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San José, California

Activating North San José

Mission:

To encourage and support excellence in land use decision making.

“We should all be open-minded and constantly learning.”

--Daniel Rose

The Rose Center
FOR PUBLIC LEADERSHIP

NLC NATIONAL
LEAGUE
OF CITIES

ULI Urban Land
Institute

Mission:

Helping city leaders build better
communities



Mission:

Providing leadership in the responsible use of land and in creating and sustaining thriving communities worldwide



Rose Center Programming



- Policy & Practice Forums
- Education for Public Officials: webinars, workshops, and scholarships to attend ULI conferences



Daniel Rose Fellowship

- Four cities selected for yearlong program of professional development, leadership training, assistance with a local land use challenge
- Mayor selects 3 fellows and team coordinator

Daniel Rose Fellowship: alumni mayors



Daniel Rose Fellowship: class of 2017



San José

Grand Rapids



Washington



Anchorage

City Study Visits

- Assemble experts to study land use challenge
- Provides city's fellowship team with framework and ideas to start addressing their challenge
- Part of yearlong engagement with each city





The Panel

The Panel

- Co-Chair: Nolan Lienhart, Principal and Director of Planning & Urban Design, ZGF Architects, Portland, OR
- Co-Chair: Marilee Utter, President, Citiventure Associates, Denver, CO
- Juan Calaf, Project Designer, Rolluda Architects, Seattle, WA
- Anthony Chang, Vice President, Asset Management, Washington REIT, DC
- Yong Cho, Principal, Studio Completiva, Denver, CO
- Sean Crumby, City Engineer and Deputy Director, Department of Public Works, City of Long Beach, CA (Alumni Rose Fellow)
- Ana Gelabert-Sanchez, Principal, Gelabert-Sanchez & Associates and Design Critic, Harvard University, Coral Gables, FL (and former planning director of Miami)
- Chris Schutte, Director, Office of Community and Economic Development, Municipality of Anchorage, AK (Rose Fellow)
- Andrew Trueblood, Chief of Staff, Office of the Deputy Mayor for Planning and Economic Development, District of Columbia (Rose Fellow)
- Kara Wood, Managing Director, Economic Development Services, City of Grand Rapids, MI (Rose Fellow)

The Challenge



How can retail and other amenities be used to transform North San José into a vibrant, urban, mixed-use employment district?

Observations: Assets



Observations: Assets

- Multi-cultural community
- City is business friendly
- Fortune 100 roster
- Access to employee base
- Guadalupe, Coyote, and the Bay
- Space to grow
- Affordability
- Infrastructure (airport, light rail, freeways)
- City staff

Observations: Challenges



Observations: Challenges

- Disjointed community
- Auto-oriented/congested
- Weak identity
- Non-activated
- Little access to natural environment
- Few housing choices
- Competitive jurisdictions

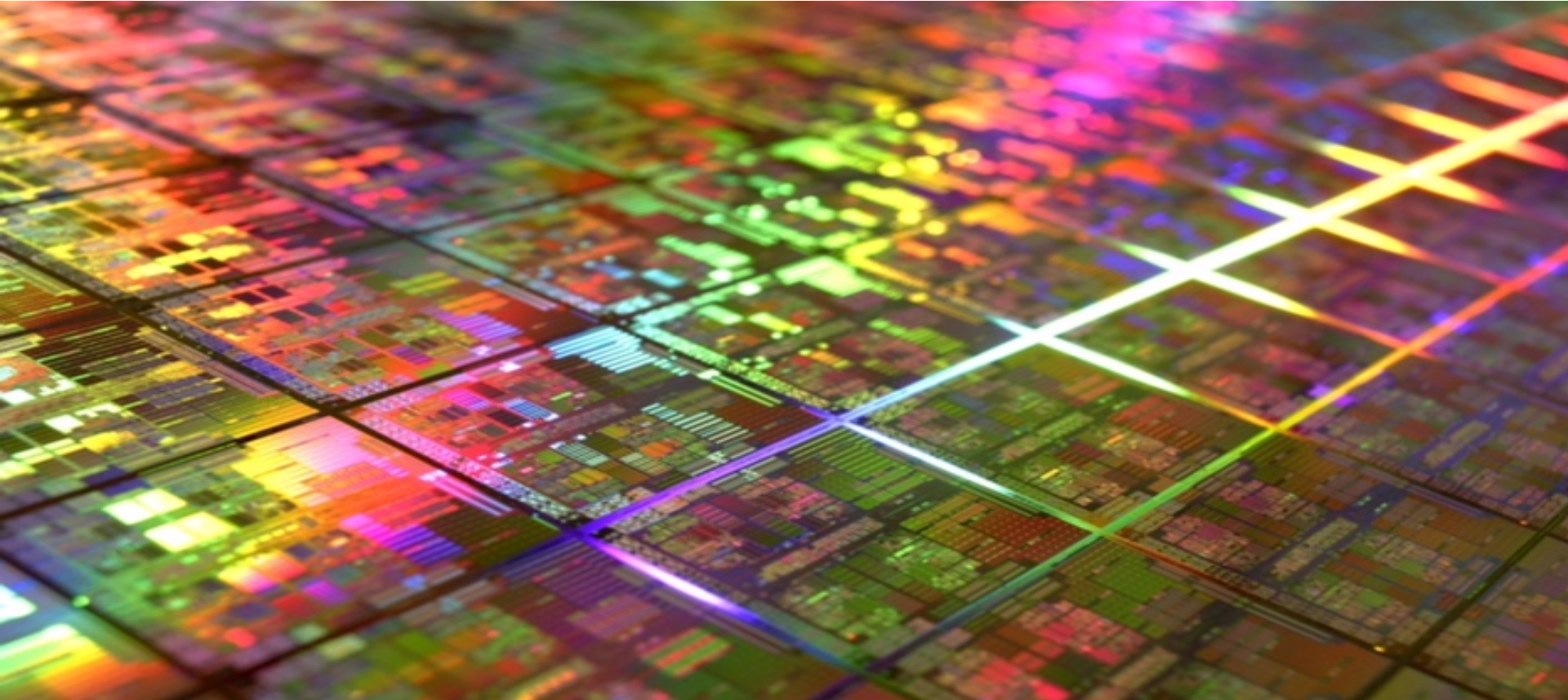
What We Heard

- 
- A group of five people (three men and two women) are seated around a round table in a modern office setting. They are engaged in a discussion, looking at a large map of a city spread across the table. The map shows various urban features like streets, parks, and buildings. There are coffee cups and some papers on the table. The background shows a typical office environment with a door and some storage units.
- “The price was right.”
 - “There’s no ‘Cheers’ here”
 - “Jobs first is not people first.”
 - “We’d do mixed use if we could get the zoning.”
 - “You can’t get retail without the rooftops.”
 - “The City wants retail on scholarships.”
 - “We just want a place where we can walk.”
 - “We love to cycle but it’s not safe.”
 - “Not even Seal Team 6 can get a parking space at lunch.”

**Imagine recapturing authentic San Jose
as the "Valley of the Heart's Delight"**



Imagine **re**leveraging the best of technology



Imagine **re**Creating new districts for people to grow



Mayor's Vision

"This is our moment to re-create San José's future, to dream anew and stretch our imaginations around a new narrative, and a bold vision for our city – a future laden with opportunities for residents from every corner of our city."

A handwritten signature in black ink, reading "Sam Linares". The signature is fluid and cursive, with a large loop at the beginning and a long, sweeping underline.

Today's market

- North San Jose can no longer compete on cost alone
- Competition to recruit and retain talent is compelling companies and landlords to subsidize amenities
- Market solution for retail will need significant housing development
- Opportunities away from the freeways will need to be authentic and unique to draw from beyond the M-F market



Recommendations

1. **BetaHood + Placemaking**
2. Policy Refinements
3. Short-Term Activation Strategies
4. Leadership + Implementation
5. Conclusion + Homework

Planning Analysis > BetaHood Recommendation

- Context
- Opportunities
- BetaHood example (realistic, vision, replicable)



reFraming North San Jose Creating Place Through Connectivity

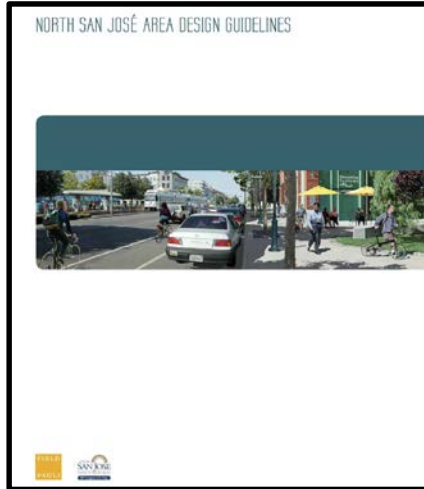
Creating Connected Centers > Bay/ North San Jose/ Downtown

1. Livability
2. Identity
3. Vibrancy

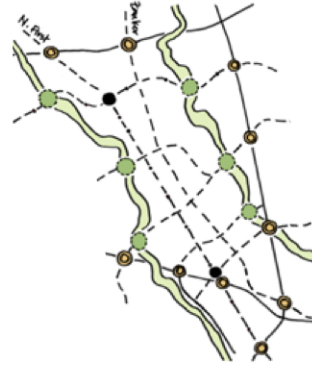


Analysis

Creating Place Through Connectivity



Framework Plan Elements



Nodes and Gateways

Several important types of nodes and gateways define North San José. These include freeway crossings, street intersections at either end of the Core Area, and points where major thoroughfares cross the two waterways that bound North San José. Such locations are opportunities for public art, signage, and other features that can help make people aware that they are entering a distinct district within the city.



North-South Thoroughfares

North First Street and Zanker Road are the only north-south streets that traverse the entire length of North San José. Defining these streets with contrasting characters - North First Street as an urban, dense boulevard, and Zanker as a more lush and green street with bigger, landscaped setbacks - will give definition to the experience of traveling through North San José.



Green Network

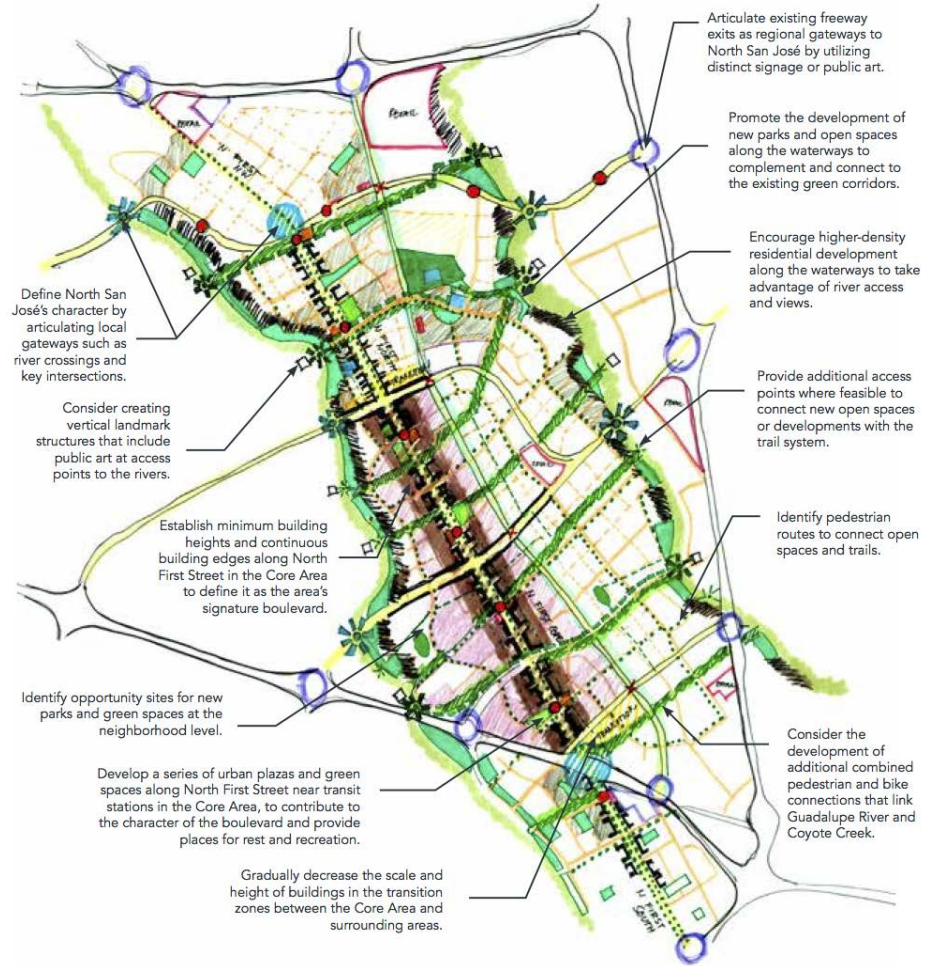
One of the most special aspects of North San José is its proximity to not just one but two beautiful waterways, the Guadalupe River and Coyote Creek. These defining landscape features, already partially lined with popular trails, are an excellent opportunity upon which to build a distinct green network that links the waterway trails to other trails, open spaces, parks, and plazas, overlaying a network of nature within a urban environment.

Green Network/Green Infrastructure

Creating Place Through Connectivity

Fostering a community asset and creating connectivity

- Landscape/Drainage
 - Bay ~ Rivers and Creeks ~ Valley Center
 - Raise “Eco-Awareness” - Local Geography
 - Natural element to the forefront
- East-West connectivity

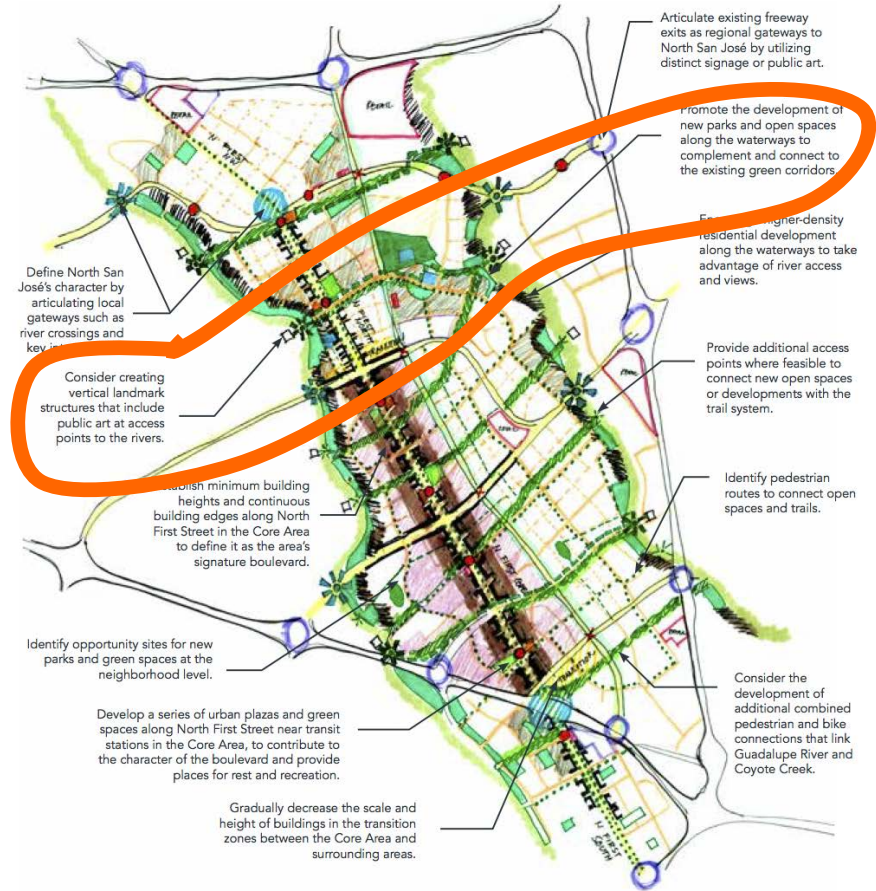




Where do you start?

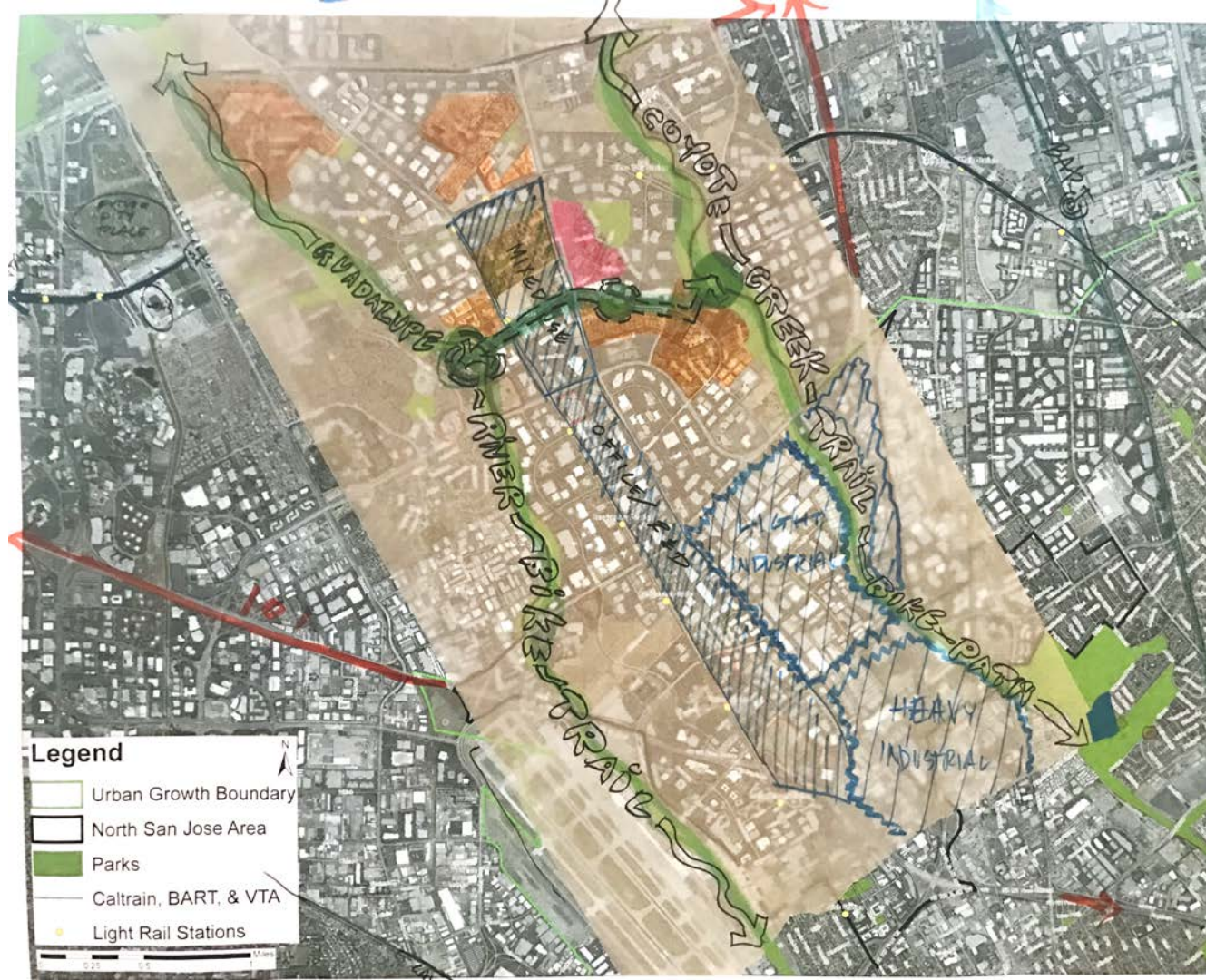
Creating Place Through Connectivity

River Oaks Parkway



Analysis

Leveraging Assets



People Oriented Development (POD)

The BetaHood

Promote livability

- Future School
- Parks Park
- Landmarks and trails at Guadalupe River and Coyote Creek
- Bike Path System



199 River Oaks Pkwy

San Jose, California

Street View - Feb 2016

River Oaks Parkway (Protected Bike Lanes)

River Oaks Pkwy

Google



Existing conditions



New sidewalk, bike lane, street trees, street lamps, crosswalk



New train station



Transit-oriented development

Bike Share



People Oriented Development (POD)

Creating Place Through Connectivity

Density/Mixed-Use

- Catalyst site
- Food Hub
- Kitchen Incubator



Kitchen Incubator

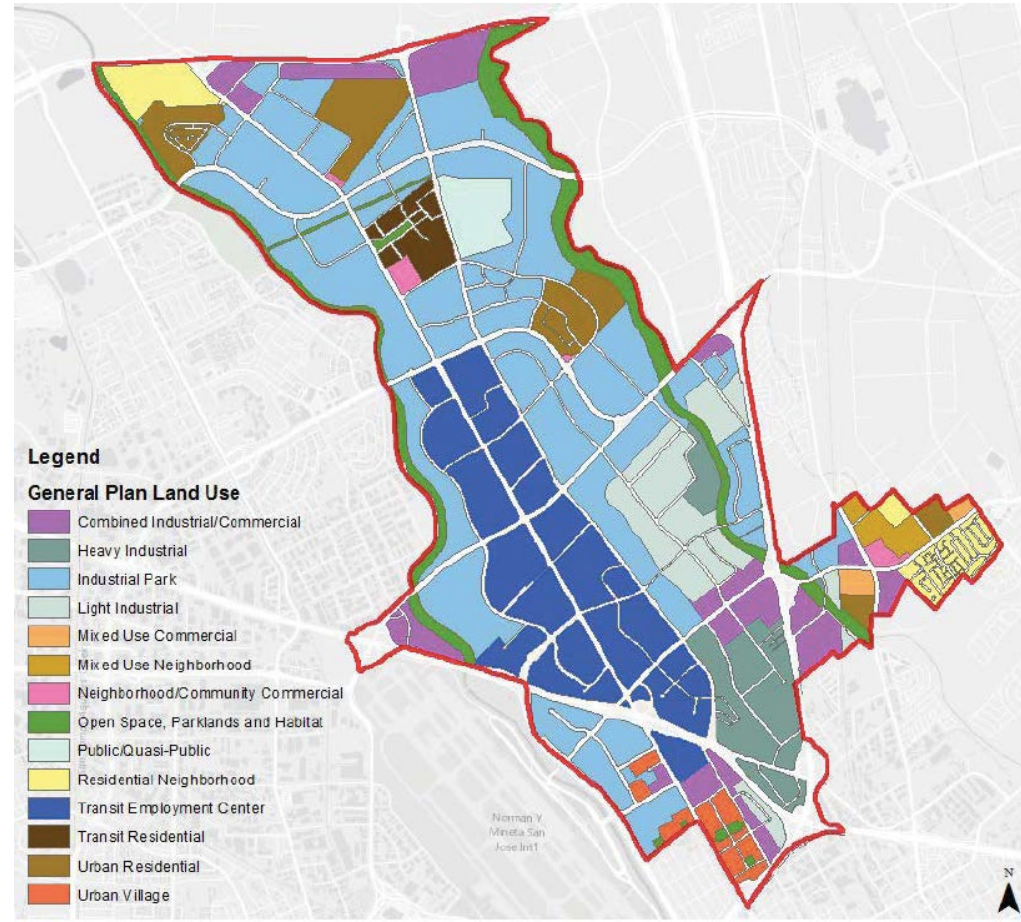
Creating Place Through Connectivity



Land Use & Land Development Regulation

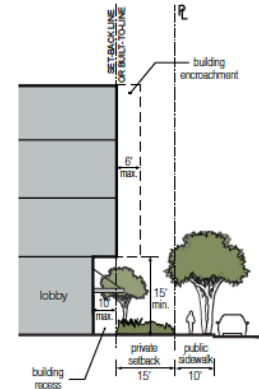
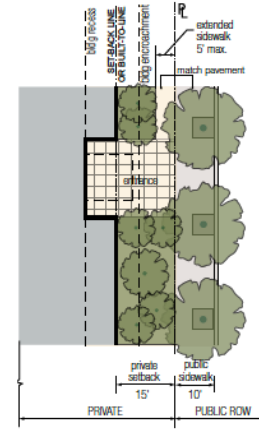
Creating Place Through Connectivity

- Current land use regulations prevent sufficient demand for development of amenities that would improve experience of workers and residents in North San José
- Allow for appropriate housing mix to incentivize retail uses in strategic locations where they can also serve workers
- Density and Uses



Land Use & Land Development Regulation

Creating Place Through Connectivity



Industrial Park/Light Industrial Area
Street Frontages

Guidelines - Industrial Park/Light Industrial Areas

- Buildings should be placed parallel to the street; large surface parking areas should be located behind the building or along the sides.
- Orient all main entrances to the street.
- Place buildings with more customer interaction, such as offices, along the street edge; place larger buildings with less customer interaction, such as production facilities, behind these buildings.
- Buildings must be built to the build-to lines where applicable, such as areas along North First Street (see diagram earlier in this section). On streets without build-to lines, buildings should be built to the setback line.
- Building recesses and encroachments are allowed as follows:
 - » Building recesses of up to 10 feet and encroachments of up to 6 feet are allowed from the main façade line to increase building articulation.
 - » Altogether, recesses and encroachments (measured by length) should not exceed 50% of the portion of the building's street-oriented façade that meets the main façade line.
 - » Occasional recesses on the ground floor for entrances, lobbies, and service retail are encouraged.
 - » Encroachments may occur only at a height of 15 feet or more from the street level.
- The public sidewalk can be extended on the private side. The setback zone should include a landscaped area at least 10 feet in depth, unless the zone is used to accommodate entry zones, small plazas, or seating areas.



Generous entrances, small plazas, green spaces and seating areas are encouraged along street frontage.

Recommendations

- Promote people oriented development
- Engage natural assets
- Amending land development regulations
- Pilot green connector from River Oak to Coyote Creek
- Engage Moitozo property to include retail, office and residential
- Work with school district to ensure success of new school

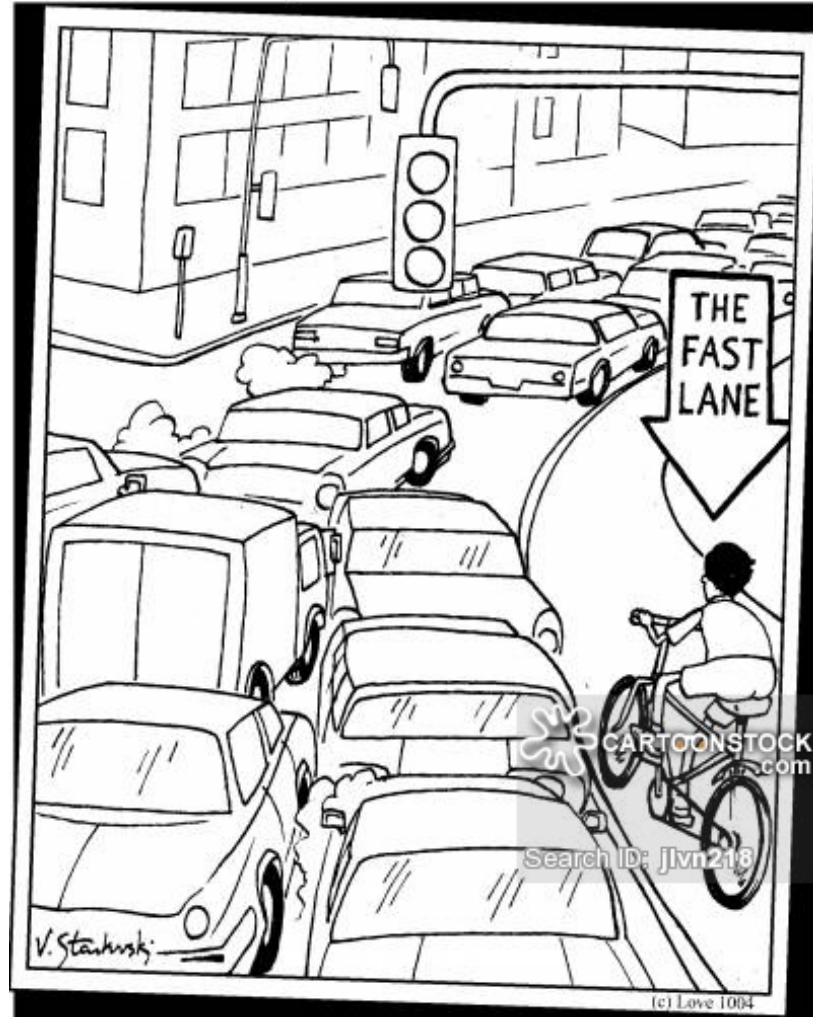


Recommendations

1. BetaHood + Placemaking
2. **Policy Refinements**
3. Short-Term Activation Strategies
4. Leadership + Implementation
5. Conclusion + Homework

Policy Refinements

- Complying with vision expressed in General Plan
- Varying from phasing in North San José Area Development Policy (NSJADP)--may necessitate changes to CEQA; process may take 1-2 years
- Good opportunity to transition from LOS assessment to Vehicle Miles Traveled; more accurate measure of impact



Policy Refinements (con't)

Transportation Demand Management (TDM) and traffic mitigation strategies have evolved since the adoption of the NSJADP; moving forward:

- Pursue most aggressive TDM measures
- Revise development conditions to require new technologies
- Utilize TDM strategies such as bike share to provide linkages to housing and local businesses





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Activation of Public Space

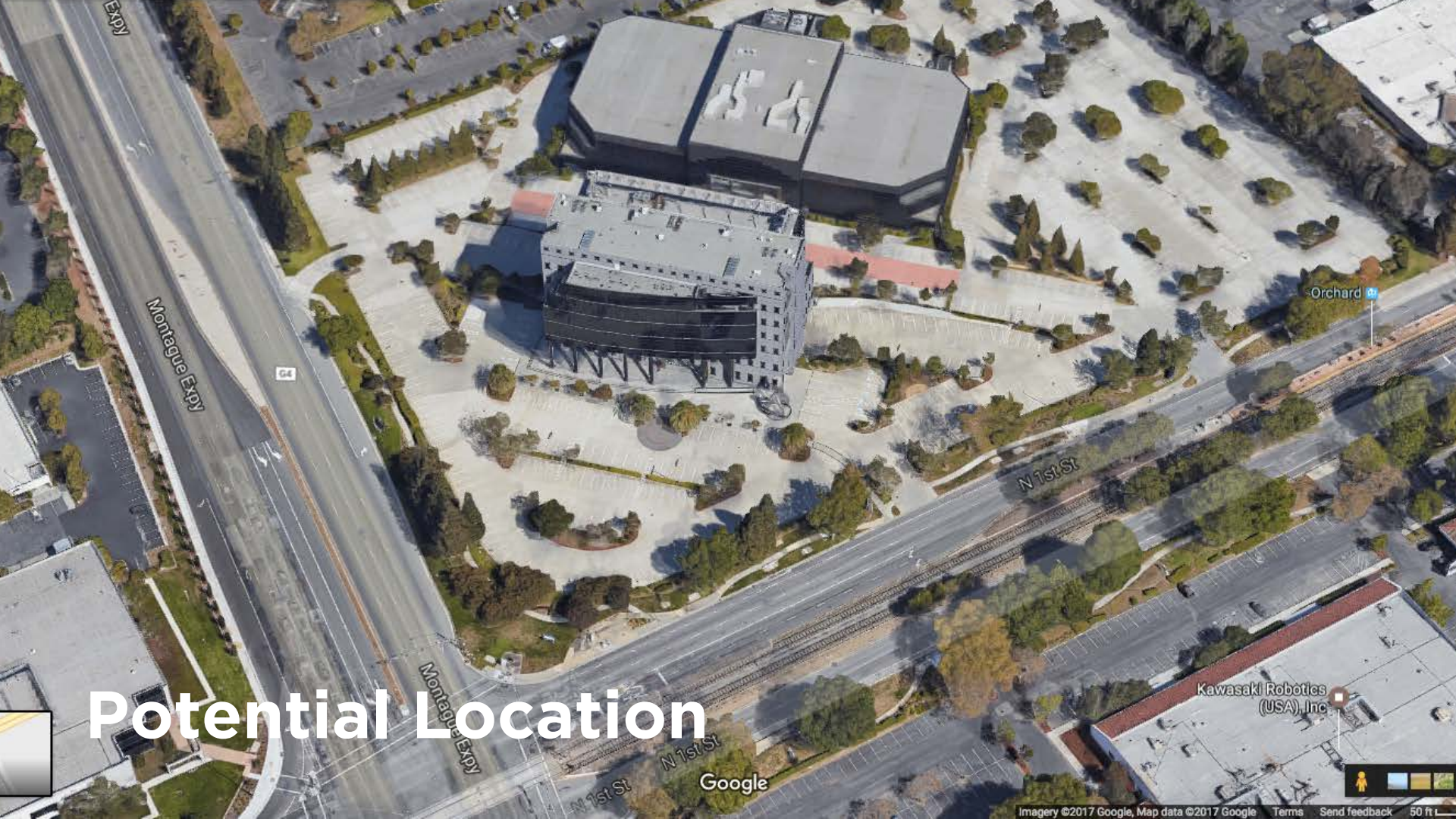
A photograph of a lively outdoor public space in Denver. In the foreground, two women are seated at a small white metal table under a large tan patio umbrella. The woman on the left is wearing a white long-sleeved shirt and sunglasses, while the woman on the right is wearing a grey t-shirt. They are both looking towards the right. In the background, there are several other people sitting at similar tables under umbrellas. To the right, a white food truck with colorful abstract murals is parked. The truck has the words "olive" and "food" visible on its side. The background features modern city buildings under a clear sky.

Denver

Food Truck Activation of Vacant Lot



Bleu Garten, Oklahoma City



Potential Location

Activating Public ROW



Vancouver



Outdoor Movies





Potential Movie Location

Google

James Lick Mansion



Hot Tub Rooftop Movies

Brooklyn



Potential Location



Google



Concerts

Temporary Public Art



Long Beach



Cultural Celebrations

Columbus

Cyclovia

San Jose!





Recommendations

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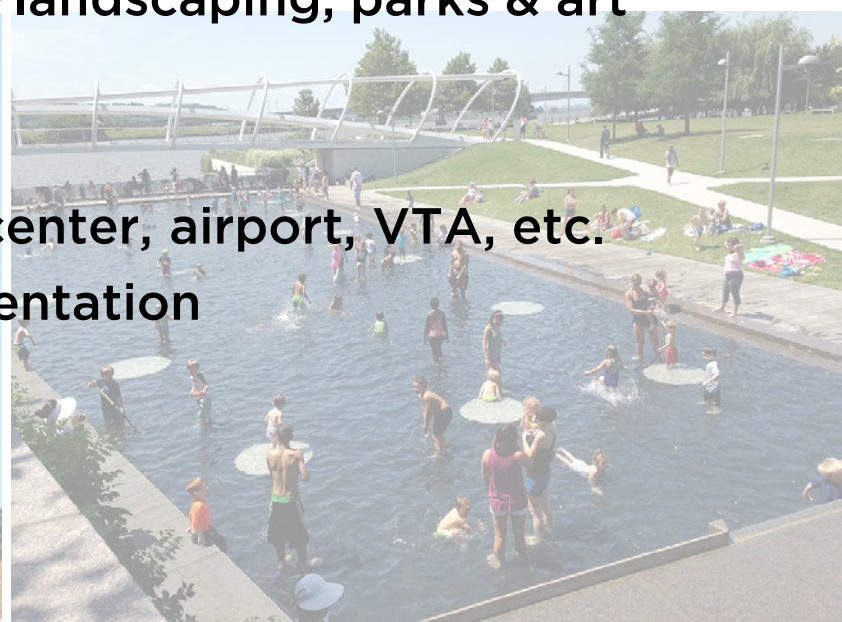
Leadership + Implementation

- No entity to organize energy & resources toward shared NSJ goals
- Elimination of redevelopment agencies limits ability to coordinate local investment & cooperation
- Companies are willing to contribute to improved quality of life
- BID and TMA functions are needed, but may overlap boundaries
- Leverage private energy and funding



BID Functions

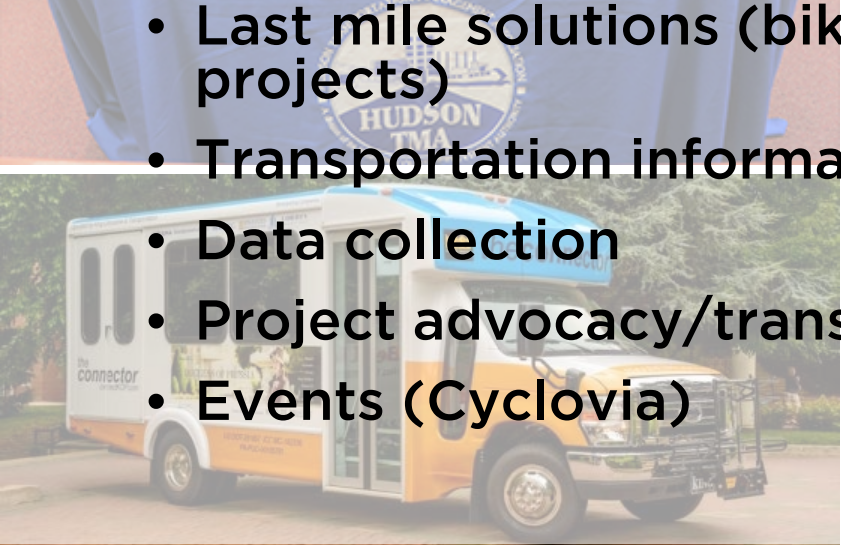
- Activation: events, pop-ups, creative placemaking, food trucks
- Public realm improvements: public landscaping, parks & art
- Branding & marketing
- Wayfinding
- Partner coordination: Convention center, airport, VTA, etc.
- Economic data gathering and presentation
- Clean & safe
- Advocacy & issue identification





TMA Functions

- TDM planning & implementation
- Parking/shared parking strategy/mgmt
- Rideshare/carpool/shuttle coordination
- Last mile solutions (bike share/bike station/cycletrack projects)
- Transportation information/transport shop
- Data collection
- Project advocacy/transportation agency liaison
- Events (Cyclovía)



Recommendations

1. Continue preliminary conversations with stakeholders
2. Establish Exploratory Committee to determine interest, scope and responsibilities of organizations
3. Establish conceptual approach to implementation (structure, funding, boundaries, etc.)
 - For example, explore feasibility of a Community Facilities District



Recommendations

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Conclusions

- Growing jobs requires new strategies, and now requires quality of life
- Powerful and realistic recommendations inspire optimism
- BetaHood pilot jumpstarts a new approach
- Strategies must include short-term activation and long-term vision
- Success requires champions, coordination and relentless focus

Homework

1. Identify a City BetaCzar to keep focus on the project
2. Establish District Management/TMA Exploratory Committee
3. Identify and reach out to property owners on BetaHood opportunity sites
4. Connect with school district leadership to maximize partnerships and community asset value
5. Explore overlay to increase retail and residential flexibility
6. Explore expedited permitting for BetaHood as an incentive

Next check-in:
Rose Fellowship Retreat
Seattle, May 2

ALL GREAT CHANGES ARE PRECEDED BY CHAOS



Thank you to the following people; their assistance was essential to the panel's work:

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