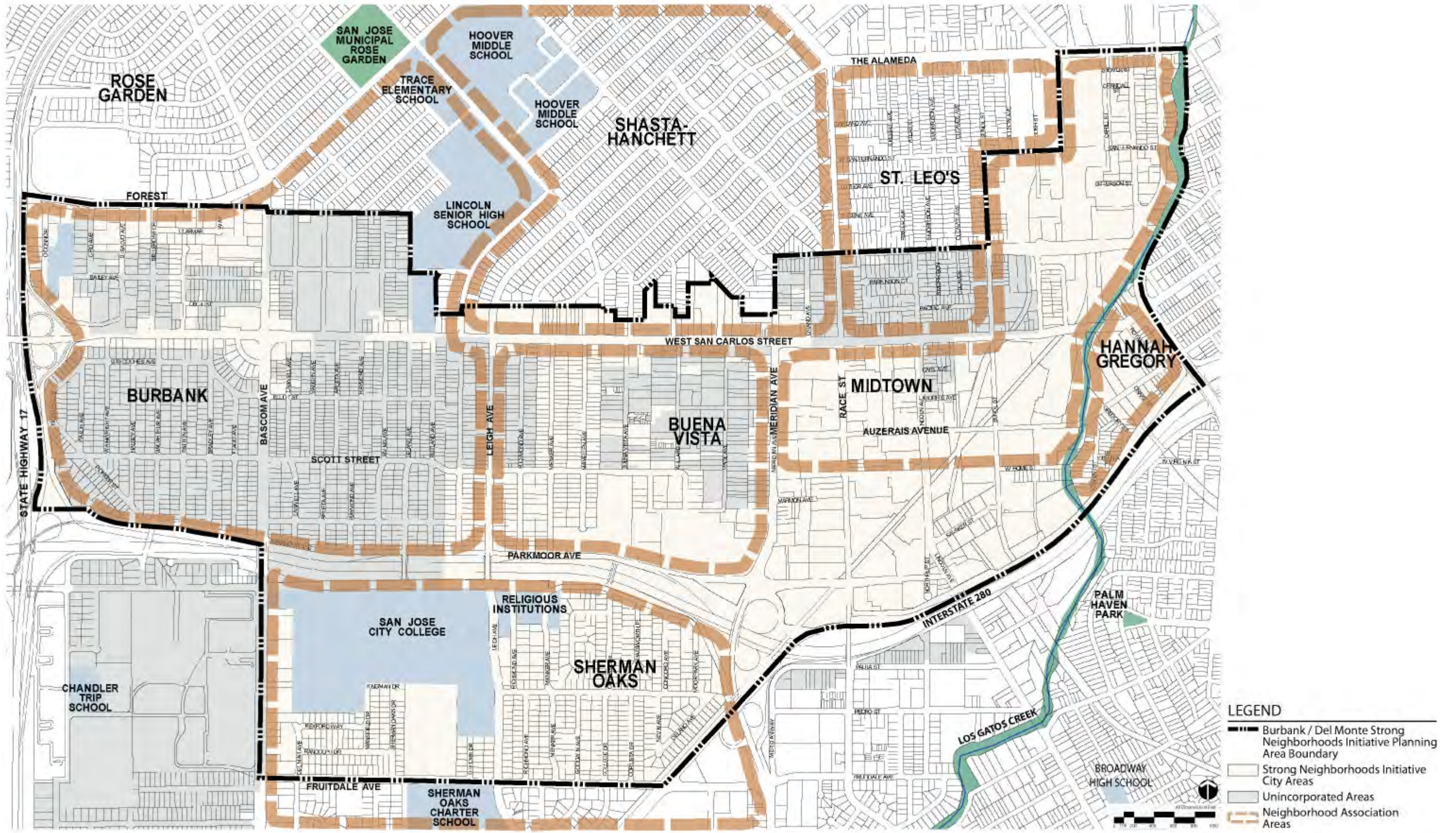
Highway 17 delineates the western-most edge of the Burbank/Del Monte Strong Neighborhoods Initiative area, while the Los Gatos Creek roughly forms the eastern boundary of the study area. West San Carlos Street is a major commercial corridor along the north side of the planning area. The planning boundary extends farther north of West San Carlos Street, taking in portions of Forest Avenue, Park Avenue, and the Alameda. Fruitdale Avenue, Southwest Expressway, and Interstate-280 collectively form the southern border (see figure on facing page).

There is a sizeable amount of unincorporated areas within the Burbank/Del Monte planning area. These unincorporated “urban pockets” fall under the jurisdiction of Santa Clara County (see page 8 for further explanation).

The planning area encompasses a number of neighborhood areas and associations, including the Burbank neighborhood, the Buena Vista neighborhood, the Hannah Gregory neighborhood, and the Midtown area, as well as a significant portion of the Sherman Oaks neighborhood. In addition, the planning area overlaps several neighborhoods to the north, such as Shasta-Hanchett, St. Leo’s, and the Diridon Station area.

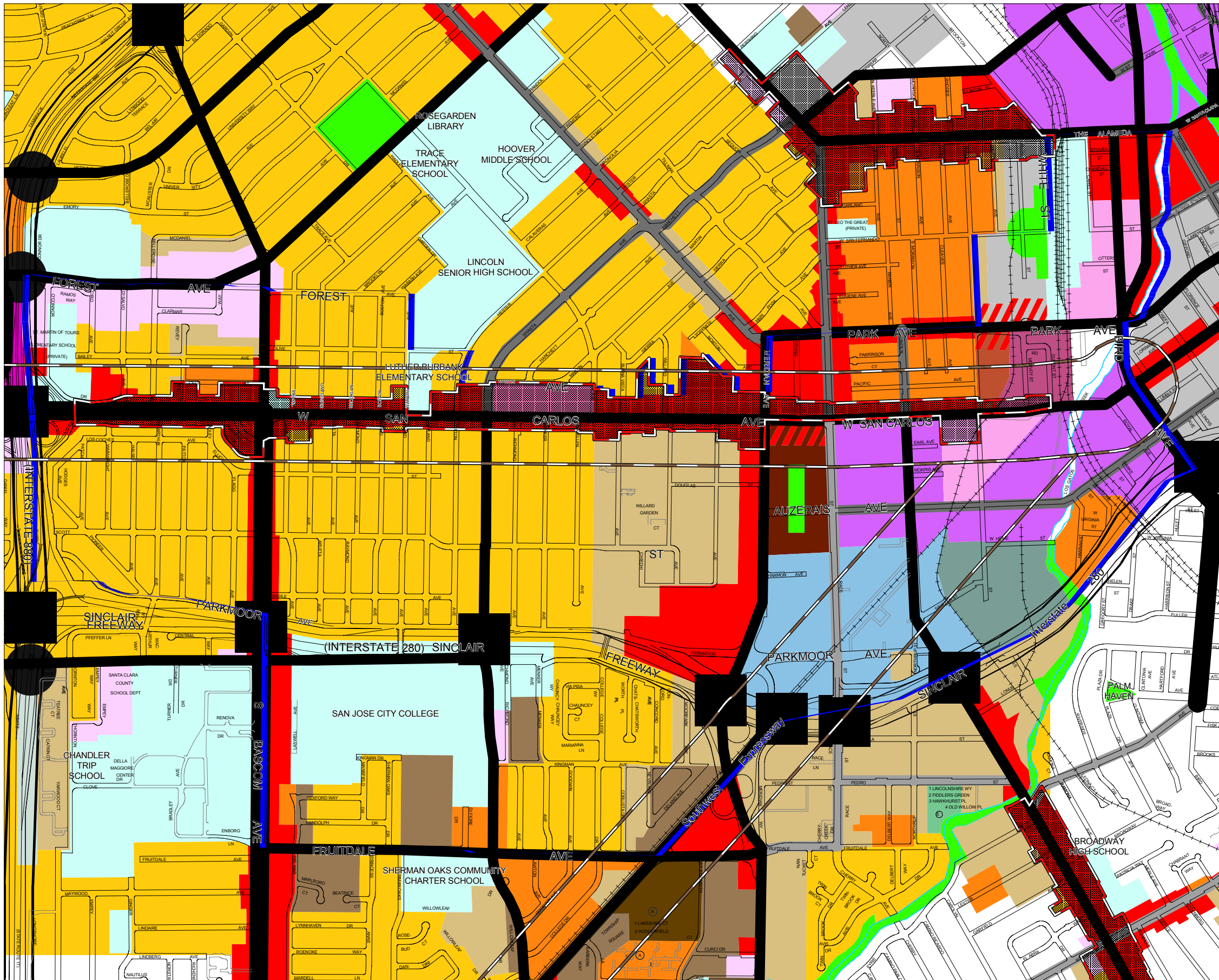
Throughout this *Neighborhood Improvement Plan* document, “Burbank/Del Monte” will refer to the entire Strong Neighborhoods Initiative planning area (outlined in the adjacent figure), not to be confused with the much smaller, Burbank Neighborhood Association area.

Located immediately west of downtown San José, the Burbank/Del Monte area was originally part of the Rancho de los Coches land grant along the historic Alameda. The area features a mix of residential, commercial (retail and offices) and industrial uses. San José City College is located in the planning area, and the County Hospital is just west of the planning area. Older residential neigh-



BURBANK/DEL MONTE STRONG NEIGHBORHOODS INITIATIVE AREA

Figure 1



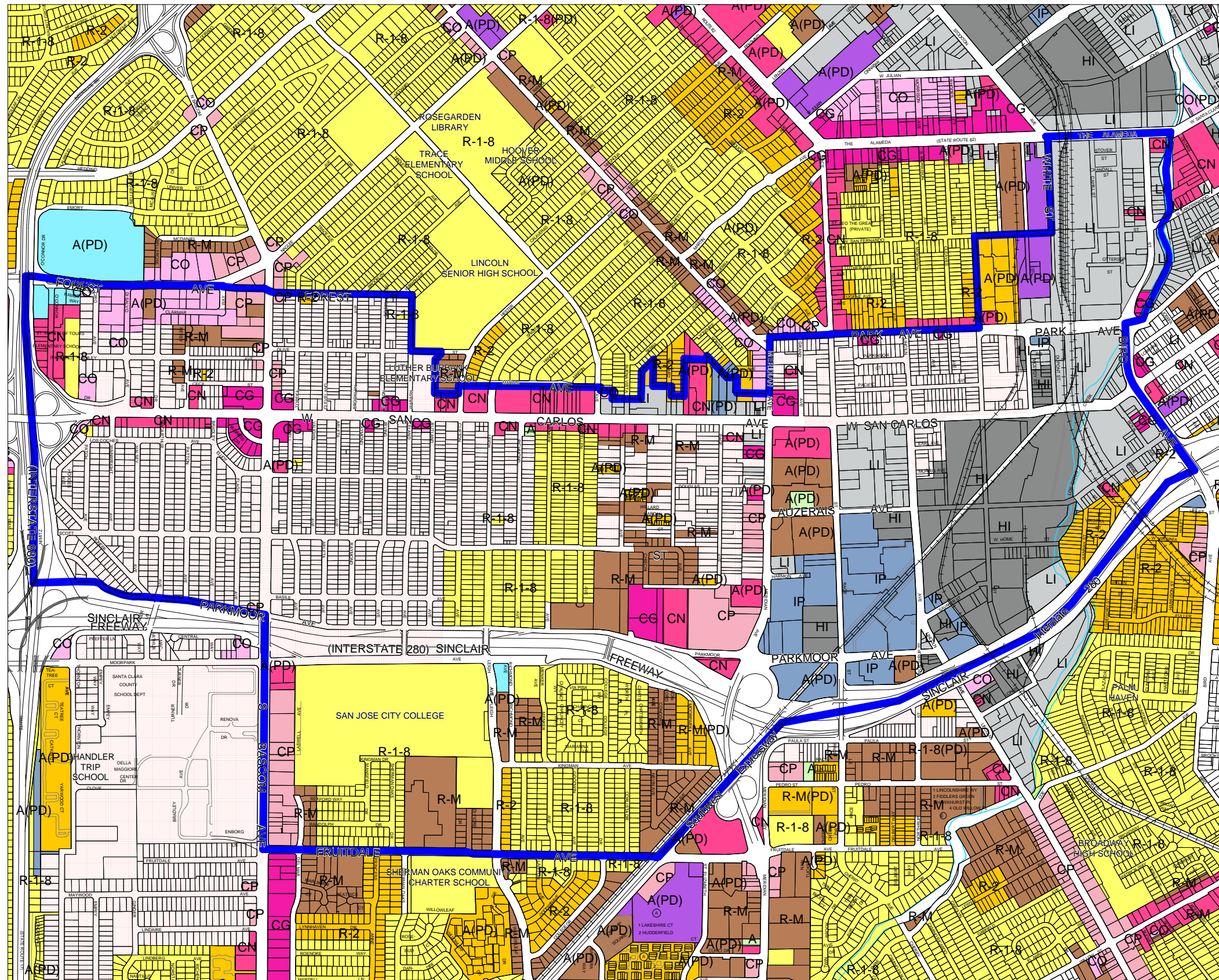
- | | | | |
|--|---|--|--|
| | Rural Residential (0.2 DU/AC) | | Industrial Park |
| | Estate Residential (1.0 DU/AC) | | Administrative Office/Research & Development |
| | Very Low Density Residential (2.0 DU/AC) | | Research/Development |
| | Low Density Residential (5 DU/AC) | | Campus Industrial |
| | Medium Low Density Residential (8.0 DU/AC) | | Light Industrial |
| | Medium Density Residential (8-16 DU/AC) | | Heavy Industrial |
| | Medium High Density Residential (12-25 DU/AC) | | Combined Industrial/Commercial |
| | High Density Residential (25-40 DU/AC) | | Public/Quasi-Public |
| | Transit Corridor Residential (25+ DU/AC) | | Area of Historic Sensitivity |
| | Residential Support for the Core Area (25+ DU/AC) | | Neighborhood Business District |
| | Planned Community * | | Public Park/Open Space |
| | Urban Reserve | | Private Open Space |
| | Neighborhood/Community Commercial | | Private Recreation |
| | Regional Commercial | | Non-Urban Hillside |
| | General Commercial | | Urban Hillside |
| | Core Area Commercial | | Agriculture |
| | Combined Residential/Commercial | | Coyote Greenbelt |
| | Office | | Mixed Use Overlay |
| | Airport Approach Zone | | Transit-Oriented Development Corridor |
| | SW Solid Waste Disposal Site | | Mixed Industrial Overlay |
| | CSW Candidate Solid Waste Disposal Site | | LRT Light Rail Station |
| | Urban Service Area Boundary | | C Contingent Designation |
| | Urban Growth Boundary | | Interchange |
| | Rail Line | | Separation |
| | State Transportation Corridor | | Arterial (115-130 ft.) |
| | Expressway | | Arterial (80-106 ft.) |
| | City Council Direction | | Major Collector (60-90 ft.) |

Urban Growth Boundary and Urban Service Area Boundary are coterminous unless otherwise depicted

SAN JOSE 2020 GENERAL PLAN - LAND USE/TRANSPORTATION DIAGRAM

Figure 2 (Prepared by the Department of Planning, Building and Code Enforcement, April 10, 2001 - Scale 1 inch = 1000 feet)

Burbank / Del Monte SNI Planning Area



Zoning Districts

- OS.....Open Space
- A.....Agricultural
- R-1-8
R-1-5
R-1-2
R-1-1 }Single-Family Residential
- R-2.....Two-Family Residential
- R-M.....Multi-Family Residential
- R-1-RR.....Rural Residential
- R-MH.....Mobilehome Residential
- CO.....Commercial Office
- CP.....Commercial Pedestrian
- CN.....Commercial Neighborhood
- CG.....Commercial General
- IP.....Industrial Park
- LI.....Light Industrial
- HI.....Heavy Industrial
- (PD).....Planned Development
(overlay district that is combined with one of the conventional zoning districts listed above, that allows any specifically approved use or uses)

Zoning Labels (Sample)

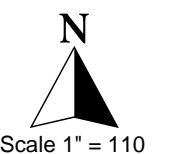
- A(PD).....Zoning District
- 93050.....Zone Change File Number
(e.g., PDC93-08-050)
- 34.0 DU/A.....Approved Residential Density
(dwelling units per acre)

Map Legend

-Zone District Boundary
-Historic District Boundary
(work requires Planning permit)
- ★.....Historic City Landmark
(work requires Planning permit)

Prepared by the Department of Planning,
Building and Code Enforcement
Planning Services Division

June 20, 2001



borhoods abut the West San Carlos Street and Bascom Avenue commercial corridors, as well as the area south of Interstate 280, near San José City College. Old as well as new industrial areas are concentrated around the Midtown area between Meridian Avenue and Los Gatos Creek.

With the advent of rail transportation and the invention of the refrigerator rail car in the 1860s, the industrial area (between Meridian Avenue and Los Gatos Creek) became a thriving food processing, packaging and shipment center. Remnants of the old canneries, warehouses, cold storage facilities and related industrial uses and facilities still remain in the area.

Today, the role of the industrial area is in transition. Over the last 20 years, virtually all of the canning facilities in the Santa Clara valley have moved or closed completely. The once thriving Del Monte canning facility is now vacant. Warehousing and canning are giving way to new, high-tech industrial uses and facilities.

The old Cahill (now called Diridon) train station, built in the 1920s is, once again, becoming the region’s principal connection to the region. The retrofitted multi-modal Diridon Station will provide regional and local transportation connections, including ACE Train, CalTrain, Amtrak, future BART, Vasona light rail, and VTA buses. In addition to having a stop at Diridon, the new VTA light rail line crosses through portions of the Burbank/Del Monte SNI area, as does the Caltrain line, connecting South Santa Clara County from Gilroy all the way to San Francisco. The area is also served by Highway 17 on the western border, Interstate-280 in the southern portion of the neighborhood, and State route 87 just three to four blocks to the east of the project area.

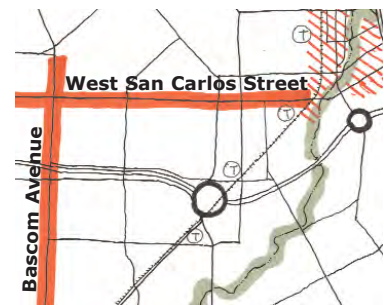
Two major retail corridors bisect the Burbank/Del Monte neighborhood: the West San Carlos/Stevens Creek Street commercial corridor and the Bascom Avenue corridor. Both of these commercial corridors consist of older retail and office strip commercial uses along major arterials. The “Business Circle,” at the corner of West



The vacant Del Monte Cannery.



The historic Diridon Train Station (once called Cahill Train Station).



Two major retail corridors: West San Carlos Street and Bascom Avenue.



The successful "Antique Alley" along West San Carlos Street



W. San Carlos St. commercial corridor



Bascom Avenue commercial corridor

San Carlos Street and Bascom Avenue is one of the oldest commercial shopping centers in the Santa Clara Valley. A key feature of the West San Carlos Shopping corridor is "Antique Alley," a cluster of antique shops located near Leigh Avenue. Another interesting fact is that West San Carlos Street was also once home to a major Sears' department store.

Once thriving retail corridors for the City of San José, much of West San Carlos Street and Bascom Avenue are in transition. Many of the older commercial buildings and lot patterns along these corridors are inconsistent with today's more modern retail needs. Smaller buildings and lots have been replaced with more temporary uses such as used car lots, second-hand retail stores and adult businesses. Many of the older buildings lack maintenance and do not have street parking. Both streets lack landscaping improvements, and in many places curb, gutters and sidewalks are discontinuous or non-existent.

Despite these conditions, the City of San José, the County of Santa Clara and the local West San Carlos Business Association have made significant improvements over the past six years. The old Sears' site has been redeveloped into a new modern neighborhood shopping center and residential area. Median landscape improvements have been installed along portions of West San Carlos. Another effort is the County's recent grant award to help fund landscape improvements on Bascom Avenue. In addition, a major shopping center renovation is nearing completion at the corner of Shasta Avenue and West San Carlos Street.

Another major improvement project is underway for the Midtown area. The Midtown Specific Plan was adopted by the San José City Council on December 8, 1992 to serve as a land use and planning guide for a 210-acre industrial and commercial area between Meridian Avenue and Los Gatos creek, extending north to The Alameda. The goal of the Midtown Specific Plan is to, over time, encourage the creation of a new mixed-use community that includes high-density commercial and residential uses oriented to the new light rail transit lines, while maintaining some existing industrial and service uses in the area.

Demographics²

The Burbank/Del Monte area did not grow as fast as the rest of San José during the past decade. The population increased 8.8% from 12,471 to 13,572 during 1990-2000, while Citywide the population increased by 14.7% to 896,850.

Burbank/Del Monte's Hispanic community grew faster than anywhere else in San José; significantly faster than the City as a whole. Residents of Hispanic origin (which can include white, black and Asian races) make up 51.6% of the neighborhood, up from 34.9% in 1990. That compares with 32.8% of the City, up from 26.6% in 1990.

Residents of Burbank/Del Monte are slightly older than the rest of the City, with a median age of 34.7, compared with 33.7 in San José. Of those 25 years and older, 28.1% have some college education, with 16.4% completing a B.A. or higher degree, compared with 25.3% with degrees Citywide.

The predominant residential designation is medium-density, which allows 8 dwelling units per acre of land. There are some high-density residential areas, mainly in the eastern part of the neighborhood, which support duplexes and apartment buildings and a major cluster of industry at the far east end.

Burbank/Del Monte's median household income has not kept pace with San José. Income in Burbank/Del Monte increased just 5.9% from 1990 to 2000, rising from \$45,770 to \$48,454. By contrast, median income rose 17.5% during the same period in San José, from \$63,030 to \$73,804.



² Strategic Economics. Strong Neighborhoods Initiative Benchmark Report. Berkeley, CA. October, 2001.

Home ownership, critical to the long-term strength of a neighborhood, is only 30.8% in Burbank/Del Monte. That's significantly lower than San José's 61.6% rate. Burbank/Del Monte's median home sales price of \$326 per square foot in 2000 is much higher than the Citywide rate of \$295. That, combined with lower median incomes, has resulted in a very high mismatch between housing sales prices and income/supportable mortgage (160% of income).

Assets & Challenges

Assets

THE BURBANK/DEL MONTE COMMUNITY

The Burbank/Del Monte neighborhood draws on the strong ties residents have to their community. Culturally and ethnically diverse, the residents have united to work on enhancing their neighborhood and addressing community concerns. They are proud of their active neighborhood groups, including the Burbank, Buena Vista, St. Leo, and Sherman Oaks neighborhood associations; the Richmond-Menker property owners' association; the newly formed Del Oro tenants' association; the West San Carlos Business Association; local religious organizations; as well as many strong community-based organizations, such as People Acting in Community Together (PACT).

LOCATION

Residents in the Burbank/Del Monte neighborhood enjoy many benefits from their location in the San Francisco Bay Area and as part of the City of San José, the heart of Silicon Valley. They are close to the downtown, which offers a variety of cultural, recreational, educational, and entertainment opportunities. They're also within minutes of the San José Arena and close to many employment centers and commercial destinations. The temperate climate allows outdoor social and recreational activities throughout most of the year.

TRANSPORTATION

The area has exceptional transportation connections. It's home to the multimodal Diridon Station, which will ultimately provide local and regional transportation connections, via ACE Train, Caltrain, Amtrak, BART and Vasona light rails, and VTA buses.



The Burbank/Del Monte neighborhood is only minutes from the S.J. Arena.



Caltrain is one of the many public transportation connections available out of Burbank/Del Monte.



The Burbank Theater marquis is a unique neighborhood landmark.

HISTORIC CHARACTER

The rich history of the area is reflected throughout the neighborhood. The area was once characterized by orchards, where farmers worked to produce fruit for the canneries. Today, the Del Monte tower, where the cannery once operated, still stands as an icon, recalling the agricultural history of the area. The Burbank Theater marquis and the Diridon Station are also unique landmarks, linking the neighborhood to its past. Architectural styles in the neighborhood are varied, including bungalow, Craftsman, Colonial Revival, Tudor, and Victorian, and many early 20th century masonry buildings.

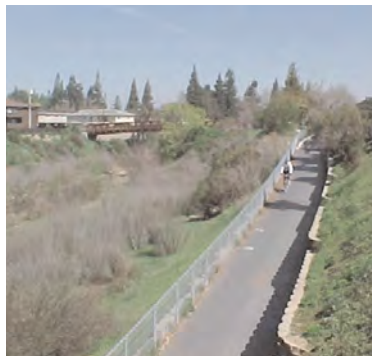
PROXIMITY TO SCHOOLS, RELIGIOUS INSTITUTIONS AND OPEN SPACE



Residents rely on religious institutions to share the facilities with the public.

Residents rely on their schools and churches as places for education, recreation and community gathering. School and church facilities are often shared with the public to accommodate after-school activities, or to host community meetings. Sports fields and playgrounds that are tied to educational institutions are frequently used for recreation. San José City College, Luther Burbank Elementary School, Sherman Oaks Community/Charter School, and other nearby schools are especially valued resources, as are the many religious institutions in the area.

The Los Gatos Creek trail, part of a regional trails network, is a major asset to the neighborhood, providing connections to larger open space resources and destinations in the vicinity.



The Los Gatos Creek Trail is a major asset to the neighborhood.

Community members enjoy nearby parks, such as Rosegarden and Palm Haven, and several parks are planned in the neighborhood, including O'Connor Park, Midtown Park, Buena Vista Tot Lot, and St. Elizabeth/Curci Park.

COMMERCIAL USE

Burbank/Del Monte has greatly diversified since its early agricultural days. Commercial corridors, West San Carlos Street and Bascom Avenue, offer a mix of professional offices, restaurants, small

family-owned businesses, and larger franchises. There is also convenient access to Downtown commercial uses, as well as to nearby regional malls, such as the Valley Fair Shopping Center.

PROGRAMS AND SERVICES

The City of San José offers a variety of programs and services in the Burbank/Del Monte area. Residents especially appreciate adult literacy programs, such as English as a Second Language; after-school recreation programs for youth; and services for seniors.

PROJECTS UNDERWAY

City staff and community members are working diligently to facilitate positive changes in the neighborhood.

A few improvement projects and organizing efforts already underway include:

- A joint-use agreement for developing a 17,000 square foot shared recreational facility at San José City College;
- New park development near St. Elizabeth and Curci;
- Completion of the Los Gatos Creek Trail from Lincoln to downtown;
- High visibility crosswalks along Meridian Avenue;
- Curb, gutter, and sidewalk improvements on Scott Street (County working jointly with the City);
- The accelerated paving program for sealing or resurfacing Burbank/Del Monte neighborhood streets;
- Bascom Avenue streetscape master plan implementation;
- Formation of the Adult Business Action Team;
- Formation of the Richmond-Menker Action Task Force;
- Business improvement strategy update by the W. San Carlos Business Association; and
- Redevelopment Agency Economic Development Strategy for West San Carlos Street.
- Installation of antique-style lights on Arleta, Raymond and Bascom Avenues.



Zanatto's is a popular neighborhood-serving grocery/deli in the area.



Residents especially appreciate recreation programs for youth.

Challenges

CIRCULATION/TRANSPORTATION

Cut-through Traffic and Speeding

West San Carlos Street and the Sherman Oaks neighborhood around San José City College suffer from traffic congestion, exacerbating cut-through and speeding issues on nearby residential streets.

Residents are concerned about what they feel is a high volume of traffic and excessive speeds on some residential streets. Residents report that motorists seeking to avoid congestion and stoplights on major thoroughfares often cut through residential neighborhoods, creating an uncomfortable pedestrian environment.

The area around San José City College is reported to be especially subject to cut-through traffic and speeding because of frequent access between Interstate-280 and the College. The Burbank and Buena Vista neighborhoods between Bascom and Interstate-280 also report high levels of cut-through traffic and perceived speeding.

Pedestrian/Bicycle Safety

Residents believe that the typical heavy volume of traffic can make many intersections difficult for pedestrian crossing. This is especially true at major intersections frequently used by students, such as at San José City College and near neighborhood schools. Many intersections could benefit from crosswalk improvements, and the addition of more stop signs or traffic signals.

In general, the area lacks friendly connections for bicyclists and pedestrians. There are very few bike lanes, walkways, or pedestrian-friendly streets, and many sidewalks could benefit from installation or repair activity. The neighborhood could benefit from better pedestrian and bicycle links to the regional Los Gatos Creek trail network, to nearby open space resources, and to community facilities, such as the City College and local schools.



Proximity to interstate-280 exacerbates traffic congestion in the neighborhood.



The area needs friendly connections for pedestrians and cyclists.

PARKING

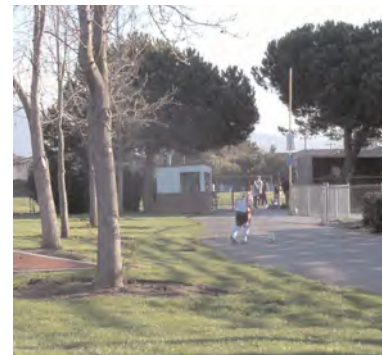
The most significant parking problems are reported on neighborhood streets where multi-family housing is located, such as near the Richmond-Menker apartments. At the time many of these multi-family units were built, there were minimal established standards for parking, and people's reliance on automobiles was not as strong as it is today. In addition, a higher than average number of occupants living in apartment units also contributes significantly to parking congestion in the neighborhood. This situation is tied to a much larger economic issue in the Bay Area: high housing costs require many low-income families to share dwelling units and the increased number of residents exceeds the available parking spaces allocated for each unit. With a shortage of parking spaces in apartment complexes, the overflow automobiles park on adjacent streets, after creating an on-street parking shortage.

Parking is also tight around San José City College with the influx of students, faculty and visitors to the College. This situation should be somewhat improved by the new parking garage that the College is in the process of building.

Businesses along West San Carlos Street could also benefit from additional parking to make retail use more convenient. Many commercial use lots along West San Carlos Street are individually owned, and several provide minimal on-site parking.

PARKS & COMMUNITY FACILITIES

Although there are a number of parks planned for the area (O'Connor Park, Midtown Park, and Buena Vista Tot Lot), there are currently no parks within the Burbank/Del Monte Strong Neighborhoods Initiative area. The neighborhood also does not have a dedicated publicly-run neighborhood center. There are no indoor places specifically designed to accommodate public programs



Residents rely on local schools, such as San José City College, to share recreational space.



Residents would like to explore options for expanding programs at Sherman Oaks Community Center.

and services and to hold community meetings. Residents rely on local schools and religious institutions to share their recreational and gathering spaces with the public.

PROGRAMS AND SERVICES

Residents appreciate the ESL courses and after-school programs that are hosted by local schools. But many believe that programs hosted by the Sherman Oaks Community Center do not adequately serve the needs of the immediate community. Overall, programs and services offered in the neighborhood could better reflect the needs of the diverse population, in terms of ethnicity, language, income level, and age.

Community members would like to establish new programs and services and improve existing ones, especially in early childhood education, adult education/literacy, affordable childcare, diverse after-school recreation programs for youth and teens, as well as programs and services that serve the elderly.

In addition to expanding and improving on existing programs, potential barriers to program participation also need to be addressed. Several barriers identified by residents include, lack of transportation, lack of affordable childcare services (especially in conjunction with ESL classes), and ineffective outreach about programs and services offered in the neighborhood.

MAINTENANCE

Residents are concerned about a lack of overall maintenance for aesthetic, environmental and safety reasons. Lack of maintenance creates a perception that residents are disinterested in their neighborhood, which may attract crime to the area.

Multi-family housing areas in particular, suffer from many maintenance issues. This may be due to overcrowding and lack of on-site

property management. As a result, there are often visible accumulations of trash, overflowing dumpsters, illegal dumping, stray shopping carts and graffiti at these locations.

Many seemingly unattended sites in the neighborhood are used as dumping grounds, attracting illegal dumping of large bulky waste and unwanted household items.

Some street surfacing in the neighborhood could use attention to address any potholes that may need filling or sidewalk improvements that may be beneficial to an area.

HOUSING

Burbank/Del Monte is one of the oldest residential neighborhoods in San José and many of the older homes are now visibly deteriorating.

There are many absentee landlords of multi-family units and most have no professional, on-site property management. This can result in substandard living conditions. The appearance and function of multi-family housing needs great improvement: overcrowding may be prevalent, private open space is often scarce, parking is sometimes inadequate and many site amenities are minimal.

The poor condition of the Richmond-Menker apartment complex is of particular concern to Burbank/Del Monte residents. The 31 eight-plex units have 12 different property owners. The residents feel that the blighted condition of this complex reflects poorly on the neighborhood as a whole.

The neighborhood needs a mix of affordable rental and owner-occupied units, as well as market-rate housing. There is a critical need for more affordable housing options in the area located near transit so new residents will not necessarily aggravate the current parking and traffic congestion situations.



West San Carlos Street is home to many used car lots.



Residents would like to improve unattractive facades and signage on commercial corridors.

COMMERCIAL CORRIDORS

Burbank/Del Monte residents want to strengthen family-friendly, neighborhood-serving commercial services. However, some commercial uses along W. San Carlos Street and Bascom Avenue, such as the used car lots and adult businesses, are inconsistent with that vision. Lot sizes and configurations along these thoroughfares make it difficult to construct new buildings to meet optimum retail requirements. There is minimal parking adjacent to stores, which also makes retail use inconvenient. The area also could benefit from sidewalk and crosswalk improvements to attract pedestrians to the commercial corridors.

In addition, these major arterials are not very visually appealing. There is only limited landscaping and there are many older deteriorating buildings. Many facades and awnings are outdated, and the area features unattractive billboards and pole signs. Because of the City-County interface in the neighborhood, there is also inconsistency in the application of design and development standards.

NEIGHBORHOOD AMBIANCE

The Burbank/Del Monte area can become a much more enjoyable place to live with some beautification projects. Many parts of the neighborhood could benefit from landscaping and streetscape enhancements.

Some residential neighborhoods already enjoy mature street trees, while other areas could benefit from new plantings or infill plantings to create attractive, canopy-lined streets.

The commercial street environment along West San Carlos Street and Bascom Avenue could also be improved with landscaping, lighting improvements, façade improvements, attractive signage, and public art.

BURBANK /
DEL MONTE

NEIGHBORHOOD
IMPROVEMENT PLAN

Goals

Goals

A set of goals serves as the overall framework for the *Neighborhood Improvement Plan*. Early in the course of the planning process, residents identified a vision for the future of the Burbank/Del Monte neighborhood. The goals and approaches presented below were extracted from the community's vision for the Burbank/Del Monte neighborhood. They provide the foundation from which more specific actions for neighborhood improvement are derived.

GOAL A Develop Parks and Open Space

Approach Develop a network of parks, residential pocket parks, community gardens and transit-oriented parks/plazas where possible throughout the neighborhood.

GOAL B Provide Community Facilities in the Neighborhood

Approach Ensure convenient access to quality neighborhood facilities that will support programmatic needs of Burbank/Del Monte residents.

GOAL C Create a Pedestrian-Friendly Environment

Approach Create safe pedestrian and bicycle connections to key destinations within the Burbank/Del Monte neighborhood and to nearby open space resources and trails.

GOAL D Improve Circulation, Transportation and Parking

Approach Ease traffic flow; reduce parking congestion; and expand transportation connections with a specialty trolley service, and potentially light rail, along West San Carlos Street.

GOAL E Strengthen Economic Development

Approach Attract and retain a diverse mix of family-friendly, local and regional-serving retail; improve public transportation, pedestrian and vehicular access; and create a more attractive, comfortable street environment.



Recording residents' vision points and goals during a kick-off Workshop.



Reviewing proposed Burbank/Del Monte neighborhood actions.

GOAL F Revitalize Housing

Approach Improve the condition of existing housing stock, explore redevelopment opportunities, and ensure that new developments support desired neighborhood scale and character.

GOAL G Beautify the Neighborhood

Approach Enhance the appearance of Burbank/Del Monte while preserving its unique and historic character.

GOAL H Encourage Maintenance and Stewardship

Approach Encourage residents, business owners, property owners and City entities to contribute to well-maintained residences, businesses and public spaces.

GOAL I Improve Programs, Services and Community Organization

Approach Provide preschool and affordable daycare programs; improve educational and recreational opportunities for all ages and ethnicities; and continue the work of neighborhood associations in organizing neighborhood-based events.

Together the actions, policies and investments described in the *Strategic Action Plan* section, aim to achieve these broader goals and objectives. For example, a number of actions identified, include transportation improvements (e.g., designating Scott/Auzerais as a primary pedestrian/bikeway, establishing a specialty trolley service). Together, these address the neighborhood's overall goal for improving circulation and transportation.

BURBANK /
DEL MONTE

NEIGHBORHOOD
IMPROVEMENT PLAN

Improvement Plan Concepts

Improvement Plan Concepts

During the Strong Neighborhoods Initiative process, community members and Neighborhood Advisory Committee members identified many ways to resolve neighborhood issues and create a more livable and attractive community. This chapter describes the major physical components and community programs that together make up the community's plan for achieving the Burbank/Del Monte neighborhood vision.

Improvement concepts are physical design or programmatic solutions used to address neighborhood problems and issues on a schematic level. In addition to these concepts, *strategic actions* are an integral part of the *Plan*.

Strategic actions are the more specific methods of implementing community improvements. These are detailed in the *Strategic Action Plan* section of this document.

The neighborhood improvement concepts are based on the goals and objectives identified by community members through various NAC meetings and community workshops. These concepts address circulation, transportation, economic development, and detail the major ideas for improving the physical appearance and image of the neighborhood, as well as improving programs and services.

The improvement concepts are organized into the following major categories:

- Parks and Open Space;
- Community Facilities;
- Circulation/Transportation;
- Economic Development;
- Housing Revitalization;
- Neighborhood Beautification; and
- Programs and Services.



A major improvement concept involves making circulation and transportation more efficient in the neighborhood.



Access to parks and community facilities are high priorities for residents.



Neighborhood beautification is an important part of the Burbank/Del Monte vision.

Parks and Open Space describes the overall design concept for creating a network of open spaces in the neighborhood, and identifies potential parks locations. The *Community Facilities* concept proposes strategies for bridging the gap in neighborhood meeting and gathering places. *Circulation and Transportation* includes design ideas for traffic calming, improved traffic flow, pedestrian connections, and strategies for improved parking. The *Economic Development* concept is comprised of suggestions for upgrading Burbank/Del Monte’s commercial corridors, West San Carlos Street and Bascom Avenue. The concept for *Housing Revitalization* outlines means for improving the overall condition and appearance of housing in the neighborhood. The *Neighborhood Beautification* concept includes strategies for improving landscaping, highlighting historic character and intensifying neighborhood clean-up efforts. The concept for *Programs and Services* highlights the need to improve or expand programs and services in the neighborhood.



The economic development concept seeks to revitalize Burbank/Del Monte’s commercial corridors.

Parks and Open Space

Burbank/Del Monte is an older, developed neighborhood with very little open space. Residents currently rely on nearby schools to provide outdoor recreational space, such as the Luther Burbank Elementary School, San José City College and the Sherman Oaks Community Charter School (just south of the Burbank/Del Monte Strong Neighborhoods Initiative planning area). These existing resources are difficult to access for many residents since they are located on the outskirts of the neighborhood. Interstate-280 and Southwest Expressway bisect the area, adding to the challenge of reaching these destinations by foot or by bicycle.



Youth enjoying the field at San José City College.

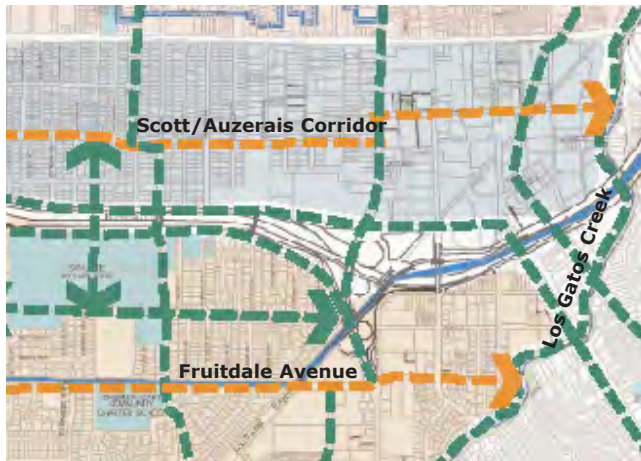
Service goals set by the Department of Parks, Recreation and Neighborhood Services in San José's 20-year Strategic Plan for Parks, Community Facilities and Programs, show that Council District 6 as a whole needs an additional 70.54 acres of neighborhood/community serving parkland by 2020.¹ The Burbank/Del Monte Strong Neighborhoods Initiative planning area is roughly just a quarter of the size of the entire Council District, however, this area is particularly underserved by parks and open space.

As a long-term goal, residents would like to develop a network of parks, pocket parks and community gardens where possible throughout the neighborhood.

Developing these open space resources hand-in-hand with pedestrian improvements will better link the neighborhood together physically, connecting pedestrians to larger open space resources and destinations on the outskirts of the neighborhood (see figure 4). As part of the neighborhood improvement concept, Scott/Auzerais is envisioned as the primary pedestrian link through the neighborhood, Fruitdale Avenue is envisioned as a secondary pedestrian link, and West San Carlos Street is envisioned as a major east/west

¹ City of San José, Department of Parks, Recreation and Neighborhood Services. Greenprint for Parks and Community Facilities and Programs: A 20-Year Strategic Plan. San José, CA, 2000.

commercial pedestrian linkage. These are also the focal corridors for park development. Although, park development is desired anywhere it's feasible in the neighborhood, a top priority is acquiring sites that work in conjunction with the overall vision for a pedestrian-oriented network connecting pocket parks to larger community resources and key destinations (see top priority action: *Complete development of Buena Vista Tot Lot and Acquire parcel at Scott and Clifton...* in the *Strategic Action Plan* section of this document).



Pedestrian-oriented network connecting pocket parks to community resources - Primary residential pocket park-lined links: the Scott/Auzerais corridor & Fruitdale Avenue.

Developing a network of parks in a neighborhood with very limited open space will be a challenge that will require many years of commitment. It is however, an important long-term goal to begin working towards one step at a time. The critical need for open space in the Burbank/Del Monte area is evidenced by residents' strong commitment to park-related improvement priorities. A majority of community members' top priorities are related to park development through the creation of an open space framework (see top priority actions in the *Strategic Action Plan* section of this document).

Creating this open space framework involves three primary strategies:

Creating this open space framework involves three primary strategies:

Creating this open space framework involves three primary strategies:

- Acquire lots in the neighborhood as land becomes available, to develop residential parks or pocket parks (especially along proposed residential pedestrian corridors, Scott/Auzerais and Fruitdale);
- Build an inventory of underutilized or unfavorable commercial sites (such as used car lots and adult businesses) and focus efforts on acquiring these lots as opportunities arise; and
- Collaborate with developers, landowners and business owners to integrate small transit-oriented parks/plazas into redevelopment projects on commercial corridors.

The neighborhood improvement concept features three important east-west corridors that would serve as pedestrian-friendly, park-lined links through the neighborhood: Scott Street/Auzerais

Avenue, West San Carlos Street, and Fruitdale Avenue. The character of pocket parks along these corridors would reflect either the commercial nature of the street or the residential quality, depending on their context.

Concentrating pocket park development along corridors where pedestrian and bicycle improvements are planned will not only create nearby accessible parks where neighbors could gather, but will also provide links to the larger open space and community resources on the edges of the neighborhood, such as Rosegarden Park and Library, Lincoln Senior High School, the planned Midtown parks, San José City College, Sherman Oaks Community Charter School, the planned park at St. Elizabeth and Curci, and the Los Gatos Creek Trail network.

Proposed neighborhood park and urban transit-oriented park locations indicated in figure 4: *Parks, Community Facilities & Neighborhood Connections* are conceptual and are intended to demonstrate a desired rhythm or pattern of parks along these corridors. Actual park locations would be determined by opportunities that arise to purchase land and/or collaborate with business owners and landowners.

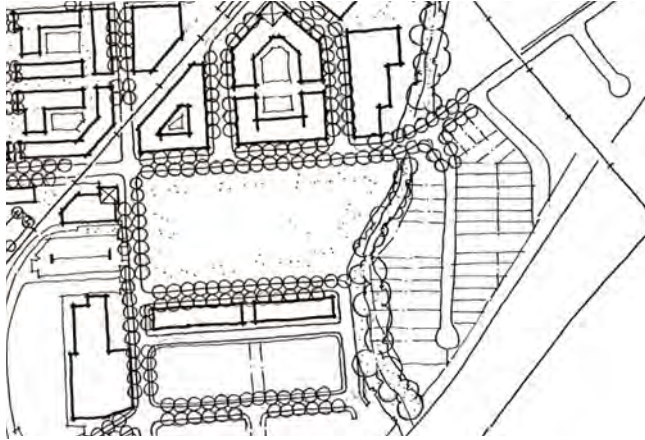
Scott Street/Auzerais Avenue

Scott Street/Auzerais Avenue would serve as the primary residential east-west pedestrian link through the center of the neighborhood. Pocket parks along this major pedestrian-friendly link would be of a more residential nature, with children's play areas, grass, community gardens and small gathering places where neighbors could meet.

Two parks are already planned along this corridor: O'Connor Park (a developer-



Artist's rendering of a potential residential pocket park.



Conceptual plan for new public neighborhood park at Auzerais Ave. adjacent to Los Gatos Creek at the old Del Monte site.



Example: Artistic garden structure.



Example: Public art display at a community garden.

dedicated park), and the Buena Vista Tot Lot (a neighborhood-initiated park project). As a first step in implementing park improvements along this corridor, development of these planned parks should be finalized. In order to complete the Buena Vista Tot Lot, additional funding is required. Securing sufficient resources to complete this park is a top priority for residents. Another high priority action is to acquire the opportunity site at Scott Street and Clifton Avenue to develop as a residential pocket park (see top priority action: *Complete development of Buena Vista Tot Lot and Acquire*

*parcel at Scott and Clifton...*in the *Strategic Action Plan* section of this document).

Securing space at the end of Auzerais Avenue on the old Del Monte site along the Los Gatos Creek Trail is an equally important neighborhood improvement goal (see top priority action: *Develop a new neighborhood park along Los Gatos Creek at Auzerais Avenue...*in the *Strategic Action Plan* section of this document). The site is bordered on the west by Sunol Street, on the east by the creek, and north and south by Auzerais Avenue and West Home Street, respectively. This 4–5 acre site has the capacity to serve as a major park resource for the neighborhood, possibly even in combination with a neighborhood center. This potential park would serve as the terminus of the envisioned Scott/Auzerais primary pedestrian corridor. In the event that the Del Monte site is developed, the community may be able to develop a park as part of a park dedication requirement. All opportunities to purchase part of this site or collaborate with developers to integrate a community park into the site should be actively pursued.

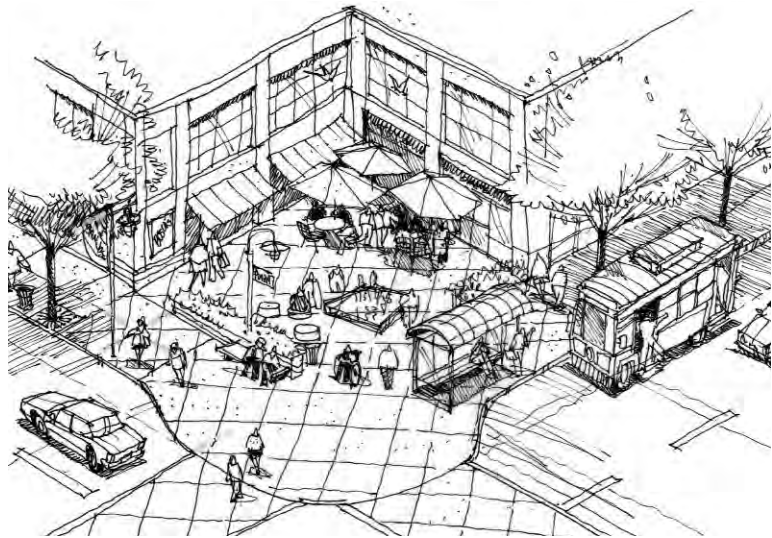
Residents also suggested a site just east of Los Gatos Creek in the Hannah-Gregory neighborhood, as a promising site to consider for a community garden. Community gardens could also serve as poten-

tial locations to display public art. Garden gates, sculpture, seating and artistic structures provide opportunities for creative art work.

Neighborhood associations should work with the San José Redevelopment Agency to identify additional residential pocket park locations (For example, lots along Scott/Auzerais with older, dilapidated housing may provide opportunities for acquisition). Working with a landscape architect or urban designer to develop pocket park prototypes of various sizes would be beneficial in demonstrating a range of potential park components and characters for potential sites. Park design concepts should be finalized with the participation of neighborhood associations and other stakeholders. Matching grant programs or *sweat equity* programs (where neighbors help build a park for a savings) could also help to set neighborhood park development in motion.

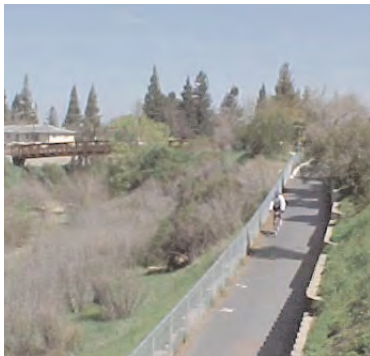
West San Carlos Street

West San Carlos Street would serve as a commercially-oriented transit spine with small urban parks or plazas (500–2,000 square feet each) associated with transit stops. Small transit-oriented parks could include seating, information kiosks, newspaper stands, water features, public art, special hardscape elements, and accent landscaping. These urban parks should be located at key intersections along the boulevard, such as near Luther Burbank Elementary School, at Leigh Avenue (adjacent to the new shopping center), at Bascom Avenue, Race Street, and at Sunol Street (adjacent to the future transit stop and the Del Monte site).



Artist's rendering of a potential transit-oriented pocket park/commercial plaza.

Building an inventory of underutilized or unfavorable commercial sites (such as used car lots and adult businesses) along West San Carlos Street, and focusing efforts on acquiring these lots as opportunities arise is a constructive first step toward developing transit parks. The West San Carlos Business Association and the Redevelopment Agency should take the lead in seeking opportunities to work with developers and property owners to include small, transit-oriented parks or commercial plazas as part of new development projects.

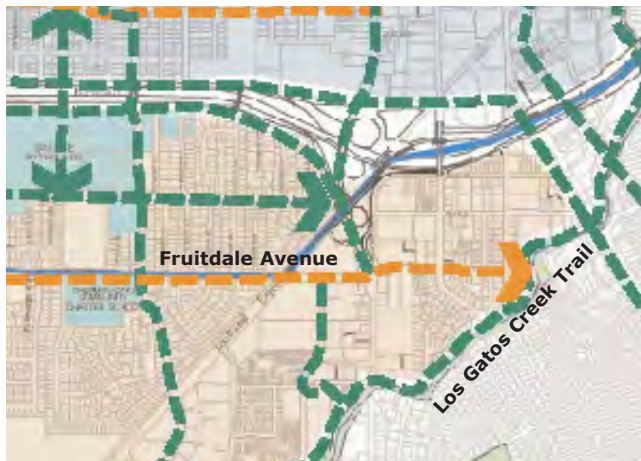


Fruitdale should connect to the Los Gatos Creek Trail.

Fruitdale Avenue

Fruitdale Avenue, the southernmost, east-west corridor in the neighborhood provides access to a number of open space resources, such as San José City College (and the planned multi-use recreation facility/community center), Sherman Oaks Community Charter School, the Los Gatos Creek park chain, and nearby access to the planned park at St. Elizabeth/Curci. Connecting the end of Fruitdale Avenue with the Los Gatos Creek Trail would provide the Sherman Oaks neighborhood and many Burbank/Del Monte resi-

dents access to the Auzerais/Del Monte site (where a neighborhood park is proposed), as well as the whole Downtown area chain of parks and open spaces. Looking for further opportunities to develop parks along Fruitdale Avenue will strengthen this corridor in the parks network.



Continue pocket park and pedestrian/bicycle improvements along Fruitdale Avenue to connect to the Los Gatos Creek Trail.

A strategic open space addition would be a transit-oriented pocket park associated with the future Vasona Corridor Light Rail transit stop at the proposed Kmart development site on the corner of Southwest Expressway and Fruitdale Avenue.

Working collaboratively, the City and Campbell School District may be able to integrate a small pocket park, or upgrade/develop a more significant park space at Sherman Oaks Community Charter School

for the benefit of the entire community. One area near Sherman Oaks Community Charter School that Campbell School District has expressed interest in making more inviting and attractive is a space in front of the school, between two existing parking lots. Opportunities to explore joint-park projects here or in other areas around the school, by working collaboratively with the District, the City, and residents, should be explored.

Additionally, partnering with San José City College to provide the security necessary to extend the hours the running track is open to the public will make the track a more valuable community resource. Because of the high quality surfacing material used on the new world-class running track, it is especially critical that the community shares in protecting this unique resource.

Interstate-280 “Freeway Park” Development Opportunity

A major concept for adding additional open space to the neighborhood is to explore the use of “air rights” above Interstate-280 (see top priority action: *Conduct a feasibility study for developing a “freeway park”*...in the *Strategic Action Plan* section of this document). The “air rights” refer to the space above the existing Interstate 280 right-of-way, which is generally controlled by the State of California.



Aerial sketch of conceptual freeway park.



Freeway Park, Seattle, WA.



Freeway Park and convention center, Seattle, WA.

In this concept, existing highway lanes and access ramps would remain, and the space above the travel lanes would be acquired for use primarily as public park space. This would involve the construction of a deck above the recessed portions of Interstate-280.

This type of development has been successfully completed in other cities; the most notable example is perhaps Seattle’s Freeway Park, designed in the 1970s by prominent landscape architect, Lawrence Halprin. Seattle’s Freeway Park supports a park and major Downtown convention center. The City of San Diego is currently in the process of constructing the Teralta neighborhood park over Interstate-15. This kind of progressive development has the potential to become signature urban design that could serve as a landmark for the neighborhood, and for the City of San José.

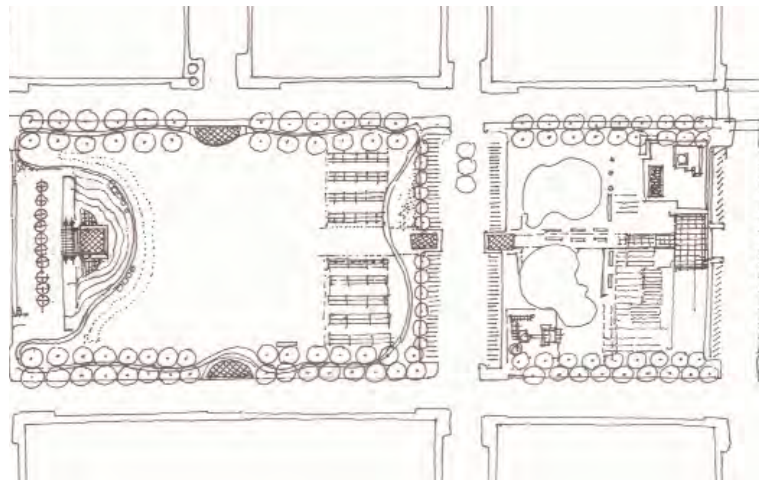
Construction of a deck above a freeway requires agreements with the California Department of Transportation and the Federal Highway Department. The overall concept is an expensive endeavor and a major capital project. However, the net benefit of capitalizing on this unused space should be considered as one of the only alternative ways to create significant park lands in this area. Another way would be to acquire housing or commercial sites in the neighborhood and pay for relocation. Not only would this be an enormous cost, but it is often not politically or socially desirable. The objective of the *Neighborhood Improvement Plan* is to conduct a feasibility study of the use of air rights for park development, to determine the potential costs, funding opportunities and implementation requirements for such a project.

The community prefers to reserve this space for parks and open space, and possibly for a community center and/or library. However, if the proposed feasibility study reveals that a certain type of commercial or residential development might offset sizeable construction costs, making freeway park development viable, alternatives could be considered. For example, one alternative to help offset sizeable costs might be to provide development opportunities and

shared use of the air rights for other community needs, such as additional affordable housing, community service buildings, educational or healthcare facilities related to nearby San José City College and the Santa Clara Valley Medical Center. A feasibility study could explore a range of possible development scenarios.

Interstate-280 air rights development should be explored between Macarthur and Menker Avenues (existing frontage roads and access ramps would remain). The parks and open spaces within the site could be available for a number of recreational activities including: soccer/ball fields, children's play equipment for various age groups, community gardens, and picnic areas. The site should also include public parking and restrooms for the park facilities, and could include other park features, such as water elements, pedestrian-scaled lighting for safety and security, entry features, a bandstand and amphitheater, and a public plaza. A new freeway park design could accommodate small and large-scale community gatherings and could include community buildings for indoor activities, meetings and recreation. But the first and foremost priority should be open space and recreation development.

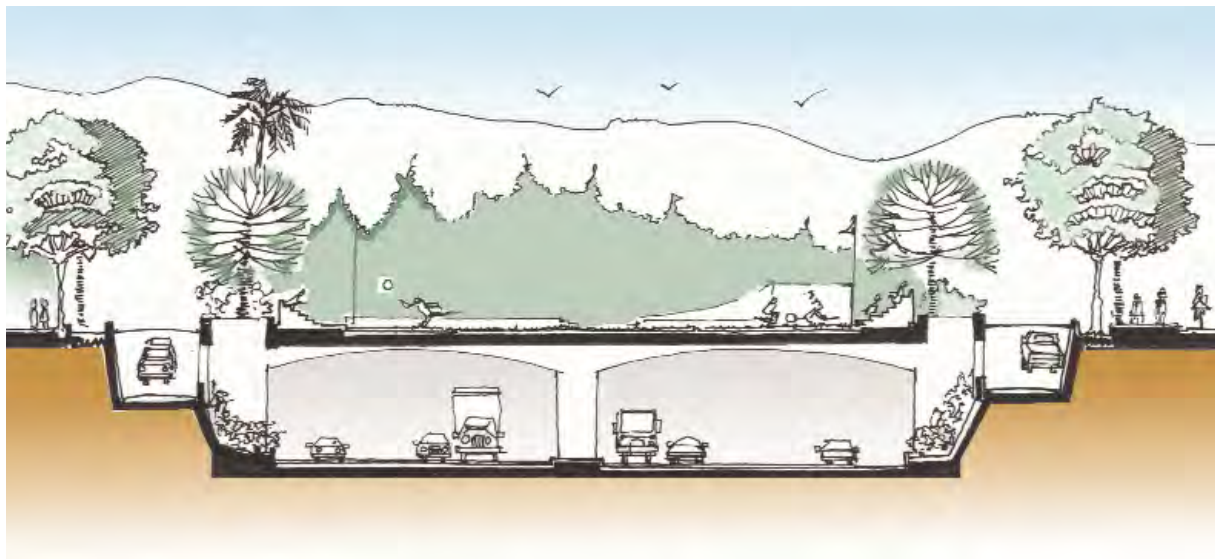
New development associated with the use of highway air rights should be limited to the sites adjacent to major cross streets (Bascom Avenue, Leigh Avenue, and Leland Avenue) and should be designed to provide visual surveillance of the public open spaces while maintaining public access through to open spaces and parking. In some areas, however, an important aspect of the design is to provide adequate fencing and screening from adjoining busy streets and freeway ramps to maintain safe access



Artist's plan view rendering of a freeway park concept, with amphitheater, field, community and display gardens, tot lots, and a running path.

and park use, and reduce noise from the streets and to the adjoining residential areas. Pedestrian access to the new park would be provided at major controlled (signalized) intersections such as Bascom Avenue, Leland Avenue and Leigh Avenue.

Use of the air-rights above the freeway at Bascom Avenue also provides an opportunity to create additional public parking for retail uses along Bascom Avenue and for the potential reuse of the Burbank Theater. Currently, a major objective of the neighborhood plan is to evaluate the potential reuse of the Burbank Theater as a community facility (see the *Community Facilities* heading in this *Improvement Plan Concepts* section). The old theater, however, lacks sufficient on-site parking, and use of the adjacent freeway air rights could provide the extra space needed to make reuse of this unique site viable. Special care would be needed in providing safe and convenient access across Parkmoor Avenue from the potential parking lot to the theater site.



Section view of conceptual *air rights* open space development opportunity over Interstate-280.

Richmond-Menker Park Development Opportunity

Another opportunity site for potential park development is at the Richmond-Menker multi-family housing complex. Richmond-Menker has been singled out by the community as being in dire need of overall improvement. The complex, which consists of 31 four-plex units in a one-block area, is home to roughly 600 people. In addition to overcrowding, insufficient parking, illegal dumping and general blighted conditions, there are no places for children to play, and no open space for family gathering or socializing with neighbors. The newly formed Richmond-Menker property owners' association would like to explore opportunities for creating a common play area and private open space for residents. This could be part of a larger revitalization strategy for the apartments, involving tenants, and other stakeholders, such as the Richmond-Menker Action Task Force, and People Acting in Community Together (PACT).

Preliminary ideas for creating public park space here range from completely redeveloping and redesigning the collection of buildings, to relocating/redeveloping a couple of the centrally-located parcels, to redesigning portions of the streets.



Residents rely significantly on San José City College to share their campus facilities as community resources.



The local faith community often share their facilities with the public.

Community Facilities

The Burbank/Del Monte community does not have a dedicated neighborhood center facility and there is little room for new development in the neighborhood. There are no indoor places specifically designed to accommodate public programs and services and to hold community meetings. Residents rely on local schools and religious institutions to share their recreational and gathering spaces with the public.

Although community members appreciate the use of these facilities, they would like to take steps towards developing a center of their own, that would have the sole purpose of serving the needs of the immediate community (see figure 4).

Strategies for bridging the gap in neighborhood facilities include:

- Conduct a programs/services inventory and a facility needs assessment to determine what kind of space is required to support desired programs/services;
- Explore options for reprogramming existing facilities (such as Sherman Oaks Community Center);
- Explore potential partnerships to expand existing or planned facilities (such as at Sherman Oaks Community Charter School, Luther Burbank Elementary or San José City College);
- Investigate potential opportunities to reuse underutilized or vacant buildings; and
- Explore strategies for acquiring land for facility development.

Programs/Services Inventory and Facility Needs Assessment

Conducting an inventory of programs/services currently offered in the Burbank/Del Monte neighborhood and identifying new/improved programs will help plan for future facilities by indicating what type of space would be required to support the ultimate array of desired programs and services. A facility needs assessment would then compare the spatial needs based on this spectrum of

programs/services, to available space (facilities that are available in some capacity to be shared with the community) in the neighborhood. This information will be valuable in determining where potential reprogramming of existing facilities would be beneficial. Some sites and spaces may be better suited to certain uses than others. A facility needs assessment will help maximize existing space and pinpoint priorities for acquiring new sites.

Reprogram Existing Facilities

Working with the appropriate stakeholders, it may be possible to negotiate options for reprogramming existing neighborhood facilities. “Reprogramming” refers to shifting programs or services offered at neighborhood facilities to other facilities, or re-evaluating the continuation of those programs altogether. In this neighborhood, where space is especially limited, reprogramming can be an effective means of maximizing space. For example, community members have pointed to the critical need for a preschool in the neighborhood. A preschool requires a very specific type of physical environment. Sherman Oaks Community Center may provide the best fit physically to accommodate a preschool, whereas, other programs, currently offered at Sherman Oaks, could be just as effectively hosted at alternative facilities. In this case, shifting programs may help to better meet the needs of area residents, while also maximizing space.

Additionally, since the Sherman Oaks Community Center currently offers some programs that many residents feel do not adequately serve the needs of the immediate community, it may be especially beneficial to determine whether this space might be used for programs that are higher priorities for Burbank/Del Monte residents. This would involve working with the appropriate stakeholders, and re-evaluating the sub-lease agreement for use of the community center.

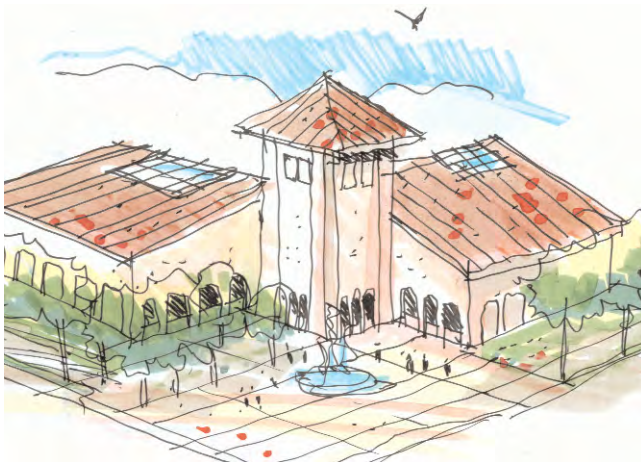


Explore options for reprogramming Sherman Oaks Community Center.

Potential Partnerships

A joint-use agreement between San José City College and the City of San José is under negotiation to develop a 17,000 square foot shared recreational facility at the College. However, funding for this project is limited, and a significant funding gap needs to be filled in order to complete plans for this project. One of the ways

that the community, the City and the college can work together is to seek additional sources of funding to build an appropriate-sized community center. This is a high priority for Burbank/Del Monte residents (See top priority: *Work with San José City College...* in the *Strategic Action Plan* section of this document). Such partnerships are a creative way of providing valuable resources that will benefit the entire community.



A high priority for community members is to develop a community center in the neighborhood.

Additional opportunities to develop joint-partnerships should be explored, such as with School Districts, community-based organizations, and/or religious institutions. With the appropriate stakeholder interest and the availability of adequate funding, arrangements might be made to allow for shared costs and joint-use of a neighborhood center at a local school, such as Sherman Oaks Community Charter School, Luther Burbank Elementary School, or at a neighborhood church.

Reuse of Underutilized or Vacant Buildings

Another strategy for gaining community facility space in the neighborhood is to investigate potential opportunities to reuse underutilized or vacant buildings. Of particular interest to the community is the potential reuse of the historic Burbank Theater, possibly as a cultural and musical performance center, or for other public uses. This older movie theater, with its landmark “Burbank” marquis,



Residents would like to explore reuse of the Burbank Theater.

could be used as a public theater for local entertainment, musical performances and plays. Reuse of this theater would not only provide much needed gathering space in the neighborhood, but would also support the community's aim to preserve the historic theater marquis and retain the historic character of the space.

The theater currently lacks sufficient on-site parking, and a major challenge in reuse of this building will be to provide sufficient parking to support the proposed use of the site. A feasibility study and possible development scenarios should be developed for the Burbank Theater site, as well as for other potential development sites.

Underutilized warehouse style buildings in the industrial area between Meridian Avenue and Los Gatos Creek could also provide opportunities for reuse. An early 20th century masonry building might be used as a neighborhood service center, and retrofitted where possible to maintain its unique character.



Underutilized warehouse building.

Land Acquisition

Because the Burbank/Del Monte neighborhood is so extensively developed, vacant land is at a premium. All of the potential scenarios described below would, of course, require significant funding, and a variety of funding resources would need to be explored.

As described in the previous *Parks & Open Space* section, a creative strategy for acquiring space for a community center, as well as park space, is to explore the idea of buying air rights to build a platform over the suppressed highway. The first step toward exploring this concept is to conduct a feasibility study (See top priority: *Conduct a feasibility study for developing a "freeway park"...* in the *Strategic Action Plan* section of this document).

Another strategy for finding sufficient space to develop a neighborhood center involves looking for a number of adjoining commercial lots that could be acquired from willing property owners and consolidated to accommodate a large facility.

In addition to developing a potential park adjacent to Los Gatos Creek at the Del Monte site, community members also envision a neighborhood center in connection with that park. In the event that the Del Monte site was developed, the community may have an opportunity to secure some land for park/neighborhood center development as part of a developer's dedication requirement.

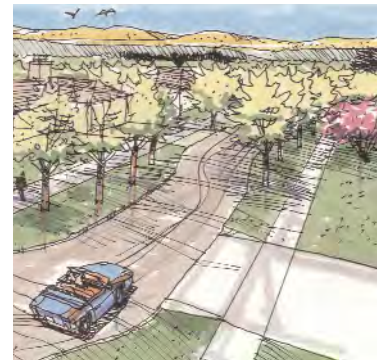
Circulation and Transportation

One of the central concepts of the *Burbank/Del Monte Neighborhood Improvement Plan* is improving circulation and transportation patterns throughout the neighborhood. Cut-through traffic, perceived speeding, traffic and parking congestion, and poor pedestrian/bicycle access are the primary issues in the neighborhood. There is also concern with regard to deteriorating roadway surfacing and incomplete or deteriorating curbs, gutters and sidewalks. These conditions detract from the character of the neighborhood and negatively effect pedestrian activity.

Residents aim to improve traffic flow, as well as vehicular and pedestrian access to key destinations, reduce cut-through traffic and speeds, and improve the overall appearance and function of the street through improved roadways, sidewalks, landscaping and pedestrian amenities (see figure 5). Creating a safe and efficient circulation system in the Burbank/Del Monte neighborhood involves the following major improvement strategies:

- Conduct traffic studies focused on reduction of cut-through traffic and speeds on residential streets;
- Improve pedestrian and bicycle connections throughout the area;
- Complete roadway and sidewalk improvements, including curb, gutter and sidewalk installation or repair, and street resurfacing;
- Establish a specialty trolley service along West San Carlos Street; and
- Explore means to reduce parking congestion.

Options for consideration might include street narrowing through landscaped chokers, chicanes and traffic circles, which can not only help to tame traffic, but can be aesthetically pleasing as well.



Traffic calming options for consideration might include: chokers; chicanes and/or traffic circles (shown in concept sketches above) - Specific measures would be determined only after a traffic calming study has been conducted.



Traffic backed up on West San Carlos.

Traffic Calming

West San Carlos Street and Fruitdale Avenue experience traffic congestion, exacerbating cut-through traffic volumes and related problems on nearby residential streets. Neighbors would like to take steps to redirect cut-through traffic, reduce speeds and improve pedestrian safety. Two areas that would especially benefit from traffic flow studies and potential improvements are:

- The Sherman Oaks neighborhood in the vicinity of San José City College; and
- The Burbank and Buena Vista neighborhoods between West San Carlos Street and Interstate-280.

Traffic studies should be conducted in these areas to determine what type of traffic calming measures would best address specific problems. Options for consideration might include street narrowing through landscaped chokers, chicanes and traffic circles, which can not only help to tame traffic, but can be aesthetically pleasing as well. Traffic calming decisions should only be made after the effects of proposed traffic calming measures have been analyzed for their impact on other nearby residential streets, and definitive traffic calming decisions should be made with the full participation of affected residents, property owners and neighborhood associations.

In addition to physical speed reduction devices, programmatic speed reduction techniques such as increased police presence, more aggressive ticketing, and posting additional speed limit signs should also be explored. The Neighborhood Automated Speed Compliance Program (NASCO) has been successful in other neighborhoods, and could prove beneficial here as well. This program utilizes a computer in a parked vehicle to photograph speeding cars and issue tickets via mail.

There are a number of intersections in these areas that could benefit from improvements (see figure 5: *Circulation/Transportation Concept*). Intersection improvements might include enhanced pedestrian crosswalks, curb, gutter and sidewalk installation or

repair, ADA retrofitting where appropriate, signals, stop signs or other traffic calming devices as needed. Potential crosswalk locations should be carefully evaluated to determine where lights or stop signs need to be paired with crosswalk striping to ensure pedestrian and bicyclist safety.

SHERMAN OAKS/SAN JOSÉ CITY COLLEGE

The Sherman Oaks neighborhood around San José City College is especially subject to cut-through traffic because of heavy traffic movements between Interstate 280 and the College, with motorists getting on and off the freeway, and moving to and from the College. In general, there is a lot of cut-through traffic off Fruitdale Avenue, up into the Sherman Oaks residential neighborhood. Some of the traffic congestion in this area may be improved as the College finishes its new parking structure (since the structure will reduce the amount of parking access from Fruitdale Avenue through the residential streets south of the College).

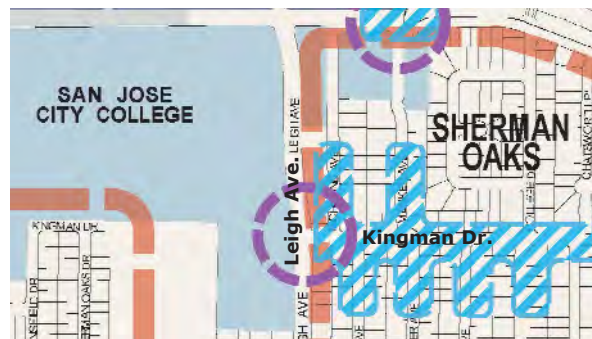
Residents are particularly concerned about the intersection of Kingman Drive and Leigh Avenue, adjacent to San José City College. This is a frequently used crossing point for pedestrians and bicycles entering the College. Many pedestrians and cyclists coming from the Sherman Oaks neighborhood travel along Kingman Drive and cross Leigh Avenue to access the College and the sports fields. The typical heavy volume of traffic on Leigh and the lack of signalization make crossing a challenge. This intersection has been the topic of ongoing discussions between the Sherman Oaks Neighborhood Association, San José City College and City traffic engineers. Providing for an improved crossing at this intersection will become even more critical as the planned joint-use recreational facility is developed in this area. Installation of a three-way traffic signal and highly visible crosswalks should be considered for this location.



Speed limit enforcement is a critical part of traffic calming.



The intersection of Leigh/Fruitdale is frequently used by school children and is in critical need of improvement.



Residents are particularly concerned about the intersection of Kingman Dr. and Leigh Ave. at S.J. City College.

Another area that is in particular need of attention is the intersection of Leigh Avenue and Fruitdale Avenue. Both Leigh and Fruitdale are busy streets, and since the intersection is frequently used by school children and other pedestrians heading to Sherman Oaks Community Charter School, the community would like to see crossing improvements.

The major intersection of Fruitdale Avenue and Southwest Expressway also needs significant improvements. Since high density housing is planned for two corners of the intersection (the Hudson property and the Kmart site) and since the Fruitdale light rail station will be located here, it is especially crucial that this intersection be pedestrian-friendly.

The nearby Meridian Avenue/Fruitdale Avenue intersection also plays an important role in the community, with Fruitdale serving as a major east-west corridor and connecting link to the Los Gatos Creek Trail in the Sherman Oaks neighborhood. Because of its proximity to the services mentioned above, access through this intersection should also be made as pedestrian-friendly as possible.



Crosswalks should be highly visible.

BURBANK AND BUENA VISTA NEIGHBORHOODS

The residents Burbank and Buena Vista neighborhoods between West San Carlos Street and Interstate-280 also report concerns about traffic volumes and speeds. Frequent traffic congestion along W. San Carlos Street prompts motorists to seek alternative routes by cutting through residential neighborhoods. This can create a difficult environment for pedestrians.

Traffic improvements on West San Carlos Street and Bascom Avenue might include improving/extending left-hand turn pockets off major streets and synchronizing signalization.

Priority intersections for improvement in the Burbank and Buena Vista residential neighborhoods are along Scott Street and Auzerais Avenue, where a proposed primary pedestrian route is proposed in this *Plan*. The intersections of Scott Street and Bascom Avenue, Scott Street and Leigh Avenue, and Auzerais Avenue and Meridian



Calmed traffic will contribute to safer streets for walking and bicycling.

Avenue could benefit from highly visible, enhanced crosswalks, in accordance with the City's recently adopted crosswalk guidelines. For those intersections within County pockets, residents should pursue improvements with the County's Department of Roads and Airports.

Overall, reduced and calmed traffic in the neighborhood may contribute a better walking and bicycling environment, less noise pollution, improved neighborhood appearance and ambiance, and potentially increased property values.

Pedestrian and Bicycle Connections

A major neighborhood improvement goal for the community is to develop pedestrian-friendly connections throughout the Burbank/Del Monte area with pedestrian/bicycle routes, intersection and sidewalk improvements, and lighting.

Interstate-280 and Southwest Expressway (a future light rail corridor) bisect the Burbank/Del Monte area, making pedestrian connections within the neighborhood challenging. Many frequently traveled intersections lack crosswalks or need crosswalk enhancements and sidewalk improvements. Because Burbank/Del Monte is an older neighborhood some sidewalks may need enhancements or are discontinuous in both the County and the City. Some areas that do have curbs, gutters and sidewalks have not been designed to accommodate people with disabilities, consistent with the Americans with Disabilities Act (ADA). These conditions and the lack of designated pedestrian/bicycle routes in the area can discourage walking and bicycle use in the neighborhood.

Residents would like to create pedestrian and bicycle-friendly connections to key destinations. Clearly designated pedestrian/bicycle routes, intersection/crosswalk improvements, sidewalk improvements, and pedestrian amenities will contribute to a more hospitable environment for pedestrians and cyclists.



Residential streets should be made more pedestrian and bicycle friendly, especially near schools.



The pedestrian/bikeway should be clearly designated with signage.

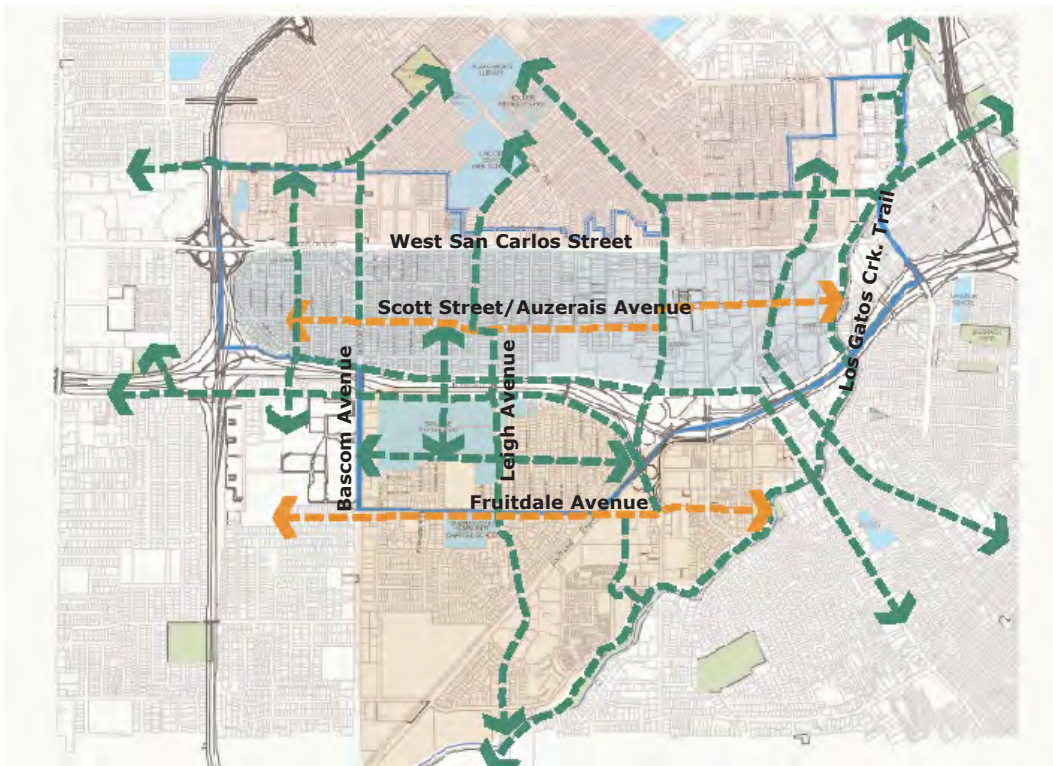


Primary bikeways can also be delineated with special striping.

Neighborhood Connections

An effective network of pedestrian/bicycle routes in the Burbank/Del Monte neighborhood would improve connections to the following key destinations:

- Open space resources, such as neighborhood parks and the Los Gatos Creek regional trail system;
- Community facilities, such as San José City College (and the proposed multi-use recreation facility/community center), Sherman Oaks Community Charter School, Luther Burbank Elementary School and Lincoln Senior High School;
- Commercial corridors, such as W. San Carlos Street and Bascom Avenue;
- Transit stops, such as the Diridon (CalTrain/ACE/Amtrak) Station, bus stops and future light rail stops.



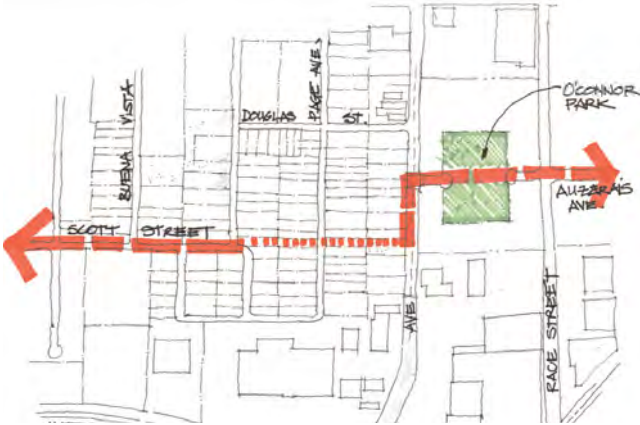
Part of the overall improvement concept is to create a pedestrian/bikeway network through the area connecting to parks, recreational sites, schools, and the Los Gatos Creek Trail.

Connections between these destinations should be strengthened through streetscape and intersection improvements. Residents should work with the appropriate City and County departments to request that a traffic analysis be conducted to determine what type of intersection improvements are warranted, and to confirm where bike lanes could be accommodated.

In order to provide an effective pedestrian/bicycle network through the neighborhood, planning must consider a seamless integration of improvements into the surrounding community. These improvements need to be balanced between east/west-oriented and north/south-oriented commercial corridors and residential streets. Residential streets can provide the safest routes, especially for children who walk or ride bikes to neighborhood schools and parks, while commercial corridors often provide a more direct alternative.

East/West Linkages

Primary east/west residential linkages in the neighborhood are Scott Street/Auzerais Avenue, Kingman Drive, and Fruitdale Avenue. The major east/west commercial linkage in the area is West San Carlos Street.



As a long-term goal, a direct connection is envisioned between Scott Street and Auzerais Avenue.



Interim route is via Douglas Street.

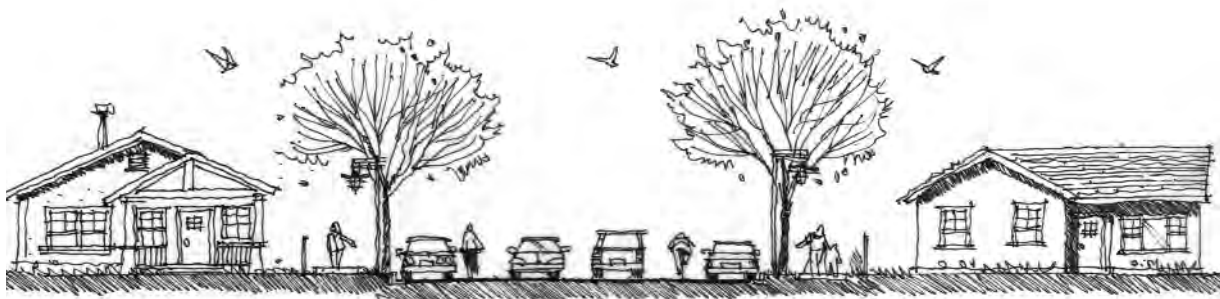
SCOTT STREET/AUZERAIS AVENUE

Scott Street/Auzerais Avenue is envisioned as the central pedestrian link through the neighborhood, lined with pocket parks and street trees, and terminating in a proposed community park at Los Gatos Creek (see top priority: *Designate Scott/Auzerais as the primary pedestrian/bikeway...* in the Strategic Action Plan section). Opportunities to install signage to designate this corridor as a primary pedestrian/bikeway should be investigated.

As a long-term goal, a direct connection is envisioned between Scott Street and Auzerais Avenue, to provide more convenient access along this proposed pedestrian/bicycle corridor. This would require acquiring some lots to use as a designated pedestrian/bikeway. Until the feasibility of this has been explored further, a local street, such as Douglas Street, could be used as a transition between Scott Street and Auzerais Avenue.

KINGMAN DRIVE

As discussed in the previous section, Kingman Drive is frequently used by pedestrians and cyclists traveling to the College and to adjacent sports fields. Since the intersection of Kingman Drive and Leigh Avenue



Conceptual section of potential Scott Street improvements with sidewalks, bike lanes, lighting, landscaping and route signage.

serves as an important entrance to the College for pedestrians/cyclists, this is an important area to study for intersection improvements. Additionally, the College is currently working to create a walking path through the campus that can be accessed from Kingman Drive. And, an additional walking path is planned at northern entrances to the College from Bascom and Leigh Avenues. Opportunities to install lighting along these walking paths through the College should be explored.

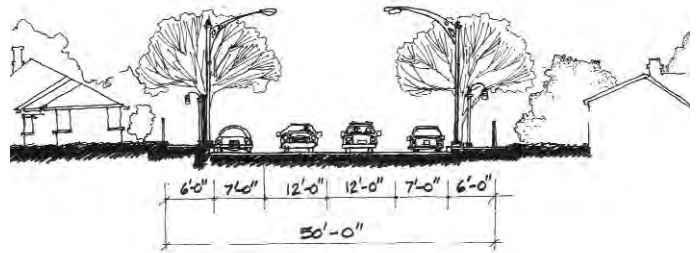
FRUITDALE AVENUE

Fruitdale Avenue, the southernmost neighborhood corridor, is an important threshold to the Sherman Oaks neighborhood, which extends south of the Burbank/Del Monte Strong Neighborhoods Initiative planning area. Fruitdale Avenue should serve as a major east-west pedestrian/bicycle route, linking key destinations, such as Santa Clara Valley Medical Center, San José City College, Sherman Oaks Community Charter School, the planned park at Saint Elizabeth Drive, the planned Vasona Corridor Light Rail transit stop, and the Los Gatos Creek Trail.

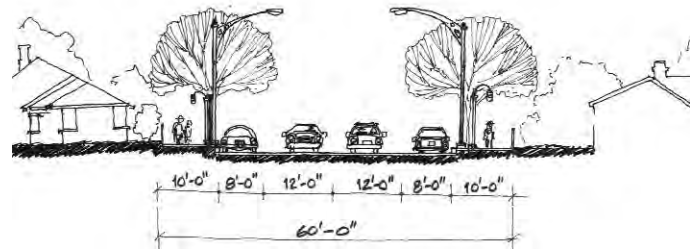
North/South Linkages

Primary north/south connections are Macarthur Avenue, Bascom Avenue (primary commercial corridor), Clifton/Hester Avenue, and Leigh Avenue. Intersection and roadway improvements should be targeted along these corridors.

The Los Gatos Creek Trail is an important north/south connection that is part of the city-wide regional trails network. A critical part of the concept for improving pedestrian and bicycle access in the neighborhood involves improving access to the Los Gatos Creek Trail and completing creek-side trail extensions.



Scott Street varies in width: 50' wide conceptual streetscape scenario.



Scott Street varies in width: 60' wide conceptual streetscape scenario.

A major north-south connection off of the Scott/Auzerais corridor is via Leigh Avenue, south to the Los Gatos Creek Trail. In order to integrate the connection between the Burbank/Del Monte neighborhood with the surrounding community, streetscape, beautification, sidewalk and intersection improvements should continue to the Los Gatos Creek Trail connection at Leigh Avenue.

The abandoned Southern Pacific rail right-of-way could also provide an opportunity to create an effective north/south linkage.

LOS GATOS CREEK TRAIL

The Los Gatos Creek Trail is a valuable open space and recreational amenity in the neighborhood. The trail not only provides for activities, such as bicycling, skating, walking and jogging, but it also serves as a potential link between the Burbank/Del Monte neighborhood and the region.

In order to strengthen this link, a high priority for community members is to complete creek-side Los Gatos Creek Trail connections. Ultimately, residents would like to see the entire Los Gatos Creek Trail as a creek-side trail with extensions from Park Avenue north to The Alameda, and from Lonus Street south to Meridian Avenue. Neighborhood Advisory Committee members, neighborhood associations, and committed citizens should submit a formal request to the Parks and Recreation Commission to ensure that these creek-side Los Gatos Creek Trail extensions in the Burbank/Del Monte area are specified as a long-term goal in the Los Gatos Creek Trail Plan.

Since visual access to the creek is an integral part of the Los Gatos Creek Trail experience, residents would like to maintain a creek-side trail connection where at all possible.

Developing creek-side trail access in the Burbank/Del Monte neighborhood from Lonus Street south to Fruitdale Avenue, and eventually to Meridian Avenue, will be especially challenging since this part of the creek runs along the back of multiple privately owned



The Los Gatos Creek Trail is a valuable amenity in the neighborhood.

lots. In order to close the gap in creek-side trail access in this area, access easements will need to be secured and/or lots will need to be purchased. However, this remains a long-term goal for community members.

A phasing plan could allow for designation of a temporary pedestrian/bikeway along Fruitdale Avenue (Phase I) until the long-term creek-side segments from Lonus to Fruitdale (Phase II) and from Fruitdale to Meridian (Phase III) can be completed.

ABANDONED UNION PACIFIC RAIL RIGHT-OF-WAY

Opportunities to reuse the abandoned Union Pacific Rail right-of-way as a pedestrian/bikeway should be explored. This right-of-way could potentially provide a safe, pleasant, off-road north/south connection through the neighborhood.

NORTH-SOUTH CONNECTION TO SAN JOSÉ CITY COLLEGE

Residents would like to create a stronger pedestrian connection between San José City College and the surrounding community. Although there is a pedestrian bridge over Interstate-280 at College Avenue, a long-term goal is to build a pedestrian bridge at Leland Avenue as well, to make access more convenient to the residential neighborhood to the north of the College. Also, as discussed previously under *Parks and Open Space*, pedestrian access is envisioned between the potential freeway park and the College, via Bascom Avenue, Leland Avenue and Leigh Avenue.



Residents would like to explore opportunities to reuse the abandoned Union Pacific right-of-way as a pedestrian/bikeway.



Benches, covered bus shelters, trash receptacles, newspaper vending machines and informational kiosks could be located at primary commercial transit stops.

Commercial Corridors

Pedestrian access along West San Carlos Street and Bascom Avenue, and connections to these commercial corridors from the surrounding neighborhood should be improved through sidewalk and crosswalk installations and designated pedestrian/bikeways. Additional pedestrian improvements on West San Carlos Street and Bascom Avenue, could include amenities to help create a more hospitable retail and transit-oriented environment, such as benches, covered bus shelters, trash receptacles, newspaper vending machines, and informational kiosks. These types of amenities should be tied

to primary clusters of pedestrian activity, such as transit stops adjacent to neighborhood-serving retail uses. Specific locations of key pedestrian activity areas should be identified during development of the economic strategy for these corridors (see top priority: *Create an economic development strategy...in the Strategic Action Plan section*), with the participation of the West San Carlos Business Association.

Lighting

Residents specified a need for pedestrian lighting to improve visibility at San José City College, particularly along Moorpark and Leigh Avenues, and also on the planned walking paths through the College. The proposed pedestrian corridor, Scott Street/Auzerais Avenue, could also benefit from improved lighting.



Lighting and covered bus shelters with seating contribute to a more pedestrian-friendly environment.

Roadway/Sidewalk Improvements

Well-maintained streets and sidewalks contribute to pedestrian and vehicular safety and commercial vitality. The City is currently working to resurface streets in the City portions of the area. Some areas in the neighborhood could also use improvements to curbs, gutters and sidewalks.

SIDEWALK IMPROVEMENTS

Many streets in the Burbank/Del Monte neighborhood need either sidewalk installation or sidewalk improvements (see figure 4). As funding becomes available, streets should be systematically evaluated and treated for necessary improvements. As the primary pedestrian spine through the area, Scott Street is a top priority for sidewalk improvements. Currently, discontinuous and aging sidewalks on the north side of Scott Street between Richmond Avenue and Buena Vista Avenue are being improved with new sidewalk installation. Other streets that particularly need sidewalk improvements are Leigh, Kingman, Fruitdale (between Sherman Oaks and Southwest Expressway), Moorpark (between Leigh and Interstate-280), Parkmoor at Menker, and Meridian Avenue under Southwest Expressway and from Parkmoor to Curci.

The County recently installed new curbs and gutters along Cleveland Avenue and completed four handicapped accessible ramps just north of the Strong Neighborhoods Initiative area at Olive Street and Cleveland Avenue. The Burbank Community Association and the Burbank Sanitary District in collaboration with the County Roads and Airports Department have begun a roughly \$500,000 project to install ADA ramps, curbs, gutters, sidewalks, and valley drains in the unincorporated Burbank/Del Monte area from Bascom to Forest and Wabash to West San Carlos.



Many areas of the neighborhood could use sidewalk improvements.

STREET SURFACING

Residents have reported some surface problems with streets in the neighborhood. Scott Street, Richmond, Menker and many streets in the southern portion of the St. Leo's neighborhood have potholes that need to be repaired. In the Buena Vista neighborhood along Scott Street near Willard Avenue and along Page Avenue near Scott, tree roots are cracking the street and sidewalk.

An accelerated paving program for sealing or resurfacing Burbank/Del Monte neighborhood City streets is currently underway. Normally, streets are scheduled for improvement by the

Department of Transportation on a ten-year cycle. Under the accelerated program, local City streets that have not been maintained in the last four years have been either sealed in the summer of 2001 or are scheduled for resurfacing in the spring of 2002. The schedule for street resurfacing is subject to modification due to construction or utility installation projects that may occur on or adjacent to streets proposed for resurfacing.

Burbank/Del Monte streets that have been recommended for chip sealed in 2001 include: Bailey, Basile, Bellerose, Bradley, Chiechi, Ciro, Clifton, Corlista, Crandall, Del Mar, Di Fiore, Disalvo, Douglas, Flag, Goodwin, Kingman, Mac Arthur, McEvoy, Menker, Parkmoor, Patton, Pioneer, Richmond, San Fernando, Savaker, Scott (at Clifton), Sunol, Willard, and Moorpark.

Streets scheduled to be chipsealed in 2002 include: Kingman, Mansfield, Randolph, Rexford and Sherman Oaks.

Streets scheduled for resurfacing in spring 2002 include: Chauncey, Chiechi, Clarmar, College, Concord, Deland, Elliot, Gifford, , Home, Josefa, Nevin, O'Connor, Patterson, Amos, Revy, Richmond, Sonoma, Via Pisa and Willard.

In addition, major streets Parkmoor and Lincoln have been resurfaced in 2001. Leigh is scheduled to be slurry sealed in spring 2003.

Other streets recommended for slurry seal include: Autumn, Auzerais, Delmas, Forest, Meridian, Montgomery, Moorpark, Park, Parkmoor, Race, San Fernando and Scott (from Willard to Clifton). Scheduling of these streets will be based on available funding.

Additionally, the County recently completed a complete reconstruction of Cleveland Avenue from West San Carlos Street to Forest Avenue.

West San Carlos Street/Bascom Avenue Trolley

As part of a larger economic development strategy, residents aim to diversify West San Carlos Street and Bascom Avenue businesses, create a more attractive and comfortable street environment, improve public transportation, pedestrian and vehicular access, and transform the character of these commercial areas. Establishing a trolley-type of transit service along West San Carlos Street with an extension down Bascom Avenue would help change the nature of these corridors, while also providing much needed public transportation connections.

As a major transportation corridor through the City, the West San Carlos Street/Stevens Creek corridor has been identified for future development intensification and possible light rail construction. Six other corridors are also under consideration by the Valley Transportation Authority (VTA) for potential light rail construction. In order to support current and anticipated development, business owners and residents in the Burbank/Del Monte neighborhood support the long-term goal of a light rail extension along the West San Carlos/Stevens Creek corridor. In this regard, community members have expressed a preference for historic trolley cars as opposed to standard light rail cars. If this corridor is selected for light rail construction, it will likely take a minimum of 7-10 years to complete construction and begin service.

As a more immediate objective, the community would like to see a historic trolley route established along this corridor and down Bascom Avenue, using rubber tire technology (similar to the historic trolleys currently used for public transit in San Francisco) with no overhead wires. This would capture some of the history of the area and provide connections through the neighborhood. If light rail installation is eventually approved for this corridor, residents would also prefer the use of historic cars here as well.

The historic trolley route envisioned by the community would provide convenient access along commercial corridors (West San Carlos Street and Bascom Avenue); connections to key destinations within



Historic San José trolley car.



Historic San José trolley car.



Historic San José trolley car.



The trolley route should extend down Bascom to Santa Clara Valley Medical Center and San José City College.

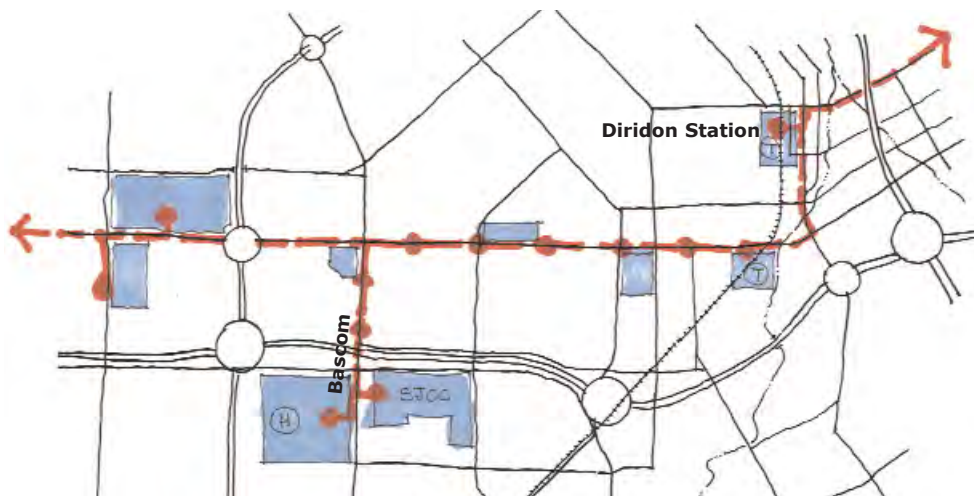


The trolley route should connect to the multi-modal Diridon Station.

the neighborhood, such as the Diridon Station, San José City College and Santa Clara County Valley Medical Center; and connections to regional destinations, such as the Valley Fair Shopping Center, Santana Row, and Downtown. A potential route would run primarily along West San Carlos Street, but would also extend up to the Diridon Station to pick up commuters, and down Bascom Avenue, to accommodate college students/faculty and hospital clients/staff. Trolley stops should be coordinated with key transit connections and destinations at major intersections.

In moving ahead with the near-term objective of operating a historic rubber tire trolley transit service, a feasibility study needs to be conducted to confirm viability of the concept. A feasibility study will also help determine what the critical next steps should be for creating this system. Studying similar trolley services offered in other cities could also provide valuable information with regard to planning, installation and funding.

With regard to the longer-term goal of West San Carlos Street/Stevens Creek light rail installation (preferably operating his-



Proposed historic trolley route: From the Diridon Station to W. San Carlos Street and Bascom Avenue.

toric trolley cars), residents should participate in the VTA's "Two New Rail Corridors Study" for designation of potential light rail routes. Active participation by Burbank/Del Monte residents in the study will help ensure that, to the extent possible, light rail plans are made with consideration of the community's priorities as specified in this *Plan*.

Parking

The most significant parking congestion is reported on neighborhood streets where multi-family housing is located, such as near the Richmond-Menker apartments. At the time many of these multi-family units were built, parking standards were minimal, and people's reliance on automobiles was not as strong as it is today.

A higher than average number of occupants living in apartment units also contributes significantly to parking congestion in the neighborhood. This situation is tied to a much larger economic issue in the Bay Area: high housing costs require many low-income families to share dwelling units and the increased number of residents with vehicles exceeds the available parking spaces allocated for each unit.

Parking is also tight around San José City College with the influx of students, faculty and visitors to the College. This situation should be somewhat improved by the new parking garage that the College is in the process of constructing .

Businesses along West San Carlos Street could also benefit from additional parking to make retail use more convenient. At the time many of these buildings were constructed, commercial developers were not required to provide on-site parking like they are today. Additionally, the commercial lots along West San Carlos Street are small and shallow, and most are individually owned. These conditions make it even more difficult to retrofit sites with parking.

Potential strategies for relieving parking congestion in these areas include:

- Investigate the viability of a residential parking permit program in specific areas (such as around Kingman Drive and the College);
- As part of an overall Richmond-Menker revitalization plan (see Housing Revitalization concept), consider reconfiguring Richmond and Menker streets around the Richmond-Menker apartments as a one-way loop system with new diagonal parking (in coordination with the Richmond-Menker Property Owners' Association, Richmond-Menker Action Task Force, as well as tenants and other stakeholders);
- Work with landlords and property managers to explore means of reducing overcrowding in apartments and rental units;
- Study the economic feasibility of providing additional parking lots in the area (these could be tied to multi-family complexes, or to commercial uses);
- Acquire a few underutilized or empty lots along West San Carlos Street to use as area-wide public parking lots or garages (parking lots should be fenced in and secure - a permit or fee system could be initiated);
- Develop a commercial parking implementation strategy in coordination with the West San Carlos Business Association; and
- Strengthen enforcement of parking violations and installing “no parking” signs where necessary.

Economic Development

West San Carlos Street and Bascom Avenue are older retail corridors, built in the 1920s and 1930s. Today, these corridors serve as major commercial arterials through the City. Older commercial buildings, lot sizes and lot configurations along these thoroughfares make it difficult to construct new buildings to meet today's retailing needs.

A key feature of the West San Carlos Shopping corridor is "Antique Alley," a cluster of antique shops located near Leigh Avenue. While these shops and many other existing businesses along these corridors are valued by local residents, much of the existing development patterns along these retail streets consist of older strip retail centers without adequate parking and landscaping. Lack of parking adjacent to stores makes retail use inconvenient. Many of the buildings front the street, directly behind narrow sidewalks, creating an uninviting environment for pedestrians. Narrow, aging or non-existent sidewalks and few crosswalks also discourage pedestrian use in the area. And, many of the buildings need maintenance, painting or major façade improvements. The area is also abundant with unattractive billboards and pole signs.

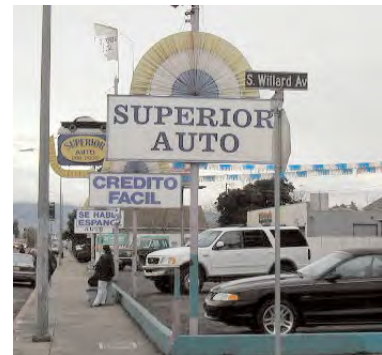
Many of the once thriving commercial uses have been replaced over the years with less attractive or viable retail uses, such as used car lots, auto repairs shops, second hand clothing stores and adult businesses (massage parlors, adult books stores, and bars).

Due to the City-County interface in this neighborhood, there is also inconsistency in the application of design and development standards. Much of the commercial areas lie within unincorporated County "urban pockets." These unincorporated areas fall within the County of Santa Clara's land use and zoning jurisdiction.

The West San Carlos Street and Bascom Avenue commercial corridors are in a state of transition. Both the City of San José and Santa Clara County in partnership with the Business Association have made significant improvements to the retail corridors in recent years.



The successful "Antique Alley" along West San Carlos Street is valued by residents.



There is an abundance of used car lots and unattractive signs along West San Carlos Street.



Landscape improvements on West San Carlos Street.

New landscape improvements have been installed in the median of West San Carlos Street, and the County recently received a grant to implement streetscape improvements on Bascom Avenue.

The Old Sears site on West San Carlos Street has been redeveloped as a major new neighborhood shopping center and housing complex with a new City park. And, new façade improvements are nearing completion to the old shopping center on West San Carlos at Leigh Avenue.

A major objective of the *Burbank/Del Monte Plan* is to continue the revitalization efforts along West San Carlos Street and Bascom Avenue. The goal is to create attractive, accessible and economically-thriving mixed use, transit-oriented corridors (see figure 6). Under-utilized and problem properties are envisioned as revitalized, mixed-use development with family-oriented retail establishments on the ground floor with new offices or housing above. This new development should be interspersed with and/or incorporate existing antique building fixtures and other businesses valued by the community.

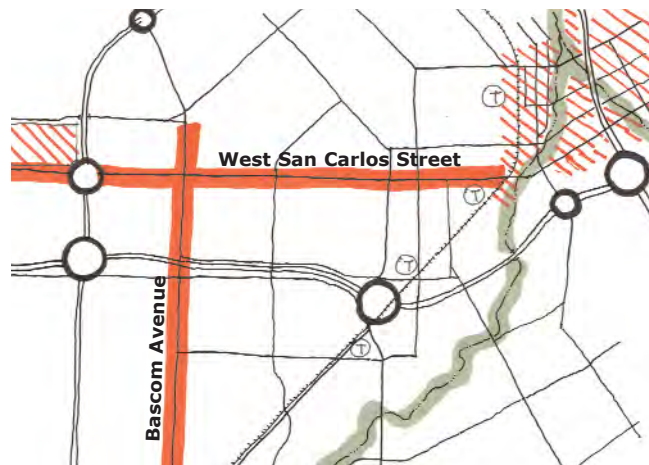
West San Carlos Street, in particular plays a significant regional role as a major transportation corridor linking downtown San José to Cupertino, and making connections to key destinations within the City, such as the Valley Fair shopping center, Santana Row, and Downtown San José to the east. Bascom Avenue is also a major arterial corridor connecting San José, south to the cities of Campbell and Los Gatos.

The role and function of both West San Carlos and Bascom are envisioned as transit-oriented, mixed-use, regional and local-serving retail streets, providing places for local retail shops and services as well as more regional-serving office and other spaces. Some existing, older retail and office establishments would be revitalized with more economically viable uses. Annexing commercial properties along West San Carlos Street would allow potential San José Redevelopment funds to be available for commercial revitalization efforts along these corridors.

A mix of affordable and market rate higher intensity housing uses are proposed along these corridors, coordinated with new transit improvements. Streetscape improvements, curb-gutter and sidewalk repairs, street trees, public art and street furniture will make the corridors more convenient and attractive for pedestrian use. Parking improvements, additional parking lots and improved driveway access, coupled with transit improvements will make these commercial places more accessible and easier to use by local and regional visitors.

Roadway and pedestrian enhancements can also support vitality of these corridors, easing traffic flow and improving pedestrian access to adjoining commercial developments and parking. Building, façade, and signage enhancements will help make these commercial areas more attractive places to work and shop.

Another economic development strategy for West San Carlos Street and Bascom Avenue is to explore potential lot consolidations on a case-by-case basis as a means of creating lot sizes capable of supporting more economically viable, mixed use, neighborhood-serving and family-friendly tenants that residents prefer. Lot consolidation is the process of assembling adjacent smaller commercial lots into one larger lot for redevelopment and revitalization. Consolidation of existing commercial lots along some portions of West San Carlos Street and Bascom Avenue would create more functional and economically viable sites for new commercial developments. This concept does not advocate the use of eminent domain to meet its objectives, although it is recognized that there may be specific circumstances where there is broad community support to use this as a tool of last resort. Potential lot consolidations should only be considered with willing sellers and the full participation of stake-



A major objective is to continue revitalization efforts along West San Carlos Street and Bascom Avenue.

holders. In addition, lot consolidations should not be allowed in places where it would clearly compromise the character of adjacent residential areas.

The major approach to improve the commercial corridors is to implement a comprehensive economic development strategy for both West San Carlos Street and Bascom Avenue. This economic development strategy should address the following initiatives:

- Diversify, recruit and retain businesses;
- Address neighborhood impacts posed by adult business uses;
- Modify land use/zoning to attract desired uses;
- Revitalize underutilized sites;
- Improve the roadway/streetscape environment;
- Enhance buildings/façades;
- Initiate an area-wide clean and safe program;
- Improve area signage;
- Increase parking;
- Implement transit system improvements; and
- Support ongoing marketing and promotion of the business area.



Commercial environment along West San Carlos Street.

Business Diversification, Recruitment and Retention

The Business Association can play a key role, in conjunction with the San José Redevelopment Agency, Office of Economic Development, and City and County planning offices as ambassadors and managers for commercial development along West San Carlos Street and Bascom Avenue. A key strategy is to encourage participation of businesses in shaping future uses and development of the corridors.

Another aspect of the business diversification, recruitment and retention strategy involves surveying and cataloging properties and buildings in the area and identifying sites that are vacant or underutilized that can be reused and redeveloped with new uses in keeping with the overall vision for the commercial street. The survey would also include an updated list of current businesses and property owners of each parcel.

As property becomes vacant, the Business Association would help to match potential new uses with property owners and commercial realtors to fill the vacant spaces. Desirable uses would be marketed to potential retail developers and stores, to match potential retail developers with appropriate sites and vacant buildings.

The Business Association and the City can help play the role of retail manager for the whole commercial street. As manager, the Business Association can help keep desirable uses and encourage redevelopment of older sites with new uses that add to the vitality of the whole commercial street.

There are also successful destination-oriented retail uses in the area. West San Carlos Street is home to a large contingent of antique stores known as *Antique Row*. This is one of the most successful retail sectors in the business district. The street has several long-term retail and commercial tenants, including Lou's Village, which has been in successful operation for over fifty-five years serving customers through its restaurant and banquet facilities. Mel Cotton's, a sporting goods store has been in operation since 1946, and See's Candies has a regional outlet here.

In addition to recruitment activity, the Business Association can work with existing property owners and businesses to retain successful businesses and to help make other existing stores more successful. Working in partnership with the City, the local business association can sponsor seminars on smart business practices, advertising, and store-front display techniques to help retain existing, attractive businesses in the area.

Business retention efforts can also help match City programs and funding opportunities with local business owners' needs, such as needs for improvement loans and grants or other property improvement efforts.



Strengthen the unique "Antique Alley" along West San Carlos Street.



Retain and strengthen successful existing businesses in the area.



Residents feel that the Pink Poodle and other adult businesses are not consistent with a family-friendly environment.



Community members would like to limit adult-oriented signage.

Limiting Adult Business Uses

Some older retail stores in the West San Carlos/Bascom area have been replaced with adult-themed stores, such as adult bookstores, massage parlors, and strip clubs, along with bars and liquor stores. The residents believe that the activities associated with these adult businesses often create conflict with the residential character of the surrounding neighborhood, and have been known to create additional drug, vice and other crime problems in the neighborhood. Many of the adult stores are littered with adult-oriented signs and window displays. Illegal sales of adult products, such as alcohol and cigarettes to minors, are also believed to occur at these sites.

Many of the adult businesses are located within the unincorporated County “urban pockets.” These areas have less restrictive zoning requirements than the City of San José. For example, some of the adult stores are located closer to existing schools and neighborhood services for children than City regulations would allow.

Residents feel that the number of adult-oriented businesses located in proximity to one another makes it difficult to attract more upscale and family-oriented businesses to serve the neighborhood and region. Residents also believe that these conditions depress property values for both local residential and commercial properties.

A high priority improvement action is to develop an overall strategic plan for reducing the perceived impacts of adult business activity on the neighborhood. This would involve working with the City of San José and the County of Santa Clara to address the concentration of adult businesses in the area, “crack down” on illegal activity thought to be associated with these uses (such as crime, drug sales or prostitution), and enact stronger and more restrictive zoning standards for the unincorporated County pockets.

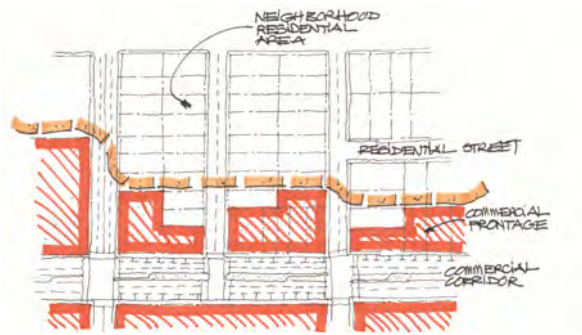
Although it may be extremely difficult, another strategy to consider

is to annex the commercial properties along West San Carlos Street and Bascom Avenue into the City of San José, where stricter City adult business regulations would apply. Annexation of commercial areas would also make these sites and businesses available for City redevelopment programs, improvement grants, and loans.

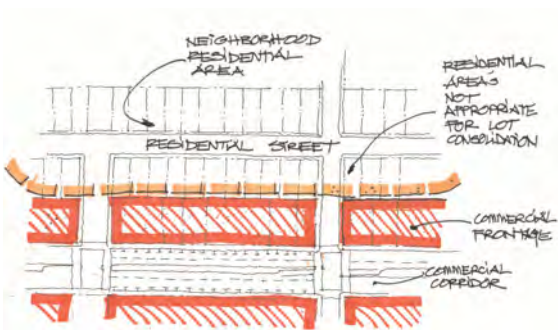
Aside from annexation and/or zoning changes, a critical component to addressing adult use problems involves documenting actual problems associated with adult business use in the neighborhood. For example, documenting where debris (such as needles or condoms) is left in the neighborhood, and documenting instances where children view adult materials (such as where a door to an adult business is left open) are important steps in reducing the impacts of adult uses. The County's District Attorney's Office offers training sessions and should be provided to teach community members how to document these problems. Residents are encouraged to participate in these training sessions and should be provided with the following contact information: Santa Clara County District Attorney's Office (408-299-7400) or the Deputy District Attorney (408-998-1561).

General Plan and Zoning Modifications

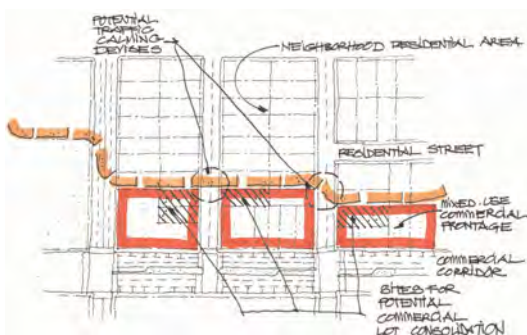
Currently the San José City General Plan and Zoning Ordinance have designated the first one to two lots on either side of West San Carlos Street and Bascom Avenue for general commercial use (see figure 2). In addition, the San José General Plan designates West San Carlos Street as a *Mixed Use, Transit-Oriented Development Corridor* and reflects its status as a Neighborhood Business District (NBD) Redevelopment Area. These policies encourage the corridor for retail and office uses and for higher intensity residential uses within the corridor with minimal setbacks. Zoning along West San Carlos Street is a mixture of Light Industrial (LI), General Commerce (GC) and Neighborhood Commercial (CN). None of these districts accommodate the mixture of land uses and development standards preferred by the community and reflected in this *Plan*. The Pedestrian Commercial (CP) Zoning District, however,



Typical existing conditions/lot development pattern.



Typical development pattern **not** appropriate for commercial lot consolidation.



Typical development pattern to be considered on a case-by-case basis for potential commercial/mixed use lot consolidation.

does match community expectations. Over time, most of the commercial corridor properties should probably be rezoned to CP.

Many of these commercially zoned lots are small, narrow and/or shallow. These narrow and shallow lots contribute to the difficulty of significantly improving the commercial corridors. Both the lot sizes and lot configurations make it difficult to redevelop these sites to meet modern day commercial development practice. While lot consolidations are recommended to provide space for necessary commercial amenities, they are not necessarily intended for existing large sites or to create sites for development that is substantially out of scale with surrounding development.

The overall strategy for improving these corridors is to encourage their revitalization to more efficient, attractive, economically viable mixed-use retail/office or commercial/residential configurations coupled with transit improvements.

One approach to enlarging sites for commercial viability is to allow commercial frontage properties to be combined with adjacent residential lots for commercial or mixed use redevelopment oriented to West San Carlos Street or Bascom Avenue. When exercised with full participation of the community and property owners, lot consolidation could benefit economic development in the area by creating larger lots that can accommodate on-site parking and circulation in conjunction with new development. Community members have expressed concern that this approach could result in widespread removal of homes for the purposes of new commercial development. That is not the intention of this *Plan*. For example, residential lots behind com-

mercial lots and facing residential streets are not appropriate for commercial lot consolidation. In addition, lot consolidation should only be explored on a case-by-case basis with property owners. Where lot consolidation occurs, access and circulation should be limited to the commercial frontage and should reduce traffic impacts on adjacent residential neighborhoods. Commercial uses would need to provide on-site parking.

Amendments to the General Plan could be proposed to add language in the *Mixed Use, Transit-Oriented Development Corridor* to acknowledge the need for appropriate lot consolidations.

Appropriate lot configurations should be defined as those not involving residential lots facing streets parallel to the commercial corridor or resulting in a major commercial projection (maximum 100 feet) into a residential neighborhood. In addition, the policy's language could reiterate the need for new development to maintain appropriate setbacks, screening, and scale in keeping with the adjacent residential uses.

Revitalization of Underutilized Sites

Many sites along the West San Carlos Street and Bascom Avenue corridors are underutilized. Older, smaller or vacant buildings occupy many lots along these streets. Many buildings are occupied by marginal retail businesses that cannot afford ongoing maintenance and upkeep of the facilities.

A key improvement strategy is to identify sites and property owners to encourage redevelopment of these marginal sites to more appropriate uses. Many residents feel that the sites occupied with used car lots, auto repair uses, adult retail uses, and second-hand clothing stores are not neighborhood-friendly. Working in partnership with the City of San José Redevelopment Agency and the Business Association, key sites along the corridors should be identified for future intensification. Part of the business improvement effort will also include identification and retention of valued businesses.



Many residents feel that the abundance of used car lots could be better utilized.

Several sites preliminarily identified during the Strong Neighborhoods Initiative process for possible revitalization include among others: the Business Circle on the southwest corner of Bascom Avenue and West San Carlos Street; and a number of used car lots along West San Carlos Street.

In addition, a number of sites were suggested for potential mixed use redevelopment, such as the old bowling alley on the north side of West San Carlos Street, the VTA site in the Midtown area, and the old railroad right-of-way adjacent to the future Vasona light rail stop.

Roadway/Streetscape Improvements

Landscape and streetscape enhancements can help create a pedestrian-friendly environment, improve access to storefronts and provide an attractive retail setting. The overall strategy for improving the street environment is to develop and implement a comprehensive streetscape improvement plan. The streetscape plan should include: landscaping with median plantings and additional street trees (this community has expressed a preference for trees other than palm trees); roadway improvements, such as parking access (driveway curb cuts), improvements to parking lot configurations, sidewalk improvements; and pedestrian elements, including street furniture, pedestrian lighting, newspaper stands, kiosks and banners.

Recently property and business owners, working with the Santa Clara County Planning Department, received \$800,000 in grant funding to implement Phase I of a two-phased landscape improvement master plan for Bascom Avenue. Phase I involves streetscape improvements and landscaping the center median between Parkmoor Avenue and West San Carlos Street. The County Department of Roads and Airports has initiated discussions with the City Department of Transportation to begin an implementation and maintenance strategy for the project. Phase II of the plan will involve street tree planting adjacent to the sidewalks along Bascom Avenue. Phase II had not yet been funded as of April 2002.

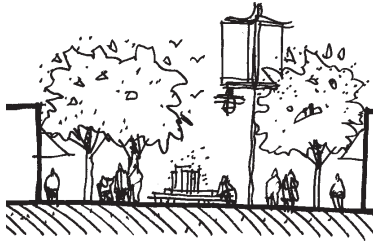
In addition, the City of San José, working with the West San Carlos Business Association, has completed landscape improvements along West San Carlos Street within the street right-of-way.

One of the major barriers to implementing streetscape improvements along West San Carlos Street, is the narrow width of the street right-of-way, and the narrow width of the existing public sidewalks. The narrow public right-of-way dimensions make it difficult to create an attractive, comfortable pedestrian environment along the sidewalks. In addition, major utilities under the existing sidewalks limit the types of plantings possible within the street right-of-way at the sidewalk.

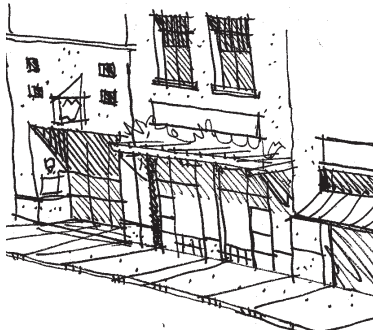
As new development occurs, buildings should be set back from the street at a sufficient depth to allow a wide sidewalk with landscaping and other streetscape elements to be located along the street. Sidewalk widths, including planting areas, should be a minimum 15' wide, but preferably 18'- 20' wide, to make a safe and comfortable area for pedestrians. Parking should be located to the side or rear of new projects, and buildings should be placed at or near the back edge of sidewalks to maintain a continuous street presence.

It should be noted that all of the existing West San Carlos Street City Zoning Districts require more suburban-scaled building setbacks. Only the CP District allows a zero front setback.

An alternative landscape design solution for street improvements would be the use of decorative arbors along the street where narrow sidewalk widths occur or street trees cannot be planted. Arbors can be landscaped with shallow-rooted vines in planter boxes that would not disrupt the utilities under the sidewalk and still provide a green shading element along the street. This design alternative would bring greenery to the street, creating an attractive overhang along the pedestrian walkway, allow a place to attach lighting, and contribute to a unique street front character.



Transit-oriented pocket parks or small plazas with street furniture, lighting and street trees could be located along commercial corridors.



Facade enhancements should be encouraged.

The overall concept for commercial street improvements also encourages development of new small plazas or pocket parks at major transit stops and intersections, where possible (also see the *Parks and Open Space Concept*). These small plazas could serve as small green oases along the street as well as creating attractive entries to new retail businesses.

Building/Façade Enhancement

Another improvement strategy for the retail corridors is to encourage building façade improvements to existing commercial stores along the street.

Many of the existing buildings along the retail corridors are older structures that are not well-maintained. Building facades have been altered and modified through the years with ad-hoc, and often temporary, modifications. Display windows and doorways have often been replaced with outdated design features and materials. Many buildings are in need of paint, new awnings, new display windows and entry features. These older, unmaintained building facades create a shabby, unkempt image and appearance along the retail street.

The City of San José Redevelopment Agency has façade improvement programs available for commercial properties including special low interest loans, and paint programs. In addition, the City can provide assistance in designing attractive renovations to update building façades.

Commercial street frontage improvements can include new façade designs with larger display windows facing the street frontage, fresh paint, new entryways, replacement of façade materials and designs, new awnings, trellises, lighting, and new signage.

Area-wide Clean and Safe Program

Commercial districts are successful in part because they are perceived as safe, clean and attractive places to shop. Thus, a major strategy of the commercial improvement effort is to continue efforts in creating clean and safe streets.

A *Clean and Safe* program could include ongoing street and sidewalk cleaning, use of decorative trash receptacles (cleaned on a regular basis), parking and pedestrian lighting for safety, and increased police or security presence on the street. Many business districts use youth “ambassadors” as added security presence in commercial districts. Ambassadors, dressed in recognizable uniforms can regularly patrol the area on-foot or on bicycles with walkie-talkies connected to the local police department. They can also provide information to shoppers, and help in visual surveillance and clean-up efforts.

Improved Signage

Signage along the commercial corridors also is a major design feature that contributes to the overall character and image of the retail environment along the commercial street. Tastefully designed signs, in scale with buildings, and designed for the speed of the street traffic and the pedestrian environment, help to establish the image of the street as a successful commercial place.

Most of the existing signs along the street are older, uncoordinated and unattractive signs that add to the clutter and visual confusion of the street. Larger, older billboard signs in the area especially detract from the character of the street and adjoining residential neighborhoods. Often, business establishments cover the building display windows with temporary paper advertising signs that add to the unkempt appearance to the area. This window treatment, as well as painted “sales” signs, can create the appearance of a temporary and unhealthy retail climate.

Many of the non-conforming signs and billboards in the area are within the unincorporated pockets. County and City sign regulations are different. Many of the older structures and signs within the County areas have not been as well-maintained. The area is also scattered with a variety of unrelated pole signs of all sizes, shapes and appearances.



Window signage and billboards can detract from the character of the street.



An abundance of large signs can clutter the street.

The primary improvement action is to eliminate non-conforming signs and billboards in the area and develop a set of “sign recommendations” for local businesses that will help to upgrade the appearance of the street and provide name identification for local establishments.

Parking

Easily accessible, and convenient parking is a major requirement of a successful commercial district. Many of the existing lots along Burbank/Del Monte’s commercial corridors lack adequate parking. Parking is frequently unimproved, difficult to access, or non-existent. In many cases the street frontage is congested with numerous and conflicting driveway curb-cuts for entrances and exits.

A key strategy for improving parking in the area is to analyze existing parking along West San Carlos and Bascom, and identify sites and design solutions for increasing parking in the area. Improvement alternatives could consist of the following:

- Provide new parking with more efficient site organization and lay out through lot consolidation and redevelopment, or through improved layout on existing sites.
- Integrate new transit improvements along W. San Carlos. For example, a historic trolley could be coordinated with parking and development sites to encourage people to “shop by trolley” and park in one consolidated location (see top priority action: *Establish a specialty trolley service...in the Strategic Action Plan* section of this document).
- Develop transit nodes along the street integrated with new development and parking lots. These transit nodes can enhance the shopping experience with outdoor seating, landscaping and lighting and other pedestrian amenities.
- Initiate a collaborative effort between the Business Association and the City to identify some parcels for district-wide parking lots. This effort could satisfy parking needs where on-site parking is lacking or difficult to create. Implementation could be accomplished in partnership with the City of San José, through a special parking district with metered parking spaces.
- Incorporate parking into the proposed “freeway park” deck over Interstate-280 (see top priority action: *Conduct a feasibility study*

for developing a “freeway park”...in the Strategic Action Plan section of this document). Surface parking along Bascom Avenue and Parkmoor Avenue (as part of the deck) could be jointly used by commercial businesses along Bascom and “freeway park” uses. Parking could be available only at limited times and could be metered to help offset development costs.

Transit System Improvements

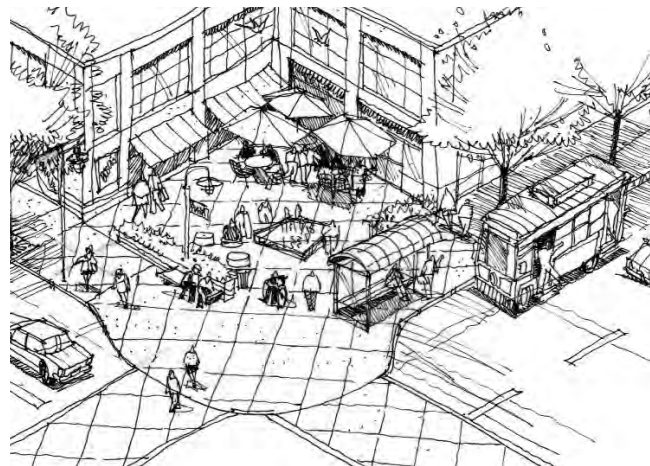
A healthy retail environment is supported by an accessible and effective transportation system. Currently, the Valley Transportation Authority provides bus service along the West San Carlos/Stevens Creek Boulevard and the Bascom Avenue corridors. In addition, the West San Carlos/Stevens Creek corridor is under consideration for study as a future Light Rail corridor. Both the existing bus system and the proposed future light rail corridor connect to the regional multi-modal station at the Diridon Station.

While bus service is provided along West San Carlos and Bascom, the frequency of the bus routes is limited. The overall improvement concept aims to strengthen these transit connections along the retail corridors to reinforce the retail activity along the street.

Improvements to the transportation system could be made to enhance the shopping experience while improving transit ridership.

A major goal of this plan is to improve transit service in the area and strongly support VTA’s efforts to complete a “Corridor Study” for light rail feasibility along the West San Carlos/Stevens Creek Boulevard Corridor.

In the interim, a top priority for the community is to provide additional transit service in the form of a “historic trolley” that could run on a more continuous basis, making connections between Downtown San José, the multi-modal Diridon Station, San José City College, Santa



Benches, covered bus shelters, trash receptacles, newspaper vending machines and informational kiosks could be located at primary commercial transit stops.

Clara Valley Medical Center, Valley Fair Shopping Center and the Santana Row development on the Winchester Boulevard corridor. The use of these special buses or motorized trolleys would help create a unique shopping environment, while adding transit service for visitors and the neighborhood. Trolley stops should be coordinated with transit activity nodes and proposed plazas/pocket parks at major intersections.



Potential trolley stops should be coordinated with transit activity nodes and proposed plazas/pocket parks at major intersections.

Housing Revitalization

Burbank/Del Monte is one of the oldest residential neighborhoods in San José. The first residential tracts were planned in 1904, and by 1960 the area was heavily developed. The earliest homes built in the Burbank/Del Monte area were small, single-family one-story homes with one or two bedrooms and no garages. Many modest-sized bungalows and tract homes with one-car garages were built between 1930 and 1946. Over the years, multi-family housing was often built on lots originally intended to support single-family homes.

Because of the early development patterns in this area and the variation in County and City standards, the existing site layout/design often does not effectively reflect modern day needs.

Early standards for multi-family residential development were minimal, and did not include requirements for parking, open space, or other site amenities, such as landscaping. And, early neighborhood development did not consistently provide for installation of curbs, gutters and sidewalks.

As a result of this development history, many older homes in the neighborhood are now deteriorating, open space is scarce, parking is inadequate and site amenities are minimal. The current economic climate exacerbates this situation, with multiple families frequently living in housing units intended for a single family. Absentee landlords and lack of on-site rental property management also contribute to substandard housing/living conditions. These conditions have depressed housing values and attracted some undesirable uses to the area.

Major objectives for neighborhood residents are to improve the overall condition and appearance of housing in the neighborhood; provide attractive, transit-oriented and affordable housing options; and encourage appropriate maintenance of properties (see figure 7).



Today there are standards for new developments to ensure: space for parking, appropriate set-backs, usable open space for multi-family complexes, landscaping and other site amenities. However, these standards only apply to *new* development in an area where vacant lots available for new construction are scarce. Therefore, the challenge of improving housing in the area relies in large part on improving existing housing and identifying opportunities for redevelopment.

Overall, revitalizing housing in Burbank/Del Monte will require a long-term, multi-faceted approach that addresses housing issues from a variety of angles. Major strategies include:

- Strengthen existing programs that support home improvement, such as housing rehabilitation programs;
- Develop renovation guidelines to enhance the character and architectural style of existing homes in the area;
- Target blighted housing or underutilized sites for redevelopment;
- Develop new transit-oriented housing, including affordable units, along major transit corridors and at light rail transit stations;
- Strengthen code enforcement to help maintain a clean and safe residential environment; and
- Improve communication between landlords and tenants.

The improvement concept for improving housing in the Burbank/Del Monte planning area consists of focusing housing stock improvement efforts in several key residential areas (Sherman Oaks - south and west of San José City College, Burbank, Buena Vista, and the southern portions of Shasta-Hanchett and St. Leo's). It also includes exploring opportunities for developing mixed use transit-oriented housing (including affordable units) in conjunction with transit stops along the West San Carlos Street transit corridor, along the Vasona Light Rail line and in the Midtown area south of West San Carlos Street between Meridian Avenue and Race Street.

Housing Rehabilitation Programs

Maximizing incentives for property and building upgrades is an important way to encourage near-term physical improvements to housing in the neighborhood. The City and the County both offer housing rehabilitation programs to encourage homeowners to improve their properties. The County's Housing and Community Development Department provides low-interest loans for housing rehabilitation to low-income residents and for owners of rental properties occupied by lower income persons. The City's rehabilitation assistance is more extensive in terms of the financial and programmatic resources they can provide. City programs offer low-interest home improvement loans and grants for low to moderate-income property owners of both single-family and multi-family housing (up to 8 units). This financial assistance can be used for housing improvements ranging from practical utility upgrades to aesthetic improvements, such as exterior paint, landscaping, fencing and driveway repairs. These programs are also available to landlords who rent to income-eligible tenants.

Creating an aggressive outreach strategy for distributing information about these housing rehabilitation programs may help target those individuals who could benefit most from this type of program. An outreach strategy would include distribution of application materials and information at neighborhood association meetings, door-to-door contact throughout the neighborhood, and marketing at neighborhood events, such as the annual Del Monte/West San Carlos Street Jamboree. Developing housing rehabilitation applications seminars could be instrumental in helping property owners complete and submit applications for City rehabilitation loans and grants.

Associations can also assist housing revitalization efforts by identifying properties in their area that could benefit from the programs and sharing information with those property owners and tenants.

Another means of encouraging residents to take an active role in beautifying their homes is to initiate an awards program to recognize exceptional efforts in home and landscape improvements in the neighborhood. An awards program can be developed through

neighborhood associations in partnership with the City.

Recognizing neighborhood achievements in home revitalization also provides opportunities for neighbors to meet one another and for neighborhood associations to recruit new members.

Increasing home ownership can gradually help improve housing stock since homeowners have more to gain in keeping their homes attractive and well-maintained. The City of San José offers a first-time homebuyers' reference guide that links potential homeowners with lenders who offer special assistance to first-time buyers.

Rental assistance programs could be beneficial in enabling low-income families to bridge the financial gap in paying for a single family home. Assisting these families could ultimately have a positive affect on overcrowding and parking congestion in the area.



There are many unique old homes in the area.

Renovation Guidelines

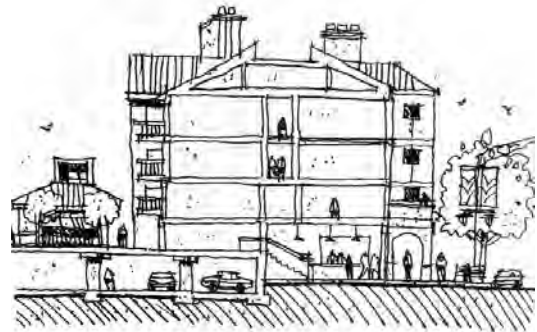
Burbank/Del Monte is rich with a variety of historic architectural styles, including Bungalow, Craftsman, Colonial Revival, Tudor, Victorian and Eichler. A key strategy in preserving the integrity of these unique homes is to develop a homeowners' improvement manual with renovation guidelines and recommendations specific to these architectural styles. The manual should clearly diagram and describe recommendations for accentuating exterior architectural details and making additions, alterations and repairs to these homes in keeping with their distinct character.

Housing Redevelopment

A long-term improvement strategy for providing attractive, safe housing in the area while improving the quality of life in the neighborhood, is to redevelop blighted or underutilized properties with the most efficient site planning and the highest caliber housing design standards. This housing redevelopment concept involves identifying significantly blighted, abandoned or vacant properties,

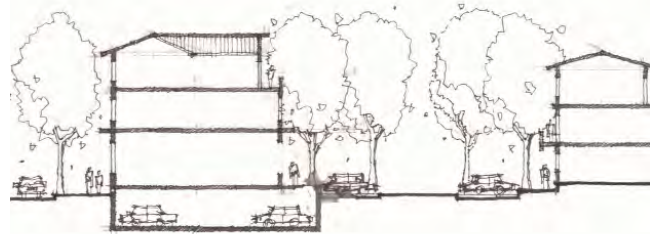
purchasing lots from willing property sellers, consolidating lots where feasible, relocating residents where necessary (ideally with options to reoccupy units at affordable rates), demolishing old buildings and constructing new, more attractive housing with adequate parking, open space and site amenities. This strategy allows for complete building redesign and site reconfiguration, providing an opportunity to build housing that conforms to modern development standards, reflects today's lifestyles, and fits with the character and scale of the neighborhood.

New development would adhere to standards requiring adequate parking to support new dwelling units, appropriate set-backs, usable open space, landscaping and other site amenities. In order to maximize living and open space, building alternatives featuring underground or podium parking should be explored. New building designs and renovations should include features such as front porches, entryways and windows facing the street to create a more residential character and promote safe streets. Building styles should remain consistent with existing residential character, with sloped roofs and materials that reflect the surroundings. Multi-family residences, especially where adjacent to smaller scale single family residences, should be set-back appropriately from the street and upper levels should be stepped-back in height to respect the residential scale (Also see City of San José General Plan and Residential Design Guidelines).



Building alternatives featuring underground or podium parking should be explored.

In order to develop the most functional and economically viable projects, potential redevelopment sites must be large enough to accommodate the necessary parking, set-backs and open space. Creating an inventory or database of blighted properties and vacant lots would help in organizing efforts to move forward on redevelopment opportunities as they arise.



New buildings should be stepped back in height to respect residential scale.

During preliminary discussions with community members, Richmond, Menker, Bascom, Laswell, and Basile were suggested as streets to begin evaluating blighted housing for potential improvement.

Developing a comprehensive strategy for upgrading existing, blighted multi-family buildings through such means as pro-bono conceptual design work and other incentives, would also be beneficial in encouraging private investment improvements.



New housing should provide convenient connections to the multi-modal Diridon Station.

TRANSIT-ORIENTED HOUSING

Since the neighborhood suffers from traffic congestion and limited parking, it is critical for any new multi-family or mixed use housing in the area to be tied to public transit, and to provide adequate parking and open space. The housing revitalization concept encourages intensification of housing along major transit corridors, such as West San Carlos Street, and around light rail stations. New transit-oriented housing should provide:

- Convenient access to light rail and public transportation stops;
- Adequate on-site parking;
- On-site private open space, such as decks, balconies, courtyards and play areas, as well as public open space or in-lieu fees consistent with development park dedication standards;
- Building design scale and character that respects the surrounding residential neighborhood in terms of style, height, mass and materials.

Long-term, intensification of housing around transit corridors/light rail stations reduces the burden on local traffic flow, parking and overcrowding. Some transit-oriented development is already planned in the Burbank/Del Monte neighborhood near the old Del Monte site, in the Midtown area at Meridian and Auzerais, and around the Diridon Station. The new multi-modal Diridon Station will provide regional and local transportation connections, including ACE Train, CalTrain, Amtrak, future BART and Vasona light rail lines, VTA buses and the proposed West San Carlos Street trolley. Additional mixed/residential use projects could be clustered around these sites.

Sites that are especially conducive to mixed use and transit-oriented development are those that front major commercial spines, such as W. San Carlos Street, are adjacent to existing or proposed light rail stations, and offer convenient freeway access. Contingent upon economic feasibility studies and property owner cooperation, other areas/sites where this type of mixed use transit-oriented infill development might occur include:

- Underutilized or possibly blighted properties along West San Carlos Street coupled with transit improvements (for example, the old bowling alley site between Buena Vista and Willard);
- The VTA site just west of Del Monte and south of West San Carlos;
- Sites around the future Del Monte light rail stop;
- Sites around the future Fruitdale light rail stop; and

AFFORDABLE HOUSING

Community members acknowledged a need to continue to provide affordable housing in the area. The housing revitalization concept supports a mix of affordable rental and owner-occupied units as well as market-rate housing. Since lower income families rely more regularly on public transit, it is especially imperative that new affordable housing is located adjacent to transportation corridors. Affordable housing would also need to meet design standards with regard to scale and character, parking, open space and other site amenities.

Where there are willing sellers, the San José Redevelopment Agency and the City's Housing Department may be able to collaborate on projects for lot consolidations and land purchases.

The Housing Department could participate in redevelopment projects and provide a certain percent of affordable housing, using



Artist's rendering of a conceptual mixed use, transit-oriented corridor.

Redevelopment housing set-aside funds. In this way, the City can use set-aside funds to leverage projects to help developers provide new affordable housing units.

REVITALIZATION PLAN FOR RICHMOND-MENKER APARTMENTS

One area identified as needing significant improvement is the Richmond-Menker apartment complex. The poor condition of these apartments is of particular concern to Burbank/Del Monte residents. Richmond-Menker consists of 31 four-unit buildings with 12 different property owners. With roughly 600 people living in this one-block locale, the area suffers from overcrowding, insufficient parking, and lack of open space. Litter, illegal dumping, stray shopping carts and graffiti are also ongoing problems. Multiple property owners and a lack of regular on-site supervision/management compound these blighted conditions. Recently, many of the Richmond-Menker property owners formed a property owners' association to begin developing a proposal for improvements. These improvements might include site amenities such as landscaping, security gate installation and children's play space. The association is currently working with the City of San José to create a conceptual design and to explore possible funding options.

In addition to these improvements, developing a more detailed revitalization strategy for this sizable multi-family housing complex would help concentrate longer-term efforts, ultimately creating a more significant impact for tenants and the surrounding community. The apartments would benefit not only from aesthetic improvements such as landscaping, lighting and building façade enhancements, but also from site improvements, such as improved access and circulation, reconfiguration of parking, and the addition of private open space.

With the cooperation of the newly organized Richmond-Menker Property Owners' Association as well as tenants and other stakeholders (such as the Richmond-Menker Action Task Force, PACT - People Acting in Community Together, and Sherman Oaks Elementary School), an improvement planning process, which addresses both physical and social issues, should be initiated to

identify an overall vision and goals for a revitalization project and to develop a concept plan for improvements. This plan would be especially beneficial in grant/funding solicitation efforts.

Several approaches to consider as a means of addressing physical improvements at Richmond-Menker are outlined below. All of these prospective approaches need to be coupled with continued strong Code Enforcement practices (see Code Enforcement, the next heading in this section). In addition, regardless of whatever improvement approach is deemed most appropriate, unified, on-site professional management is critical.

1. The most feasible scenario would be to initiate a coordinated rehabilitation and maintenance program for the property owners, with assistance from the City, building tenants and surrounding neighbors. This approach would require legal agreements (such as Covenants, Conditions and Restrictions) between owners, which would legally bind existing and future owners to an agreed-upon program.
2. Another approach involves redeveloping a couple of centrally-located Richmond-Menker parcels in order to provide additional parking and open space for the remaining units. This would allow some site planning flexibility, but might not be economically viable since it would mean relocating tenants and creating non-income generating uses on the site. Gaining participation and cooperation from multiple property owners and stakeholders may also be challenging.
3. A more aggressive approach involves completely redeveloping the collection of buildings. This would require willingness on the part of the current property owners to negotiate an agreement for the Redevelopment Agency to buy out existing property owners and subsidize the redevelopment investment. This would allow the site to be organized more efficiently as a whole, to reflect modern standards and better serve the needs of today's tenants. A potential design scheme might include underground

parking, improved access, appropriate set-backs, and usable on-site open space. Although redevelopment would allow for maximum, efficient use of the site, this approach is costly, with relocation costs for existing tenants adding to overall project costs.

4. A controversial approach that would require extensive community discussion and traffic analysis would be to redesign the streets, using portions of streets and adjacent properties to provide additional parking. For example, one scenario might include a one-way loop around the apartments with diagonal parking, street closures north of the church and connections south of the church.

Code Enforcement

Code enforcement plays a critical role in maintaining clean and safe residential environments. Both the City and County have code enforcement offices. However, the City's program is far more extensive. For example, based on residents' concern with regard to trash, overflowing garbage receptacles, illegal dumping and graffiti in the area, City code enforcement officials will be conducting neighborhood or "driveway" tours through City areas to address code violations on neighborhood properties (see *Neighborhood Beautification: Enforcement & Regulations* heading for a more detailed description).

In addition to the exterior blight that City Code Enforcement inspectors will be pinpointing during their "Driveway" tours, there are also interior maintenance conditions in many units that need to be addressed on an ongoing basis. Living units that have suffered from deferred maintenance over the years may have serious health and safety problems, such as electrical or plumbing in disrepair, broken appliances, or even rodent/insect infestations. Although complaint-basis inspections are available in the City, many tenants either may not realize that this service is available, or may be afraid to report problems for fear of losing their housing or jeopardizing

their relationship with their landlord. Establishing a regular pattern of annual, City Code Enforcement inspections, at least for more consistently blighted residences, would help resolve many of these issues. Providing code enforcement and multi-lingual tenant rights information (also see *Tenant/Property Owner Communications* below) to tenants and to ensure anonymity in complaint reports could also help tenants feel more comfortable about reporting problems.

Improving enforcement includes ensuring that the community has a working knowledge of the regulations and that there is open and continuous communication between neighborhood residents, property owners and City enforcement officials. Developing a citizens' guide to City codes may be helpful in educating residents about their responsibilities and describing how residents can help contribute to neighborhood beautification. An aggressive outreach campaign to distribute such a guide should include door-to-door distribution to target properties that could benefit most from information about improving blight and avoiding code penalties.

Landlord/Tenant Communications

Strengthening education and communication between tenants, landlords, and building managers improves housing conditions and builds positive relationships. The City's *Project Blossom* program offers a number of educational seminars related to improving private property. They provide training seminars for tenants and landlords, and a property management seminar that provides property managers and owners with basic management techniques for screening tenants, writing rental contracts, enforcing house rules, and conducting routine maintenance. Tenant seminars are designed to educate renters about their responsibilities and how they can help in the routine upkeep of their units. At the completion of the training seminars, *Project Blossom* staff assist property owners in the formation and organization of property owners associations. A key component of this program is facilitating coordinated management of rental properties. Interested property owners should contact *Project Blossom* directly (408-977-0159 ext. 207).

The City's Neighborhood Development Center offers a popular tenant/landlord conflict resolution program for rent-controlled properties that would benefit from expansion to include non-rent-controlled properties. Clarifying responsibilities and improving communication between tenants and landlords helps ensure that owners maintain their properties and that tenants avoid "doubling-up" and overcrowding properties. Increasing staffing in this rental dispute program would help support additional outreach to the area, increasing the effectiveness of the program.

In order to protect tenants from undue eviction, a strategy for "just cause eviction" should be explored. Such a strategy could require landlords to report all eviction notices, explaining why tenants were evicted and indicating rent charged for a given unit at the time of eviction compared with rent charged for the same unit after evicting a tenant. This would help flag and address undue evictions. This kind of service is especially needed for low-income tenants who cannot afford to hire lawyers.

Neighborhood Beautification

The overall appearance of a neighborhood contributes to the “quality of life” and livability of the area. Currently, many portions of the Burbank/Del Monte neighborhood would benefit from landscaping, streetscape enhancements and improved maintenance. Some areas suffer from excess debris, overflowing dumpsters, stray shopping carts, graffiti and illegal dumping. Many streets lack street trees and landscaping. Amending these conditions and highlighting neighborhood attributes, such as historic landmarks, will improve the neighborhood’s image.

An objective of this *Improvement Plan* is to beautify residential and commercial areas and improve the ambiance of the neighborhood. Improving Burbank/Del Monte’s overall appearance will build community pride, increase property values and help make the area a more pleasant place to live, work and play (see figure 8).

This improvement concept is closely related to other improvement concepts in the *Plan*, such as Economic Development, Circulation and Transportation, and Parks and Community Facilities. Improvements in these areas will have an impact on overall neighborhood beautification. Many of the Neighborhood Beautification Concepts are programmatic. The programs work in conjunction with physical design solutions to improve the overall appearance of Burbank/Del Monte.

Neighborhood beautification involves these main strategies:

- Improve landscaping and the street environment;
- Preserve historic character;
- Intensify neighborhood clean-up efforts;
- Maintain continued, strong enforcement of municipal regulations; and
- Strengthen Neighborhood/Property Owners’ Associations.

Landscaping

The Neighborhood Beautification concept includes planting additional street trees and landscaping in residential neighborhoods, as well as along major thoroughfares, such as Bascom Avenue, Leigh Avenue, Race Street, Fruitdale Avenue, and West San Carlos Street, the area’s primary commercial corridor.



Some parts of the neighborhood enjoy mature street trees.



Neighborhood tree plantings can be organized to infill street trees.

RESIDENTIAL LANDSCAPING

Some parts of Burbank/Del Monte’s residential neighborhoods already enjoy mature street trees, while other areas could benefit from new plantings or infill plantings to create attractive, canopy-lined streets. As the proposed pocket park-lined, pedestrian spine through the neighborhood, Scott Street/Auzerais Avenue is a high priority for additional residential street tree planting.

Planting trees in planter strips along the public right-of-way on residential streets requires consent by adjacent property owners, who are ultimately responsible for care of street trees. This improvement concept for developing tree-lined residential streets therefore, relies on property owners being willing to take responsibility in caring for street trees. Neighborhood associations can take the lead in developing a residential planting plan that would identify locations for proposed street tree plantings and confirm willing participants.

For residential street tree types, community members favor large-scale trees with broad canopies. Neighborhood associations should work with the City arborist’s office to determine appropriate tree species that meet these criteria. Informed selection is important because some species are susceptible to disease, can damage streets and sidewalks, and may create maintenance problems. The arborist’s office has developed a street tree planting list to ensure that street trees selected will be compatible with given conditions. Planting permits designating the size and type of tree(s) to be planted should be obtained from the Department of Transportation (these are free-of-charge).

After identifying street tree deficiencies, tree types, and interested participants, neighborhood associations can organize street tree planting events. These could involve collaboration among all Burbank/Del Monte neighborhood associations and might be combined with other neighborhood social activities (such as Earth Day, Arbor Day, or other neighborhood clean-up or beautification events).

Our City Forest, a local non-profit organization, works with individuals and neighborhood groups to facilitate tree planting projects. As San José’s “one-stop shop” for tree planting, *Our City Forest* provides site assessments, species selections, tree care plans, as well as necessary permits and clearances. Neighborhood associations and individuals are encouraged to call *Our City Forest* directly (408-99-TREES) to inquire about their services.

An area that residents have pinpointed for tree replacement is along the western edge of Sherman Oaks Charter School near Fruitdale Avenue. The small Crape Myrtles that are planted there now are not well-suited to the scale of the adjacent architecture or streetscape. Tall canopy trees could help distinguish the school as a neighborhood landmark.

In addition to street trees, residential landscape improvements can also be incorporated in the design of traffic calming components that may be developed in the future, (as deemed appropriate), such as islands and bulb-outs/chokers.

Small groves of fruit trees should be integrated into parks or new developments where possible. These small-scale orchards would be intended to reflect Burbank/Del Monte’s rich agricultural heritage and the orchards that were once prevalent in the area. Parks, such as the proposed urban transit-oriented parks or residential pocket parks could include this type of ornamental planting.



Traffic circles can serve to calm traffic and feature attractive landscaping.



Existing landscape improvements on West San Carlos Street.

THOROUGHFARES/COMMERCIAL CORRIDOR LANDSCAPING

The *Neighborhood Beautification* concept also includes street tree plantings for major thoroughfares, such as Fruitdale Avenue (The intersection of Fruitdale and Meridian Avenues especially needs improved landscaping and maintenance), Leigh Avenue, Race Street, and commercial corridors, West San Carlos Street and Bascom Avenue. As a highly visible area and gateway to the neighborhood, landscaping on both sides of Interstate-280 along Moorpark and Parkmoor could also benefit from a major upgrade.

As with the preferred residential street tree types, residents also prefer tall canopy trees for plantings along major thoroughfares. Tree height would allow visibility of businesses, and broad canopies would provide shade and an attractive overhead accent. Many residents are opposed to the use of Palm trees as street trees. Detailed streetscape improvement plans should be developed for West San Carlos Street, Fruitdale Avenue, Leigh Avenue, and Race Street. (For more detail on West San Carlos Street and Bascom Avenue enhancements, also see *Streetscape/Roadway Improvements* under the *Economic Development Concept*). Creative means of enhancing street parking, such as by incorporating planters with street trees in the right-of-way should also be explored.

Santa Clara County recently received a grant to help implement a streetscape Master Plan for Bascom Avenue between West San Carlos Boulevard and Interstate-280. The Master Plan, developed in 2000 with the cooperation of Burbank community members, outlines a two-phased process for implementing streetscape improvements. These improvements include: canopy tree and accent tree plantings in the median as well as between curbs and sidewalks, as well as median, sidewalk and bus stop improvements.¹ Part of the *Neighborhood Beautification* strategy involves carrying out the improvements specified in the Bascom Avenue Streetscape Master Plan.

¹ Sugimura & Associates Architects/Santa Clara County Department of Road and Airports, Burbank Community Streetscape Master Plan. San José, CA 2000.

Street Environment

The overall image of the neighborhood will be enhanced by creating a coordinated rhythm of design, through the use of street furniture, lighting, attractive signage, landscaping, and public art.

LIGHTING IMPROVEMENTS

Incorporating distinctive street lighting near San José City College, especially along Leigh and Moorpark Avenues, may create a safer, more attractive pedestrian environment and will help establish a pattern of design unity in the area. Through community meetings, and perhaps by presenting potential lighting design alternatives on neighborhood association websites, residents could select a lighting fixture design that is consistent with neighborhood aesthetics. Funding sources need to be explored. The formation of a special assessment district could help to offset costs of new fixtures.

The Beverly Tract Lighting Committee was recently awarded \$194,000 by the County for lighting improvements along Arleta, Raymond (between Scott and Parkmoor) and portions of Basile (from Bascom to Raymond).

PUBLIC ART

Community members highlighted the importance of integrating creative art in the neighborhood. Initiating a program where a certain percentage of new development projects could be allocated toward public art would expand opportunities for developing public art projects in the neighborhood.

Public art can contribute to a sense of identity for the neighborhood. For example, a mural depicting Burbank/Del Monte's historic past could enhance a public space and provide a connection to the past. Incorporating murals, sculptures, artistic gateway monuments or other special design elements into streetscapes and public places can help stylistically tie the neighborhood together.



Creative projects, such as sculptural metalwork could be integrated into neighborhood public spaces.



Sculptures and fountains contribute to an attractive commercial environment.

Residents should identify potential sites appropriate for painting murals and displaying other public art features, and should continue to be involved in decisions regarding selection of public art displays. Forming an arts action team could be an effective way to ensure that the work of local artists and children are being displayed in the community. Local artists should be encouraged to teach art in the community and to create artistic pieces for the neighborhood.

FAÇADE IMPROVEMENTS

A key strategy related to neighborhood beautification, involves improving the appearance of commercial facades along West San Carlos Street and Bascom Avenue (also see the *Economic Development* section of this document). Many of the facades along West San Carlos and Bascom are unappealing and could benefit from new awnings, trim, paint or other renovations. As part of the San José Redevelopment Agency's Neighborhood Business District program, the agency has been working with the West San Carlos Business Association to implement a façade improvement program to address some of these design issues. A recent example of such a collaborative effort, is the façade improvement project at the shopping center on the north side of West San Carlos Street near Leigh Avenue.



Many commercial facades could benefit from new awnings.

SIGNAGE

Commercial signage also contributes to a well-integrated neighborhood character. Developing a strategy for eliminating billboards, improving the sign code, and strengthening code enforcement for private business signs will support the neighborhood beautification objective.

UTILITY LINES

Utility lines clutter the horizon, obstructing views, and conflicting with street tree plantings. Undergrounding utility lines, particularly along Scott Street, Fruitdale Avenue, in the Buena Vista area, and south of City College between Rexford Way and Fruitdale Avenue,

would enhance the overall appearance of the Burbank/Del Monte street environment.

Because of the potentially high cost to individual home owners (approximately 3.5 million dollars per mile), alternative funding sources for utility relocation need to be identified. Formation of a tax assessment district for undergrounding utilities should be explored. Due to the current energy crisis and lack of funding, the feasibility of this improvement action is uncertain. However, utility relocation remains a long-term goal.

Historic Character

Another means of improving the overall attractiveness of residential neighborhoods in the area is to preserve unique features that help characterize the area. Burbank/Del Monte boasts many historic elements that add to the richness of the neighborhood: the Del Monte water tower; the Burbank theater marquis; bungalow homes, and other homes with distinctive architecture; and traditional brick warehouse buildings.

The Del Monte tower and the Burbank theater marquis are neighborhood landmarks that should be preserved and accentuated to highlight the uniqueness of the area and retain a part of neighborhood history.

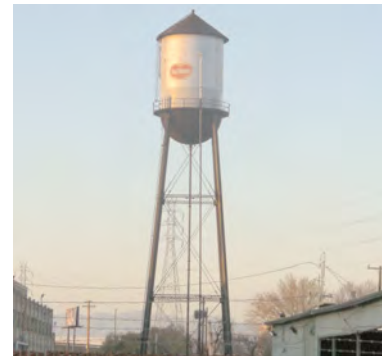
Architectural styles in the neighborhood include: Bungalow, Craftsman, Colonial Revival, Tudor and Victorian.² Owners are encouraged to make improvements to these special homes in keeping with their original architectural style and scale.

One way of strengthening this effort would be to do an assessment of the area with the objective of adding qualifying structures to the City's Historic Resources Inventory. Another strategy is to develop a homeowners' improvement manual with renovation guidelines

²Munawarjit Kaur. The Burbank Case Study. San José, CA 1999.



Brickwork on the 1920s Cahill/Diridon train depot.



The signature Del Monte Cannery water tower.



The Burbank Theater marquis.

and recommendations specific to these architectural styles, which will educate homeowners about maintaining historic features and enhancing historic character (also see the *Housing Revitalization* section under the heading *Renovation Guidelines*). As a general rule, surrounding development should not dwarf or overshadow these homes, but should respect their scale and mass.

Early 20th century masonry buildings should be retrofitted where possible. Community members would like to maintain the character of these early brick buildings and reuse them as appropriate.

Burbank residents enjoy the special historic features in the neighborhood, and creating incentives for historic preservation and restoration will benefit the entire community.



Residents outlined a need for clean-up efforts.

Neighborhood Clean-Up Efforts

Visible accumulations of trash and large bulky waste, improper storage of garbage/recycling receptacles, stray shopping carts and graffiti all detract from neighborhood livability. Lack of maintenance also creates a perception of resident disinterest that can attract crime to the area.

Neighborhood clean-up strategies encompass a variety of solutions, ranging from initiating bulky waste pick-up events to expanding volunteerism and intensifying outreach efforts for existing programs (also see top priority action: *Initiate a regular annual bulky waste pick-up, and hold more neighborhood clean-up events* under the *Strategic Action Plan* section of this document).

KEY CLEAN-UP SITES

There are several sites in the Burbank area that often exhibit excessive trash, broken bottles, overflowing dumpsters and unwanted household debris. These sites include (see figure 8):

- The Richmond-Menker multi-family housing area;
- Park Avenue between Race Street and Bird Avenue, especially near the bus stops at Lincoln and Park;
- Page Avenue near Scott (Buena Vista);

- The Chiechi-Willard area;
- The alleyway behind Business Circle;
- The vacant lot used by San José City College students for overflow parking at the corner of Moorpark and Bascom;
- Fruitdale and Meridian;
- The railroad track at the Del Monte cannery; and
- Hannah Street at the Freeway.

Holding more community pride projects (clean-ups, neighborhood plantings, block parties) in these particular areas would allow residents an opportunity to meet one another and build their skills and interest as neighborhood stewards.

Organizing more clean-up events around the neighborhood as a whole will improve the overall cleanliness and perception of the area. The Neighborhood Development Center recently developed a “how-to” guide called, *Let’s Talk Trash*, that outlines the process for organizing a neighborhood clean-up event. This guide is a valuable resource, especially for neighborhood associations who have never run a clean-up event. The Neighborhood Development Center (408-277-5350), Council Offices and Code Enforcement Officers could also be instrumental in facilitating clean-up events.

ILLEGAL DUMPING

Illegal dumping repeatedly occurs in certain areas of the Burbank/Del Monte neighborhood, such as around the Richmond-Menker apartments, near the railroad track at the Del Monte cannery and in the Chiechi-Willard area.

At Richmond-Menker, illegal dumping into the gutter of used car oil and other auto mechanic waste products, such as filters, oil cans, nuts and bolts have been frequently reported. And, large bulky waste, such as old furniture and household appliances, are often inappropriately discarded in front of properties.

Seemingly unattended sites are often used as dumping grounds. Mattresses, garbage bags and trash have been reported in the area around the railroad track near the Del Monte cannery. Homeless encampments are also an issue here. A parking area behind a tall fence in the Chiechi-Willard neighborhood is frequently used for illegal dumping as well. These areas tend to attract this type of behavior because they are somewhat removed or screened from visual surveillance. More aggressive monitoring of these areas and timely response to dumping may help curb illegal dumping activity. Illegal dumping in the street right-of-way should be reported to the Department of Transportation (408-277-4373) and illegal dumping on private property or along Union Pacific Railroad should be reported to the City's SNI Code Enforcement Inspector (408-277-5828).

Another strategy for curbing illegal dumping where household bulky waste is concerned is to provide more opportunities to conveniently discard of bulky waste items, such as old appliances and furniture. Residents would like to initiate a regular City-sponsored annual bulky waste pick-up free-of-charge for items normally excluded from traditional waste collection (also see top priority action: *Initiate a regular annual bulky waste pick-up, and hold more neighborhood clean-up events* under the *Strategic Action Plan* section of this document). Providing a convenient means of disposing of bulky waste should make utilizing the pick-up program a more attractive option than the illegal dumping alternative.

The City also currently offers the Recycle Plus program for disposal of large household items (408-277-2700). This program provides for an arranged pick-up of up to three large bulky waste items for only \$18. The Recycle Plus program and the proposed annual bulky waste pick-up should be aggressively publicized to ensure maximum participation.

STREET SWEEPING

To create a more attractive street environment and ensure that Burbank/Del Monte neighborhood streets are well-swept, the City's Department of Transportation will be doubling street sweeping service in the City portions of the neighborhood (to twice per month) beginning in the summer of 2002.

North Delmar at Rexford Way and Marlboro Court in particular have been identified as needing improved street sweeping. Parked cars along Hannah Street often interfere with routine street sweeping. Posting street sweeping parking regulation signs along Hannah Street would help control this parking/sweeping conflict.

SHOPPING CARTS

The Chiechi-Willard area, along Willard Avenue near Scott Street, and the Richmond-Menker area are especially burdened with stray shopping carts. It is not uncommon to find 10–20 shopping carts per week at the Richmond-Menker apartments. Some carts are left turned over on front lawns and sidewalks, adding to the disheveled look of the area.

Taking shopping carts off-site is usually the result of lower income tenants who do not own cars relying on the carts as a means to transport groceries by foot. Holding a community meeting focused on the stray shopping cart issue will be beneficial in exploring possible constructive solutions. The City's Code Enforcement division has a list of merchants that will sell foldable shopping convenience carts at a reduced cost to their customers who need them.

In addition, the City has a program coordinated with local grocery stores to pick up stray shopping carts. Shopping carts in need of pick-up should be reported by calling the City's Call Center hotline (408-277-4000).

GRAFFITI

A number of areas where graffiti has been consistently found include: Page Avenue near Scott Street; the Chiechi-Willard area; Park Avenue between Race Street and Bird Avenue, especially near the bus stops at Lincoln and Park; the alleyway behind Business Circle; the vacant lot at the corner of Moorpark and Bascom; and the Richmond-Menker apartments (including a large boulder that is used as a gang marker). Immediate graffiti clean-up efforts should target these problematic sites.

The City's Neighborhood Action and Anti-graffiti programs and the County's Graffiti Abatement program have made positive contributions to neighborhood clean-up efforts.

The City's programs are effective because of volunteer support. The Neighborhood Action program (408-277-4133) is offered by the San José Police Department that teaches residents to monitor public nuisances, drug/gang-related nuisances and blighted properties. The Anti-graffiti program (408-277-2758) aims to prevent and remove graffiti through education, eradication and enforcement. This group can remove graffiti in the public right-of-way. While residential and commercial property owners are responsible for removing graffiti from their property, they can receive advice and free paint through the anti-graffiti program. Encouraging rapid community response to graffiti and recruiting additional volunteers for these programs will help reduce graffiti in the area.

Similar to the City's programs, the goal of the County's Graffiti Abatement program for unincorporated areas is rapid removal of graffiti from public and private property. The County's four-step program includes: eradicating graffiti, empowering the community against graffiti, educating youth about the consequences associated with graffiti, and enforcement of graffiti laws. The County's graffiti abatement ordinance requires property owners to remove graffiti from their property within five days and provides free paint and a

cost recovery program to owners who have been a victim of vandalism. The program also sponsors an adopt-a-block program for volunteers. For more information call the Graffiti Abatement program office (408-299-5746) or the Graffiti Hotline (408-299-5777).

Enforcement and Regulations

In responding to the community's priority to improve the appearance of the neighborhood, the City's Code Enforcement Department recently assigned "Driveway Teams" to tour City portions of the Burbank/Del Monte neighborhood and identify code violations. These proactive teams are focused on rapid response to conditions that create visual blight.

This "Driveway Team" approach utilizes an effective combination of education and enforcement. Residents first receive a letter of notification about the upcoming neighborhood tour and a description of codes that need to be adhered to. Neighbors then have time to correct any violations before the assigned tour. If violations are observed during the tour, courtesy warning letters will be sent to property owners advising them to make necessary corrections by a specified date. Inspectors will then revisit sites after the compliance date and any violations that have not been corrected may be subject to an Administrative Citation with fines ranging from \$75–\$500.

A tour in the Sherman Oaks neighborhood within the Burbank/Del Monte area took place on January 28, 2002 and another tour is planned for late summer, 2002. The City has already added two additional "Driveway Team" inspectors for the 2001/2002 budget year, however, increasing the number of inspectors in future budget years would ensure that this constructive work continues.

Adding to the challenge of improving the appearance of Burbank/Del Monte, about half of the planning area is unincorporated, and the County does not have the resources to provide addi-

tional code enforcement services. Currently, Santa Clara County has only three code enforcement inspectors for its entire 250 square mile area of “County pockets” between Palo Alto and Gilroy. This reflects the County’s primary responsibility as stewards of welfare, law and justice, rather than of neighborhood services. Since the City does not have jurisdiction over County pockets, neighborhood associations in unincorporated areas can play a larger role in improving their neighborhoods by creating community-initiated programs, applying for beautification grants and forming assessment districts.

Neighborhood/Property Owners’ Associations

Ideally, rather than relying on the City for implementation actions and enforcement, residents and property owners would act as stewards of their neighborhoods - maintaining their residences to the extent possible, and helping to nurture the health of their community.

One of the primary objectives of the Strong Neighborhoods Initiative is to empower community members to be proactive leaders and stewards of positive neighborhood change. In order to encourage ongoing participation, education, outreach, and a strong network of communication are essential.

The City recognizes that no one will shepherd improvements to the neighborhood more vehemently than those who reside there. Strong neighborhood associations and neighborhood leaders listen to residents’ concerns and ensure that neighborhood improvement goals are effectively communicated to the City. The neighborhood improvement concept seeks to build this communication system by creating neighborhood leaders and empowering neighborhood associations with the tools they need to work effectively with the community. A strong educational component coupled with an effective outreach strategy will provide community members with the resources they need to be good citizens and stewards.

The City's Neighborhood Development Center (408-277-5350) offers training programs (free-of-charge) for community members that cover topics such as meeting facilitation, public speaking, conducting outreach, and organizing community involvement. Special training sessions may be arranged through the Neighborhood Development Center. Neighborhood association members and aspiring neighborhood leaders are encouraged to attend these training sessions.

Widely distributing information about neighborhood association membership and neighborhood leadership training programs are critical to expanding and strengthening neighborhood associations. An outreach strategy should seek broad-ranging means of distributing information, such as door-to-door, by mail, and through local schools, libraries, daycare centers, churches, clubs, and other community organizations. Materials should be available at local stores and supermarkets as posters and leaflets. Neighborhood leaders could also encourage community involvement and present information about neighborhood associations at community events or meetings of local organizations.



Programs and Services

The concept for enhancing programs and services involves assessing existing programs, establishing new programs and services, improving existing programs in areas of special concern to Burbank/Del Monte residents, and improving access to these programs and services. Community members noted a lack of certain types of programs, inconvenient program locations, and deficient childcare services as constraints to program participation.

The neighborhood goal is to improve access to programs and services that reflect the needs of area residents.

Key strategies for meeting this goal include:

- Conduct an assessment of programs/services currently offered in the Burbank/Del Monte neighborhood;
- Improve programs or establish new programs in areas of special need (such as childcare services, early childhood education, adult literacy, after-school recreation, programs/services for the elderly);
- Explore means of making programs more accessible to those who do not drive or own cars;
- Investigate strategies for acquiring additional space in the neighborhood to accommodate programs and services; and
- Strengthen outreach for existing programs and services.

Programs/Services Assessment

A first step in ensuring that programs and services offered in the Burbank/Del Monte neighborhood most effectively reflect the needs of the immediate community, is to conduct a thorough assessment of programs/services currently available in the vicinity. In addition, a needs assessment to identify what programs and services are desired would help plan for future community facilities by indicating what type of space would be required to support desired programs.

In the Burbank/Del Monte area, community facilities are limited. For this reason, residents are keenly interested in ensuring that

facilities most conveniently located to the neighborhood provide programs that cater to Burbank/Del Monte’s diverse population, in terms of ethnic distribution, languages spoken, income levels, and age groups. Community members would especially like to have an assessment conducted with regard to City and City-subtenant programs offered at the Sherman Oaks Community Charter School because there is a sentiment that many programs hosted here do not adequately serve the needs of the immediate neighborhood.

In addition to evaluating how well the types of programs offered in the area reflect Burbank/Del Monte residents’ needs and interests, programs should be reviewed for quality of content and caliber of instruction. And, the assessment should also look at potential barriers to program participation, such as lack of childcare or transportation, limited scheduling, funding or program costs, or ineffective outreach.

Areas of Special Need

Burbank/Del Monte residents highlighted a number of broad programmatic needs. As discussed in the previous paragraphs, a comprehensive assessment of programs and services will help determine more precisely what specific improvements could be made so that the types of programs offered would most accurately reflect the needs of Burbank/Del Monte residents.

Community members emphasized the following special interest areas for improved or proposed programs and services.

EARLY CHILDHOOD EDUCATION

- Preschool/Smart-Start, and
- Even-Start Family Literacy Program.

Of particular importance to Burbank/Del Monte residents is the need to provide early childhood education services in the neighborhood. Preschool and Smart-Start (public-private initiative that provides facility funds) would be welcome additions in the area to help young children prepare to enter primary school.



Bilingual education services are also in demand. The *Even Start* family literacy program is a bilingual (English/Spanish) program for low-income families (with children under 8 years of age) that seeks to improve early childhood education/literacy and adult education/literacy. With the appropriate funding and partners, this program, which is administered through school districts, could be offered at local schools. Initial funding for Even Start is provided through federal and state grants, and each program seeks to diversify its funding on an annual basis to include public grants as well as private contributions. Neighborhood Associations, interested community members and the City should collaborate with local school principals and school district administration officials to apply for federal, state, public and private funding.

Sherman Oaks Community Charter School and Luther Burbank Elementary School are the schools most conveniently located to the Burbank/Del Monte neighborhood. These facilities should be examined as possible locations to host early education services. Other neighborhood facilities should also be assessed as potential locations to house these programs.

ADULT EDUCATION/LITERACY

- English as a Second Language (ESL) courses,
- Bilingual programs,
- Citizenship classes; and
- Computer training classes.

Many non-native English speakers expressed interest in refining language skills, becoming citizens, and improving computer literacy to broaden employment opportunities and enhance their quality of life. Expanding language and technology skill-building courses in the Burbank/Del Monte neighborhood will maximize learning potential for residents new to this country.

Some ESL classes are offered nearby at the Sherman Oaks Community Charter School. As discussed under the previous sub-

heading (*Programs/Services Assessment*), a thorough examination could determine more precisely how to better connect Burbank/Del Monte residents with these essential resources.

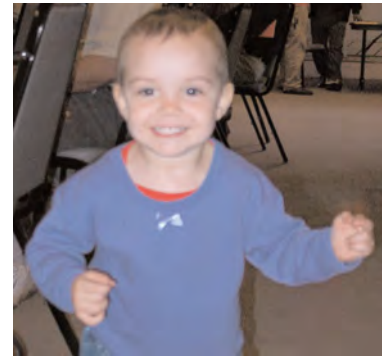
The *Even Start* family literacy program (further described above under the subheading: *Early Childhood Education*) is valuable for parents in its aim to build the literacy skills of parents in tandem with their children. It uniquely allows parents to learn while playing an active role in their child's education. The program maintains a fully bilingual staff and tailors classes and lesson plans to specific family needs. Seeking funding for the *Even Start* program and working with local schools to identify sites to accommodate the *Even Start* program could significantly benefit the Burbank/Del Monte community.

Area residents should also take advantage of the extensive programs open to the public at San José City College.

CHILDCARE SERVICES

- Affordable childcare services.

Residents identified a need for affordable childcare services in the neighborhood. The cost of childcare in Santa Clara County has more than doubled in the last ten years.³ The expense of quality childcare makes it extremely challenging for low-income parents to raise a family, and can also prevent parents from utilizing other beneficial programmatic resources in the neighborhood. For example, some non-English speaking parents pinpointed a specific need for affordable childcare services to be offered in conjunction with English as a Second Language (ESL) courses so that participation in these classes would be more feasible. Strategies for accommodating childcare needs should be explored.



³ Santa Clara County Social Services Agency, *A Chance for Every Child*. San José, CA June, 2000.

AFTER-SCHOOL RECREATIONAL PROGRAMS

- Supervised recreational activities for children and teens,
- Art Programs,
- Music Programs, and
- Theater/Performance Arts Programs.

The Luther Burbank School offers School Age Growth and Enrichment (SAGE) programs, which provide supervised recreation, enrichment activities, as well as educational and cultural programs to elementary and middle school-age youth. The Sherman Oaks Community Charter School houses a LEARNS (Literacy Education Arts Recreation Nurtures Students) center, which also provides some after-school activities.



However, residents highlighted a need for more after-school programs, especially those that offer supervised recreational programs for youth, and those geared toward teen interests. There seems to be a significant deficiency in recreational activities designed for the 13-18 year old age range.

Community members also pointed to art, theater and music as areas of special interest that could be expanded to better serve the neighborhood. Local artists should be encouraged to get involved in art training for local children, as well as adults. Neighborhood leaders and teachers who can share their creative talents with the community should be encouraged to participate in recreational programs.



Employing skilled recreation leaders and inspiring mentors is a priority. Recreation programs should be run by trained professionals to ensure quality, constructive program content. Every effort should be made to provide the most positive experiences for youth.

Involving AmeriCorp, a federal public service organization, or inviting other innovative leaders to get involved in recreation programs could make a positive contribution to youth in the neighborhood.

PROGRAMS/SERVICES FOR THE ELDERLY

- Develop extended education programs,
- Art classes, and
- Lunch programs.

While some programs for the elderly are offered at the Sherman Oaks Community Charter School, these are limited in scope and should be diversified to meet the needs of Burbank/Del Monte residents. More extended education and personal enrichment courses should be offered in the neighborhood. As with the interest in expanding arts programs for youth, community members reiterated this interest in developing arts programs for the elderly.

Community members would also like to see the popular lunch program that was once hosted by the Sherman Oaks Community Charter School reinstated to serve the elderly who live in Burbank/Del Monte.

Program Accessibility

Often, a major barrier to community member program participation and personal enrichment is transportation access to programs. Convenient access to these programs is critical in making them meaningful resources to the immediate community. In order to ensure maximum participation, programs need to be held within the Burbank Del/Monte neighborhood whenever possible.

Hosting programs/services at school sites can be helpful in making participation more feasible for parents who travel regularly between home and school sites. However, even programs held within the neighborhood can be difficult to access, especially for those who do not drive, or who do not own cars. For low-income residents who live along routes that are not well-served by public transit, alternative transportation services should be explored. For example, partnering with local taxi companies may provide an opportunity to offer a convenient and affordable transportation alternative.





Residents would like to explore reuse of the Burbank Theater.

Acquire Additional Community Space

The Burbank/Del Monte neighborhood does not have a dedicated neighborhood center, and lacks sufficient space to hold community programs and services.

Local schools house some community programs, and a joint-use agreement between the City and San José City College is being discussed for a multi-use recreation facility/community center at the college. However, these facilities will not meet all of the community's service needs, and strategies for acquiring additional space need to be explored.

Since vacant land is limited, possibilities for land acquisition, relocation of existing businesses and possible joint-use partnerships should be actively pursued to identify potential sites that could accommodate a neighborhood center or other community space (see the Parks and Community Facilities section). Residents are particularly interested in exploring reuse of the Burbank Theater as a community space.

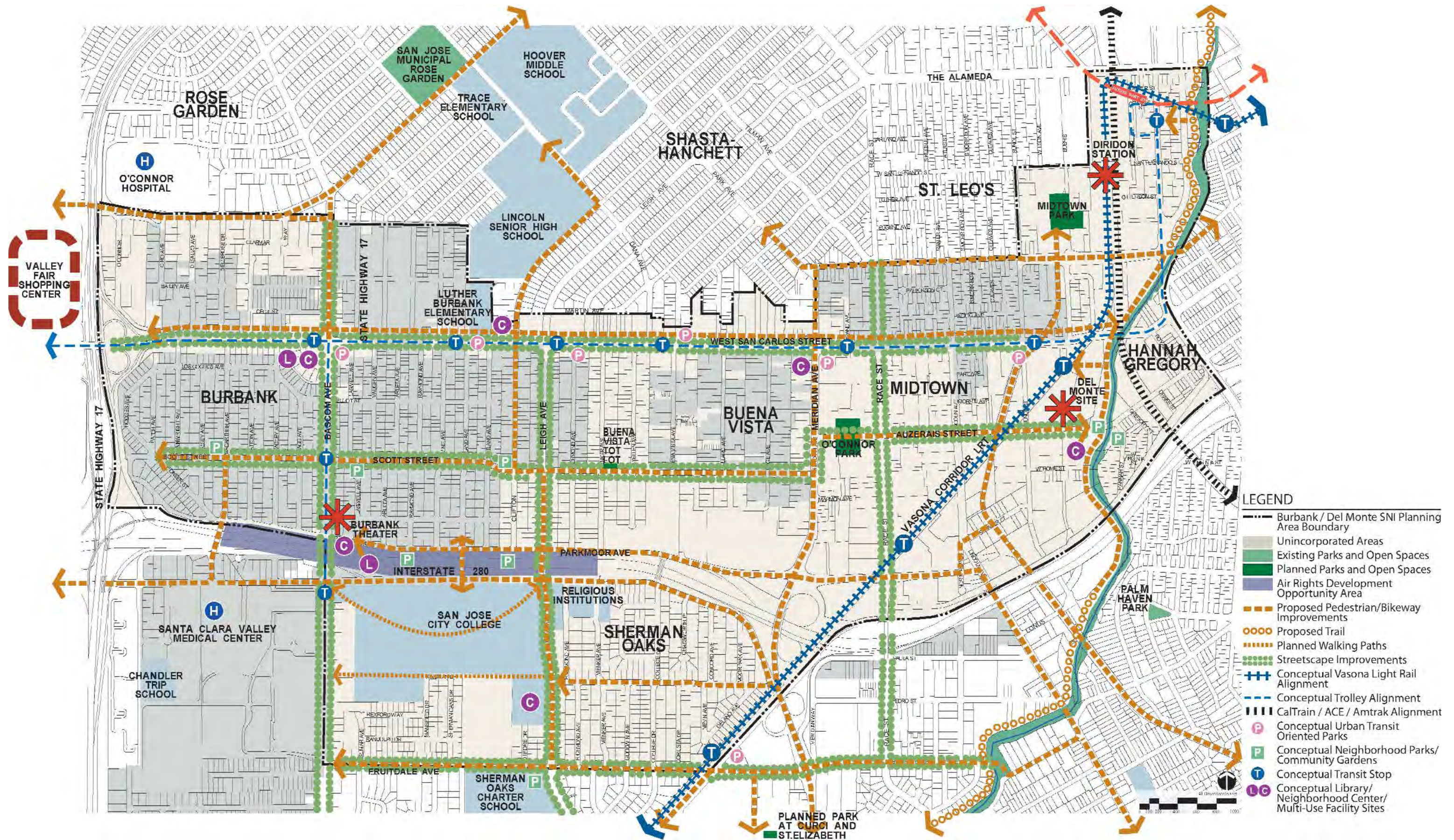
Outreach

Effective outreach is essential in connecting residents to valuable program and service resources in the neighborhood. The Department of Parks, Recreation and Neighborhood Services recently published the Neighborhood Troubleshooter, a complete bilingual (English/Spanish) guide to San José's many programs and services. This guide describes all programs/services offered throughout the City. Residents can obtain a copy by calling the Neighborhood Development Center at 277-5350. The guide is also available on-line at <http://www.ci.sanjose.ca.us/prns>. An aggressive outreach strategy should be initiated to ensure that the guide is widely distributed.

Burbank/Del Monte residents could also benefit from a more focused program schedule or newsletter pertaining only to services offered in the neighborhood. Many recreational programs are sea-

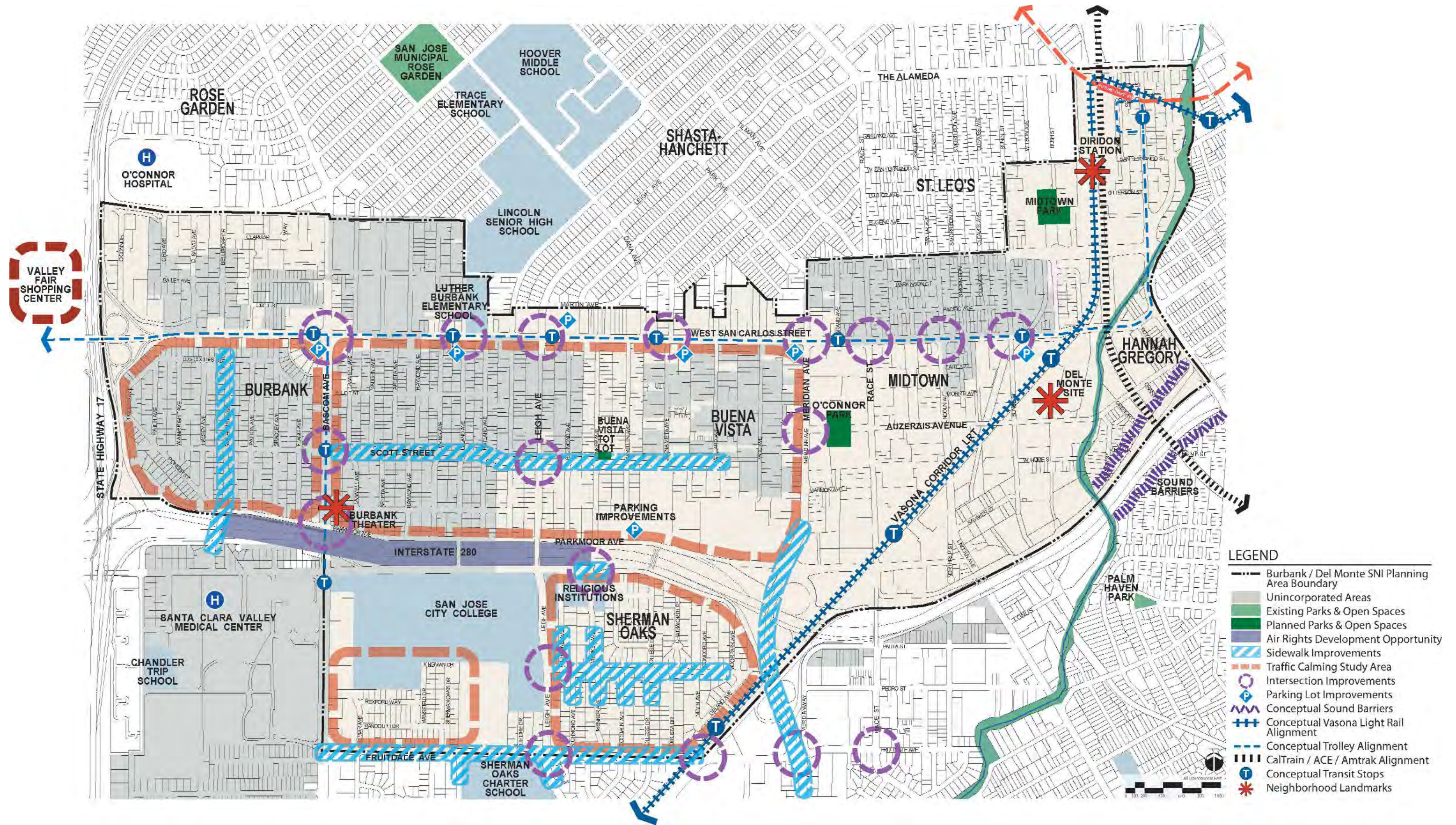
sonal, shifting throughout the year. A newsletter format would be conducive to updating program schedules and announcing new programs. Such a newsletter could also be folded into existing neighborhood association outreach pieces and distributed through neighborhood schools and churches.

Another effective means of disseminating information about local programs and services is to invite City staff and neighborhood leaders to present more detailed descriptions of these services that are available in the neighborhood. Presentations could be made at neighborhood association meetings or other community meetings and events to keep community members abreast of new and ongoing community resources.



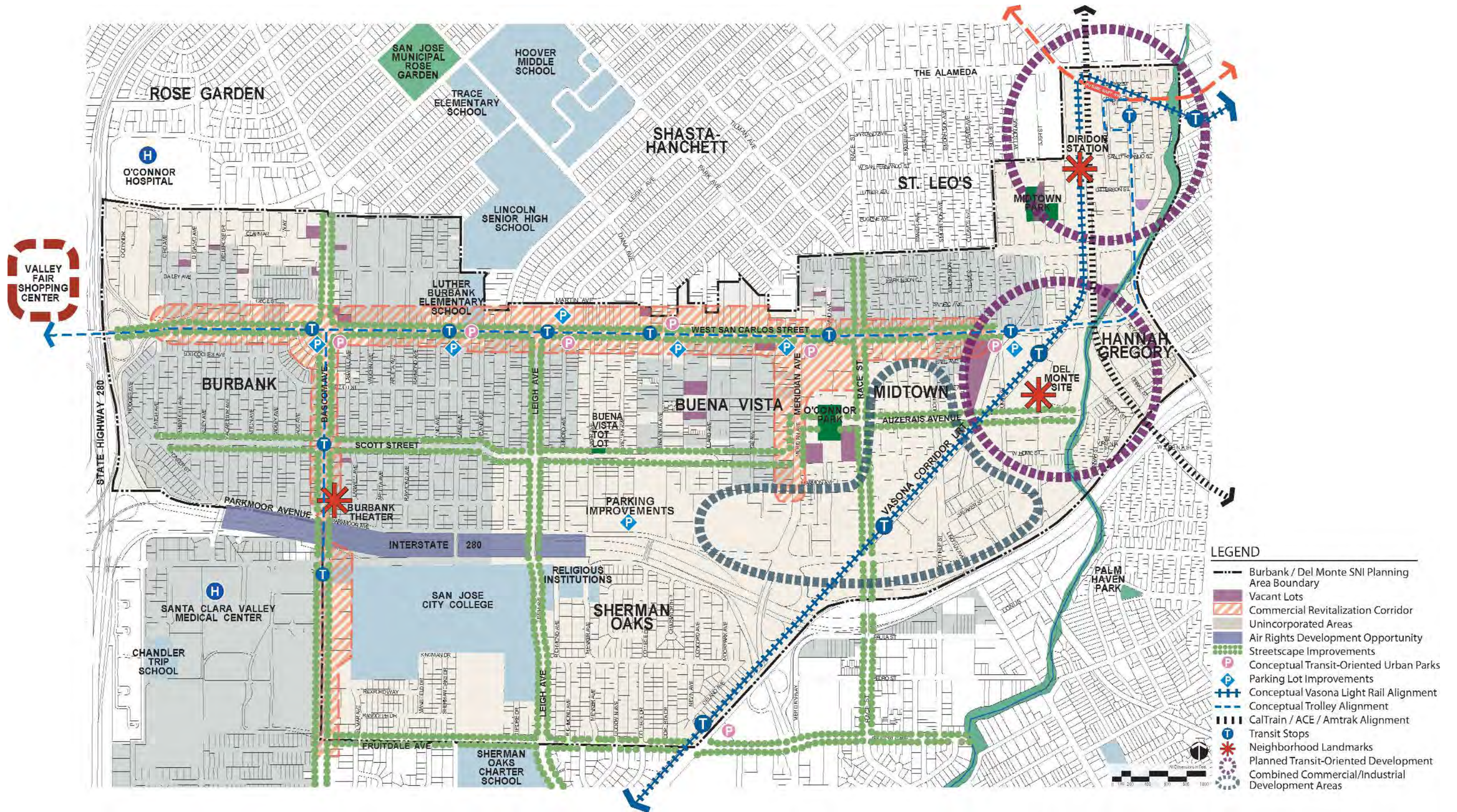
PARKS, COMMUNITY FACILITIES & NEIGHBORHOOD CONNECTIONS CONCEPT

Figure 4



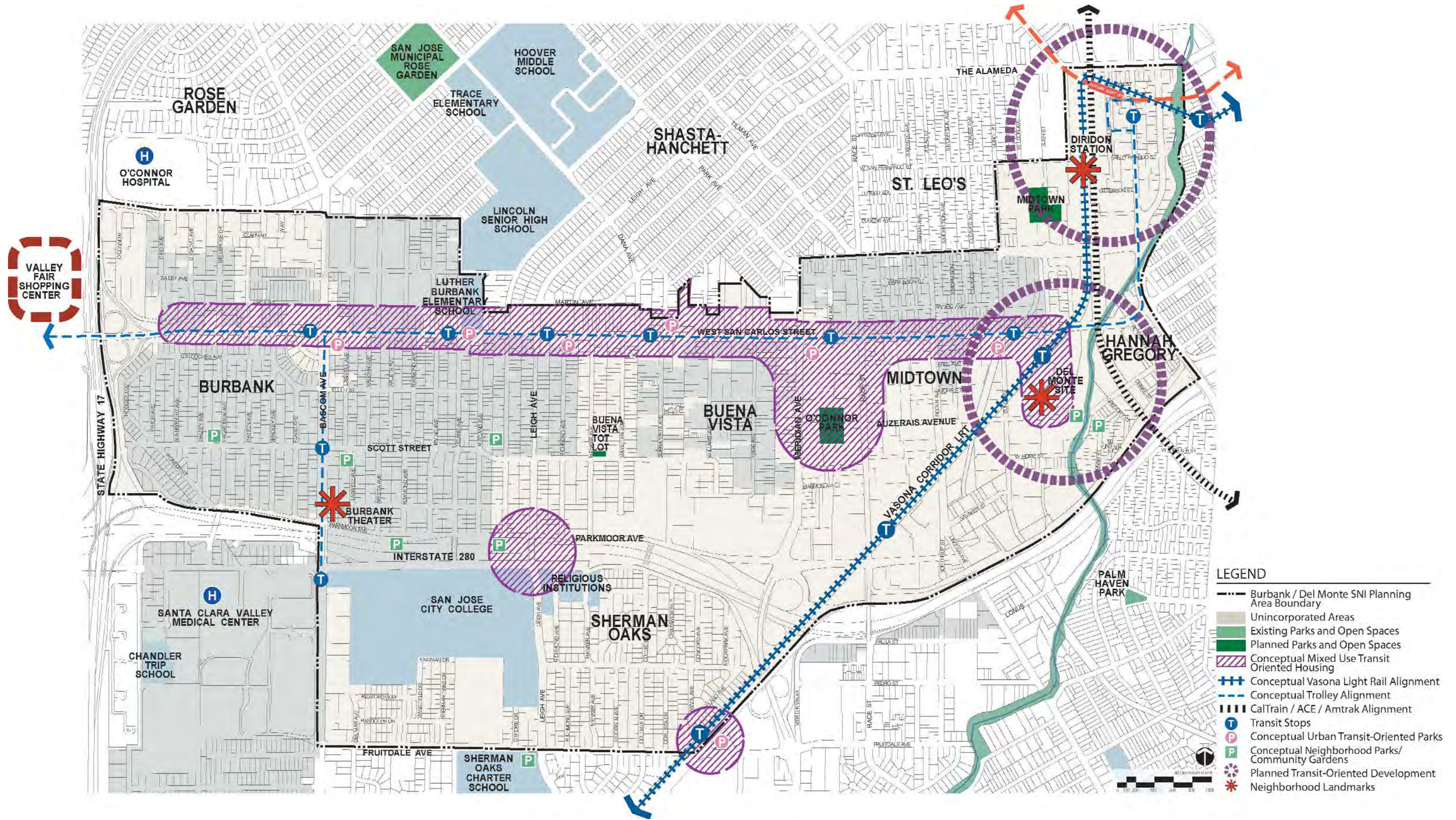
CIRCULATION/TRANSPORTATION CONCEPT

Figure 5



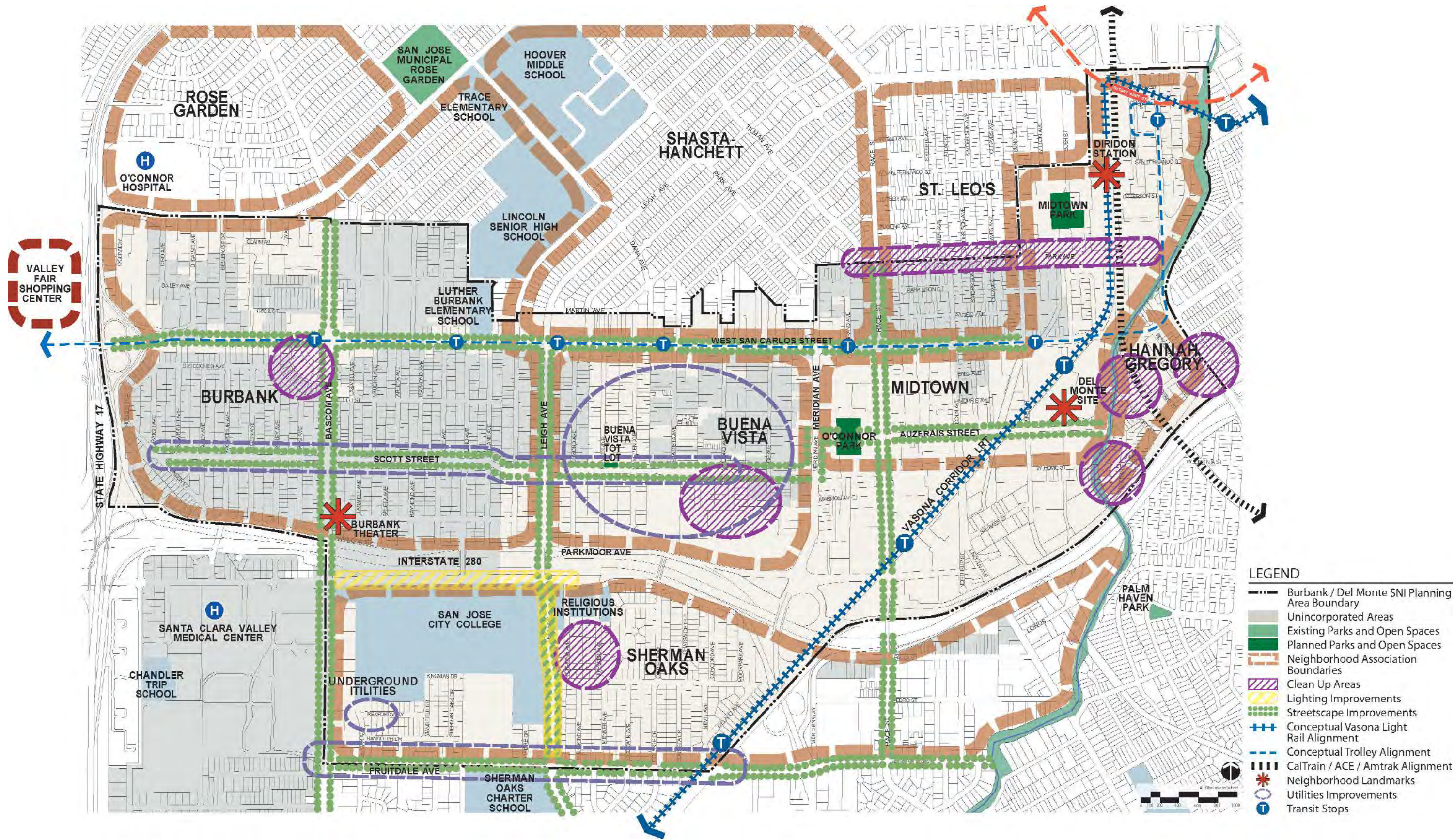
ECONOMIC DEVELOPMENT CONCEPT

Figure 6



HOUSING REVITALIZATION CONCEPT

Figure 7



NEIGHBORHOOD BEAUTIFICATION CONCEPT

Figure 8

BURBANK /
DEL MONTE

NEIGHBORHOOD
IMPROVEMENT PLAN

Strategic Action Plan

Strategic Action Plan

Over the course of the planning process, community members identified many actions and policies that would, if implemented, bring positive changes to the neighborhood. This chapter presents the *Strategic Action Plan*, an overall approach to achieving the community's shared vision for the future. A "strategy" is defined as a set of policies, actions and investments that together achieve a broader goal. This section of the *Plan* describes these policies, actions and investments as they relate to the goals established by the Burbank/Del Monte community.

Many of the improvements suggested do not currently have funding available. This *Plan* serves as Burbank/Del Monte residents' framework of priority improvements for enhancing the neighborhood. Where funding is immediately available for improvements, City staff, community members and other potential partners can move expediently toward implementation. Where funding is currently unavailable, the *Plan* provides direction, highlighting where City staff and community organizations might focus their efforts in seeking funding for high priority improvements.

There are several funding sources that could be utilized to implement the *Strategic Action Plan*. First, a minimum of \$100 million dollars will be available to share among all 22 of the Strong Neighborhoods Initiative areas. 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 actions that make up the *Strategic Action Plan*.

The chapter is organized into three sections:

1. "Top Ten" Priority Actions

The "*Top Ten*" *Priority Actions* are a list of 10 specific actions that were prioritized by the community for early implementation due to their particular importance to the community, and their high



Listening to residents' ideas during a Community Workshop.



Discussing circulation and VTA plans during an Open House.



Reviewing neighborhood park plans.



NAC members discussing draft neighborhood concepts.

potential for bringing about positive change in the neighborhood. Each priority action is described in detail, providing the necessary information to begin implementation.

2. Action Matrix

The Action Matrix lists all of the improvement actions proposed by the Burbank/Del Monte community. The list includes large and small tasks alike, from developing new parks in the neighborhood to holding regular “spring” clean-ups. The matrix also lists the priority level (high, medium or low), implementation timeframe (immediate: 0-18 months, short: 0-3 years, medium: 4-6 years, or long: 7+ years), responsible parties (including lead City Departments and additional partners), key City Service Area and potential funding sources for each action.

The *Action Matrix* is organized by the goal areas listed below (described further in the *Neighborhood Improvement Goals* section presented earlier):

- GOAL A** Develop Parks and Open Space;
- GOAL B** Provide Community Facilities in the Neighborhood;
- GOAL C** Create a Pedestrian-Friendly Environment;
- GOAL D** Improve Circulation, Transportation and Parking;
- GOAL E** Strengthen Economic Development;
- GOAL F** Revitalize Housing;
- GOAL G** Beautify the Neighborhood;
- GOAL H** Encourage Maintenance and Stewardship; and
- GOAL I** Improve Programs, Services and Community Organization.

3. Implementation

The implementation section details how the actions will be accomplished, and how the goals of the *Burbank/Del Monte Neighborhood Improvement Plan* will be realized.

“Top Ten” Priority Actions

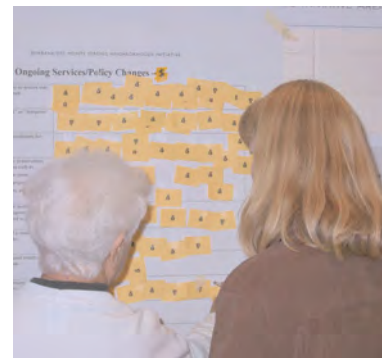
Actions are the “how to” steps of the *Plan*, that will, if implemented, bring positive changes to the neighborhood. The “top ten” priority actions represent the improvements that the neighborhood is most committed to implementing. These will serve as an *action agenda* or guide to the implementation process that defines where time, resources and money will be focused.

This section details each of the priority actions identified by the community. The “top ten” priority actions were selected from the full *Action Matrix*, which contains over 100 specific actions for improving the Burbank/Del Monte neighborhood and is included in this chapter.

Resource constraints make it impossible to implement all of the actions at once. Rather, early resources must be focused on the actions that matter most – the projects that will make the most tangible difference to residents and local businesses given existing resources.

As discussed in the introduction to this *Plan*, there are a significant number of unincorporated areas within the Burbank Strong Neighborhoods Initiative area, and the County’s ability to implement proposed improvements in these areas is extremely limited. Most of the neighborhood improvement priorities identified during the course of the planning process involve services or programs that the County does not provide. And, since the City does not have jurisdiction over County areas, the City’s ability to meet goals in these “urban pockets” will also be a challenge (see *City-County Split Jurisdiction* in the *Introduction* section of this document).

Priority actions were chosen by community members at workshops and refined by NAC members based on one or more of the following criteria, which give an indication of the project’s likelihood for



Community workshop participant selecting neighborhood priorities.



Identifying priority actions.

successful implementation and neighborhood improvement:

- **Project Cost:** Will the project provide a return on investment? Is the benefit well worth the cost?
- **Funding Availability:** Is funding currently available to implement the project?
- **Time Frame:** Can progress be made within a reasonable time frame?
- **Ease of Implementation:** Is the project a “quick win”—a short-term project that will keep the process moving forward and gain momentum for neighborhood improvement?
- **Catalytic Effect:** Does the project have the potential to have broad ranging positive impacts on the overall quality of the neighborhood? Would investment in this project help initiate or encourage other improvements?
- **Visibility:** Will the project create a visible improvement to the area and send a positive message to the community?
- **Community Support:** Is there strong community consensus around the project?

The community members, through community workshops and Neighborhood Advisory Committee meetings, provided input on how these priority actions should be implemented. The actions are described in more detail on the following pages.

The list on the facing page represents neighborhood improvements that received the most support from the community. They are arranged in order of the level of support each garnered, beginning with the highest priority action. This does not necessarily reflect the order in which they should be implemented however, since other factors, such as available funding and ease of implementation can drive the implementation process. For example, there is currently funding available through the recently approved Mayor’s Budget for 2001/2002 to conduct additional neighborhood clean-ups. Although improving neighborhood clean-up efforts is indicated below as priority action number eight, clean-ups could be coordinated immediately, regardless of whether priority actions one through seven have been completed. Some actions, such as creating an economic develop-

ment strategy for the West San Carlos and Bascom commercial corridors, may require only a short time frame to complete, while others, such as developing a new neighborhood park along Los Gatos Creek, will take much longer. In any case, steps should be taken right away to move forward on as many of the priority actions as is possible.

During the Implementation phase, these actions should be periodically re-examined and priorities reset based on existing conditions and past accomplishments.

1. Complete development of the Buena Vista Tot Lot, and acquire the parcel at Scott Street and Clifton Avenue for use as a pocket park. (p. 132)
2. Designate Scott Street and Auzerais Avenue as the primary pedestrian/bikeway through the neighborhood and complete streetscape improvements. (p. 137)
3. Conduct a feasibility study for developing a “freeway park” over Interstate-280. (p. 144)
4. Work with San José City College to develop a shared 17,000 square foot multi-use recreation facility/community center at San José City College. (p. 148)
5. Conduct a programs/services inventory and a facility needs assessment, and identify possible sites for neighborhood facilities as needed to fill service gaps. (p. 152)
6. Initiate a regular annual bulky waste pick-up as part of the waste management contracts, and hold ongoing neighborhood clean-up events. (p. 157)
7. Strengthen Code Enforcement and Housing programs to help ensure that residential units are improved and well-maintained. (p. 163)
8. Create an economic development strategy for West San Carlos Street and Bascom Avenue. (p. 169)
9. Establish a specialty trolley service along West San Carlos Street and Bascom Avenue. (p. 175)
10. Develop a new public neighborhood park along Los Gatos Creek at Auzerais Avenue. (p. 179)

1 *Complete development of the Buena Vista Tot Lot, and acquire the parcel at Scott Street and Clifton Avenue for use as a pocket park.*

ISSUE

There is a lack of open space and parkland in the Burbank/Del Monte neighborhood and there are few vacant lots available for possible development. Interstate-280 and Southwest Expressway bisect the area, making open space resources on the outskirts of the neighborhood (at nearby schools) difficult to access.

DISCUSSION

As part of the Burbank/Del Monte community’s long-term goal to develop a network of parks, pocket parks and community gardens throughout the neighborhood, Scott Street/Auzerais Avenue is envisioned as a pocket park-lined, primary pedestrian/bikeway through the neighborhood. Residential-scale pocket parks might include children’s play areas, grass, community gardens, and/or small gathering places.

Since a large part of Burbank/Del Monte’s residential neighborhoods are situated between Interstate-280 and West San Carlos Street, providing pocket parks along Scott Street/Auzerais and creating a safe, pedestrian-friendly connection to the Los Gatos Creek Trail, will greatly benefit the Burbank/Del Monte community. Although park development is desired anywhere it’s feasible in the area, a strategic approach involves concentrating resources to acquire sites that work in conjunction with the overall vision for this primary pedestrian-oriented chain of parks along Scott Street/Auzerais

Avenue. In accordance with this concept, another high priority for residents is to secure space for a park at the end of Auzerais



Pedestrian-oriented network connecting pocket parks to community resources—Primary residential pocket park-lined links: the Scott/Auzerais corridor & Fruitdale Avenue.

Avenue on the Del Monte Cannery site along the Los Gatos Creek Trail (see top priority #7: *Develop a new neighborhood park along Los Gatos Creek...in this Strategic Action Plan section*).

There are firm plans for the development of two parks along the Scott Street/Auzerais Avenue corridor: O'Connor Park (a developer-dedicated park) and the Buena Vista Tot Lot (a neighborhood-initiated park project).

As next steps in continuing to build a chain of parks along Scott Street/Auzerais Avenue, a top priority for residents is to complete development of the Buena Vista Tot Lot, and to acquire an additional pocket park opportunity site at the northwest corner of Scott Street and Clifton Avenue.



Artist's rendering of a potential residential pocket park.

The property at the northeast corner of Scott Street and Menker Avenue has already been purchased for development of the Buena Vista Tot Lot, and permits are being obtained for demolition of the existing house. However, specific park elements still need to be designed (in coordination with the Department of Parks, Recreation and Neighborhood Services, the Buena Vista Neighborhood Association and other stakeholders), and there is approximately a \$200,000 funding gap that needs to be resolved before park development can be completed.

There is also a promising opportunity to purchase a parcel at the northwest corner of Scott Street and Clifton Avenue for potential pocket park development. Immediate steps should be taken to negotiate with property owners to obtain this site and develop a design for a potential residential pocket park at this location.

ACTION STEPS

BUENA VISTA TOT LOT

a Obtain demolition permits and demolish the existing house at the future Buena Vista Tot Lot site on the northeast corner of Scott Street and Menker Avenue.

Costs
\$20,000

Timing
Immediate-term (0-18 months)

Responsibility
Department of Parks, Recreation and Neighborhood Services;
and Department of Planning, Building and Code Enforcement

b Parks, Recreation and Neighborhood Services (PRNS) and the community to develop a park masterplan for the Buena Vista Tot Lot.

Costs
\$15,000 (done in-house)

Timing
Immediate-term (0-18 months)

Responsibility
Department of Parks, Recreation and Neighborhood Services;
and Neighborhood Associations

c Complete design development and construction documents as required for Buena Vista Tot Lot park development.

Costs
\$25,000

Timing
Short-term (0-3 years)

Responsibility
Department of Parks, Recreation and Neighborhood Services;
and Department of Public Works (Design and Construction
Division and Architectural Engineering Division)

d Complete Buena Vista Tot Lot construction.

Costs
Total costs for completion of Buena Vista Tot Lot is approximately \$500,000. Of this total, \$191,000 is currently available

through existing sources.

Timing

Short-term (0-3 years)

Responsibility

Department of Public Works (Design and Construction Division and Architectural Engineering Division); and Department of Parks, Recreation and Neighborhood Services

POTENTIAL SCOTT STREET/CLIFTON AVENUE POCKET PARK

e Secure necessary funding to acquire and masterplan the site at Scott Street and Clifton Avenue as a pocket park.

Costs

The expected acquisition cost for the northwest corner parcel at Scott Street and Clifton Avenue is about \$800,000. Another \$200,000 will be needed for masterplanning, and additional funds will be required for construction.

Timing

Short/medium-term (0-6 years)

Responsibility

Department of Parks, Recreation and Neighborhood Services; and Neighborhood Associations

f Initiate the approval process for annexing the Scott/Clifton lot into the City, so that City resources will be available for park development.

Costs

Staff costs, absorbed in City budget

Timing

Short/medium-term (0-6 years)

Responsibility

Department of Parks, Recreation and Neighborhood Services; and Department of Planning, Building and Code Enforcement (Planning Division)

g Create masterplan for pocket park.

Costs

\$200,000

Timing

Medium-term (4-6 years)

Responsibility

Department of Parks, Recreation and Neighborhood Services; Neighborhood Associations; and Community

h Complete Scott/Clifton pocket park construction.

Costs

\$600,000

Timing

Medium/long-term (4-10 years)

Responsibility

Department of Public Works (Design and Construction Division and Architectural Engineering Division); and Department of Parks, Recreation and Neighborhood Services

BENEFITS

Having open space convenient to residential neighborhoods helps build stronger relationships between neighbors and allows children opportunities to safely access play areas. Developing these open space resources hand-in-hand with pedestrian improvements will link the neighborhood together physically, connecting pedestrians to larger open space resources and destinations on the outskirts of the neighborhood. In general, neighborhood parks can improve quality of life, make the neighborhood more attractive and increase property values for Burbank/Del Monte area residents.

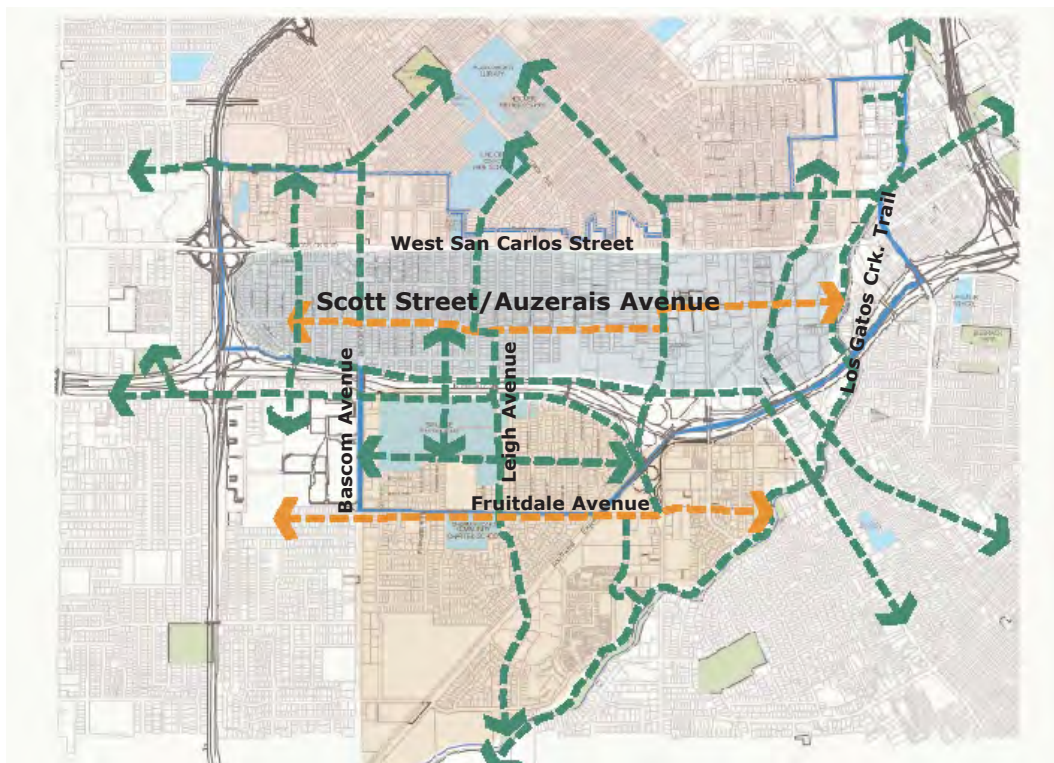
PROJECTS UNDERWAY

- Planned Midtown Parks
- Developer-dedicated park at St. Elizabeth and Curci (.5 acre)
- Under negotiation: a partnership between the City of San José and San José City College to develop a multi-use recreation facility/community center at San José City College (17,000 square feet)

2 *Designate Scott Street and Auzerais Avenue as the primary pedestrian/bikeway through the neighborhood and complete streetscape improvements.*

ISSUE

Residential areas in the Burbank/Del Monte neighborhood lack parks and open spaces for recreational activities. In addition, the residential areas are separated from surrounding recreational assets by major thoroughfares and the Interstate-280 freeway. Many older streets lack curb, gutters and sidewalks, which can make the area difficult for pedestrians and cyclists to access.



Scott Street and Auzerais Avenue are envisioned a primary pedestrian/bikeway network through the area connecting to parks, recreational sites, schools, and the Los Gatos Creek Trail.

DISCUSSION

The overall improvement concept for the neighborhood is to create an interconnected system of designated pedestrian and bicycle routes through the area leading to major parks, recreational sites and schools. This system of pedestrian and bicycle routes would be coordinated with a network of small pocket parks, neighborhood parks and the Los Gatos Creek Trail.

As part of this overall improvement concept, the priority action is to designate Scott Street and Auzerais Avenue as the primary pedestrian/bikeway running east-west through the center of the neighborhood, and to improve the corridor as a pedestrian and bike-friendly street. This effort should be combined with the creation of a north-south bike connection along Leigh Avenue, connecting the Scott Street corridor to Los Gatos Creek Trail to the south.

A number of open space resources are planned or proposed for this corridor, making it a promising segment to concentrate improvement efforts towards. Two planned parks along the Scott/Auzerais corridor include: the Buena Vista Tot Lot and O'Connor Park. A related top priority involves completing development of the Buena Vista Tot Lot and acquiring a parcel at Scott and Clifton for use as an additional pocket park (see top priority action: *Complete development of the Buena Vista Tot Lot...* in the *Strategic Action Plan* section of this document). Securing space at the Del Monte site at the end of Auzerais along the Los Gatos Creek Trail is an equally important neighborhood improvement goal (see top priority action: *Develop a new neighborhood park along Los Gatos Creek...* in the *Strategic Action Plan* section of this document). This is an especially promising site, in that it has the potential capacity to serve as a larger park resource for the neighborhood, ideally in combination with a neighborhood center. This proposed park and the Los Gatos Creek Trail would serve as the terminus of the Scott /Auzerais pedestrian/bikeway.

As a long-term goal, a connection is envisioned between Scott and Auzerais to provide more convenient and direct access along this proposed corridor. This would require acquiring some lots to use as a designated pedestrian/bikeway. In the interim, a local street, such as Douglass, could be used as a transition between the streets.

Portions of the Scott Street right-of-way are narrow cross-sections (60'-50' wide) and do not allow for both on-street parking and a separate designated bikeway. Many of the older areas along Scott Street lack curbs, gutters and sidewalks. Currently, discontinuous and aging sidewalks on the north side of Scott Street between Richmond Avenue and Buena Vista Avenue are being improved with new sidewalk installation. Some pedestrian improvements are underway on Auzerais Avenue as part of the O'Connor Park development plans, and sections of Auzerais Avenue connecting to the Los Gatos Creek Trail would most likely be completed in the event that the old Del Monte canning site is redeveloped.

The final design of the street should accommodate the flow of pedestrians and bicycles to the extent possible, and reduce auto speeds and potential auto-pedestrian/bicycle conflicts. The corridor should also be enhanced with new landscaping and street trees, intersection and sidewalk improvements, lighting, decorative landscaped chokers, corner bulb-outs and/or medians where appropriate.

Additional neighborhood beautification efforts such as additional landscaping, special signage, public art, pedestrian furniture and right-of-way flower plantings will also help create a more pleasant pedestrian environment. The street tree and flower plantings should be coordinated through community efforts in partnership with *Our City Forest* and the City. However, the locations and design of chokers, bulb-outs or other configurations which might affect traffic flow need to be the focus of further study and analysis.



Conceptual section of potential Scott Street improvements with sidewalks, bike lanes, lighting, landscaping and route signage.

ACTION STEPS

- a Add the Scott/Auzerais Pedestrian corridor to the General Plan network of pedestrian corridors.

Costs

Staff costs, absorbed in City budget

Timing

Immediate-term (0-18 months)

Responsibility

Department of Planning, Building and Code Enforcement (Planning Division); Neighborhood Associations; and Department of Transportation

- b Complete a pedestrian corridor improvement plan for Scott Street and Auzerais Avenue, including the design of streetscape features and potential traffic calming measures along the street.

Costs

Scott Street Plan and Design

a. Street Improvements	=	\$195,000
b. Street Trees	=	\$15,000
c. Bulb Outs & High Visibility Crossings	=	\$110,000
d. Pedestrian Level Street Lighting	=	\$331,000
Total	=	\$651,000

Auzerais Avenue Plan and Design

a. Street Improvements	=	\$237,000
b. Street Trees (no room)	=	\$0
c. Bulb Outs & High Visibility Crossings	=	\$59,000
d. Pedestrian Level Street Lighting	=	\$407,000
Total	=	\$703,000

GRAND TOTAL = \$1,354,000

Timing
Short-term (0-18 months)

Responsibility
Department of Transportation; Neighborhood Associations; and
Department of Public Works (Design and Construction Division
and Architectural Engineering Division)

- c Seek funding for implementation and construction of the street improvement plan.

Costs
Staff costs, absorbed in City budget

Timing
Short-term (0-3 years)

Responsibility
Department of Transportation; and Neighborhood Associations

- d Finalize bids and construction plans.

Costs
Advertise, Bid Award, Scott Street

a. Street Improvements	=	\$20,000
b. Street Trees	=	\$5,000
c. Bulb Outs & High Visibility Crossings	=	\$12,000
d. Pedestrian Level Street Lighting	=	\$34,000
Total	=	\$71,000

Advertise, Bid Award, Auzeais Avenue

a. Street Improvements	=	\$25,000
b. Street Trees (no room)	=	\$0
c. Bulb Outs & High Visibility Crossings	=	\$6,000
d. Pedestrian Level Street Lighting	=	\$42,000
Total	=	\$73,000
GRAND TOTAL	=	\$144,000

Timing
Short/medium-term (0-6 years)

Responsibility
Department of Public Works (Design and Construction Division and Architectural Engineering Division); and
Department of Transportation

e Construct improvements.

Costs

Construct Scott Street Improvements

a. Street Improvements	=	\$935,000
b. Street Trees	=	\$70,000
c. Bulb Outs & High Visibility Crossings	=	\$528,000
d. Pedestrian Level Street Lighting	=	\$1,585,000
Total	=	\$3,118,000

Advertise, Bid Award, Auzerais Avenue

a. Street Improvements	=	\$1,138,000
b. Street Trees (no room)	=	\$0
c. Bulb Outs & High Visibility Crossings	=	\$285,000
d. Pedestrian Level Street Lighting	=	\$1,951,000
Total	=	\$3,374,000

GRAND TOTAL

= **\$6,492,000**

Timing

Installing pedestrian/bikeway signage: Short/medium-term (0-6 years); Conducting neighborhood street tree plantings: Immediate (0-18 months); and Curb/gutter/lighting/other sidewalk improvements: Short/long-term (0 - 7+ years).

Responsibility

Department of Public Works (Design and Construction Division and Architectural Engineering Division); and Department of Transportation

GRAND TOTAL FOR SCOTT STREET AND AUZERAS AVENUE IMPROVEMENTS

Design (b)	=	\$1,354,000
Advertise & Bid (d)	=	\$144,000
Construction (e)	=	\$6,492,000
Grand Total	=	\$7,990,000

BENEFITS

The Scott Street and Auzerais Avenue connection would provide a physical and visual link through the center of the Burbank and Buena Vista neighborhood. The improvements would help

increase pedestrian and bicycle safety in the neighborhood, while improving property values and the overall appearance of the neighborhood. Access to existing and new parks and recreation features would be improved. Coupled with new tot lots and pocket parks, as well as a north-south bicycle connection at Leigh Avenue, this major corridor would create an attractive green spine through the center of the neighborhood.

PROJECTS UNDERWAY

- Los Gatos Creek Trail extension between Lincoln and W. San Carlos Street
- Curb, gutter and sidewalk installation by the City on the north side of Scott Street between Richmond and Buena Vista Avenues.
- Completion of O'Connor park improvements on Auzeais.
- The Burbank Neighborhood Association and the Burbank Sanitary District in collaboration with the County Roads and Airports Department have begun a roughly \$500,000 project to install ADA ramps, curbs, gutters, sidewalks, and valley drains in the unincorporated Burbank/Del Monte area from Bascom to Forest and Wabash to West San Carlos.

3

Conduct a feasibility study for developing a "freeway park" over Interstate-280

ISSUE

Burbank/Del Monte is an older, built-out neighborhood that is underserved by community resources, such as parks and community facilities. There is much residential use in the area with an abundance of single and multi-family housing. Many young children live in the neighborhood and residents would especially like to see more open space for children to enjoy.

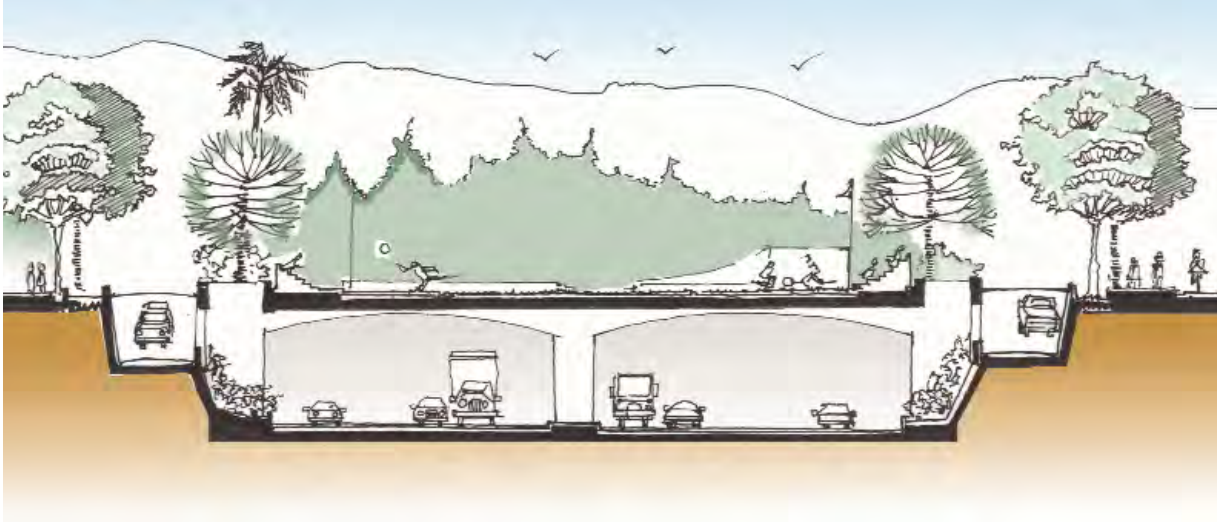
Because there is such limited vacant land in the area, residents are considering creative options for acquiring space for parks and community facilities.



Aerial sketch of conceptual freeway park.

DISCUSSION

Community members identified a unique opportunity for possible use of the "air rights" above Interstate-280 as community park space. The "air rights" refer to the space above the existing Interstate-280 right-of-way, which are generally controlled by the State of California. This concept for adding open space to the neighborhood would involve building a platform over the existing, suppressed highway, and developing a park (and possibly other community resources, such as a community center) on the deck above the freeway.



Section view of conceptual *air rights* open space development opportunity over Interstate-280.

Agreements with the California Department of Transportation and the Federal Highway Department would be required.

The aim of this priority action is to conduct a feasibility study of the use of air rights for park development to determine more specific potential costs, funding opportunities and implementation requirements for such a project. The study should:

- Examine legal constraints for air rights use;
- Develop schematic concepts for cost estimating;
- Determine development costs; and
- Conduct an economic analysis (proforma) to determine how much development and what type of development would be needed to offset construction expenses.

The portion of the freeway under consideration in Burbank/Del Monte is a section between Macarthur and Menker Avenues (existing frontage roads and access ramps would remain). A significant portion of this area between Laswell and Leigh Avenues is suppressed below grade and relatively narrow, making it more feasible for possible development. This particular location would also provide a strong connection between San José City College and residential neighborhoods north to West San Carlos Street.



Freeway Park and convention center, Seattle, WA.



Freeway Park, Seattle, WA.

This type of development is an expensive endeavor and a major capital project. However, the net benefit of capitalizing on this unused space should be considered as one of the only alternative ways to create significant park lands in this area. Another way would be to acquire housing or commercial sites in the neighborhood and pay for relocation. Not only would this be an enormous cost, but it is often not politically or socially desirable. The objective of this top priority action is to conduct a feasibility study of the use of air rights for park development, to determine the potential costs, funding opportunities and implementation requirements for such a project.

The community prefers to reserve this “air rights” space for parks and open space, and possibly for a community center and/or library. However, if the proposed feasibility study reveals that a certain type of commercial or residential development might offset sizeable construction costs, making freeway park development viable, alternatives could be considered. For example, one alternative to help offset sizeable costs might be to provide development opportunities and shared use of the air rights for other community needs, such as additional affordable housing, community service buildings, educational or healthcare facilities related to nearby San José City College and the Santa Clara Valley Medical Center. A feasibility study could explore a range of possible development scenarios.

ACTION STEPS

a Contact state agencies to investigate potential use of air rights.

Costs

Staff costs, absorbed in City budget

Timing

Immediate-term (0-18 months)

Responsibility

Department of Parks, Recreation and Neighborhood Services; Department of Transportation; and California Department of Transportation (CalTrans)

b Conduct a feasibility study.*Costs*

\$300,000 (including environmental studies, traffic studies, etc.)

Timing

Short-term (0-3 years)

Responsibility

Department of Parks, Recreation and Neighborhood Services;
California Department of Transportation (CalTrans);
Department of Planning, Building and Code Enforcement;
Department of Public Works; and Department of Transportation

c Seek potential funding sources, such as through CalTrans or MTC.*Costs*

Structure: \$30,000,000

3.5 acre park: \$2,000,000 to \$2,500,000

Design and Inspection: \$5,000,000

Timing

Short-term (0-3 years)

Responsibility

Department of Parks, Recreation and Neighborhood Services;
Redevelopment Agency; California Department of
Transportation (CalTrans); Department of Planning, Building
and Code Enforcement; and Department of Transportation

BENEFITS

Since vacant land is scarce in the area, developing over the freeway provides a critically needed solution, securing adequate community space without displacing existing businesses and/or residents. This kind of progressive development has the potential to become signature urban design that could serve as a landmark for the neighborhood, and for the City of San José.

PROJECTS UNDERWAY

- Some neighborhood leaders are now meeting with agencies to investigate the potential for conducting this study.

4 *Work with San José City College to develop a shared 17,000 square foot multi-use recreation facility/community center at San José City College.*

ISSUE

There is a lack of recreational and community services in the Burbank/Del Monte community. Many programs and services that are available through the City are located outside the immediate Burbank/Del Monte area and are not easily accessible for Burbank/Del Monte residents.

DISCUSSION

A joint-use agreement is currently underway between San José City College and the City of San José to develop a shared, multi-use recreational facility/community center. This center would help accommodate the community's need for additional programs and services in the area. However, funding for this project is limited, and a significant funding gap needs to be filled in order to complete



Artist's rendering of conceptual community center.

plans for this project. One of the ways that the community, the City and the college can work together is to seek additional sources of funding to build an appropriate-sized community center.

In order to make sure that the new center meets the needs of the community, a needs assessment should be conducted to identify the types of programs and activities that should be located in the building. The analysis should utilize the most up-to-date data on population, ethnic diversity and socio-economics in order to gain a more accurate assessment of what the needs are for childcare, services for the elderly and other special needs groups. The needs analysis would be the basis for the building program, which identifies the types and sizes of rooms and other facilities in the building. The community, the City and San José City College should be involved in the building programming and design.

ACTION STEPS

- a** Finalize the joint-use agreement between San José City College and the City of San José for the development of the shared recreational/community center.

Costs

Staff costs, absorbed in City budget.

Timing

Immediate (0-18 months)

Responsibility

Department of Parks, Recreation and Neighborhood Services;
and San José City College

- b** Working with the City, the community and the College should seek additional funding to complete the community facility.

Costs

\$8,000,000. Design and construction costs already dedicated through City budget process.

Timing

Immediate (0-18 months)

Responsibility

Department of Parks, Recreation and Neighborhood Services;
Community; and San José City College

- c Establish a public involvement process for the design and programming of the joint-use recreational facility.

Costs

Staff costs, absorbed in City budget

Timing

Short-term (0-3 years)

Responsibility

Department of Parks, Recreation and Neighborhood Services; Community; and San José City College

- d Hire an architect to finalize program and design of the facility.

Costs

College and/or State would retain an architect or use in-house State Architectural staff.

Timing

Short/medium-term (0-6 years)

Responsibility

San José City College

- e Complete the design and construction documents.

Costs

College and/or State would retain an architect or use in-house State Architectural staff.

Timing

Short/medium-term (0-6 years)

Responsibility

San José City College

- f Bid and contract the project.

Costs

College and/or State would retain an architect or use in-house State Architectural staff.

Timing

Medium-term (4-6 years)

Responsibility

San José City College

g Construct the community center.

Costs

College and/or State would retain an architect or use in-house State Architectural staff.

Timing

Medium-term (4-6 years)

Responsibility

San José City College

h Provide staff for the needed programs and services in the facility.

Costs

To be determined based on community input

Timing

Medium-term/Ongoing (4-6 years)

Responsibility

**Department of Parks, Recreation and Neighborhood Services;
and San José City College**

BENEFITS

A joint-use agreement could provide for better utilization of limited open space resources in the Burbank/Del Monte neighborhood, and provide enriched opportunities for the general community to enjoy nearby recreational opportunities.

PROJECTS UNDERWAY

San Jose City College joint-use agreement for a multi-use recreation facility/community center.

5 *Conduct a programs/services inventory and a facility needs assessment, and identify possible sites for neighborhood facilities as needed to fill service gaps*



ISSUE

As with the challenge faced by the community in locating prospective parks in the area, there is also a challenge in finding space for neighborhood centers, or places to provide community services. Land is at a premium and there is little room for new development. Residents especially need facilities to support childcare services and space for community meetings, classes and recreational programs.

DISCUSSION

Of particular concern to Burbank/Del Monte residents is the need to provide a preschool in the neighborhood, and to offer affordable childcare services. Non-English speaking residents expressed a specific need for affordable childcare services to be offered in conjunction with English-as-a-Second Language (ESL) classes so that participation in these classes would be more feasible for parents of young children. Community members also highlighted a need for additional bilingual and cultural programs; citizenship classes; computer training programs; supervised recreational activities for youth and teens; art, music and theater programs with space for performance arts; services for the elderly; and space for community meetings/events.

As a first step in determining what kind of community facilities are needed in the area, a programs/services inventory and a programs needs assessment should be conducted. A comprehensive inventory of programs and services offered in the Burbank/Del Monte neighborhood will help determine more precisely what specific programmatic improvements could be made so that the types of programs/services offered in the immediate area would most accurately reflect the needs of Burbank/Del Monte residents (see the *Programs and Services* heading under the *Improvement Plan Concepts* section).

Since community facilities are so limited in the neighborhood, residents have clearly stated that facilities that are most conveniently located in the neighborhood should provide programs that cater to the diverse population living in the Burbank/Del Monte vicinity by providing services that reflect the local residents' ethnic distribution, languages spoken, income levels, and age groups.

A program/services needs assessment for the Burbank/Del Monte area should take care to consider:

- Potential barriers to program participation, such as lack of transportation, childcare, limited scheduling or ineffective outreach;
- The diverse Burbank/Del Monte population in terms of ethnic distribution, languages spoken, income levels, and age groups;
- Quality of program content and caliber of instruction; and
- Areas of special need (such as childcare, early childhood education, adult literacy, after-school recreation, programs/services for the elderly).

Based on the outcome of a programs/services inventory and needs assessment, a facility needs assessment will: determine what type of space is required to support proposed programs/services; match space requirements for programs/services with existing facilities (Sherman Oaks Community Center, Luther Burbank Elementary School, the planned San José City College multi-use recreation facility/community center, religious institutions and any community-based organizations) to determine which facilities might best accommodate desired programs, and indicate where possibilities for reprogramming should be explored; and identify what type of new or expanded facilities might best serve the community (see the *Community Facilities* heading under the *Improvement Plan Concepts* section).



Community members would especially like to have an assessment conducted with regard to City and City-subtenant programs offered at the Sherman Oaks Community Charter School because there is a sentiment that many programs hosted here do not adequately serve the needs of the immediate neighborhood.



Residents would like to explore reuse of the Burbank Theater.

A joint-use agreement between the City of San José and San José City College is underway for a shared multi-use complex at the College that will include a recreational facility and a neighborhood center. A public involvement process should be initiated for the design and programming of this space. While this facility will be a valuable resource to the Burbank/Del Monte community, the proposed facility will not meet all of the community’s service needs, and strategies for acquiring additional space need to be explored.

Of particular interest to the community is the potential reuse of the historic Burbank Theater, possibly as a cultural and musical performance center. Reuse of this theater would not only provide much needed gathering space in the neighborhood, but would also support the community’s aim to preserve the historic theater marquis and retain the historic character of the space.

ACTION STEPS

- a Prepare an inventory of programs and services available to residents of the Burbank/Del Monte area.

Costs

Staff costs, absorbed in City budget and volunteer hours

Timing

Immediate-term (0-18 months)

Responsibility

Department of Parks, Recreation and Neighborhood Services;
Community-Based Organizations; Neighborhood Associations;
and Non-Profit Organizations

- b Conduct a programs/service needs assessment for the Burbank/Del Monte area.

Costs

Staff costs, absorbed in City budget and volunteer hours

Timing

Immediate-term (0-18 months)

Responsibility

Department of Parks, Recreation and Neighborhood Services;

Community-Based Organizations; Neighborhood Associations; Non-Profit Organizations; and San José City College

- c Conduct a needs assessment of facilities required to support new or expanded programs and services, and identify potential locations (including consideration of reprogramming at existing facilities).

Costs

To be determined based on steps “a” and “b”

Timing

Short-term (0-3 years)

Responsibility

Department of Parks, Recreation and Neighborhood Services; Community-Based Organizations; Office of Cultural Affairs; Neighborhood Associations; and Non-Profit Organizations

- d Explore the potential for reusing the Burbank Theater as a cultural and musical performance center (Mid-sized Theater User Study).

Costs

\$25,000 to conduct study

Timing

Immediate-term (0-18 months)

Responsibility

Office of Cultural Affairs; Community-Based Organizations; Neighborhood Associations; Non-Profit Organizations; Department of Parks, Recreation and Neighborhood Services; Redevelopment Agency; and San José City College

- e Explore potential funding for acquisition and development of new neighborhood sites.

Costs

Staff costs, absorbed in City budget

Timing

Short/medium-term (0-6 years)

Responsibility

Department of Parks, Recreation and Neighborhood Services; Community-Based Organizations; Neighborhood Associations; Non-Profit Organizations; and Redevelopment Agency



BENEFITS

Identifying additional capacity to accommodate critical programs and services will help meet important community needs that cannot currently be met because of space limitations.

PROJECTS UNDERWAY

- San José City College joint-use agreement for a multi-use recreation facility/community center.
- Burbank Theater Users Study (Mid-sized Theater User Study) through the Office of Cultural Affairs.

6 Initiate a regular annual bulky waste pick-up as part of the waste management contracts, and hold ongoing neighborhood clean-up events.

ISSUE

Burbank/Del Monte residents have experienced problems with excess debris, overflowing dumpsters, stray shopping carts, graffiti, and illegal dumping on some neighborhood streets and at some apartments and commercial establishments. Bulky waste, such as old mattresses, couches and broken appliances are often discarded in front yards and side yards where they are visible from neighborhood streets.

DISCUSSION

Community members often accumulate large, bulky household objects that are excluded from traditional trash and recycling collection. Many residents do not have the resources or ability to load or transport such items to a dump. In order to encourage appropriate disposal of bulky waste items, residents desire a regular annual bulky waste pick-up schedule by the respective City and County waste management services.

Residents would also like to hold more neighborhood clean-up events or “dumpster days” to improve the overall cleanliness and perception of the area. A number of areas have been identified as needing particular attention. Key clean-up sites include: the Richmond-Menker area; Park Avenue between Race Street and Bird Avenue; Page, Willard and Chiechi in the Buena Vista neighborhood; the alleyway behind Business Circle; the vacant lot at the corner of Moorpark and Bascom; Meridian at Fruitdale; the railroad track at the Del Monte cannery; and Hannah Street at the freeway.



Many neighborhood associations may not know how to organize a neighborhood clean-up event, or where to look for resources to support neighborhood-wide clean-ups. Establishing a mentoring system could be beneficial in providing a means for neighborhood associations to learn from one another: a neighborhood leader from outside the Burbank/Del Monte area who has successfully organized clean-up events may be able to share resources with neighborhood associations who have less experience. The Neighborhood Development Center has written a “how-to” guide called, *Let’s Talk Trash*, outlining the process for organizing clean-up events. The Neighborhood Development Center, Council Offices and Code Enforcement Officers could all be instrumental in facilitating clean-up events.

In addition, there are a number of clean-up related information and hotlines available. Outreach and advertising for these lines should be improved:

- The Recycle Plus program (408-277-2700) for disposal of large household items;
- Contact information for reporting illegal dumping - illegal dumping in the street right-of-way should be reported to the Department of Transportation (408-277-4373) and illegal dumping on private property or along Union Pacific Railroad should be reported to the City’s SNI Code Enforcement Inspector (408-277-5828);
- The Anti-graffiti program for removing graffiti from the public right-of-way and providing advice and free paint for commercial and residential property owners (408-277-2758);
- Contact information for reporting stray shopping carts in the City through the San José information hotline (408-277-4000).

ACTION STEPS

- a Initiate a regular annual City-run program that provides free-of-charge pick-up of items generally excluded from traditional waste collection.

Costs

The current program allows residents to call and pay for a bulky waste pick-up. Under this program, coupons would be distributed to property owners/residents to accommodate bulky waste pick-

up. Three bulky items (refrigerator, water heater, sofa, etc.) allowed per coupon.

The costs below include the subsidizing cost of pick-up (coupon) plus staff time to coordinate the effort (*Note: There are two separate hauler services: north of Interstate 280 and south of Interstate 280*).

North of Interstate 280

3 bulky items: Multi-family coupons @ \$36.11 per coupon
 3 bulky items: Single-family coupons @ \$17.42 per coupon

South of Interstate 280

3 bulky items: Multi-family coupons @ \$36.11 per coupon
 3 bulky items: Single-family coupons @ \$12.45 per coupon

Timing

Ongoing/Immediate-term (0-18 months)

Responsibility

Environmental Services Department

b Conduct clean-up events.

Costs

South of Interstate 280

Code: Non-personal Costs	=	\$885.00
Each ESD Bin (30-gallon)	=	\$257.00
Each ESD Bin (40-gallon)	=	\$343.00
Average Disposal Costs per Bin	=	\$651.00
CRT Collection (per event)	=	\$500.00
Code Enforcement Staff	=	\$4,488.55
Parks Staff	=	\$799.75

North of Interstate 280

Code: Non-personal Costs	=	\$885.00
Each ESD Bin (30-gallon)	=	\$116.00
Each ESD Bin (40-gallon)	=	\$133.00
Average Disposal Costs per Bin	=	\$1,023.00
CRT Collection (per event)	=	\$500.00

Timing

Ongoing/Immediate-term (0-18 months)

Responsibility

Department of Parks, Recreation and Neighborhood Services; Neighborhood Associations; Burbank/Del Monte residents and property owners; Crossroads Bible Church; Immanuel Lutheran

Church; People Acting Together in Community (PACT); Department of Planning, Building and Code Enforcement; Redevelopment Agency; and Sherman Oaks Community Charter School

- c Explore resources for community-initiated clean-up events.

Costs

Staff costs, absorbed in City budget and volunteer time

Timing

Ongoing/Immediate-term (0-18 months)

Responsibility

Department of Parks, Recreation and Neighborhood Services; Neighborhood Associations; Burbank/Del Monte residents and property owners; Crossroads Bible Church; Immanuel Lutheran Church; People Acting Together in Community (PACT); Department of Planning, Building and Code Enforcement; Redevelopment Agency; and Sherman Oaks Community Charter School

- d Develop a collaborative mentor program for community leaders to teach neighborhood organizations how to organize a neighborhood clean-up event and how to apply for neighborhood clean-up/beautification grants.

Costs

Staff costs, absorbed in City budget and volunteer time

Timing

Ongoing/Immediate-term (0-18 months)

Responsibility

Neighborhood Associations; Burbank/Del Monte residents and property owners; Crossroads Bible Church; Immanuel Lutheran Church; Department of Parks, Recreation and Neighborhood Services; People Acting Together in Community (PACT); Department of Planning, Building and Code Enforcement; and Sherman Oaks Community Charter School.

- e Improve outreach/advertising for clean-up related information hotlines.

Costs

Staff costs, absorbed in City budget

Timing

Ongoing/Immediate-term (0-18 months)

Responsibility

Environmental Services Department; Burbank/Del Monte residents and property owners; Neighborhood Associations; Crossroads Bible Church; Immanuel Lutheran Church; Department of Parks, Recreation and Neighborhood Services; People Acting Together in Community (PACT); Department of Planning, Building and Code Enforcement; Redevelopment Agency; and Sherman Oaks Community Charter School.

- f Coordinate with Crossroads Bible Church and Immanuel Lutheran Church as partners in clean-up of Richmond and Menker Avenues.

Costs

Staff costs, absorbed in City budget

Timing

Immediate-term (0-18 months)

Responsibility

Department of Planning, Building and Code Enforcement (Code Enforcement Division); Neighborhood Associations; Richmond-Menker Action Task Force; Burbank/Del Monte residents and property owners; Crossroads Bible Church; Immanuel Lutheran Church; Department of Parks, Recreation and Neighborhood Services; People Acting Together in Community (PACT); and Sherman Oaks Community Charter School

- g Hold a community meeting to identify problem areas for stray shopping carts and explore possible solutions.

Costs

Staff costs, absorbed in City budget

Timing

Immediate-term (0-18 months)

Responsibility

Department of Planning, Building and Code Enforcement (Code Enforcement Division); Neighborhood Associations; Burbank/Del Monte residents and property owners; Crossroads Bible Church; Immanuel Lutheran Church; People Acting Together in Community (PACT); and Sherman Oaks Community Charter School.

BENEFITS

Concentrating on clean-up and maintenance efforts will create a more attractive street environment and ensure that neighborhood streets are free of debris and unattractive clutter.

PROJECTS UNDERWAY

- An \$18,000 grant to be used toward additional neighborhood clean-ups has recently been awarded through the Burbank Sanitation District.

7

Strengthen Code Enforcement and Housing Programs to help ensure that residential units are improved and well-maintained.

ISSUE

Tenants and nearby residents have reported neglected rental properties and substandard conditions at some multi-family and single family residences in Burbank/Del Monte, especially in the area east of San José City College. Single and multi-family residential units in disrepair can have a detrimental affect on the entire neighborhood.

DISCUSSION

There are some steps that City Code Enforcement can take to influence the condition of substandard properties in the City, but improving residential units also relies largely on the cooperation of individual property owners and the knowledgeability of tenants. Efforts should be made to educate tenants about City codes and tenant rights. Information should encourage tenants to report housing problems to property owners for resolution (If the property owner fails to address the issue, then tenants should make a report to Code Enforcement for a *complaint* inspection). Outreach might include distributing multi-lingual information door-to-door about code enforcement regulations, hot line phone numbers, and tenants rights.

Organized property owners' and tenants' associations can play a valuable role by connecting property owners and tenants to City resources such as minor home improvement assistance programs and landlord/tenant education programs. Santa Clara County's Housing and Community Development Department also provides low-interest loans for housing rehabilitation to low-income residents in the County pockets through its Cooperative Housing Rehabilitation Program. The County does not, however, have the



same level of Code Enforcement staff resources that the City has. Therefore County Code Enforcement services for County pockets are limited. The action steps below refer to City properties and City Code Enforcement unless noted otherwise.

ACTION STEPS

CODE ENFORCEMENT

- a Increase the number of Code Enforcement/Driveway Team inspectors in future budget years (two additional inspectors have already been added for the 2001/2002 budget year).

Costs

First year for one (1) inspector of \$75,500 (salary plus benefits) plus \$20,000 for vehicle; or \$94,500 for first year and \$74,500 for each subsequent year

Timing

Immediate/ongoing

Responsibility

Department of Planning, Building and Code Enforcement (Code Enforcement Services)

- b Establish a pattern of annual Code Enforcement inspections for consistently blighted housing, rather than just complaint-basis inspections.

Costs

First year for one (1) inspector of \$75,500 (salary plus benefits) plus \$20,000 for vehicle; or \$94,500 for first year and \$74,500 for each subsequent year

Timing

Ongoing

Responsibility

Department of Planning, Building and Code Enforcement (Code Enforcement Services); Burbank/Del Monte residents and property owners; and Neighborhood Associations

- c Strengthen outreach to educate tenants about City codes and tenant rights.

Costs

Staff costs, absorbed in City budget

Timing
Ongoing

Responsibility

Department of Planning, Building and Code Enforcement (Code Enforcement Services); Burbank/Del Monte residents and property owners; Department of Housing; Neighborhood Associations; Department of Parks, Recreation and Neighborhood Services; San José Police Department; and Tenants Rights Organizations

- d Encourage unified, on-site professional management at apartments.

Costs
Staff costs, absorbed in City budget

Timing
Immediate/ongoing

Responsibility

Department of Planning, Building and Code Enforcement (Code Enforcement Services); Burbank/Del Monte residents and property owners; Department of Housing; Neighborhood Associations; Department of Parks, Recreation and Neighborhood Services; Redevelopment Agency; San José Police Department; and Santa Clara County

- e Strengthen landlord/building manager training programs.

Costs
Staff costs, absorbed in City budget

Timing
Immediate/ongoing

Responsibility

Department of Planning, Building and Code Enforcement (Code Enforcement Services); Burbank/Del Monte residents and property owners; Department of Housing; Neighborhood Associations; Department of Parks, Recreation and Neighborhood Services; and San José Police Department.

HOUSING

- f Develop a comprehensive improvement plan for the Richmond-Menker apartments.

Costs

\$30,000 for planning and design

Timing

Immediate/short-term (0-3 years)

Responsibility

Department of Housing; Richmond-Menker Property Owners Association; Richmond-Menker Action Task Force;
 Department of Parks, Recreation and Neighborhood Services;
 Department of Planning, Building and Code Enforcement; and
 Redevelopment Agency

- g Increase staffing of the rental dispute program - An additional analyst and community activity worker could help support additional outreach to the Burbank area, increasing the effectiveness of the program.

Costs

Rental dispute is a cost recovery fee-based program. A fee increase to landlords will be required to provide additional staffing. Housing is exploring feasibility of a fee increase which would facilitate additional staffing for all 23 SNI project areas.

Timing

Immediate/ongoing

Responsibility

Department of Housing; Burbank/Del Monte residents and property owners; Neighborhood Services; Department of Parks, Recreation and and Tenants Rights Organizations

- h Establish a voluntary mediation program for tenant/landlord conflict resolution that would include *non-rent-controlled properties*.

Costs

Staff costs, absorbed in City budget

Timing

Short-term (0-3 years)

Responsibility

Department of Housing; Burbank/Del Monte residents and property owners; Department of Parks, Recreation and Neighborhood Services; and Tenants Rights Organizations

- i** Initiate an awards program to recognize groups or individuals involved in successful neighborhood beautification efforts.
- Costs*
Staff costs, absorbed in City budget and volunteer time.
- Timing*
Short-term (0-3 years)
- Responsibility*
Neighborhood Associations; Burbank/Del Monte residents and property owners; and Department of Parks, Recreation and Neighborhood Services
- j** Improve outreach and distribution of application packets for housing rehabilitation grants and loans and residential exterior paint grants.
- Costs*
Staff costs, absorbed in City budget
- Timing*
Short-term/Ongoing (0-3 years)
- Responsibility*
Department of Housing; Burbank/Del Monte residents and property owners; Neighborhood Associations; and Department of Parks, Recreation and Neighborhood Services
- k** Consider forming an assessment district or homeowners association at the Richmond-Menker apartments to ensure investment and accountability among Richmond-Menker landlords.
- Costs*
Staff costs, absorbed in City budget and property owner time
- Timing*
Short-term (0-3 years)
- Responsibility*
Richmond-Menker Property Owners Association;
Department of Housing; Burbank/Del Monte residents and property owners; Department of Planning, Building and Code Enforcement; and Redevelopment Agency.

BENEFITS

Improving maintenance of rental units will have a positive impact on the Burbank/Del Monte neighborhood as a whole, creating a more attractive environment, building community pride, and raising property values.

PROJECTS UNDERWAY

- Two additional City Code Enforcement inspectors have been added to the entire Strong Neighborhoods Initiative area for this budget year (2001/2002), and a new blight ordinance for duplexes and multi-family complexes in the City recently became effective (September, 2001).
- Project Blossom—This program offers landlord training and guidance in the formation of property owners’ associations. Richmond-Menker property owners have recently participated in the Project Blossom program offered by the City.



Create an economic development strategy for West San Carlos Street and Bascom Avenue.

ISSUE

Although residents value the unique character of the area and many of the existing businesses, some commercial uses along West San Carlos Street and Bascom Avenue, such as used car lots and adult businesses, are inconsistent with the family-friendly, neighborhood-serving uses that Burbank residents want to strengthen. In addition, the narrow lot sizes and configurations along these thoroughfares make it difficult to construct new buildings to meet current retail requirements.

West San Carlos Street and Bascom Avenue are visually unappealing. Landscaping is limited and there are many older deteriorating buildings, outdated facades and awnings, and unattractive billboards and pole signs. Due to the City-County interface in this neighborhood, there has been inconsistency in the application of design and development standards. Narrow, aging or missing sidewalks and few crosswalks discourage pedestrian use in the area. Lack of on-site parking adjacent to stores also makes retail use inconvenient.

The community's vision is to improve West San Carlos Street and Bascom Avenue as attractive, accessible and economically thriving mixed use, transit-oriented corridors.

DISCUSSION

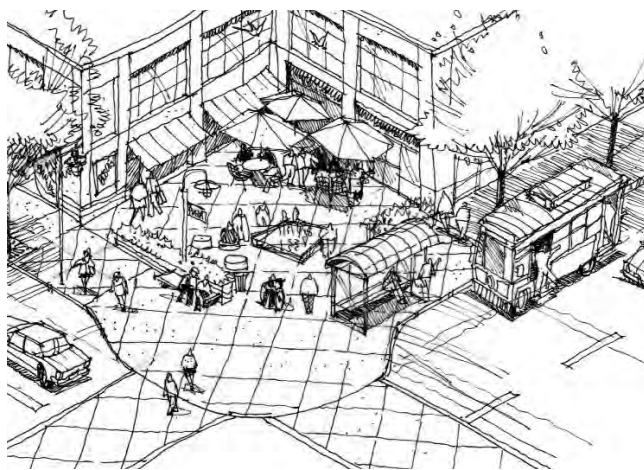
The role and function of West San Carlos Street and Bascom Avenue have changed dramatically over the past 60 years. Both of these streets are now major commercial arterials through the City of San José. West San Carlos Street in particular has a much more regional significance today as a major transportation corridor linking downtown San José to Cupertino, and making connections to key destinations within the city, such as the Valley Fair shopping center, Santana Row, and the Downtown.



West San Carlos Street.

The nature of commercial development has changed over the years as well. The old development pattern, characterized by small, shallow lots, no parking, and buildings set at the property line behind very narrow sidewalks, is not well-suited to modern commercial development practice. Today, successful retail/commercial development generally requires larger lots with adequate space for on-site parking, and wider sidewalks that provide space for a healthy pedestrian environment.

The older building development pattern has limited the types of retail/commercial uses that are economically viable in the area. The small, shallow lots are often conducive to businesses that may not be particularly desirable to the community, such as used car lots, auto repair shops, second-hand stores and adult businesses. These businesses can detract from the success of more favorable existing



The community's vision is to improve W. San Carlos St. and Bascom Ave. as attractive, accessible and economically thriving mixed use, transit-oriented corridors.

businesses, such as restaurants, pharmacies, supermarkets, antique shops, and professional offices, and can make it more difficult to attract favorable neighborhood and regional commercial uses.

An economic development strategy for West San Carlos Street and Bascom Avenue should explore potential lot consolidations on a case-by-case basis as a means of attracting more economically viable, mixed use, neighborhood-serving and family-friendly tenants that residents prefer. This concept does not advocate the use of eminent domain to meet its objectives, although it is recognized that there may be specific circumstances where there is broad

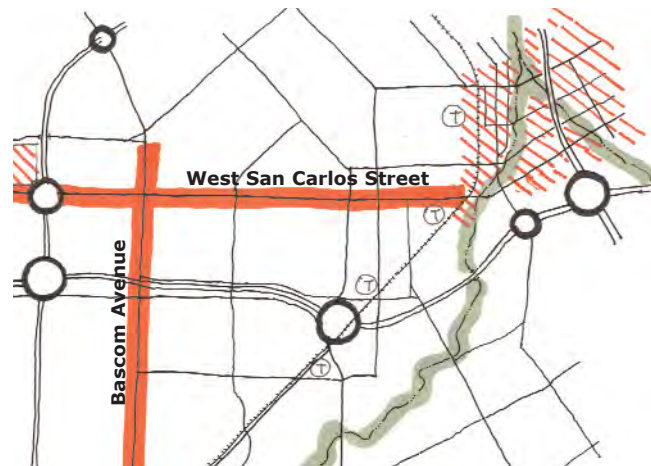
community support to use this as a tool of last resort. Potential lot consolidations should involve a West San Carlos Street or Bascom

Avenue commercial frontage and should only be considered with willing sellers and the full participation of stakeholders.

Roadway and pedestrian enhancements can also enhance the vitality of these corridors, easing traffic flow and improving pedestrian access to adjoining commercial developments and parking. Building, façade, and signage enhancements will help make these commercial areas more attractive places to work and shop. See pages 63 through 76 for a fuller discussion of the economic development issues affecting these two corridors.

A comprehensive economic development strategy for these corridors should address the following:

- Business diversification, recruitment, and retention;
- Market analysis to quantify market demand for land uses, businesses and services in the area;
- Land use/zoning modifications;
- Lot reconfigurations and consolidations;
- Revitalization of underutilized sites;
- Potential mixed use sites;
- Roadway improvements;



Commercial corridors to address in an economic development strategy: West San Carlos Street and Bascom Avenue.

- Streetscape improvements including small plazas or pocket parks;
- Building/façade enhancement;
- Marketing assistance for owners of underutilized or unattractive properties or businesses;
- Improved signage;
- Coordinated design standards;
- Increased parking; and
- Transit system improvements.

ACTION STEPS

a Develop a comprehensive economic strategy for West San Carlos Street and Bascom Avenue, addressing each of the issues described above.

Costs
\$225,000

Timing
Short-term (0-3 years)

Responsibility
Redevelopment Agency; West San Carlos Business Association; Adult Business Action Team; Office of Economic Development; Neighborhood Associations; Department of Planning, Building and Code Enforcement (Planning Division); and Santa Clara County

b Initiate annexation of commercial properties only along West San Carlos Street and Bascom Avenue.

Costs
Staff costs, absorbed City budget

Timing
Short-term (0-3 years)

Responsibility
Department of Planning, Building and Code Enforcement; Adult Business Action Team; Office of Economic Development; Neighborhood Associations; Redevelopment Agency; Santa Clara County; and West San Carlos Business Association

c Coordinate with and support Santa Clara County to implement the Bascom Avenue streetscape Master Plan.

Costs

Staff time to coordinate with and support County staff (\$800,000 grant has been funded to complete the streetscape improvements).

Timing

Short-term (0-3 years)

Responsibility

Department of Transportation; Santa Clara County (Roads & Airports); Adult Business Action Team; Neighborhood Associations; and West San Carlos Business Association

- d Participate in/support the VTA “Two New Rail Corridors Study” for potential light rail along the West San Carlos/Stevens Creek corridor.

Costs

Staff costs to participate in the “Two New Rail Corridor Study” are absorbed into City budget.

Timing

Medium-term (4-6 years)

Responsibility

Department of Transportation; Neighborhood Associations; Adult Business Action Team; Office of Economic Development; Department of Planning, Building and Code Enforcement; Redevelopment Agency; Santa Clara County; and West San Carlos Business Association

BENEFITS

Appropriate commercial uses, efficient vehicular access to businesses, pedestrian convenience to parking and transit, walkable businesses, and attractive streetscape environments are integral to successful commercial activity. Providing a mix of affordable and market rate housing nearby is also a factor in commercial success. Developing a detailed economic development strategy for West San Carlos Street and Bascom Avenue will provide the direction necessary to shape the desired role and character of these vital corridors.

PROJECTS UNDERWAY

- West San Carlos Business Association Business Improvement Plan Update
- Redevelopment Agency Economic Development Strategy for West San Carlos Street and Bascom Avenue
- County implementation of the Bascom Avenue streetscape Master Plan (grant funding for implementation awarded to the County in January, 2002)
- Formation of the Adult Business Action Team
- VTA “Two New Rail Corridors Study” - for potential light rail on the West San Carlos/Stevens Creek Corridor

9 *Establish a specialty trolley service along West San Carlos Street and Bascom Avenue*

ISSUE

As a major transportation corridor through the City, West San Carlos Street has been identified for future development intensification and for potential light rail construction. Six other corridors are also under consideration by the Valley Transportation Authority (VTA) for potential light rail construction. In order to support current and anticipated development, business owners and residents support the long-term goal of a light rail extension along this corridor. In this regard, community members have expressed a preference for historic trolley cars as opposed to standard light rail cars. If the West San Carlos/Stevens Creek corridor is selected for light rail, it will likely take a minimum of 7-10 years to complete construction and begin service.

DISCUSSION

As a more immediate goal, the community would like to establish a historic trolley service established using rubber tire technology (similar to the historic trolleys currently used for public transit in San Francisco), established along West San Carlos Street with an extension down Bascom Avenue and north to Diridon Station. This would require active participation and leadership from the Valley Transportation Authority.

A historic trolley would capture some of the history of the area and provide connections to destinations within the neighborhood, such as the Diridon Station, San José City College, Santa Clara Valley Medical Center, and regional destinations, such as the Valley Fair Shopping Center, Santana Row, and Downtown. This trolley service is envisioned to run within the public right-of-way (in the center travel lane) until future potential light rail can be installed. In the event that light rail is installed, residents would prefer the use of historic cars here as well.



Historic San José trolley car.

As part of a larger economic development strategy, residents aim to diversify West San Carlos and Bascom businesses, create a more attractive and comfortable street environment, improve public transportation, pedestrian and vehicular access, and transform the character of these commercial corridors. The use of a historic trolley would provide an additional attraction for retail uses along the corridor while improving transit connections to vital business centers. Trolley stops should be coordinated with key transit connections and destinations at major intersections.

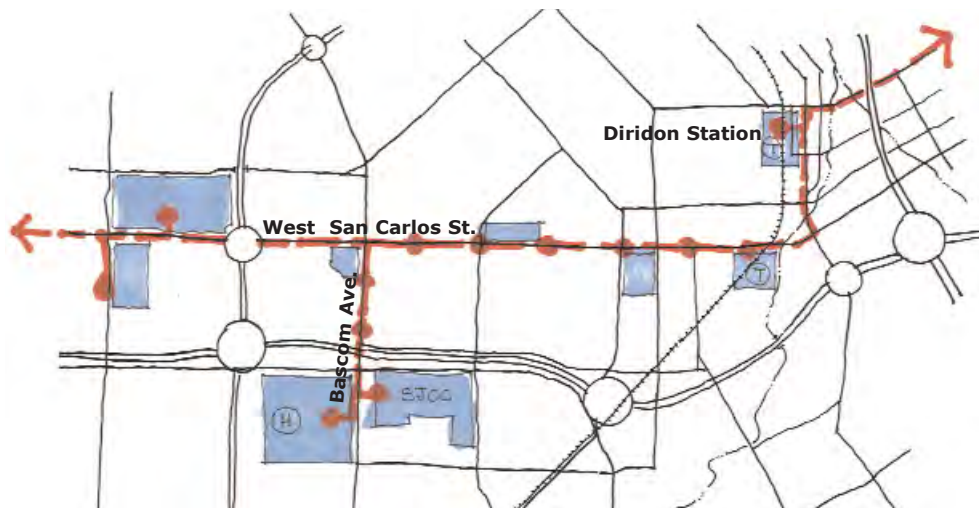
ACTION STEPS

- a Conduct a feasibility study regarding historic trolleys/buses along a West San Carlos Street route with connections to the Diridon Station, Valley Fair Shopping Center, Santana Row, Santa Clara Valley Medical Center, San José City College and Downtown.

Costs
\$100,000

Timing
Short-term (0-3 years)

Responsibility
Valley Transportation Authority (VTA); Redevelopment Agency; Department of Transportation; Department of Planning, Building and Code Enforcement; and West San Carlos Business Association



Proposed historic trolley route: From the Diridon Station to W. San Carlos Street and Bascom Avenue.

- b** Investigate the possibility of recycling old equipment that San José already owns (such as historic cars and other equipment).
- Costs*
To be determined based on additional research and community input
- Timing*
Short-term (0-3 years)
- Responsibility*
Valley Transportation Authority (VTA); Redevelopment Agency; Department of Transportation; and West San Carlos Business Association
- c** Explore funding sources to help finance the trolley project.
- Costs*
Staff costs, absorbed in City budget
- Timing*
Short-term (0-3 years)
- Responsibility*
Valley Transportation Authority (VTA); Redevelopment Agency; Department of Transportation; and West San Carlos Business Association
- d** Establish the trolley service.
- Costs*
Total of \$936,000 per year, per car. For four (4) trolley cars, costs would total \$3,744,000 to operate and maintain four cars per year. Additional costs to be determined (improvement at stops, cost of equipment, etc.).
- Timing*
Medium-term (4-6 years)
- Responsibility*
Valley Transportation Authority (VTA); Redevelopment Agency; Department of Transportation; and West San Carlos Business Association

- e Participate in the VTA “Two New Rail Corridors Study” West San Carlos/Stevens Creek Blvd. (seven corridors are under consideration including W. San Carlos/Stevens Creek Blvd.)

Costs

Staff costs to participate in the “Two New Rail Corridors Study,” absorbed in City budget

Timing

Short-term (0-3 years)

Responsibility

Valley Transportation Authority (VTA); Redevelopment Agency; Department of Transportation; Community; Department of Planning, Building and Code Enforcement; and West San Carlos Business Association

BENEFITS

A specialty trolley service would enhance the character of West San Carlos Street and Bascom Avenue as commercial destinations and contribute to the ambiance and character of these corridors. The service would also provide key transit connections to neighborhood and regional retail and business centers, and would encourage increased public transit ridership for shoppers, San José City College students/faculty and Santa Clara County Valley Medical Center clients/staff.

PROJECTS UNDERWAY

- VTA light rail corridor studies are being planned to begin in fiscal year 2003 for seven potential corridors including the West San Carlos/Stevens Creek corridor.

10

Develop a new public neighborhood park along Los Gatos Creek at Auzerais Avenue.

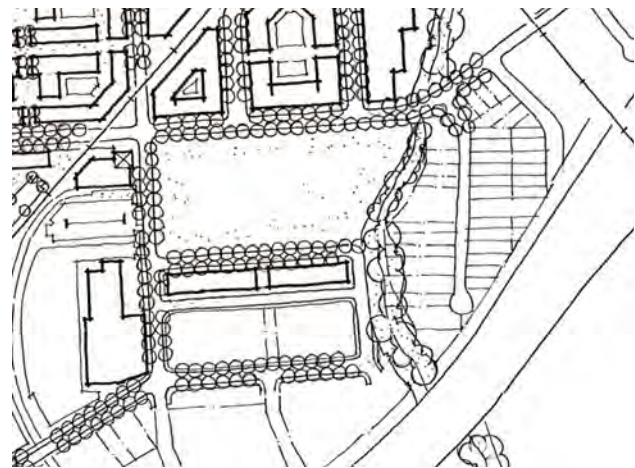
ISSUE

A major issue facing San José's older neighborhoods is the lack of public open space and parkland. In the Burbank/Del Monte neighborhood, there are few vacant lots available for developing parks. Purchasing existing homes and relocating residents for development of new neighborhood parks is very costly, difficult to implement, and complicated because of social impacts.

DISCUSSION

As a major neighborhood improvement concept, residents envision a pedestrian-oriented axis with a series of pocket parks along Scott Street/Auzerais Avenue connecting residential neighborhoods to the Los Gatos Creek and the city-wide regional trails network.

There is a site potentially available for park development in the Del Monte industrial area in the east part of the Burbank/Del Monte area adjacent to the Los Gatos Creek. This underutilized industrial site offers about 4-5 acres, bordered on the west by Sunol Street, on the east by the creek, and north and south by Auzerais Avenue and W. Home Street, respectively. If a residential project were to locate in this area in the future, a park dedication likely would be required. A community planning process for design and development of this potential neighborhood park to serve the public would be held as part of the required City park design process.



Conceptual plan for new public neighborhood park at Auzerais Ave. adjacent to Los Gatos Creek at the old Del Monte site.

Any park plans, including General Plan amendments, should ensure:

- Signage designating the park as a City park open to the public;
- A strong connection to the Los Gatos Creek and trail;
- A link to the Scott/Auzerais east-west pedestrian spine;
- North-south pedestrian access from W. San Carlos, the future light rail station and the VTA site/potential mixed use development;
- Good visibility and access from public streets (bordered by at least two public streets);
- A variety of neighborhood park amenities, such as ball fields, play equipment, seating areas, and public restrooms; and
- Preservation of the historic Del Monte water tower.

As an alternative, the Valley Transportation Authority (VTA) also owns a large vacant parcel in the industrial area immediately off W. San Carlos Street, just west of Sunol Street and northwest of the abandoned Southern Pacific rail spur. If VTA decided to sell this parcel, the City could consider purchasing it with an ultimate goal of offering it to the Del Monte property owners in exchange for the Del Monte site adjacent to the creek. This would require coordination and negotiations on the part of VTA, the City of San José, the Redevelopment Agency, and Del Monte property owners. Such a scenario would allow the City to develop the park near the creek, possibly in connection with a neighborhood center, while allowing Del Monte property owners to redevelop the VTA parcel.

ACTION STEPS

- a** Monitor Del Monte and City plans for the Del Monte property, initiate any General Plan amendments.

Costs

Staff costs, absorbed in City budget and volunteer time

Timing

Immediate-term (0-18 months)

Responsibility

Neighborhood Associations; Department of Parks, Recreation and Neighborhood Services; Department of Planning, Building

and Code Enforcement; and Redevelopment Agency

- b Monitor VTA/City plans for the VTA-owned San Carlos Street property.

Costs
Staff costs, absorbed in City budget and volunteer time

Timing
Immediate-term (0-18 months)

Responsibility
Neighborhood Associations; Department of Planning, Building and Code Enforcement; Department of Parks, Recreation and Neighborhood Services; and Redevelopment Agency

- c Lobby for Del Monte property uses that include a neighborhood park.

Costs
Staff costs, absorbed in City budget and volunteer time

Timing
Immediate-term (0-18 months)

Responsibility
Neighborhood Associations; Parks, Recreation and Neighborhood Services; Department of Planning, Building and Code Enforcement; and Redevelopment Agency

- d Initiate any General Plan amendments for park use on Del Monte property.

Costs
Staff costs, absorbed in City budget

Timing
Short-term (0-3 years)

Responsibility
Department of Planning, Building and Code Enforcement; and Property Owners

- e Identify point in time when a Del Monte site is reasonably assured as the preferred park site, or not, and abandon or proceed with swap plans for the VTA site as appropriate.

Costs
Staff costs, absorbed in City budget

Timing

Short/medium-term (0-6 years)

Responsibility

Department of Planning, Building and Code Enforcement; Redevelopment Agency; Neighborhood Associations; and Department of Parks, Recreation and Neighborhood Services

- f** If the County's San Carlos property is the best option for obtaining a neighborhood park, proceed to work out property swap with County and Del Monte owners.

Costs

Staff costs, absorbed in City budget. No possible way to estimate costs of a future swap.

Timing

Short/medium-term (4-6 years)

Responsibility

Redevelopment Agency; Neighborhood Associations; Department of Parks, Recreation and Neighborhood Services; and Department of Planning, Building and Code Enforcement

- g** Complete negotiations with property owners/developers of the Del Monte site for park dedication and park development

Costs

Park would be required on site at City's option based on Parkland Dedication Ordinance for development of 50+ units. The development potential for the Del Monte site is at least 600 units which would require 4.5 acres to be dedicated for a park.

Timing

Medium-term (4-6 years)

Responsibility

Redevelopment Agency; Neighborhood Associations; Department of Parks, Recreation and Neighborhood Services; and Department of Planning, Building and Code Enforcement

- h** Develop design criteria for the proposed park in order to ensure public access and a design that is acceptable to the community.

Costs

Staff costs, absorbed in City budget

Timing

Medium-term (4-6 years)

Responsibility

Department of Parks, Recreation and Neighborhood Services; Redevelopment Agency; Neighborhood Associations; and Department of Planning, Building and Code Enforcement

i Prepare a Park Master Plan.*Costs*

\$200,000 to \$250,000

Timing

Medium-term (4-6 years)

Responsibility

Department of Parks, Recreation and Neighborhood Services; and Neighborhood Associations

j Seek additional funding for land acquisition and/or park development as necessary.*Costs*

Staff costs, absorbed in City budget and volunteer time

Timing

Medium-term (4-6 years)

Responsibility

Department of Parks, Recreation and Neighborhood Services; Redevelopment Agency; and Neighborhood Associations

k Prepare design and construction documents.*Costs*

Equal to 10% of construction costs. (\$225,000 for 4.5-acre park)

Timing

Medium-term (4-6 years)

Responsibility

Department of Public Works; and Department of Parks, Recreation and Neighborhood Services

l Bid and contract park improvements.*Costs*

Staff costs, absorbed in City budget

Timing

Medium-term (4-6 years)

¹Eric Damian Kelly and Connie Cooper, American Planning Association. "Everything you always wanted to know about regulating sex businesses." Chicago, IL, 2000.

Responsibility

Department of Public Works; and Department of Parks, Recreation and Neighborhood Services

mConstruct park improvements

Costs

\$500,000 per acre (\$2,250,000 for 4.5-acre park). Plus \$500,000 for restroom facilities and an additional \$500,000 for playground equipment.

Timing

Medium-term (4-6 years)

Responsibility

Department of Public Works; Department of Parks, Recreation and Neighborhood Services

BENEFITS

Aligning a park along Auzerais Avenue and the Los Gatos Creek and trail will add much needed larger-scale park space to the neighborhood, and will support the overall neighborhood improvement concept of creating a major pedestrian and open space spine along Scott Street/Auzerais Avenue to link the Burbank/Del Monte neighborhood east and west to the Los Gatos Creek and regional trails network.

PROJECTS UNDERWAY

- A General Plan amendment is currently on file to allow mixed use development on the 15.6-acre site located on both sides of Sunol Street between Savaker Street, Home Street and Interstate-280 (Midtown South).

11

Implement strategies to address any adverse impacts related to adult business activity on Burbank/Del Monte neighborhoods.

ISSUE

Burbank residents believe that adult businesses along West San Carlos Street and Bascom Avenue detract from the family environment that Burbank residents desire. Studies indicate that adult businesses can attract higher levels of criminal activity, ultimately contributing to neighborhood decline. These businesses can also have a potentially negative impact on surrounding property values, particularly on residences located closest to them.

DISCUSSION

Adult businesses include: adult video stores, sexually-oriented motion picture theaters, adult cabaret, massage parlors, tattoo parlors, drug paraphernalia head shops, and shops that sell sexually-oriented objects. Liquor stores can also have a negative impact on the surrounding community in sales of alcohol, cigarettes and adult-themes materials to minors, and in the display of inappropriate marketing materials aimed at youth.

Proposed strategies need to be developed in coordination with Santa Clara County, the West San Carlos Business Association and Burbank/Del Monte residents to address any adverse impacts that these businesses are shown to be related to.

Although it may be extremely difficult, one strategy for addressing adult business use in the area is to annex County commercial properties along West San Carlos and Bascom into the City. This would allow the City to exercise their more restrictive regulations.

Another means of reducing any negative impacts is to develop more specific standards for adult business use. For example, a study reported by the American Planning Association recommends that where adult businesses are permissible, they should not be allowed



The Pink Poodle strip club is not consistent with a family-friendly environment.

to concentrate in a specific area or locate adjacent to one another, and they should be prohibited from locating within 500 feet of a residential neighborhood, school, church or park.¹ Potential development standards such as these, need to be explored. Currently the City requires a 500 foot buffer between adult businesses and schools and a 200 foot buffer between adult businesses and residential areas.

Aside from altering annexation and/or zoning, a critical key to addressing impacts related to adult use businesses involves educating the public to document problems associated with adult business use in the neighborhood. For example, documenting where debris (such as needles or condoms) is left in the neighborhood, reporting instances where adult businesses are open beyond their allowed curfew, or documenting instances where children view adult materials (such as where a door to an adult business is left ajar) can be important in reducing the impacts of adult use. The County's District Attorney's Office offers "public nuisance" training sessions to teach community members how to document problems. Outreach for these training sessions should be expanded and residents should be provided with the following contact information:

- Santa Clara County District Attorney's Office
408-299-7400
- Deputy District Attorney
408-998-1561

ACTION STEPS

a Initiate annexation of commercial properties from County to City as a way of maximizing restrictions on adult business use and as a means of addressing new adult businesses that may wish to locate in the neighborhood.

Timing

Medium-term (4-6 years)

Responsibility

Department of Planning, Building and Code Enforcement (Planning Division); Adult Business Action Team; City Attorney; Neighborhood Associations; Redevelopment Agency; and West San Carlos Business Association

- b Investigate non-conforming use regulations and amortization of non-conforming uses.

Timing

Short-term (0-3 years)

Responsibility

Department of Planning, Building and Code Enforcement (Planning Division); Adult Business Action Team; City Attorney; Neighborhood Associations; Redevelopment Agency; San José Police Department; Santa Clara County District Attorney; Santa Clara County Sheriff; and West San Carlos Business Association

- c Enact more restrictive regulations for adult businesses in County areas.

Timing

Short-term (0-3 years)

Responsibility

Adult Business Action Team; Santa Clara County District Attorney; Santa Clara County Sheriff; Neighborhood Associations; and West San Carlos Business Association

- d Explore developing new standards for adult businesses in County areas - separation buffers, or larger buffers, between adult businesses and adjacent uses; avoiding concentration of adult business use, etc.

Timing

Short-term (0-3 years)

Responsibility

Adult Business Action Team; Santa Clara County District Attorney; Santa Clara County Sheriff; Neighborhood Associations; and West San Carlos Business Association

- e Explore altering County notification requirements for new adult businesses to include neighborhood associations and property owners.

Timing

Short-term (0-3 years)

Responsibility

Adult Business Action Team; Santa Clara County District Attorney; Santa Clara County Sheriff; Neighborhood Associations; and West San Carlos Business Association

- f Create a map of adult businesses, stores that sell adult paraphernalia and stores that post adult-themed materials in the neighborhood in order to focus improvement efforts.

Timing

Immediate-term (0-18 months)

Responsibility

Adult Business Action Team; Santa Clara County District Attorney; Santa Clara County Sheriff; Neighborhood Associations; and West San Carlos Business Association

- g Conduct an analysis that would record locations of Sheriff and Police calls and their possible correlation to adult business locations.

Timing

Immediate-term (0-18 months)

Responsibility

San José Police Department; Santa Clara County Sheriff; Adult Business Action Team; Neighborhood Associations; Santa Clara County District Attorney; and West San Carlos Business Association

- h Train community members how to document problems associated with adult businesses that they observe in the neighborhood through “public nuisance” training sessions.

Timing

Immediate/ongoing

Responsibility

Santa Clara County District Attorney; Adult Business Action Team; City Attorney; Neighborhood Associations; Department of Planning, Building and Code Enforcement; Redevelopment Agency; San José Police Department; Santa Clara County Sheriff; and West San Carlos Business Association

- i Strengthen enforcement of alcohol and cigarette sales to minors. Encourage sheriff and police sting operations for sales to minors of alcohol, cigarettes, drug paraphernalia and adult videos.

Timing

Immediate/short-term (0-3 years)

Responsibility

San José Police Department; Adult Business Action Team; City Attorney; Neighborhood Associations; Department of Planning, Building and Code Enforcement; Redevelopment Agency; Santa

Clara County District Attorney; Santa Clara County Sheriff; and West San Carlos Business Association

- j Enforce Alcohol and Beverage Control regulations to eliminate inappropriate adult-themed signage, posters and marketing materials. Community members can discuss with business owners neighborhood concerns regarding publicly visible marketing materials.

Timing

Immediate/short-term (0-3 years)

Responsibility

San José Police Department; Adult Business Action Team; City Attorney; Neighborhood Associations; Department of Planning, Building and Code Enforcement; Santa Clara County District Attorney; Santa Clara County Sheriff; and West San Carlos Business Association

BENEFITS

Limiting adult business use in the area will strengthen Burbank/Del Monte's image as a neighborhood-serving and family-friendly area, and will ensure maximum surrounding property values.

PROJECTS UNDERWAY

- Formation of the Adult Uses Task Force (Guided by the Deputy District Attorney)
- Two training sessions were recently held by the District Attorney's Office, to train community members to document neighborhood problems associated with adult businesses
- West San Carlos Business Association Business Improvement Plan Update
- Redevelopment Agency Economic Development Strategy for West San Carlos Street and Bascom Avenue

Action Matrix

The matrix presented on the following pages is intended as a guide to realizing the community's shared vision for the future. Although the top priority actions detailed in the previous section were highlighted by the community as being of particular importance, each of the actions listed in the Action Matrix articulate a piece of the community's vision and should be initiated as soon as possible. The implementation of any one of the improvement actions would bring Burbank/Del Monte closer to the community's desired future.

The Action Matrix is organized around the goals identified in the *Neighborhood Improvement Goals* section presented earlier:

- GOAL A** Develop Parks and Open Space;
- GOAL B** Provide Community Facilities in the Neighborhood;
- GOAL C** Create a Pedestrian-Friendly Environment;
- GOAL D** Improve Circulation, Transportation and Parking;
- GOAL E** Strengthen Economic Development;
- GOAL F** Revitalize Housing;
- GOAL G** Beautify the Neighborhood;
- GOAL H** Encourage Maintenance and Stewardship; and
- GOAL I** Improve Programs, Services and Community Organization.

For each action, the matrix provides information on the action's priority level, implementation timeframe, responsible parties and partners, City Service Areas and potential funding sources. Top priority actions have been highlighted with shaded boxes. The acronyms listed in the matrix are defined in the *Glossary of Acronyms* located at the end of this chapter.

GOAL: DEVELOP PARKS & OPEN SPACE

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
I	Complete development of the Buena Vista Tot Lot, and acquire the parcel at Scott and Clifton Avenue for use as a pocket park.	Top Priority #1				
	a) Obtain demolition permits and demolish the existing house at the future Buena Vista Tot Lot site on the northeast corner of Scott St. and Menker Ave.; ▪ <i>Demolition of existing house, garage and portions of streetside fencing will be completed by mid-June 2002.</i>		Medium Underway	▪ PRNS ▪ PBCE	▪ RACS	▪ City budget
	b) PRNS and the community to develop a park masterplan for the Buena Vista Tot Lot;		Medium Underway	▪ PRNS ▪ <i>Nbhd. Assoc.</i>	▪ RACS	▪ City budget
	c) Complete design development and construction documents as required for the Buena Vista Tot Lot park development; ▪ <i>Scheduled for December 2002.</i>		Medium	▪ PRNS ▪ DPW (Design & Const., Arch. Eng. Division)	▪ RACS	▪ CDBG ▪ SJRA
	d) Complete Buena Vista Tot Lot construction; ▪ <i>Scheduled for June 2003.</i> ▪ Conduct neighborhood fundraising to help finance the Buena Vista Tot Lot park construction. ▪ Investigate matching grant programs or sweat equity programs for neighborhood park development for the Buena Vista Tot Lot (where neighbors help build a park for a savings).		Short	▪ DPW (Design & Const., Arch. Eng. Division) ▪ PRNS	▪ RACS	▪ SJRA
	e) Secure necessary funding to acquire and masterplan the site at Scott St. and Clifton Ave. as a pocket park;		Short-Medium	▪ PRNS ▪ Nbhd. Assoc.	▪ RACS	▪ SJRA ▪ CIP ▪ CBDG
	f) Initiate the approval process for annexing the lot at Scott St. and Clifton Ave. into the City, so that City resources will be available for park development;		Medium	▪ PRNS ▪ PBCE (Planning Div.)	▪ RACS	▪ City budget

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
<i>1</i> <i>cont'd</i>	g) Create masterplan for pocket park.		Medium	<ul style="list-style-type: none"> ▪ PRNS ▪ Nbhd. Assoc. ▪ <i>Community Members</i> 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪ City budget ▪ SJRA ▪ CBDG
	h) Complete pocket park construction at Scott St. and Clifton Ave.		Medium	<ul style="list-style-type: none"> ▪ PRNS ▪ DPW (Design & Const., Arch. Eng. Division) 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪ SJRA
2	Work with Neighborhood Associations to identify additional future pocket park locations along Scott St. or Auzerais Ave. (for example, lots with older, dilapidated housing may provide opportunities for acquisition);		Medium	<ul style="list-style-type: none"> ▪ PRNS ▪ SJRA ▪ PBCE (<i>Planning Div.</i>) ▪ DPW (<i>Real Estate Div.</i>) ▪ Nbhd. Assoc. ▪ Property Owners 	<ul style="list-style-type: none"> ▪ RACS ▪ EAND 	<ul style="list-style-type: none"> ▪ City budget ▪ SJRA ▪ CIP
3	Design pocket park prototypes of various sizes to show a range of park components and characters for potential sites along Scott St. or Auzerais Ave.;		Medium	<ul style="list-style-type: none"> ▪ PRNS ▪ DPW (<i>Design & Const., Arch. Eng. Division</i>) ▪ SJRA ▪ Nbhd. Assoc. ▪ W. San Carlos Business Assoc. ▪ PBCE (<i>Planning Div.</i>) 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪ SJRA ▪ City budget ▪ CDBG
4	Finalize potential park design concepts along Scott St. and Auzerais Ave. with Neighborhood Associations and other stakeholders;		Medium	<ul style="list-style-type: none"> ▪ PRNS ▪ DPW (<i>Design & Const., Arch. Eng. Division</i>) ▪ SJRA ▪ Nbhd. Assoc. ▪ W. San Carlos Business Assoc. ▪ <i>Community Members</i> 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪ SJRA ▪ City budget ▪ CDBG

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
5	Continue to seek funding sources for park development along Scott St. and Auzerais Ave.; and		Short	<ul style="list-style-type: none"> ▪ PRNS ▪ <i>Nbhd. Assoc.</i> 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪ SJRA ▪ Developer fees ▪ C & C funds ▪ CIP ▪ CBDG ▪ Private funds
6	Negotiate site purchases and/or relocations along Scott St. and Auzerais Ave.		Medium	<ul style="list-style-type: none"> ▪ PRNS ▪ <i>DPW (Real Estate Div.)</i> 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪ SJRA ▪ Private funds ▪ Developer fees ▪ C & C funds
7	Develop a new public neighborhood park along Los Gatos Creek at Auzerais Avenue.	Top Priority #10				
	a) Monitor Del Monte and City plans for the Del Monte property, initiate any General Plan amendments.		Immediate	<ul style="list-style-type: none"> ▪ Nbhd. Assoc. ▪ <i>SJRA</i> ▪ <i>PRNS</i> ▪ <i>PBCE</i> 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪ City budget
	b) Monitor VTA/City plans for County's San Carlos Street property.		Immediate	<ul style="list-style-type: none"> ▪ PBCE ▪ Nbhd. Assoc. ▪ <i>SJRA</i> ▪ <i>PRNS</i> 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪ SJRA ▪ Developer fees
	c) Lobby for Del Monte property uses that include a neighborhood park.		Immediate	<ul style="list-style-type: none"> ▪ PBCE ▪ PRNS ▪ Nbhd. Assoc. ▪ <i>SJRA</i> 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪ City budget

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
7 <i>cont'd</i>	<p>d) Initiate any General Plan amendments for park use on Del Monte Property.</p> <p><i>Ensure Del Monte Property use decisions (General Plan, development permits, etc.) include a neighborhood park that has the following elements:</i></p> <ul style="list-style-type: none"> ▪ A strong connection to the Los Gatos Creek and trail; ▪ A link to the Scott/Auzerais east-west pedestrian spine; ▪ North-south pedestrian access from W. San Carlos, the future light rail station and the VTA site/potential mixed use development; ▪ Good visibility and access from public streets; ▪ A variety of neighborhood park amenities, such as ball fields, play equipment, seating areas, and public restrooms; and ▪ Preservation of the historic Del Monte water tower. 		Short	<ul style="list-style-type: none"> ▪ PBCE ▪ <i>Property Owners</i> 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪ City budget
	e) Identify point in time when Del Monte site is reasonably assured as the preferred park site, or not, and abandon or proceed with swap plans for the VTA site as appropriate.		Short-Medium	<ul style="list-style-type: none"> ▪ PBCE ▪ SJRA ▪ <i>Nbhd. Assoc.</i> ▪ <i>PRNS</i> 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ SJRA ▪ Private funds
	f) If the County's San Carlos property is the best option for obtaining a neighborhood park, proceed to work out property swap with County and Del Monte owners.		Short-Medium	<ul style="list-style-type: none"> ▪ SJRA ▪ <i>Nbhd. Assoc.</i> ▪ <i>PRNS</i> ▪ <i>PBCE</i> 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ SJRA ▪ Private funds
	g) Complete negotiations with property owners/developers of the Del Monte site for park dedication and park development.		Medium	<ul style="list-style-type: none"> ▪ SJRA ▪ <i>Nbhd. Assoc.</i> ▪ <i>PRNS</i> ▪ <i>PBCE</i> 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ SJRA ▪ Private funds

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
7 <i>cont'd</i>	h) Develop design criteria for the proposed park in order to ensure public access and a design that is acceptable to the community.		Medium	<ul style="list-style-type: none"> ▪ PRNS ▪ SJRA ▪ <i>Nbhd. Assoc.</i> ▪ <i>PBCE</i> 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪ SJRA ▪ City budget
	i) Prepare a Park Master Plan.		Medium	<ul style="list-style-type: none"> ▪ PRNS ▪ <i>Nbhd. Assoc.</i> 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪ SJRA ▪ City budget
	j) Seek additional funding for land acquisition and/or park development as necessary.		Medium	<ul style="list-style-type: none"> ▪ PRNS ▪ SJRA ▪ <i>Nbhd. Assoc.</i> 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪ City budget
	k) Prepare design and construction plans.		Medium	<ul style="list-style-type: none"> ▪ DPW ▪ <i>PRNS</i> 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪ SJRA ▪ City budget
	l) Bid and contract park improvements.		Medium	<ul style="list-style-type: none"> ▪ DPW ▪ <i>PRNS</i> 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪ City budget
	m) Construct park improvements.		Medium	<ul style="list-style-type: none"> ▪ DPW ▪ <i>PRNS</i> 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪ City budget
8	<p>Work with developers and property owners to include small transit-oriented urban parks or commercial plazas as part of new development projects along W. San Carlos.</p> <p>Conceptual sites include:</p> <ul style="list-style-type: none"> ▪ Near Luther Burbank School ▪ W. San Carlos and Bascom ▪ W. San Carlos and Race ▪ W. San Carlos and Sunol ▪ W. San Carlos and Leigh ▪ Page and W. San Carlos (near Myer Electric) 		Medium	<ul style="list-style-type: none"> ▪ W. San Carlos Business Assoc. ▪ <i>PBCE (Planning Div.)</i> ▪ <i>SJRA</i> ▪ <i>County Planning</i> ▪ <i>Developers</i> ▪ <i>Property Owners</i> ▪ <i>Nbhd. Assoc.</i> 	<ul style="list-style-type: none"> ▪ RACS ▪ EAND 	<ul style="list-style-type: none"> ▪ SJRA ▪ Private funds ▪ VTA funds
9	Build an inventory of other underutilized or unfavorable commercial opportunity sites (such as used car lots and adult businesses) along W. San Carlos;		Short	<ul style="list-style-type: none"> ▪ PBCE ▪ SJRA ▪ <i>Nbhd. Assoc.</i> ▪ <i>W. San Carlos Business Assoc.</i> 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪ City budget
10	Focus efforts on acquiring lots along W. San Carlos as opportunities arise to develop transit parks;		Short	<ul style="list-style-type: none"> ▪ PRNS ▪ <i>SJRA</i> ▪ <i>DPW (Real Estate Div.)</i> 	<ul style="list-style-type: none"> ▪ RCS ▪ TS 	<ul style="list-style-type: none"> ▪ SJRA ▪ CIP

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
11	Consider additional open space opportunities for a transit-oriented pocket park associated with a future Vasona Light Rail transit stop along Fruitdale Ave.		Medium	<ul style="list-style-type: none"> ▪ PRNS ▪ PBCE (Planning Div.) ▪ VTA 	<ul style="list-style-type: none"> ▪ RACS ▪ TS 	<ul style="list-style-type: none"> ▪ SJRA ▪ VTA funds ▪ CIP
12	Integrate a community plaza space into commercial development to be used for farmers' market and community events.		Medium	<ul style="list-style-type: none"> ▪ PRNS ▪ SJRA ▪ W. San Carlos Business Assoc. ▪ PBCE (Planning Div.) ▪ Nbhd. Assoc. 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪ SJRA ▪ Private funds ▪ CDBG
13	<p>Work with Neighborhood Associations to identify other potential pocket park locations/Investigate opportunity sites for land acquisition and park development throughout the neighborhood. Potential sites include:</p> <ul style="list-style-type: none"> ▪ Scott St. between Halsey and Macarthur; ▪ Laswell south of Scott St.; ▪ Auzerais and Los Gatos Creek (see top priority #7); ▪ Triangular area south of W. San Carlos between Sunol St. and Lincoln Ave.; ▪ Corner of Fruitdale and Leigh (in coordination w/Sherman Oaks and Campbell School District); and ▪ Auzerais and Hannah (community garden). 		Medium	<ul style="list-style-type: none"> ▪ PRNS ▪ SJRA ▪ DPW (Real Estate Div.) ▪ Property Owners ▪ Nbhd. Assoc. ▪ Community Members ▪ PBCE (Planning Div.) 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪ SJRA ▪ CDBG ▪ CIP ▪ Private funds ▪ City budget
	Explore partnerships for sharing or developing recreational space.					
14	Cooperatively extend hours of security coverage to extend the hours the San José City College's running track is open to the public to include evenings and weekends;		Medium	<ul style="list-style-type: none"> ▪ PRNS ▪ San José City College ▪ Nbhd. Assoc. 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪ San José City College ▪ SJRA ▪ CDBG ▪ Private funds

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
15	Investigate potential for working with Crossroads Bible Church to develop a pocket park between Menker Ave. and Richmond Ave.; and		Medium	<ul style="list-style-type: none"> ▪ PRNS ▪ <i>Crossroads Bible Church</i> ▪ <i>SJRA</i> ▪ <i>PBCE</i> 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪ SJRA ▪ Private funds ▪ C & C funds ▪ Developer fees
16	Work with Sherman Oaks Community Charter School to create a joint-use agreement for shared open space.		Medium	<ul style="list-style-type: none"> ▪ PRNS ▪ <i>School Districts</i> ▪ <i>SJRA</i> 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪ SJRA ▪ School districts ▪ CDBG ▪ Private funds ▪ C & C funds
17	Conduct a feasibility study for developing a “freeway park” over Interstate 280.	Top Priority #3				
	a) Contact state agencies to investigate potential use of air rights.		Immediate	<ul style="list-style-type: none"> ▪ DOT ▪ <i>PRNS</i> ▪ <i>Caltrans</i> 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪ City budget
	b) Conduct a feasibility study: <ul style="list-style-type: none"> ▪ Examine legal constraints for air rights use ▪ Develop schematic concepts for cost estimating ▪ Determine development costs ▪ Conduct an economic analysis (proforma) to determine how much development and what type of development would be needed to offset construction expenses 		Short	<ul style="list-style-type: none"> ▪ PRNS ▪ <i>Caltrans</i> ▪ <i>PBCE</i> ▪ <i>DOT</i> ▪ <i>DPW</i> 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪ City budget ▪ Federal and State funds
	c) Seek potential funding sources, such as through Caltrans or MTC.		Short	<ul style="list-style-type: none"> ▪ PRNS ▪ SJRA ▪ <i>PBCE</i> ▪ <i>DOT</i> ▪ <i>Caltrans</i> 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪ Caltrans ▪ MTC ▪ Other Federal and State funds
18	Create design guidelines and a review process for developer-dedicated parks.	Medium Priority	Short Already Initiated	<ul style="list-style-type: none"> ▪ PRNS ▪ <i>PBCE</i> ▪ <i>Police Dept.</i> 	<ul style="list-style-type: none"> ▪ RACS ▪ EAND 	<ul style="list-style-type: none"> ▪ City budget
	a) Develop clear language in guidelines for park design to ensure that parks reflect desired design characteristics.		Short	<ul style="list-style-type: none"> ▪ PRNS ▪ <i>PBCE (Planning Div.)</i> ▪ <i>Police Dept.</i> ▪ <i>DPW</i> 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪ City budget

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
18 <i>cont'd</i>	b) Ensure that developer-dedicated parks have public access, front onto public streets and have good visibility.		Short	<ul style="list-style-type: none"> ▪ PRNS ▪ <i>Developers</i> ▪ <i>PBCE (Planning Div.)</i> ▪ <i>Police Dept.</i> ▪ <i>SJRA</i> ▪ <i>DPW</i> 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪ City budget
	c) Create links to the Scott/Auzerais corridor.		Long	<ul style="list-style-type: none"> ▪ PRNS ▪ <i>PBCE (Planning Div.)</i> ▪ <i>Property Owners</i> ▪ <i>DOT</i> 	<ul style="list-style-type: none"> ▪ RACS ▪ TS 	<ul style="list-style-type: none"> ▪ SJRA ▪ Private funds ▪ CIP
	d) Require parks to have public restrooms.		Short	<ul style="list-style-type: none"> ▪ PRNS ▪ <i>PBCE</i> 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪ City budget
19	Consider developing a skateboard park.	Low Priority	Long	<ul style="list-style-type: none"> ▪ PRNS ▪ <i>Council Office</i> ▪ <i>Community Members</i> ▪ <i>SJRA</i> 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪ SJRA ▪ Private funds ▪ City budget
	a) Identify potential locations for a skateboard park.		Long	<ul style="list-style-type: none"> ▪ PRNS ▪ <i>Community Members</i> ▪ <i>PBCE</i> 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪ SJRA ▪ City budget
	b) Develop design of the park.			<ul style="list-style-type: none"> ▪ 	<ul style="list-style-type: none"> ▪ 	<ul style="list-style-type: none"> ▪
	c) Identify funding sources.			<ul style="list-style-type: none"> ▪ 	<ul style="list-style-type: none"> ▪ 	<ul style="list-style-type: none"> ▪
20	Identify sites for potential dog park.	Low Priority	Long	<ul style="list-style-type: none"> ▪ PRNS ▪ <i>Council Office</i> ▪ <i>Community Members</i> ▪ <i>SJRA</i> 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪ SJRA ▪ City budget

GOAL: DEVELOP NEIGHBORHOOD COMMUNITY FACILITIES

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
21	Conduct a programs/services inventory and a facility needs assessment, and identify possible sites for neighborhood facilities as needed to fill service gaps.	Top Priority #5				
	a) Prepare an inventory of programs and services available to residents of the Burbank/Del Monte area.		Immediate	<ul style="list-style-type: none"> ▪ PRNS ▪ <i>Community-Based Orgs.</i> ▪ <i>Nbhd. Assoc.</i> ▪ <i>Non-Profit Orgs.</i> 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪ SJRA ▪ Private funds ▪ City budget
	b) Conduct a program/service needs assessment for the Burbank/Del Monte area that considers: <ul style="list-style-type: none"> ▪ Potential barriers to program participation, such as lack of transportation, childcare, limited scheduling or ineffective outreach. ▪ The diverse Burbank/Del Monte population in terms of ethnic distribution, languages spoken, income levels, and age groups. ▪ Quality of program content and caliber of instruction. ▪ Areas of special need (such as childcare, early childhood education, adult literacy, after-school recreation, programs/ services for the elderly). 		Short	<ul style="list-style-type: none"> ▪ PRNS ▪ <i>Nbhd. Assoc.</i> 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪ City budget
	c) Conduct a needs assessment of facilities required to support new or expanded programs and services and identify potential locations (including consideration of reprogramming at existing facilities).		Short	<ul style="list-style-type: none"> ▪ PRNS ▪ <i>Office of Cultural Affairs</i> ▪ <i>Community-Based Orgs.</i> ▪ <i>Nbhd. Assoc.</i> ▪ <i>Non-Profit Orgs.</i> 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪ SJRA ▪ Private funds ▪ City budget

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
21 cont'd	d) Explore the potential for reusing the Burbank Theater as a cultural and musical performance center, (Mid-sized Theater User Study).		Short	<ul style="list-style-type: none"> ▪ Office of Cultural Affairs ▪ SJRA ▪ PRNS ▪ Community-Based Orgs. ▪ Nbhd. Assoc. ▪ Non-Profit Orgs. ▪ San José City College 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪ SJRA ▪ Private funds ▪ City budget
	e) Explore potential funding for acquisition and development of new neighborhood sites.		Short-Medium	<ul style="list-style-type: none"> ▪ PRNS ▪ SJRA ▪ Community-Based Orgs. ▪ Nbhd. Assoc. ▪ Non-Profit Orgs. 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪ SJRA ▪ Private funds
22	Work with San José City College to develop a shared 17,000 square foot multi-use recreation facility/ community center at San José City College.	Top Priority #4				
	a) Finalize the joint-use agreement between San José City College and the City of San José for the development of the shared recreational/community center.		Immediate	<ul style="list-style-type: none"> ▪ PRNS ▪ San José City College 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪ City budget
	b) Working with the City, the community and the College should seek additional funding to complete the community facility.		Short	<ul style="list-style-type: none"> ▪ PRNS ▪ San José City College ▪ Community Members 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪
	c) Establish a public involvement process for the design and programming of the joint-use recreational facility.		Short	<ul style="list-style-type: none"> ▪ PRNS ▪ San José City College ▪ Community Members 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪
	d) Hire an architect to finalize program and design of the facility.		Short-Medium	<ul style="list-style-type: none"> ▪ San José City College 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
22 <i>cont'd</i>	e) Complete the design and construction documents.		Short-Medium	▪ San José City College	▪ RACS	▪
	f) Bid and contract the project.		Medium	▪ San José City College	▪ RACS	▪
	g) Construct the community center.		Medium	▪ San José City College	▪ RACS	▪
	h) Provide staff for the needed programs and services in the facility.		Medium Ongoing	▪ PRNS ▪ San José City College	▪ RACS	▪ City budget ▪ San José City College
23	Investigate partnerships with non-profits, local artists or social services agencies and schools to develop and manage community center sites (provide services, operations, construction and/or management).		Medium	▪ SJRA ▪ <i>PRNS</i> ▪ <i>School Districts</i> ▪ <i>Community-Based Orgs.</i> ▪ <i>Nbhd. Assoc.</i>	▪ RACS	▪ SJRA ▪ Private funds ▪ CAP grants ▪ City budget
24	Acquire and renovate the Burbank Theater for use as a community space.	High Priority	Short	▪ SJRA ▪ <i>Office of Cultural Affairs</i> ▪ <i>Nbhd. Assoc.</i> ▪ <i>PBCE (Planning Div.)</i>	▪ RACS ▪ EAND	▪ SJRA ▪ Private funds
	a) Investigate the possibility of using the theater for cultural and musical performances (Mid-sized Theater User Study).		Medium	▪ PRNS ▪ <i>SJRA</i> ▪ <i>Community-Based Orgs.</i> ▪ <i>Nbhd. Assoc.</i>	▪ RACS ▪ EAND	▪ SJRA
	b) Resolve site parking constraints (investigate the use of Scott, Laswell and Bascom or the nearby barbershop and auto lot for parking).		Short	▪ SJRA ▪ <i>PBCE (Planning Div.)</i> ▪ <i>Property Owners</i> ▪ <i>PRNS</i>	▪ RACS ▪ EAND	▪ SJRA ▪ Private funds ▪ City budget
	c) Preserve the historic theater marquis.		Short	▪ PBCE ▪ <i>SJRA</i> ▪ <i>W. San Carlos Bus. Assoc.</i> ▪ <i>Property Owners</i>	▪ RACS ▪ EAND	▪ SJRA ▪ Private funds ▪ City budget

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
24 <i>cont'd</i>	d) Work with San José City College to help staff programs that might be offered at the renovated Burbank Theater community space.		Medium	<ul style="list-style-type: none"> ▪ PRNS ▪ <i>Community-Based Orgs.</i> ▪ <i>Nbhd. Assoc.</i> ▪ <i>Non-Profit Orgs.</i> ▪ <i>SJRA</i> ▪ <i>San José City College</i> 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪ SJRA ▪ Private funds ▪ City budget
25	Partner with San José City College to build an Olympic-sized pool.	Medium Priority	Medium	<ul style="list-style-type: none"> ▪ PRNS ▪ <i>San José City College</i> ▪ <i>Community-Based Orgs.</i> ▪ <i>Nbhd. Assoc.</i> ▪ <i>SJRA</i> 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪ SJRA ▪ Private funds ▪ San José City College ▪ CAP grants
26	Identify potential sites in the West Side service area for a Branch Library. Investigate the following sites: Business Circle at Bascom and W. San Carlos, southwest corner of W. San Carlos and Meridian, the former Del Monte Cannery, the corner of Fruitdale and Leigh, the proposed Interstate 280 park platform.	Medium Priority	Medium	<ul style="list-style-type: none"> ▪ San José Libraries ▪ <i>DPW (Design & Const., Arch. Eng. Division)</i> ▪ <i>PBCE (Planning Div.)</i> ▪ <i>Nbhd. Assoc.</i> ▪ <i>Community Members</i> ▪ <i>DPW (Real Estate Div.)</i> 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪ City budget ▪ CIP
27	Develop a strong outreach strategy for all community facilities to ensure that they are available to all – target new immigrants and low income families who may benefit the most from community services.	Medium Priority	Medium	<ul style="list-style-type: none"> ▪ PRNS ▪ Community-Based Orgs. ▪ <i>Community Members</i> ▪ <i>Council Office</i> ▪ <i>SJRA</i> 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪ City budget

GOAL: CREATE A PEDESTRIAN-FRIENDLY ENVIRONMENT

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
	<i>Develop pedestrian-friendly connections throughout the Burbank area with pedestrian/ bicycle routes, intersection and sidewalk improvements, and lighting.</i>					
	Neighborhood Connections					
28	Designate Scott Street and Auzerais Avenue as the primary pedestrian/ bikeway through the neighborhood and complete streetscape improvements.	Top Priority #2				
	a) Add the Scott/Auzerais Pedestrian Corridor to the General Plan network of pedestrian corridors.		Immediate	<ul style="list-style-type: none"> ▪ PBCE (Planning Div.) ▪ <i>DOT</i> ▪ <i>Nbhd. Assoc.</i> 	<ul style="list-style-type: none"> ▪ EAND ▪ TS 	<ul style="list-style-type: none"> ▪ City budget
	b) Complete the pedestrian corridor improvement plan for Scott Street and Auzerais Avenue, including the design of streetscape features and potential traffic calming measures along the street.		Short	<ul style="list-style-type: none"> ▪ DOT ▪ <i>DPW (Design & Const., Arch. Eng. Division)</i> ▪ <i>Nbhd. Assoc.</i> 	<ul style="list-style-type: none"> ▪ TS 	<ul style="list-style-type: none"> ▪ SJRA ▪ CIP
	c) Seek funding for implementation and construction of the pedestrian corridor improvement plan.		Short	<ul style="list-style-type: none"> ▪ DOT ▪ <i>Nbhd. Assoc.</i> 	<ul style="list-style-type: none"> ▪ TS 	<ul style="list-style-type: none"> ▪ SJRA ▪ CIP
	d) Finalize bids and construction plans.		Short-Medium	<ul style="list-style-type: none"> ▪ DPW (Design & Const., Arch. Eng. Division) ▪ <i>DOT</i> 	<ul style="list-style-type: none"> ▪ TS 	<ul style="list-style-type: none"> ▪ SJRA ▪ CIP
	e) Construct improvements.		Short-Long	<ul style="list-style-type: none"> ▪ DPW (Design & Const., Arch. Eng. Division) ▪ <i>DOT</i> 	<ul style="list-style-type: none"> ▪ TS 	<ul style="list-style-type: none"> ▪ SJRA ▪ CIP

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
29	<p>Designate pedestrian/bicycle routes to make safe connections to the following key destinations:</p> <ul style="list-style-type: none"> ▪ Open space resources, such as neighborhood parks and the Los Gatos Creek regional trail system; ▪ Community facilities, such as San José City College, Sherman Oaks Community Charter School (and proposed joint-use recreational facility), Luther Burbank Elementary School and Lincoln Senior High School; ▪ Commercial corridors, such as W. San Carlos Street, Bascom Ave., and Fruitdale Ave.; and ▪ Transit stops, such as the Diridon (CalTrain/Ace/Amtrak) Station, bus stops and future light rail stops. 		Short	<ul style="list-style-type: none"> ▪ DOT ▪ <i>DPW</i> ▪ <i>PBCE</i> 	<ul style="list-style-type: none"> ▪ TS 	<ul style="list-style-type: none"> ▪ SJRA ▪ City budget ▪ CIP
30	<p>Conduct a traffic analysis to confirm where bike lanes could be accommodated (and where intersection improvements are needed).</p>		Medium	<ul style="list-style-type: none"> ▪ DOT ▪ <i>DPW</i> 	<ul style="list-style-type: none"> ▪ TS 	<ul style="list-style-type: none"> ▪ SJRA
31	<p>Conduct a traffic analysis to confirm where bike lanes could be accommodated (and where intersection improvements are needed).</p>		Medium	<ul style="list-style-type: none"> ▪ DOT ▪ <i>DPW</i> 	<ul style="list-style-type: none"> ▪ TS 	<ul style="list-style-type: none"> ▪ SJRA
32	<p>Set priorities for additional pedestrian/bike improvements. These should include:</p> <ul style="list-style-type: none"> ▪ Major east-west connections, such as Fruitdale Ave., Kingman Drive, W. San Carlos Blvd and Park Ave.; and ▪ Major north-south connections, such as Leigh Ave., Macarthur Ave., Bascom Ave., Clifton/Hester Ave., and the abandoned Union Pacific rail spur. 		Medium	<ul style="list-style-type: none"> ▪ DOT ▪ <i>DPW</i> ▪ <i>PBCE</i> 	<ul style="list-style-type: none"> ▪ TS 	<ul style="list-style-type: none"> ▪ City budget ▪ SJRA ▪ CIP

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
33	Post signage for primary bicycle and pedestrian routes.		Medium	<ul style="list-style-type: none"> ▪ DOT ▪ DPW 	<ul style="list-style-type: none"> ▪ TS 	<ul style="list-style-type: none"> ▪ City budget ▪ DPW ▪ PBCE
34	Investigate the use of the abandoned Union Pacific rail spur as a pedestrian/bicycle route.		Medium	<ul style="list-style-type: none"> ▪ PRNS ▪ PBCE ▪ SJRA ▪ Property Owners 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪ City budget ▪ SJRA
35	Develop a path/access to Midtown park from the new Saddle-rack development.		Short	<ul style="list-style-type: none"> ▪ PBCE ▪ DOT ▪ PRNS ▪ Private Developers 	<ul style="list-style-type: none"> ▪ TS 	<ul style="list-style-type: none"> ▪ Developer fees ▪ SJRA ▪ CIP
	Sidewalks					
36	Conduct a survey of sidewalk conditions to determine the type of improvements needed (including ADA compliance). Key areas for sidewalk repair/installation are listed below (action 35-40):		Immediate Already Initiated	<ul style="list-style-type: none"> ▪ DOT ▪ Nbfd. Assoc. ▪ DPW 	<ul style="list-style-type: none"> ▪ TS 	<ul style="list-style-type: none"> ▪ Sidewalk Grants Program
37	Scott Street (new installation needed between Leigh and Willard);		Short	<ul style="list-style-type: none"> ▪ DOT ▪ Nbfd. Assoc. ▪ DPW 	<ul style="list-style-type: none"> ▪ TS 	<ul style="list-style-type: none"> ▪ Sidewalks Grants Program
38	Leigh;		Short	<ul style="list-style-type: none"> ▪ DOT ▪ Nbfd. Assoc. ▪ DPW 	<ul style="list-style-type: none"> ▪ TS 	<ul style="list-style-type: none"> ▪ Sidewalks Grants Program
39	Kingman;		Short	<ul style="list-style-type: none"> ▪ DOT ▪ Nbfd. Assoc. ▪ DPW 	<ul style="list-style-type: none"> ▪ TS 	<ul style="list-style-type: none"> ▪ Sidewalks Grants Program
40	Fruitdale (between Sherman Oaks and Southwest Expressway);		Short	<ul style="list-style-type: none"> ▪ DOT ▪ Nbfd. Assoc. ▪ DPW 	<ul style="list-style-type: none"> ▪ TS 	<ul style="list-style-type: none"> ▪ Sidewalks Grants Program
41	Parkmoor at Menker; and		Short	<ul style="list-style-type: none"> ▪ DOT ▪ Nbfd. Assoc. ▪ DPW 	<ul style="list-style-type: none"> ▪ TS 	<ul style="list-style-type: none"> ▪ Sidewalks Grants Program
42	Meridian Avenue under Southwest Expressway.		Short	<ul style="list-style-type: none"> ▪ DOT ▪ Nbfd. Assoc. ▪ DPW 	<ul style="list-style-type: none"> ▪ TS 	<ul style="list-style-type: none"> ▪ Sidewalks Grants Program

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
43	Set up a systematic evaluation and treatment schedule for sidewalk improvements. Start with Scott Street and prioritize remaining areas needing improvement.		Short	<ul style="list-style-type: none"> ▪ DOT ▪ Nbhd. Assoc. ▪ DPW 	<ul style="list-style-type: none"> ▪ TS 	<ul style="list-style-type: none"> ▪ Sidewalks Grants Program
	Pedestrian Lighting					
44	Install light fixtures along Parkmoor and Leigh Avenues.		Short	<ul style="list-style-type: none"> ▪ DOT ▪ Nbhd. Assoc. ▪ DPW 	<ul style="list-style-type: none"> ▪ TS ▪ PSS 	<ul style="list-style-type: none"> ▪ Sidewalks Grants Program ▪ SJRA ▪ CIP
45	Investigate the feasibility of establishing a lighting improvement district.		Short	<ul style="list-style-type: none"> ▪ DOT ▪ Nbhd. Assoc. ▪ DPW 	<ul style="list-style-type: none"> ▪ TS ▪ PSS 	<ul style="list-style-type: none"> ▪ Sidewalks Grants Program ▪ SJRA ▪ CIP
	Intersection Improvements/ Crosswalks					
46	Conduct a traffic analysis to confirm where and what type of intersection improvements is needed. Preliminary priorities include are listed below (items 45-50).		Short	<ul style="list-style-type: none"> ▪ DOT ▪ DPW 	<ul style="list-style-type: none"> ▪ TS 	<ul style="list-style-type: none"> ▪ SJRA ▪ City budget
47	Kingman Dr. and Leigh Ave. (3-way traffic signal);		Short	<ul style="list-style-type: none"> ▪ DOT ▪ DPW 	<ul style="list-style-type: none"> ▪ TS 	<ul style="list-style-type: none"> ▪ SJRA ▪ City budget
48	Fruitdale Ave. at Leigh Ave., Southwest Expressway and Race St.;		Short	<ul style="list-style-type: none"> ▪ DOT ▪ DPW 	<ul style="list-style-type: none"> ▪ TS 	<ul style="list-style-type: none"> ▪ SJRA ▪ City budget
49	Parkmoor Ave. at Bascom and Menker Avenues;		Short	<ul style="list-style-type: none"> ▪ DOT ▪ DPW 	<ul style="list-style-type: none"> ▪ TS 	<ul style="list-style-type: none"> ▪ SJRA ▪ City budget
50	Scott St. at Leigh Avenue;		Short	<ul style="list-style-type: none"> ▪ DOT ▪ DPW 	<ul style="list-style-type: none"> ▪ TS 	<ul style="list-style-type: none"> ▪ SJRA ▪ City budget
51	Auzerais at Meridian Ave.;		Short	<ul style="list-style-type: none"> ▪ DOT ▪ DPW 	<ul style="list-style-type: none"> ▪ TS 	<ul style="list-style-type: none"> ▪ SJRA ▪ City budget
52	W. San Carlos Street at Bascom, Leland, Leigh, Buena Vista, Meridian and Lincoln Avenues, and at Race and Sunol Streets.		Short	<ul style="list-style-type: none"> ▪ DOT ▪ DPW 	<ul style="list-style-type: none"> ▪ TS 	<ul style="list-style-type: none"> ▪ SJRA ▪ City budget
	Create stronger linkages between San José City College and the surrounding community.					
53	Complete pedestrian walkway through San José City College;		Medium	<ul style="list-style-type: none"> ▪ DOT ▪ DPW 	<ul style="list-style-type: none"> ▪ TS 	<ul style="list-style-type: none"> ▪ SJRA ▪ City budget

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
54	Install crosswalks at the intersection of Leigh and Kingman;		Medium	<ul style="list-style-type: none"> ▪ DOT ▪ DPW 	<ul style="list-style-type: none"> ▪ TS 	<ul style="list-style-type: none"> ▪ SJRA ▪ City budget
55	Develop an additional pedestrian bridge at Leland Avenue or enhance the existing bridge at College Avenue; and		Medium	<ul style="list-style-type: none"> ▪ DOT ▪ DPW 	<ul style="list-style-type: none"> ▪ TS 	<ul style="list-style-type: none"> ▪ Highway Bridge Betterment funds (HBBV) ▪ SJRA ▪ CIP
56	Provide sufficient access gates in the fencing system that surrounds the College.		Medium	<ul style="list-style-type: none"> ▪ San José City College ▪ DOT ▪ PBCE 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪ San José City College ▪ Private funds
	Los Gatos Creek Trail					
57	Submit a formal request to the Parks and Recreation Commission to ensure that Los Gatos Creek Trail extensions in the Burbank/Del Monte area and the creek-side connection to Meridian Avenue are long-term goals in the Los Gatos Creek Trail Plan.		Short	<ul style="list-style-type: none"> ▪ PRNS 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪ City budget
58	Complete creekside Los Gatos Creek Trail extensions from Lonus south to Fruitdale Ave. and from Park Ave. north to the Alameda.		Medium	<ul style="list-style-type: none"> ▪ PRNS ▪ DPW (<i>Real Estate Div.</i>) ▪ SCVWD ▪ Property Owners ▪ County 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪ Developer fees ▪ C & C funds ▪ CBDG ▪ SJRA ▪ CIP
59	Secure access easements from property owners or purchase lots to make long-term, creek-side Los Gatos Creek Trail connections. These connections include Lonus Ave. and Fruitdale Ave. south to Meridian Ave.		Medium	<ul style="list-style-type: none"> ▪ PRNS ▪ DPW (<i>Real Estate Div.</i>) ▪ SCVWD ▪ Property Owners 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪ CAP ▪ CDBG ▪ Developer fees
60	d. Develop a phasing plan that allows for designation of a temporary bike/pedestrian route along Fruitdale (Phase I) until the long-term creek trail segment can be completed (Phase II & III).		Medium	<ul style="list-style-type: none"> ▪ PRNS ▪ DOT 	<ul style="list-style-type: none"> ▪ TS 	<ul style="list-style-type: none"> ▪ CAP ▪ CDBG ▪ Developer fees

GOAL: IMPROVE CIRCULATION/TRANSPORTATION/PARKING

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
61	Establish a specialty trolley service along West San Carlos Street and Bascom Avenue.	Top Priority #9				
	a) Conduct a feasibility study regarding historic trolleys/buses along a West San Carlos Street route with connections to the Diridon Station, San José City College, Santa Clara Valley Medical Center, Valley Fair Shopping Center, Santana Row and Downtown.		Short	<ul style="list-style-type: none"> ▪ SJRA ▪ DOT ▪ VTA ▪ <i>PBCE</i> ▪ <i>W. San Carlos Business Assoc.</i> 	<ul style="list-style-type: none"> ▪ TS 	<ul style="list-style-type: none"> ▪ SJRA ▪ Private funds ▪ VTA funds
	b) Investigate the possibility of recycling old equipment that San José already owns (such as historic cars and other equipment).		Short	<ul style="list-style-type: none"> ▪ SJRA ▪ VTA ▪ DOT ▪ <i>W. San Carlos Business Assoc.</i> 	<ul style="list-style-type: none"> ▪ TS 	<ul style="list-style-type: none"> ▪ SJRA ▪ Private funds ▪ VTA funds
	c) Explore funding sources to help finance the trolley project.		Short	<ul style="list-style-type: none"> ▪ SJRA ▪ VTA ▪ DOT 	<ul style="list-style-type: none"> ▪ TS 	<ul style="list-style-type: none"> ▪ SJRA ▪ Private funds ▪ VTA funds
	d) Establish the trolley service.		Medium	<ul style="list-style-type: none"> ▪ VTA ▪ SJRA ▪ DOT ▪ <i>W. San Carlos Business Assoc.</i> 	<ul style="list-style-type: none"> ▪ 	<ul style="list-style-type: none"> ▪
	e) Participate in the VTA light rail corridor study for W. San Carlos Street/ Stevens Creek Blvd.		Short	<ul style="list-style-type: none"> ▪ VTA ▪ DOT ▪ SJRA 	<ul style="list-style-type: none"> ▪ TS 	<ul style="list-style-type: none"> ▪ SJRA ▪ Private funds ▪ VTA funds
62	Advocate within VTA’s planning process that the following locations be considered for stations or stops at: Valley Fair/Santana Row, Burbank Theater, San José City College, Santa Clara Valley Medical Center, San Carlos and Bascom, along Leigh, along Meridian, in Buena Vista, at grocery stores, in empty narrow lots (incorporate w/pocket parks).		Short	<ul style="list-style-type: none"> ▪ DOT ▪ <i>SJRA</i> ▪ <i>VTA</i> ▪ <i>PBCE (Planning Division)</i> 	<ul style="list-style-type: none"> ▪ TS 	<ul style="list-style-type: none"> ▪ SJRA ▪ VTA funds
63	Develop park ‘n’ ride on Fruitdale at the Vasona Light Rail Station.		Short	<ul style="list-style-type: none"> ▪ DOT ▪ <i>VTA</i> ▪ <i>PBCE (Planning Div.)</i> 	<ul style="list-style-type: none"> ▪ TS 	<ul style="list-style-type: none"> ▪ SJRA ▪ VTA funds ▪ Developer fees

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
64	Conduct traffic calming studies focused on reduction of cut-through traffic and speeding on residential streets.	High Priority	Short	▪ DOT	▪ TS	▪ City budget ▪ SJRA
	a) Identify appropriate traffic calming treatments for the neighborhood.		Short	▪ DOT ▪ <i>Nbhd. Assoc.</i>	▪ TS	▪ City budget ▪ SJRA
	b) Potential traffic calming study areas include: <ul style="list-style-type: none"> ▪ Sherman Oaks neighborhood in the vicinity of San José City College. ▪ The area around San José City College (especially south of City College on Kingman Dr., Rexford Way, Randolph Dr., Mansfield Dr., and Sherman Oaks Dr., and east of City College on Richmond Ave., Menker Ave., Goodwin Ave., College Dr., Corlista Dr., and Moorpark Ave.; along Leigh Ave. between Fruitdale Ave. and Parkmoor Ave.; on Fruitdale Ave. between Bascom Ave. and Leigh Ave.). ▪ The Buena Vista and Burbank neighborhood areas (especially along Menker Ave., Macarthur Ave., Scott St., Auzerais Ave., Basile St., Laswell Ave., Arleta Ave. and Parkmoor Ave.). 					
65	Review the traffic calming study conducted for S.J. City College (related to the new parking structure) to help evaluate nearby traffic calming needs (Rose Glen area).		Medium	▪ DOT	▪ TS	▪ City budget

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
66	Investigate use of programmatic speed reduction techniques, such as: <ul style="list-style-type: none"> ▪ Increased police presence/ aggressive ticketing. ▪ Posting additional speed limit signs. ▪ Using the Neighborhood Automated Speed Compliance Program (NASCOPI) 	Medium Priority		<ul style="list-style-type: none"> ▪ DOT ▪ <i>Nbhd. Assoc.</i> 	<ul style="list-style-type: none"> ▪ TS 	<ul style="list-style-type: none"> ▪ City budget
	Parking Strategies					
67	Investigate the viability of a residential parking permit program around San José City College.		Medium	<ul style="list-style-type: none"> ▪ DOT ▪ <i>Nbhd. Assoc.</i> 	<ul style="list-style-type: none"> ▪ TS 	<ul style="list-style-type: none"> ▪ City budget
68	As part of an overall Richmond-Menker revitalization plan (see <i>Housing Revitalization</i> concept), consider reconfiguring Richmond and Menker streets around the Richmond-Menker apartments as a one-way loop system with new diagonal parking (in coordination with the Richmond-Menker Property Owners' Association, Richmond-Menker Action Task Force, as well as tenants and other stakeholders).		Medium	<ul style="list-style-type: none"> ▪ DOT ▪ <i>DPW</i> ▪ <i>Nbhd. Assoc.</i> ▪ <i>Property Owners</i> ▪ <i>Tenants</i> ▪ <i>PBCE (Planning Div. & Code Enforcement)</i> ▪ <i>Fire Dept.</i> 	<ul style="list-style-type: none"> ▪ TS ▪ EAND 	<ul style="list-style-type: none"> ▪ City budget ▪ CIP
69	Work with landlords and property managers to explore means of reducing overcrowding in apartments and rental units.		Medium	<ul style="list-style-type: none"> ▪ Housing ▪ <i>PBCE (Planning Div. & Code Enforcement)</i> ▪ <i>SJRA</i> 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ City budget ▪ CBDG
70	Study the economic feasibility of providing additional parking lots in the area (these could be tied to multi-family complexes, or to commercial uses).		Medium	<ul style="list-style-type: none"> ▪ SJRA ▪ <i>PBCE (Planning Div.)</i> ▪ <i>Property Owners</i> ▪ <i>Nbhd. Assoc.</i> 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ SJRA ▪ City budget

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
71	Acquire a few underutilized or empty lots along West San Carlos Street to use as area-wide public parking (parking lots should be fenced in and secure – a permit or fee system could be initiated).		Medium	<ul style="list-style-type: none"> ▪ SJRA ▪ DPW (Real Estate Div.) ▪ PBCE (Planning Div.) ▪ W. San Carlos Business Assoc. ▪ Property Owners 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ SJRA
72	Develop a commercial parking implementation strategy in coordination with the West San Carlos Business Association		Medium	<ul style="list-style-type: none"> ▪ SJRA ▪ OED ▪ W. San Carlos Business Assoc. ▪ PBCE (Planning Div.) ▪ DOT 	<ul style="list-style-type: none"> ▪ TAND ▪ TS 	<ul style="list-style-type: none"> ▪ SJRA
73	Strengthen enforcement of parking violations and installing “no parking” signs where necessary.		Medium	<ul style="list-style-type: none"> ▪ PBCE (Code Enforcement) ▪ DOT ▪ Nbhd. Assoc. 	<ul style="list-style-type: none"> ▪ EAND ▪ TS 	<ul style="list-style-type: none"> ▪ City budget
74	Consider creating a parking district to accommodate parking needs.		Medium	<ul style="list-style-type: none"> ▪ Nbhd. Assoc. ▪ W. San Carlos Business Assoc. ▪ Community Orgs. ▪ DOT 	<ul style="list-style-type: none"> ▪ EAND ▪ TS 	<ul style="list-style-type: none"> ▪ City budget
75	Provide public parking for bus connections at major transit hubs (i.e., Hwy. 17 bus express).		Medium	<ul style="list-style-type: none"> ▪ SJRA ▪ PBCE ▪ Transit Districts 	<ul style="list-style-type: none"> ▪ TS 	<ul style="list-style-type: none"> ▪ SJRA
76	Create “Park ‘n’ Ride” lots along W. San Carlos.		Medium	<ul style="list-style-type: none"> ▪ SJRA ▪ DOT ▪ VTA 	<ul style="list-style-type: none"> ▪ TS 	<ul style="list-style-type: none"> ▪ Private funds ▪ SJRA
77	Increase parking in the Mid-Town area.		Medium	<ul style="list-style-type: none"> ▪ SJRA ▪ Housing ▪ PBCE 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ SJRA ▪ Private funds
78	Ensure new developments provide adequate on-site parking.		Short	<ul style="list-style-type: none"> ▪ PBCE ▪ SJRA ▪ DOT 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ SJRA

STRATEGIC ACTION PLAN

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
79	Develop guidelines to improve the aesthetics of surface parking lots.		Short	<ul style="list-style-type: none"> ▪ PBCE ▪ <i>SJRA</i> 	▪ EAND	▪ SJRA
80	Increase parking along Auzerais Ave. between Gregory and Drake Streets.		Short	<ul style="list-style-type: none"> ▪ DOT ▪ <i>DPW</i> 	▪ EAND	▪ SJRA
81	Improve parking above I-280 along Menker and Mayellen Avenues.		Short	<ul style="list-style-type: none"> ▪ DOT ▪ <i>DPW</i> ▪ <i>PBCE</i> 	▪ TS	▪ SJRA
82	Post “Do not block” signs in front of residences at Auzerais Ave. and Hannah St.		Short	<ul style="list-style-type: none"> ▪ DOT 	▪ TS	▪ SJRA
83	Continue street resurfacing through the accelerated paving program.	Medium Priority	Medium	<ul style="list-style-type: none"> ▪ DOT 	▪ TS	<ul style="list-style-type: none"> ▪ SJRA ▪ CIP

GOAL: STRENGTHEN ECONOMIC DEVELOPMENT

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
84	Create an economic development strategy for W. San Carlos Street and Bascom Ave.	Top Priority #8				
	a) Develop a comprehensive economic strategy for San Carlos Street and Bascom Avenue, addressing each of the issues described in Top Ten Item #1.		Short	<ul style="list-style-type: none"> ▪ SJRA ▪ W. San Carlos Business Assoc. ▪ <i>OED</i> ▪ <i>Nbhd. Assoc.</i> ▪ <i>PBCE (Planning Div.)</i> ▪ <i>Adult Business Action Team</i> ▪ <i>Santa Clara County</i> 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ City budget ▪ SJRA ▪ Private funds
	b) Initiate annexation of commercial properties (only commercial) along West San Carlos Street.		Short	<ul style="list-style-type: none"> ▪ PBCE ▪ <i>SJRA</i> ▪ <i>OED</i> ▪ <i>W. San Carlos Business Assoc.</i> ▪ <i>Adult Business Action Team</i> ▪ <i>Nbhd. Assoc.</i> ▪ <i>County Planning</i> 	<ul style="list-style-type: none"> ▪ EAND ▪ PSS 	<ul style="list-style-type: none"> ▪ City budget ▪ SJRA
	c) Coordinate with and support Santa Clara County to implement the Bascom Avenue streetscape Master Plan.		Medium	<ul style="list-style-type: none"> ▪ DOT ▪ Santa Clara County (Roads & Airports) ▪ <i>Nbhd. Assoc.</i> ▪ <i>W. San Carlos Business Assoc.</i> ▪ <i>Adult Business Action Team</i> 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ SJRA ▪ Private funds

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
84 <i>cont'd</i>	d) Participate in/support the VTA "Two New Rail Corridors Study" for potential light rail along the West San Carlos/Stevens Creek Corridor.		Medium	<ul style="list-style-type: none"> ▪ DOT ▪ Nbhd. Assoc. ▪ PBCE ▪ SJRA ▪ OED ▪ W. San Carlos Business Assoc. ▪ Adult Business Action Team ▪ County 	<ul style="list-style-type: none"> ▪ TS 	<ul style="list-style-type: none"> ▪ SJRA ▪ Private funds
85	Implement strategies to address any adverse impacts related to adult business activity on Burbank/Del Monte neighborhoods.	High Priority	Medium	<ul style="list-style-type: none"> ▪ SJRA ▪ Adult Business Action Team ▪ City Attorney ▪ PBCE (Planning Div.) 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ SJRA
	a) Initiate annexation of commercial properties from County to City to apply City standards and zoning requirements on adult business use and as a means of addressing new adult businesses wishing to locate in the neighborhood.		Medium	<ul style="list-style-type: none"> ▪ PBCE ▪ City Attorney ▪ SJRA ▪ Nbhd. Assoc. ▪ W. San Carlos Business Assoc. ▪ Adult Business Action Team 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ SJRA ▪ City budget
	b) Investigate non-conforming use regulations and amortization of non-conforming uses.		Short	<ul style="list-style-type: none"> ▪ PBCE (Planning Div.) ▪ Adult Business Action Team ▪ City Attorney ▪ Nbhd. Assoc. ▪ SJRA ▪ Police Dept. ▪ Office of Dist. Attorney ▪ County Sheriff ▪ W. San Carlos Business Assoc. 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ SJRA ▪ City budget

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
85 <i>cont'd</i>	c) Enact more restrictive regulations for adult businesses in county areas.		Short	<ul style="list-style-type: none"> ▪ Adult Business Action Team ▪ Office of Dist. Attorney ▪ County Sheriff ▪ <i>Nbhd. Assoc.</i> ▪ <i>W. San Carlos Business Assoc.</i> 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ SJRA ▪ City budget
	d) Explore developing new standards for adult businesses in county areas. <ul style="list-style-type: none"> ▪ Create separation buffers between adult business and adjacent uses; ▪ Avoid concentration of adult business uses 500 feet from a residential neighborhood, church or park. 		Short	<ul style="list-style-type: none"> ▪ Adult Business Action Team ▪ Office of Dist. Attorney ▪ County Sheriff ▪ <i>Nbhd. Assoc.</i> ▪ <i>W. San Carlos Business Assoc.</i> 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ SJRA ▪ City budget
	e) Explore altering County notification requirements for new adult businesses to include neighborhood associations and property owners.		Short	<ul style="list-style-type: none"> ▪ Office of Dist. Attorney ▪ Adult Business Action Team ▪ County Sheriff ▪ <i>Nbhd. Assoc.</i> ▪ <i>W. San Carlos Business Assoc.</i> 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ City budget ▪ SJRA

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
85 <i>cont'd</i>	f) Create a map of adult businesses, stores that sell adult paraphernalia and stores that post adult-themed materials in the neighborhood in order to focus improvement efforts.		Immediate	<ul style="list-style-type: none"> ▪ Office of Dist. Attorney ▪ County Sheriff ▪ <i>Adult Business Action Team</i> ▪ <i>Nbhd. Assoc.</i> ▪ <i>W. San Carlos Business Assoc.</i> 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ City budget ▪ SJRA
	g) Conduct an analysis that would record locations of sheriff and police calls and their possible correlation to adult business locations.		Immediate	<ul style="list-style-type: none"> ▪ County Sheriff ▪ Police Dept. ▪ <i>Nbhd. Assoc.</i> ▪ <i>Office of Dist. Attorney</i> ▪ <i>Adult Business Action Team</i> ▪ <i>W. San Carlos Business Assoc.</i> 	<ul style="list-style-type: none"> ▪ PSS 	<ul style="list-style-type: none"> ▪ City budget ▪ County ▪ Private funds
	h) Train community members how to document problems associated with adult businesses that they observe in the neighborhood through a “public nuisance” training session.		Immediate Ongoing	<ul style="list-style-type: none"> ▪ Office of Dist. Attorney ▪ <i>Nbhd. Assoc.</i> ▪ <i>Adult Business Action Team</i> ▪ <i>City Attorney</i> ▪ <i>PBCE</i> ▪ <i>SJRA</i> ▪ <i>Police Dept.</i> ▪ <i>W. San Carlos Business Assoc.</i> 	<ul style="list-style-type: none"> ▪ PSS 	<ul style="list-style-type: none"> ▪ County ▪ Private funds
	i) Strengthen enforcement of laws regulating alcohol and cigarette sales to minors. Encourage Sheriff and Police sting operations for sales to minors of alcohol, cigarettes, drug paraphernalia and adult videos.		Short	<ul style="list-style-type: none"> ▪ Police Dept. ▪ <i>County Sheriff</i> 	<ul style="list-style-type: none"> ▪ PSS 	<ul style="list-style-type: none"> ▪ City budget ▪ SJRA ▪ County budget

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
85 <i>cont'd</i>	k) Enforce Alcohol and Beverage Control regulations to eliminate inappropriate adult-themed signage, posters and marketing materials. Community members can discuss with business owners neighborhood concerns regarding publicly visible marketing materials.		Immediate-Short	<ul style="list-style-type: none"> ▪ Police Dept. ▪ <i>County Sheriff</i> ▪ <i>PBCE</i> ▪ <i>Adult Business Action Team</i> ▪ <i>City Attorney</i> ▪ <i>Nbhd. Assoc.</i> ▪ <i>Office of Dist. Attorney</i> ▪ <i>W. San Carlos Business Assoc.</i> 	▪ EAND	<ul style="list-style-type: none"> ▪ City budget ▪ SJRA ▪ County budget
86	Encourage business redevelopment and beautification.	High Priority	Short	<ul style="list-style-type: none"> ▪ SJRA ▪ <i>PBCE (Planning Div. & Code Enforcement)</i> ▪ <i>OED</i> ▪ <i>Property Owners</i> ▪ <i>W. San Carlos Bus. Assoc.</i> 	▪ EAND	<ul style="list-style-type: none"> ▪ SJRA ▪ City budget ▪ Private funds
87	Complete revitalization of the strip mall on W. San Carlos (Current Redevelopment project under construction).		<i>Already initiated</i>	<ul style="list-style-type: none"> ▪ SJRA ▪ <i>PBCE (Planning Divisions)</i> 	▪ EAND	▪ SJRA
88	Encourage redevelopment and revitalization of <i>Excellent Tires</i> site on Bascom.		Medium	<ul style="list-style-type: none"> ▪ SJRA ▪ <i>OED</i> ▪ <i>Property Owners</i> ▪ <i>PBCE (Planning Div.)</i> ▪ <i>W. San Carlos Business Assoc.</i> ▪ <i>DPW</i> 	▪ EAND	▪ SJRA
89	Encourage willing sellers to redevelop used car lots on W. San Carlos for other uses (such as parking to support local businesses, trolley stops or community-oriented uses: parks, gardens, open space).		Medium	<ul style="list-style-type: none"> ▪ SJRA ▪ <i>OED</i> ▪ <i>VTA</i> ▪ <i>PRNS</i> ▪ <i>DPW</i> 	▪ EAND	<ul style="list-style-type: none"> ▪ SJRA ▪ CIP ▪ Private funds
90	Refurbish the strip mall at Bascom and Parkmoor.		Medium	<ul style="list-style-type: none"> ▪ SJRA ▪ <i>PBCE</i> 	▪ EAND	<ul style="list-style-type: none"> ▪ SJRA ▪ Private funds

STRATEGIC ACTION PLAN

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
91	Eliminate billboards by encouraging redevelopment of commercial sites with billboard uses.		Long	<ul style="list-style-type: none"> ▪ SJRA ▪ <i>OED</i> ▪ <i>PBCE (Planning Div.)</i> 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ SJRA ▪ Private funds
92	Implement pedestrian-friendly streetscape improvements (see 12) along Bascom Avenue and West San Carlos Street.	High Priority	Short	<ul style="list-style-type: none"> ▪ SJRA ▪ <i>DOT</i> ▪ <i>DPW</i> ▪ <i>County</i> ▪ <i>PBCE (Planning Div.)</i> 	<ul style="list-style-type: none"> ▪ TS ▪ EAND 	<ul style="list-style-type: none"> ▪ SJRA ▪ CIP ▪ City budget
93	Allow small antique business co-ops an exemption from individual business license taxes.	Low Priority	Medium	<ul style="list-style-type: none"> ▪ SJRA ▪ <i>OED</i> ▪ <i>Council Offices</i> 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ City budget

GOAL: REVITALIZE HOUSING

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
94	Strengthen Code Enforcement and Housing programs to ensure that residential units are improved and well maintained.	Top Priority #7				
	Code Enforcement					
	a) Increase the number of Code Enforcement/Driveway Team Inspectors in future budget years. <ul style="list-style-type: none"> ▪ Recruit volunteers for the Neighborhood Action Nuisance Abatement Program. 		Immediate Ongoing	▪ PBCE (Code Enforcement)	▪ EAND	▪ City budget
	b) Establish a pattern of annual Code Enforcement inspections for consistently blighted housing, rather than just complaint-basis inspections.		Ongoing	▪ PCBE (Code Enforcement) <ul style="list-style-type: none"> ▪ Residents ▪ Property Owners ▪ Nbhd. Assoc. 	▪ EAND	▪ City budget
	c) Take enforcement action using the new Blight ordinance that applies to duplexes and multi-family housing.			▪ PBCE (Code Enforcement)	▪ EAND	▪ City budget
	d) Encourage unified, on-site professional management of apartments.		Immediate Ongoing	▪ PBCE (Code Enforcement – Project Blossom) <ul style="list-style-type: none"> ▪ SJRA ▪ PRNS ▪ Housing Dept. ▪ Residents ▪ Tenants ▪ Property Owners ▪ Nbhd. Assoc. ▪ Police Dept. ▪ County 	▪ EAND	▪ Private funds

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
94 <i>cont'd</i>	e) Strengthen landlord/building manager training programs.		Immediate Ongoing	<ul style="list-style-type: none"> ▪ PBCE (Code Enforcement) ▪ <i>PRNS</i> (Nbhd. Svcs.) ▪ <i>Housing Dept.</i> ▪ <i>Property Owners</i> ▪ <i>Residents</i> ▪ <i>Police Dept.</i> 	▪ EAND	▪ City budget
	f) Encourage use of San José information hotline to report stray shopping carts.			<ul style="list-style-type: none"> ▪ PBCE (Code Enforcement) ▪ <i>Nbhd. Assoc.</i> ▪ <i>PRNS</i> 	▪ EAND	▪ City budget
	Housing Department					
	g) Develop a comprehensive improvement plan for the Richmond-Menker apartments.		Immediate-Short	<ul style="list-style-type: none"> ▪ Housing ▪ Richmond-Menker Property Owners Assoc. ▪ Richmond-Menker Action Task Force ▪ <i>PBCE</i> (Planning Div.) ▪ <i>PRNS</i> ▪ <i>SJRA</i> 	▪ EAND	▪ City budget
	h) Increase staffing of the rental dispute program – An additional analyst and community activity worker for the Burbank/Del Monte SNI area.		Immediate Ongoing	<ul style="list-style-type: none"> ▪ Housing ▪ <i>Residents</i> ▪ <i>Property Owners</i> ▪ <i>PRNS</i> ▪ <i>Tenants Rights Orgs.</i> 	▪ EAND	▪ City budget
	i) Establish a voluntary mediation program for tenant/landlord conflict resolution that would include <i>non-rent-controlled properties</i> .		Short	<ul style="list-style-type: none"> ▪ Housing ▪ <i>Residents</i> ▪ <i>Property Owners</i> ▪ <i>PRNS</i> ▪ <i>Tenants Rights Orgs.</i> 	▪ EAND	▪ City budget

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
94 <i>cont'd</i>	j) Initiate an awards program to recognize groups or individuals involved in successful neighborhood beautification efforts. <ul style="list-style-type: none">▪ Create additional incentives for home/property exterior and interior upgrades.		Short	<ul style="list-style-type: none"> ▪ Nbhd. Assoc. ▪ <i>Residents</i> ▪ <i>Property Owners</i> ▪ <i>PRNS</i> 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ CAP
	k) Improve outreach and distribution of application packets for housing rehabilitation grants and loans and residential exterior paint grants.			<ul style="list-style-type: none"> ▪ Housing ▪ <i>PRNS</i> ▪ <i>PBCE</i> ▪ <i>Nbhd. Assoc.</i> 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ City budget
	l) Consider forming an assessment district or homeowners' association at the Richmond-Menker apartments to ensure investment and accountability among Richmond-Menker landlords. <ul style="list-style-type: none">▪ Encourage tenants to report problems to property owners for resolution. If the property owner fails to address the issue, then tenants should make a report to Code Enforcement for a complaint inspection.		Short	<ul style="list-style-type: none"> ▪ Richmond-Menker Property Owners Assoc. ▪ Housing ▪ <i>PBCE (Planning Div.)</i> ▪ <i>SJRA</i> ▪ <i>Residents</i> ▪ <i>Property Owners</i> 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ City budget
95	Create an aggressive outreach strategy for distributing information about City and County housing revitalization programs		Short	<ul style="list-style-type: none"> ▪ PRNS ▪ Nbhd. Assoc. ▪ <i>Housing</i> ▪ <i>Community Members</i> 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ City budget ▪ CAP
96	Distribute application materials and information about neighborhood association meetings door-to-door, and at neighborhood meetings and events, such as the Jamboree.		Short	<ul style="list-style-type: none"> ▪ Nbhd Assoc. ▪ <i>Community Members</i> 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ City budget ▪ CAP
97	Arrange housing rehabilitation applications seminars through neighborhood associations and the City's Code Enforcement Division.		Short	<ul style="list-style-type: none"> ▪ Nbhd. Assoc. ▪ PRNS ▪ <i>Housing</i> 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ CAP ▪ City budget

STRATEGIC ACTION PLAN

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
98	Identify properties in the area that could particularly benefit from housing programs and share information with those property owners and tenants.		Short	<ul style="list-style-type: none"> ▪ Nbhd. Assoc. ▪ PBCE (Code Enforcement) 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ City budget
99	Utilize the City's first-time homebuyers' reference guide to facilitate maximum home ownership.		Short	<ul style="list-style-type: none"> ▪ Housing ▪ <i>Community Members</i> 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ City budget
100	Consider developing rental assistance programs for low-income families (to help reduce overcrowding).		Short	<ul style="list-style-type: none"> ▪ Housing 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ City budget
101	Create a homeowners' improvement manual with renovation guidelines specific to unique historic architectural styles in the neighborhood (such as Bungalow, Craftsman, Colonial Revival, Tudor and Victorian).	High Priority	Short	<ul style="list-style-type: none"> ▪ PBCE (Landmarks Commission Planning) ▪ <i>Housing</i> ▪ <i>Nbhd. Assoc.</i> ▪ <i>Community Members</i> 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ City budget
102	Target housing in need of maintenance or underutilized sites for redevelopment. Priority sites to target for improvement include: the Richmond-Menker apartments and blighted housing on Bascom, Laswell and Basile.	High Priority	Short	<ul style="list-style-type: none"> ▪ SJRA ▪ <i>Housing</i> ▪ <i>PBCE</i> ▪ <i>Property Owners</i> ▪ <i>Community Members</i> 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ City budget ▪ CDBG ▪ Private funds
103	Develop new transit-oriented housing/mixed use development along major transit corridors and at light rail transit stations.	High Priority	Medium	<ul style="list-style-type: none"> ▪ PBCE (Planning Div.) ▪ <i>Developers</i> ▪ <i>W. San Carlos Business Assoc.</i> ▪ <i>Property Owners</i> ▪ VTA ▪ SJRA 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ Private funds ▪ City budget ▪ SJRA

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
103 <i>cont'd</i>	<p>a) Identify areas appropriate for mixed use, transit-oriented housing development along W. San Carlos and Bascom. Contingent upon economic feasibility studies and property owner cooperation, potential sites for this type of development could include:</p> <ul style="list-style-type: none"> ▪ Underutilized or blighted properties along W. San Carlos coupled with transit improvements (i.e., the bowling alley site between Buena Vista and Willard); ▪ Sites along W. San Carlos and Bascom where used car lots, adult video stores, and tattoo parlors are currently located ▪ The VTA site just west of Del Monte and south of W. San Carlos ▪ Around Midtown Park, with an expanded open space ▪ Site around the future Del Monte Light Rail stop ▪ Sites around the future Fruitdale light rail stop 		Medium	<ul style="list-style-type: none"> ▪ SJRA ▪ PBCE (Planning Div.) ▪ <i>Property Owners</i> ▪ <i>Private Developers</i> ▪ <i>Nbhd. Assoc.</i> 	▪ EAND	▪ City budget
104	Ensure a mix of housing types: affordable rental and owner-occupied units, as well as market-rate housing in all new housing developments in this area.		Medium	<ul style="list-style-type: none"> ▪ PBCE (Planning Div.) ▪ <i>Housing</i> ▪ <i>Developers</i> 	▪ EAND	▪ City budget

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
105	<p>Review and revise as necessary existing codes and design guidelines for multifamily and mixed use development/renovation to support desired neighborhood scale and character. New transit-oriented housing should provide:</p> <ul style="list-style-type: none"> ▪ Convenient access to light rail and public transportation stops ▪ Adequate on-site parking ▪ On-site private open spaced, such as decks, balconies, courtyards and play areas, as well as public open space or in-lieu fees consistent with park dedication standards ▪ Building design, scale and character that respect the surrounding residential neighborhood in terms of style, height, mass and materials. 		Medium	<ul style="list-style-type: none"> ▪ PBCE (Planning Div.) ▪ <i>Developers</i> ▪ <i>Community Members</i> 	▪ EAND	▪ City budget
106	<p>Purchase and consolidate lots where feasible and desired, redevelop as attractive housing with adequate parking and site amenities.</p>		Medium	<ul style="list-style-type: none"> ▪ SJRA ▪ <i>Housing</i> ▪ <i>Property Owners</i> ▪ <i>Nbhd. Assoc.</i> ▪ <i>Community Members</i> ▪ <i>PBCE (Planning Div.)</i> 	▪ EAND	<ul style="list-style-type: none"> ▪ City budget ▪ SJRA ▪ Private funds
107	<p>Explore redevelopment scenarios with underground or podium parking to maximize living and/or open space.</p>		Short.	<ul style="list-style-type: none"> ▪ PBCE (Planning Div.) ▪ SJRA ▪ <i>Developers</i> ▪ <i>Property Owners</i> 	▪ EAND	<ul style="list-style-type: none"> ▪ City budget ▪ Private funds
108	<p>Explore mixed use development that provides for ground floor commercial use and upper level residential.</p>		Medium	<ul style="list-style-type: none"> ▪ PBCE (Planning Div.) ▪ <i>Developers</i> 	▪ EAND	▪ City budget

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
109	Encourage Housing Department to participate in redevelopment projects and provide a certain percent of affordable housing using Redevelopment housing set-aside funds (in this way, the City can use set-aside funds to leverage projects and help developers provide new affordable housing units)		Medium	<ul style="list-style-type: none"> ▪ SJRA ▪ Housing ▪ <i>Private Developers</i> ▪ <i>PBCE</i> 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ Private funds ▪ City budget ▪ SJRA
110	Notify neighborhood organizations of new development and notify residents within 1000' radius.	Low Priority	Medium	<ul style="list-style-type: none"> ▪ PBCE (Planning Div.) ▪ <i>Community Members</i> 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ City budget

GOAL: BEAUTIFY THE NEIGHBORHOOD

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
111	Plant additional street trees and landscaping in residential areas.	High Priority	Short	<ul style="list-style-type: none"> ▪ Nbhd. Assoc. ▪ DOT ▪ SJRA 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ SJRA ▪ CBDG
	a) Develop a residential planting plan identifying locations for proposed street tree plantings.		Medium	<ul style="list-style-type: none"> ▪ DOT ▪ Nbhd. Assoc. 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ City budget ▪ CBDG
	b) Confirm participants/home owners who are willing to have a street tree planted in front of their home.		Medium	<ul style="list-style-type: none"> ▪ DOT ▪ Nbhd. Assoc. ▪ SJRA 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ City budget ▪ SJRA
	c) Work with the City Arborist's office to determine appropriate tree species (residents favor large-scale canopy trees).		Medium	<ul style="list-style-type: none"> ▪ DOT ▪ Nbhd. Assoc. 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ City budget
	d) Obtain planting permits from the Department of Transportation		Short	<ul style="list-style-type: none"> ▪ DOT ▪ Nbhd. Assoc. 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ City budget
	e) Work with <i>Our City Forest</i> to organize community tree planting events.		Medium	<ul style="list-style-type: none"> ▪ Our City Forest ▪ Nbhd. Assoc. 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ City budget ▪ CBDG
112	Prioritize Scott/Auzerais for street tree plantings.		Short	<ul style="list-style-type: none"> ▪ DOT ▪ Nbhd. Assoc. 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ City budget
113	Replace Crape Myrtles along the western edge of Sherman Oaks School with canopy trees.		Medium	<ul style="list-style-type: none"> ▪ DOT ▪ School Districts ▪ Nbhd. Assoc. 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ SJRA
114	Find places to incorporate small groves of fruit trees to reflect the area's agricultural past (i.e., in residential or transit-oriented pocket parks).	High Priority	Short	<ul style="list-style-type: none"> ▪ SJRA ▪ Nbhd. Assoc. ▪ DOT ▪ VTA ▪ PBCE 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ SJRA ▪ VTA
115	Incorporate landscaping into traffic calming components that may be developed in the future (as appropriate).	High Priority	Short	<ul style="list-style-type: none"> ▪ DOT ▪ Nbhd. Assoc. 	<ul style="list-style-type: none"> ▪ EAND ▪ TS 	<ul style="list-style-type: none"> ▪ SJRA ▪ CIP
116	Plant additional street trees and landscaping along major thoroughfares, such as Bacom, Leigh, Race, Fruitdale and W. San Carlos.	High Priority	Short	<ul style="list-style-type: none"> ▪ DOT ▪ SJRA ▪ W. San Carlos Business Assoc. ▪ Nbhd. Assoc. 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ SJRA ▪ CIP

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
116 <i>cont'd</i>	a) Develop detailed streetscape improvement plans for W. San Carlos, Fruitdale, Leigh, Meridian and Race.		Medium	<ul style="list-style-type: none"> ▪ SJRA ▪ DOT ▪ W. San Carlos Business Assoc. ▪ Nbhd. Assoc. 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ SJRA
	b) Select tree species that are tall and have broad canopies.		Short	<ul style="list-style-type: none"> ▪ DOT ▪ Nbhd. Assoc. ▪ W. San Carlos Business Assoc. 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ City budget ▪ SJRA
	c) Coordinate with Santa Clara County (Roads and Airport Dept.) to implement the Bascom Ave. corridor streetscape Master Plan (Also under EI).		Medium	<ul style="list-style-type: none"> ▪ DOT ▪ SJRA ▪ County ▪ Property Owners ▪ Nbhd. Assoc. 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ MTC/TLC grants
117	Create incentives for historic preservation, particularly for major features such as the landmark Del Monte water tower, the Burbank Theater marquis, homes with distinctive architecture, and traditional masonry warehouse buildings.	High Priority	Short	<ul style="list-style-type: none"> ▪ SJRA ▪ Property Owners ▪ PBCE (Planning Div.) 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ SJRA
118	Conduct an assessment of the area to add qualifying structures to the City's historic resource inventory.		Medium	<ul style="list-style-type: none"> ▪ PBCE (Planning Div.) ▪ Nbhd. Assoc. 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ City budget
119	Develop a homeowners improvement manual with renovation guidelines and recommendations specific to distinctive architectural styles.		Medium	<ul style="list-style-type: none"> ▪ PBCE ▪ SJRA ▪ Nbhd. Assoc. 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ City budget
120	Retrofit and reuse early 20 th century masonry buildings where possible.		Medium	<ul style="list-style-type: none"> ▪ PBCE ▪ Property Owners 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ Private funds ▪ Housing Dept.
121	Improve commercial facades with paint, trim, new awnings or renovations.	High Priority	Short	<ul style="list-style-type: none"> ▪ SJRA ▪ W. San Carlos Business Assoc. ▪ Property Owners ▪ PBCE 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ SJRA

STRATEGIC ACTION PLAN

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
122	Install street lighting near San José City College, especially along Leigh and Moorpark.	Medium Priority	Medium	<ul style="list-style-type: none"> ▪ DOT ▪ SJRA ▪ San José City College ▪ Nbhd. Assoc. 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ SJRA ▪ CIP ▪ City budget
	a) Investigate funding sources for lighting.		Medium	<ul style="list-style-type: none"> ▪ DOT ▪ PRNS ▪ Nbhd Assoc. 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪
	b) Consider forming a special assessment district to offset costs of new lighting fixtures and installation.			<ul style="list-style-type: none"> ▪ Property Owners ▪ DPW ▪ County 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ Private funds
	c) Hold community meetings to determine community interest and select lighting fixtures and discuss funding sources.		Medium	<ul style="list-style-type: none"> ▪ PRNS ▪ Nbhd. Assoc. ▪ W. San Carlos Business Assoc. ▪ SJRA ▪ DOT ▪ PBCE 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ City budget
	d) Use neighborhood association websites to present a selection of light fixtures for Burbank residents to choose from.		Medium	<ul style="list-style-type: none"> ▪ Nbhd. Assoc. ▪ DOT ▪ SJRA 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ Private funds
123	Identify potential sites to incorporate public art in the neighborhood (such as streetscapes, pocket parks and urban plazas).	Medium Priority	Ongoing	<ul style="list-style-type: none"> ▪ Nbhd. Assoc. ▪ Office of Cultural Affairs ▪ Community Members ▪ W. San Carlos Business Assoc. ▪ PRNS 	<ul style="list-style-type: none"> ▪ EAND ▪ RACS 	<ul style="list-style-type: none"> ▪ CBDG ▪ CAP ▪ Private funds
124	Form an arts action team to ensure that the work of local artists and children are being displayed in the community.		Immediate	<ul style="list-style-type: none"> ▪ Nbhd. Assoc. ▪ Community Members ▪ W. San Carlos Business Assoc. ▪ PRNS 	<ul style="list-style-type: none"> ▪ EAND ▪ RACS 	<ul style="list-style-type: none"> ▪ CBDG ▪ Private funds ▪ CAP

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
125	Continue involving community in selection process for public art displays;		Ongoing	<ul style="list-style-type: none"> ▪ Nbhd. Assoc. ▪ Office of Cultural Affairs ▪ <i>PBCE (Planning Div.)</i> ▪ <i>Community Member</i> ▪ <i>W. San Carlos Business Assoc.</i> ▪ <i>PRNS</i> 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪ Private funds ▪ CBDG
126	Locate a place to commission an artist to paint a mural depicting Burbank/Del Monte’s historic past (use Mayfair mural as a model).		Immediate	<ul style="list-style-type: none"> ▪ Nbhd. Assoc. ▪ <i>Community Members</i> ▪ <i>W. San Carlos Business Assoc.</i> ▪ <i>PRNS</i> 	<ul style="list-style-type: none"> ▪ RACS ▪ EAND 	<ul style="list-style-type: none"> ▪ CBDG ▪ Private funds
127	Develop a strategy for eliminating billboards, improving the sign code and strengthening code enforcement for private business signs.	Medium Priority	Medium	<ul style="list-style-type: none"> ▪ PBCE (Planning Div. & Code Enforcement) ▪ <i>SJRA</i> ▪ <i>W. San Carlos Business Assoc.</i> 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ City budget
128	Evaluate cost and feasibility of undergrounding utilities: in the Buena Vista area; on Scott Street between San Carlos and Leigh; on Del Mar at Rexford Way; on Leigh between Scott Street and Meridian; and along Fruitdale.	Low Priority	Long	<ul style="list-style-type: none"> ▪ DPW ▪ <i>Nbhd. Assoc.</i> ▪ <i>PG & E</i> 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪
	a) Explore funding sources for undergrounding utilities.		Long	<ul style="list-style-type: none"> ▪ DPW ▪ Nbhd. Assoc. ▪ <i>PG & E</i> ▪ <i>PBCE</i> 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ Assessment District
	b) Continue to require new development to underground utility lines.		Short	<ul style="list-style-type: none"> ▪ DPW ▪ <i>PBCE</i> 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ Developer fees ▪ CIP ▪ Utility providers

STRATEGIC ACTION PLAN

	Strategy/Action	Priority	Time Frame <small>Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs</small>	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
129	Build sound walls to reduce noise and screen view of freeway from Hannah/Gregory.	Low Priority	Long	▪ Caltrans	▪ EAND	▪ Caltrans

GOAL: ENCOURAGE MAINTENANCE/STEWARDSHIP

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
I30	Initiate a regular annual bulky waste pick-up as part of the waste management contracts, and hold ongoing neighborhood clean-up events.	Top Priority #6				
	a) Initiate a regular annual City-run program that provides free-of-charge pick-up items generally excluded from traditional waste collection. <ul style="list-style-type: none"> ▪ Utilize roving garbage clean-up for dumping. ▪ Consider providing dumpster vouchers (through City Hall). 		Immediate Ongoing	<ul style="list-style-type: none"> ▪ ESD 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ City budget
	b) Conduct clean-up events.		Immediate Ongoing	<ul style="list-style-type: none"> ▪ ESD 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ City budget
	c) Explore resources for community-initiated clean-ups.		Medium	<ul style="list-style-type: none"> ▪ PRNS ▪ Nbhd. Assoc. ▪ PBCE 	<ul style="list-style-type: none"> ▪ EAUS 	<ul style="list-style-type: none"> ▪ CAP
	d) Develop a collaborative mentor program for community leaders to teach neighborhood organizations how to organize a neighborhood clean-up event and how to apply for neighborhood clean-up/beautification grants.		Immediate Ongoing	<ul style="list-style-type: none"> ▪ Nbhd. Assoc. ▪ <i>Residents</i> ▪ <i>Property Owners</i> ▪ <i>Crossroads Bible Church</i> ▪ <i>Immanuel Lutheran Church</i> ▪ <i>PRNS</i> ▪ <i>PACT</i> ▪ <i>PBCE</i> ▪ <i>Sherman Oaks Community Charter School</i> 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ CAP

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
130 cont'd	<p>e) Improve outreach/advertising for clean-up related information hotlines.</p> <ul style="list-style-type: none"> ▪ Report illegal dumping immediately to the Department of Transportation: 408-277-4373; ▪ Utilize the Anti-graffiti program to remove graffiti from the public right-of-way: 408-277-2758; ▪ Encourage residential and commercial property owners to remove graffiti from their property in a timely manner (advice and free paint available through the Anti-graffiti program: 408-277-2758). 		<p>Immediate</p> <p>Ongoing</p>	<ul style="list-style-type: none"> ▪ ESD ▪ Nbhd. Assoc. ▪ Residents ▪ Property Owners ▪ SJRA ▪ PRNS ▪ PBCE ▪ PACT ▪ Crossroads Bible Church ▪ Immanuel Lutheran Church ▪ Sherman Oaks Community Charter School 	<ul style="list-style-type: none"> ▪ EAUS 	<ul style="list-style-type: none"> ▪ CAP
	<p>f) Coordinate with Crossroads Bible Church and Immanuel Lutheran Church as partners in clean-up of Richmond and Menker Avenues</p>		<p>Immediate</p>	<ul style="list-style-type: none"> ▪ PBCE (Code Enforcement) ▪ Nbhd. Assoc. ▪ Richmond-Menker Action Task Force ▪ Residents ▪ Property Owners ▪ Crossroads Bible Church ▪ Immanuel Lutheran Church ▪ PRNS ▪ PACT ▪ Sherman Oaks Community Charter School 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ City budget

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
130 cont'd	g) Hold a community meeting to identify problem areas for stray shopping carts and explore possible solutions. ▪ Encourage use of the San José information hotline to report stray shopping carts in the City: 408-277-4000.		Immediate	<ul style="list-style-type: none"> ▪ PBCE (Code Enforcement) ▪ Nbhd. Assoc. ▪ <i>Residents</i> ▪ <i>PACT</i> ▪ <i>Property Owners</i> ▪ <i>Crossroads Bible Church</i> ▪ <i>Immanuel Lutheran Church</i> ▪ <i>Sherman Oaks Community Charter School</i> 	▪ EAND	▪ City budget
131	Focus clean-up efforts on the following key clean-up sites:	High Priority				
	a) The Richmond-Menker multi-family housing area.		Short	▪ PBCE	▪ EAND	▪ City budget
	b) Park Avenue between Race Street and Bird Avenue (especially near the bus stop at Lincoln and Park);		Short	<ul style="list-style-type: none"> ▪ PBCE ▪ <i>Nbhd. Assoc.</i> ▪ <i>Property Owners</i> 	▪ EAND	▪ City budget
	c) Page Avenue near Scott (Buena Vista);		Short	<ul style="list-style-type: none"> ▪ PBCE ▪ <i>Property Owners</i> 	▪ EAND	▪ City budget
	d) The Chiechi-Willard area;		Short	<ul style="list-style-type: none"> ▪ PBCE ▪ <i>Property Owners</i> 	▪ EAND	▪ City budget
	e) The alleyway behind Business Circle;		Short	<ul style="list-style-type: none"> ▪ PBCE ▪ <i>Property Owners</i> 	▪ EAND	▪ City budget
	f) The vacant lot used by San José City College students for overflow parking at the corner of Moorpark and Bascom;		Short	<ul style="list-style-type: none"> ▪ PBCE ▪ <i>Property Owners</i> 	▪ EAND	▪ City budget
	g) Fruitdale and Meridian;		Short	<ul style="list-style-type: none"> ▪ PBCE ▪ <i>Property Owners</i> 	▪ EAND	▪ City budget

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
131 <i>cont'd</i>	h) The railroad track at the Del Monte cannery; and		Short	<ul style="list-style-type: none"> ▪ PBCE ▪ <i>UPRR</i> ▪ <i>Nbhd. Assoc.</i> 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ City budget
	i) Hannah Street at the freeway.		Short	<ul style="list-style-type: none"> ▪ PBCE 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ City budget
132	Coordinate with Crossroads Bible Church and Immanuel Lutheran Church as partners in clean-up of Richmond and Menker Avenues.		Short	<ul style="list-style-type: none"> ▪ PBCE (Code Enforcement) ▪ Nbhd. Assoc. ▪ Richmond-Menker Action Task Force ▪ <i>Residents</i> ▪ <i>Property Owners</i> ▪ <i>Crossroads Bible Church</i> ▪ <i>Immanuel Lutheran Church</i> ▪ <i>PRNS</i> ▪ <i>PACT</i> ▪ <i>SJRA</i> 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ CAP ▪ Private funds
133	Remove the large boulder in the Richmond-Menker area that is used as a gang marker.		Short	<ul style="list-style-type: none"> ▪ PBCE ▪ Property Owners 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ City budget
134	Conduct more frequent street sweeping of residential streets.	Medium Priority	Medium	<ul style="list-style-type: none"> ▪ ESD ▪ <i>DOT</i> 	<ul style="list-style-type: none"> ▪ EAND ▪ EAUS 	<ul style="list-style-type: none"> ▪ SJRA ▪ City budget
135	Increase street sweeping at Marlboro Court and initiate street cleaning on N. Delmar at Rexford Way.		Medium	<ul style="list-style-type: none"> ▪ ESD ▪ <i>DOT</i> 	<ul style="list-style-type: none"> ▪ EAND ▪ EAUS 	<ul style="list-style-type: none"> ▪ City budget
136	Install street sweeping parking regulation signs along Hannah St. and in other problem areas.		Medium	<ul style="list-style-type: none"> ▪ DOT 	<ul style="list-style-type: none"> ▪ TS ▪ EAUS 	<ul style="list-style-type: none"> ▪ City budget
137	Eliminate illegally parked/inoperable/abandoned vehicles that conflict with street sweeping.		Short	<ul style="list-style-type: none"> ▪ PBCE (Code Enforcement) ▪ <i>DOT</i> ▪ <i>Community Members</i> 	<ul style="list-style-type: none"> ▪ EAND 	<ul style="list-style-type: none"> ▪ City budget

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
	Expand Recycling Programs					
138	Work with the County (via Green Valley contractor) to pick up plastic water bottles for recycling.		Medium	▪ ESD	▪ EAUS	▪ SJRA City budget
139	Initiate school and community recycling programs.		Medium	▪ ESD ▪ <i>PRNS</i> ▪ <i>Community Members</i> ▪ <i>School Districts</i>	▪ EAUS	▪ CAP ▪ City budget
140	Increase police patrols to reduce gang activity.		Medium	▪ Police Dept.	▪ PSS	▪ SJRA ▪ City budget

GOAL: IMPROVE PROGRAMS, SERVICES AND COMMUNITY ORGANIZATION

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
	Early Childhood Education	High Priority				
141	Offer pre-school and <i>Smart Start</i> in the neighborhood (potentially at Sherman Oaks Community Charter School).		Short	<ul style="list-style-type: none"> ▪ School Districts ▪ <i>PRNS</i> ▪ <i>Nbhd. Assoc.</i> 	▪ RACS	▪ CDBG
142	Offer the <i>Even Start</i> Family Literacy program at local schools.		Short	<ul style="list-style-type: none"> ▪ School Districts ▪ <i>PRNS</i> ▪ <i>Nbhd. Assoc.</i> 	▪ RACS	▪ CDBG
	Adult Education/Literacy	High Priority				
143	Offer more English as a Second Language (ESL) and language skills courses.		Short	<ul style="list-style-type: none"> ▪ PRNS ▪ <i>School Districts</i> ▪ <i>San José City College</i> ▪ <i>Community-Based Orgs.</i> ▪ <i>Nbhd. Assoc.</i> ▪ <i>Community Members</i> 	▪ RACS	<ul style="list-style-type: none"> ▪ CBDG ▪ School districts ▪ Private funds
144	Offer <i>Even Start</i> Family Literacy at local schools (the program provides parents' literacy in tandem with youth literacy).			<ul style="list-style-type: none"> ▪ PRNS ▪ <i>School Districts</i> ▪ <i>Community-Based Orgs.</i> ▪ <i>Community Members</i> 	▪ RACS	<ul style="list-style-type: none"> ▪ CBDG ▪ School districts ▪ Private funds
145	Expand bilingual and cultural programs.			<ul style="list-style-type: none"> ▪ PRNS ▪ <i>School Districts</i> ▪ <i>San José City College</i> 	▪ RACS	<ul style="list-style-type: none"> ▪ CBDG ▪ School districts ▪ Private funds
146	Offer citizenship classes.			<ul style="list-style-type: none"> ▪ PRNS ▪ <i>San José City College</i> 	▪ RACS	<ul style="list-style-type: none"> ▪ CBDG ▪ San José City College

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
I47	Expand computer training and technology skill-building courses.		Short	<ul style="list-style-type: none"> ▪ PRNS ▪ <i>School Districts</i> ▪ <i>Community Members</i> 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪ CDBG
	Childcare Services	High Priority				
I48	Offer more affordable childcare in the neighborhood (at Sherman Oaks Community Charter School as well as elsewhere in the neighborhood).		Short	<ul style="list-style-type: none"> ▪ PRNS ▪ <i>School Districts</i> ▪ <i>Community-Based Orgs.</i> ▪ <i>Nbhd. Assoc.</i> 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪ CDBG
I49	Provide affordable childcare for parents taking ESL at Sherman Oaks Community Charter School.		Short	<ul style="list-style-type: none"> ▪ PRNS ▪ <i>School Districts</i> ▪ <i>Community Members</i> 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪ CDBG
	After-School Recreational Programs	High Priority				
I50	Expand existing educational and art programs in the City's schools.		Short	<ul style="list-style-type: none"> ▪ School Districts ▪ <i>PRNS</i> ▪ <i>Nbhd. Assoc.</i> 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪ CDBG
I51	Provide more supervised recreational activities for children and teens.		Short	<ul style="list-style-type: none"> ▪ School Districts ▪ <i>PRNS</i> ▪ <i>Nbhd. Assoc.</i> 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪ CDBG
I52	Develop more activities for the 13-18 year old age group.		Short	<ul style="list-style-type: none"> ▪ School Districts ▪ <i>PRNS</i> ▪ <i>Nbhd. Assoc.</i> 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪ CDBG
I53	Offer more music, theater and performance art classes.		Short	<ul style="list-style-type: none"> ▪ School Districts ▪ <i>PRNS</i> ▪ <i>Nbhd. Assoc.</i> ▪ <i>Community Members</i> 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪ CDBG
I54	Collaborate with Children's Discovery Museum and Tech Museum to develop programs.		Short	<ul style="list-style-type: none"> ▪ PRNS ▪ <i>School Districts</i> ▪ <i>Community Members</i> 	<ul style="list-style-type: none"> ▪ RACS 	<ul style="list-style-type: none"> ▪ CDBG

STRATEGIC ACTION PLAN

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
155	Encourage community artists to teach art classes for children.		Short	<ul style="list-style-type: none"> ▪ PRNS ▪ <i>School Districts</i> ▪ <i>Community Members</i> 	▪ RACS	▪ CDBG
156	Employ skilled recreation leaders, inspiring mentors, and trained professionals to run quality recreation programs.		Short	<ul style="list-style-type: none"> ▪ PRNS ▪ <i>School Districts</i> ▪ <i>Community Members</i> 	▪ RACS	▪ CDBG
157	Involve AmeriCorps at Sherman Oaks Community Charter School.		Short	<ul style="list-style-type: none"> ▪ PRNS ▪ <i>School Districts</i> ▪ <i>Community Members</i> 	▪ RACS	▪ CDBG
	Programs/Services for the Elderly	Medium Priority				
158	Offer more extended education and personal enrichment courses for the elderly.		Short	<ul style="list-style-type: none"> ▪ PRNS ▪ <i>School Districts</i> ▪ <i>Community Members</i> 	▪ RACS	▪ CDBG
159	Encourage local artists to teach art classes for adults/elderly.		Short	<ul style="list-style-type: none"> ▪ PRNS ▪ <i>School Districts</i> ▪ <i>Community Members</i> 	▪ RACS	▪ CDBG
160	Offer a lunch program for the Burbank/Del Monte elderly at Sherman Oaks Community Charter School.		Short	<ul style="list-style-type: none"> ▪ PRNS ▪ <i>School Districts</i> ▪ <i>Community Members</i> 	▪ RACS	▪ CDBG
	Program Outreach					
161	Widely distribute the neighborhood “Troubleshooter” inventory of City programs and services.		Medium	<ul style="list-style-type: none"> ▪ PRNS ▪ <i>School Districts</i> ▪ <i>Community Members</i> 	▪ RACS	▪ CDBG
162	Develop a program schedule or newsletter focused on programs offered throughout the year in the immediate neighborhood.			▪ PRNS	▪ RACS	▪ City budget
163	Update the schedule or newsletter to accommodate shifting seasonal programs.			▪ PRNS	▪ RACS	▪ City budget

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
164	Include the schedule with neighborhood association newsletters and distribute it to local schools and churches.			▪ Nbhd. Assoc.	▪ RACS	▪
165	Invite neighborhood leaders and/or City staff to present descriptions of neighborhood programs/services at community meetings, neighborhood events, and neighborhood association meetings.			▪ Nbhd. Assoc. ▪ PRNS	▪ RACS	▪
166	Hold more neighborhood-based events and celebrations (like the Jamboree).	Medium Priority	Medium	▪ Community Members ▪ <i>School Districts</i> ▪ <i>PRNS</i>	▪ RACS	▪ CDBG ▪ CAP grants
	a) Sponsor neighborhood parties and clean-up events to get to know neighbors and improve sense of community.		Medium	▪ Community Members ▪ <i>School Districts</i> ▪ <i>PRNS</i>	▪ RACS	▪ CDBG ▪ CAP grants
	b) Organize local artists to sponsor art-related events.		Medium	▪ Community Members ▪ <i>PRNS</i> ▪ <i>School Districts</i>	▪ RACS	▪ CDBG ▪ CAP grants
	c) Investigate grants to help fund community group activities.		Medium	▪ Community Members ▪ <i>PRNS</i>	▪ EAND	▪ CAP grants
167	Improve neighborhood communication by appointing block captains and distributing a neighborhood newsletter.	Low Priority	Medium	▪ Nbhd. Assoc. ▪ <i>Community Members</i> ▪ <i>PRNS</i>	▪ EAND	▪ CAP grants

BURBANK /
DEL MONTE

NEIGHBORHOOD
IMPROVEMENT PLAN

Implementation

Implementation

This *Neighborhood Improvement Plan* represents the first step in making improvements in the Burbank/Del Monte neighborhood. The plan sets forth a set of ideas and actions that serve as a focus for continued community participation in working toward achieving neighborhood improvement actions. This *Plan* should be treated as a "living document" by which goals, objectives, core values and big ideas are reconsidered and redefined as actions are accomplished and new actions are considered.

The adoption of this *Burbank/Del Monte Neighborhood Improvement Plan* does not constitute the final decision on specific actions, but rather provides a framework for future actions. As each action item is "implemented" there will be additional chances for community review about the steps to be taken to advance the project.

Some community members have expressed concern about the possibility of the Redevelopment Agency/City exercising eminent domain to acquire properties. Eminent domain is the authority for a public agency to acquire property for a purpose that is in the public interest. It is not used lightly. Before resorting to eminent domain, the Agency always attempts to negotiate a purchase with the property owner. The eminent domain process requires the public agency to hold public hearings on the action, to pay the owner fair market value, and to give the occupant all relocation benefits and allowances to which one is entitled by law. If the fair market value cannot be agreed upon, all of the evidence, including appraisals, is submitted to the court and a judge or jury makes the final determination regarding value.

Local residents, merchants, and property owners should be encouraged to participate in reshaping the community over time. Every effort should be made to work with property owners on a voluntary basis and to be a partner with the City on projects. Eminent domain should be a tool of last resort. If the use of eminent domain

is needed, the neighborhood advisory committee will be given the opportunity to provide input to the Agency/City before final action is taken.

A well-defined implementation program is essential to completing the priority actions of the *Burbank/Del Monte Neighborhood Improvement Plan*. Strategies and action steps outlined in the previous section are 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 *Burbank/Del Monte 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.

This *Plan* envisions the NAC as the pivotal organization responsible for the continuing life and success of the plan. The growth of the NAC into a cohesive planning body, capable of sustaining the interest of the community, and sponsoring broad community participation over the coming years, should be a top priority for the committee. Several of the NAC's primary responsibilities during the implementation phase of the project will be to:

- Champion the implementation of Burbank/Del Monte's *top ten* 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 Burbank/Del Monte;
- 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 Burbank/Del Monte.

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 are achieved through the completion of the priority actions.

- **Build on Strengths**

The Burbank/Del Monte 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.

- **Develop a Realistic Timeframe**

Not all of the actions contained in the *Burbank/Del Monte Neighborhood Improvement Plan* can (or should) happen immediately. The *top ten* priority actions offer a guide for staging neighborhood improvements.

- **Identify Roles and Responsibilities**

The dedication, commitment, and accountability provided by a lead organization are key to successful implementation. The strategic action portion of this *Neighborhood Improvement Plan* identifies lead responsibilities and partnerships. The NAC will continue to work with the responsible organizations to determine action steps and roles.

- **Establish Measurable Performance Indicators**

In order to determine whether or not an action has been completed, it is necessary to create measures of success. It is important that the community can objectively measure these indicators so that success of neighborhood improvements cannot be left open to interpretation. Easily measured outcomes also provide concrete and realistic goals and objectives.

- **Monitor and Evaluate Ongoing 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 *Burbank/Del Monte Neighborhood 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 identification and procurement of funds from other sources. The City's Capital Improvement Program (CIP) is an ongoing source for funding other elements of the action program. Another principal federal-funding source is Community Development Block Grants (CDBG) funds.

The creation of a new Redevelopment Project Area, which includes all 22 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 Burbank/Del Monte 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 Jose in reorganizing City departments and agencies 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. Because the Strong Neighborhoods Initiative is new and innovative, agency roles and capabilities will no doubt evolve as staffs and departments gain experience in serving the needs of the program effort. The coming years will be an exciting time for both the communities, the members of the various NAC groups, the staff and government officials of the City as new roles and responsibilities are formulated.

The matrix on the previous pages illustrates the lead responsibilities and partners, including City Service Areas (CSAs), who will work together to ensure plan implementation. City Service Areas integrate services provided in individual departments into the City's six key lines of business: Economic and Neighborhood Development, Environment and Utility Services, Public Safety, Recreation and Cultural Services, Aviation and Transportation. An additional CSA referred to as *Strategic Support*, represents the internal functions the other six CSAs need to provide services to the community. These cross-departmental CSAs provide a forum for strategic

planning, for setting policies, and investment decisions, which are then carried out through one departmental core and operational services.

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) is the 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 NAC to ensure continued community involvement and communication. The Parks Division of PRNS plans open space/parks/trails, and the Recreation Division plans community facilities.
- The Department of Planning, Building, and Code Enforcement (PBCE) will be responsible for interpreting the *Plan*, linking *Plan* elements to new development projects, and delivering Code Enforcement Services.
- The San José Redevelopment Agency (SJRA) will provide funding and will oversee *Plan* implementation for redevelopment projects. In Some areas SJRA will serve as the lead department responsible for overseeing *Plan* implementation. SJRA is also responsible for redevelopment activity within the Burbank/Del Monte neighborhood, including façade improvement programs, upgrades to transportation systems, and constructing new parks and other community facilities.
- Some of the *top ten* priority actions in Burbank/Del Monte are focused on transportation improvements. The Department of Transportation (DOT) is an integral part of ensuring implementation of these improvements. The DOT is responsible for many programs that are included in the *Burbank/Del Monte Neighborhood Improvement Plan*, including pedestrian corridors, street right-of-way improvements, street lights, coordination with VTA, and managing city street trees and landscaping programs.
- The Department of Public Works (DPW) is responsible for planning, design, and construction services for facilities and infrastructure in Burbank/Del Monte. For many of the Burbank/Del Monte action strategies, 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 Burbank/Del Monte.

GLOSSARY OF ACRONYMS

CAP	Community Action and Pride
CDBG	Community Development Block Grant
CIP	Capital Improvement Program
DOT	Department of Transportation
DPW	Department of Public Works
EAND	Economic and Neighborhood Development
EAUS	Environment and Utility Services
ESD	Environmental Services Division
OED	Office of Economic Development
PBCE	Department of Planning, Building and Code Enforcement
PRNS	Department of Parks, Recreation and Neighborhood Services
PSS	Public Safety Services
RAC	Recreation and Cultural Services
RFQ	Request for Qualifications
SJRA	San José Redevelopment Agency
SNI	Strong Neighborhoods Initiative
TDA	Transportation Development Act
TOD	Transit-Oriented Development
TS	Transportation Services
VTA	Valley Transportation Authority