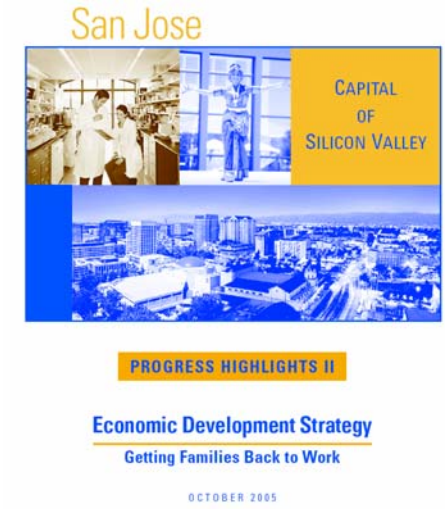

Implementation Progress
October 27, 2005

IMPLEMENTATION PRINCIPLES

Perspective we have….

- Economic development is a **Citywide** business
- Economic development and quality of life are **interdependent priorities**
- **Employers are customers**, just like residents
- Each City staff member is an **Ambassador** for the entire City

IMPLEMENTATION PRINCIPLES

What we do….

- Support efforts of private-sector employers to **increase productivity-** to add more value or to reduce costs
- Create **unique competitive advantages** for San Jose

IMPLEMENTATION PRINCIPLES

How we do it….

- **Be in relationship** with San Jose industries for ongoing learning
- **Collaborate** within and outside the City organization to address shared challenges and access expertise and resources
- Be **speedy, agile, and adaptable**
- Focus on a few priority actions, and finish what you start
- **Be open** to new opportunities that emerge aligned with our economic vision

FOCUS ON ECONOMIC COMPETITIVENESS

MILESTONES	
February-July 2003	Interviews, Focus Groups, Research
August 2003	"Getting Families Back to Work" Study Session 1
September 2003	Council Adopts GFB2W Directives
November 2003	Council Adopts Economic Development Strategy
October 2003-July 2004	Implementation
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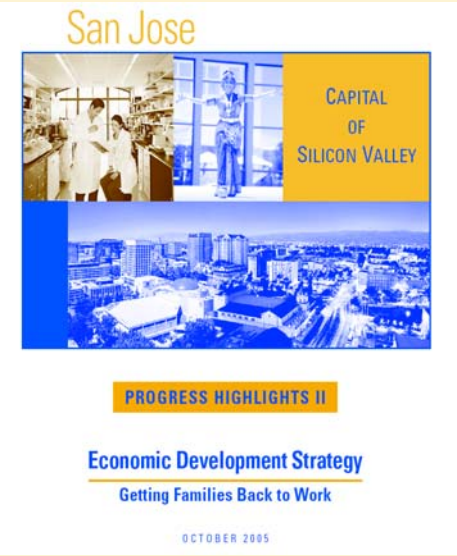


- Six Vision Themes
- 15 Strategies
- 160 Projects (including 50 GFB2W Council Directives)

Economic Development Is A Citywide Business

SUMMARY OF PROJECT STATUS

GFB2W Directives

# of Projects	
Completed	36
In Progress	4
Ongoing	10

Other Projects

# of Projects	
Completed	21
In Progress	27
Ongoing	63

"ONE LIST" OF PROJECTS and STATUS

APPENDIX

Implementation Projects

Economic Development Strategy/"Getting Families Back to Work" (GFB2W)

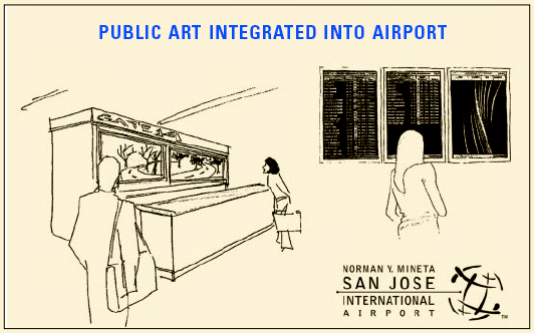
A complete list of all projects, organized by Strategic Initiative, identifying which ones are:

- **"Complete"**—project finished
- **"In Progress"**—started implementing this project, and it will be completed at a future date
- **"Ongoing"**—implementation of this project will continue indefinitely; no firm completion date is appropriate
- **"To Be Started"**—implementation of this project has not begun.

Strategic Initiative #1: Build a World-Class Airport Facility and Air Services		
GFB2W Directives		
1.1	Reduce commercial aircraft landing fees at the Norman Y. Mineta San Jose International Airport.	Complete
1.2	Meet with airline executives to discuss their needs at our airport and develop a strategy to meet those needs.	Ongoing
Economic Strategy Projects		
1.3	Develop international flights to key destinations including Asian and European gateway cities.	Ongoing
1.4	Increase the City's understanding of the air-service needs of San Jose's Driving Industries.	Ongoing
1.5	Design the North Concourse.	In Progress
1.6	Extend runway 30 left.	Complete
1.7	Continue construction projects that improve access into and out of the airport.	In Progress
1.8	Accommodate corporate needs for owned, leased, or fractional shares of corporate jets.	Ongoing
1.9	Maintain a diverse base of air carriers.	Ongoing
1.10	Develop a public art masterplan that enables the airport facility to reflect San Jose's vision and distinctive characteristics (e.g. global gateway, innovation center), and make a powerful first impression.	Complete
1.11	Initiation of the Activation phase of the Airport Public Art Master Plan.	Ongoing
1.12	Acquire land adjacent to the airport from FMC and plan for airport and other appropriate uses.	In Progress

STRATEGY #1: BUILD A WORLD-CLASS AIRPORT FACILITY AND AIR SERVICES

- Successfully recruited JetBlue and Hawaiian Airlines.
- Initiated construction of the North Concourse.
- Extended the length of Runway 30L to 11,000 feet.
- Completed the Route 87 freeway upgrade from Julian Street to Route 101. Started construction to upgrade the 880/Coleman interchange.
- Approve the Airport Public Art Master Plan, enabling the facility to make a powerful statement of San Jose's vision and distinctive characteristics.
- Purchased 75 acres of property near the airport for parking, rental car, and other economic development uses.



STRATEGY #2: FORGE CONNECTIONS TO INNOVATION REGIONS GLOBALLY FOR MUTUAL ECONOMIC BENEFIT

- Signed Economic Partnership Agreement with the Cambridgeshire/East of England region—one of Europe's largest technology centers.
- Hosted Bioscience Forum in Cambridge, England with 100 attendees
- Executed economic development missions to global innovation regions and information technology centers, including Espoo, Finland and Munich, Germany, to explore partnering potential
- Assisted the Mexican Government with the establishment of Mexican Technology Business Accelerator in San Jose
- Reached out to more than 70 foreign consulates in the Bay Area to market the International Business Incubator as location for foreign-owned companies

Mayor Gonzales signing the Economic Partnership Agreement with Cambridgeshire/East of England

STRATEGY #3: DEVELOP STRATEGIC PARTNERSHIPS WITH SAN JOSE STATE AND OTHER UNIVERSITIES TO DRIVE INNOVATION AND ECONOMIC IMPACT

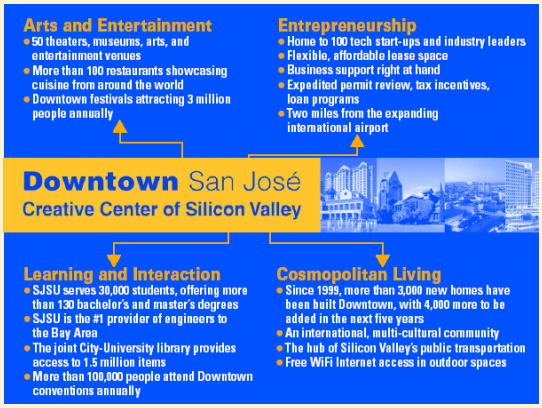
- Senior leadership from San Jose State and the City Administration identified an initial set of eight collaborative projects that are high-priority for both institutions.
- Initiated the Public Sector Career Initiative to expose university students to career opportunities in local government, and encourage city employee education and involvement at San Jose State.
- Obtained commitment for a professor to direct the CommUniverCity service learning initiative. In Spring 2005, 300+ students participated in educational programs, community mapping, and survey work in SNI neighborhoods.

EIGHT IDENTIFIED HIGH-PRIORITY PROJECTS FOR SAN JOSE STATE UNIVERSITY AND THE CITY
Public Sector Career Initiative
South Campus Area Plan
Integrated Wireless Infrastructure
ZeroOne San Jose Festival
CommUniverCity Service Learning
SJSU 150th Celebration
Faculty-Staff Housing Partnership
SJSU Event Center Collaboration

- San Jose State committed to be an anchor sponsor, along with the City, of the ZeroOne San Jose Festival and International Symposium for Electronic Arts in 2006.
- Developed training partnership with National Hispanic University and the Silicon Valley Workforce Investment Network.

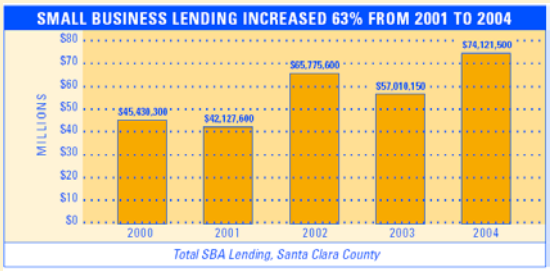
STRATEGY #4: EVOLVE AND POSITION DOWNTOWN AS A UNIQUE CREATIVE AND CULTURAL CENTER OF SILICON VALLEY

- Opened South Hall of the Convention Center; booked 25 events at the facility, including eBay Live (12,000 attendees)
- Finalized Cooperation Agreement with the San Jose Museum of Art to explore the possibility of an International Center for Art and Technology in the former MLK Library building.
- Completed and opened the San Jose Museum of Quilts and Textiles.
- Assisted ten businesses in the Downtown Core through the Façade Improvement Program; total public investment exceeded $500,000.
- Assisted with the opening of 17 retail businesses and execution of 19 new leases Downtown.



STRATEGY #5: SUPPORT START-UP AND GROWTH OF LOCAL BUSINESSES, SMALL AND LARGE, IN TECH AS WELL AS NON-TECH FIELDS

- Adopted the Local Business and Small Business Preference Ordinance.
- Provided tax relief for small businesses operating in less than 3,000 square feet. Between October 2004 and June 2005, a total of 86 building permits qualified for the small business tax incentive (160,000 square feet).
- SVWIN, in collaboration with 25 local agencies, established relationships with over 260 small businesses, providing services such as human resource support, technical assistance and training.
- A record 195 businesses benefited from Enterprise Zone financial incentives.



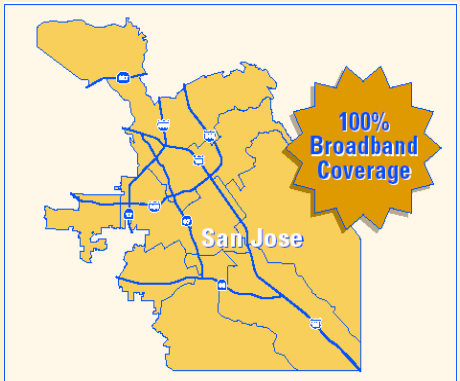
- In five years, SBA lending through the Entrepreneur Center increased 63% in Santa Clara County. More than 65,000 people attended workshops and trainings at the Center.
- Facilitated the expansion and relocation of companies to North San Jose and Edenvale.

STRATEGY #6: IMPROVE SPEED, CONSISTENCY, PREDICTABILITY OF THE DEVELOPMENT REVIEW PROCESS, AND REDUCE COSTS OF OPERATING IN SAN JOSE

- Fully implemented the "One Start" Development Center approach to service delivery with the move to the new City Hall; provide assistance through a single customer service function.
- Instituted Tuesday evening hours for all development services.
- Issued the first edition of "Guide to Land Use Planning and Development" in September 2004 to explain the process to residents and small business owners.
- Created a Small Business Services Center at the New City Hall to respond to inquiries from small businesses.
- Instituted the Small Business Ambassador program to improve the experience of small businesses with the planning and permitting process.

STRATEGY #7: MAKE SAN JOSE A TECH-SAVY CITY; LEAD THE WAY IN USING TECHNOLOGY TO IMPROVE DAILY LIFE

- Achieved 100% residential broadband service coverage; every home could have access to the Internet through cable or DSL.
- Through public-private partnership, completed successful pilot of free outdoor WiFi Downtown, with 99.9% "up-time" and 75-100 log-ins per day.
- Installed a VoIP network in New City Hall, including wireless service in public space.
- Drafted a strategy to encourage wireless services throughout the community.



100% Residential Broadband Internet Service Coverage in San Jose

STRATEGY #8: DIVERSIFY SAN JOSE'S ECONOMIC BASE AND PRESERVE/CREATE MIDDLE INCOME JOBS

- Developed hospitality training program with San Jose State, training 30 individuals in middle management and other career paths.
- Completed customized training programs with Kaiser Permanente in nursing and other health care occupations, training more than 50 individuals.
- Welcomed 15 companies to the San Jose BioCenter; 70% of wet lab space is occupied.
- Celebrated 10-year anniversary of Software and Environmental Technology Incubators.
- Retained in San Jose the world headquarters and major manufacturing facility of Hitachi Storage Solutions (3,000 jobs).

Rising Demand for Health Care Workers

The need for health care workers is projected to increase dramatically in the next seven years. The State of California Labor Market Information Division estimates that the San Jose area will need to fill 15,000 new health care positions by 2012.

STRATEGY #9: PREPARE RESIDENTS TO PARTICIPATE IN THE REGION'S ECONOMIC OPPORTUNITY, FROM K-12 TO LIFELONG LEARNING

- Placed 70% of Workforce Investment Network clients in five target growth industries: software, health care, bioscience, hospitality, and retail.
- Trained more than 250 youth at career exploration workshops.
- Trained nearly 30 women in non-traditional occupations through lineman and apprenticeship program.

SILICON VALLEY WORKFORCE INVESTMENT NETWORK	
Clients Served per Month	11,600
% of Enrolled Clients Placed in Jobs	83%
% of Enrolled Clients Employed 6 Months After Initial Placement	85%
Training/Job Counseling Dollars Under Management	$2.4 million

- Continued to meet or exceed monthly goal of serving 4,000 people per month at One-Stop job placement services.
- Provided personal and academic growth opportunities to more than 30,000 students at 227 sites through San Jose After School program.

STRATEGY #10: CONTINUE EMPHASIS ON DEVELOPING NEW HOUSING, INCLUDING NEW HOUSING TYPES IN A VARIETY OF NEIGHBORHOOD SETTINGS

- San Jose received an A+ from the Bay Area Housing Profile for producing more than 100% of its regional housing "fair share."
- Since 2003, the Housing Department received funding for every application it submitted through State Proposition 46 program for affordable housing, totaling nearly $9 million.
- Reduced auto coverage requirements for construction contractors in City's housing rehabilitation programs from $1,000,000 to $300,000, allowing smaller contractors and painters to compete.
- Completed Underwriting Guidelines for the Housing Project Development Program, ensuring transparency and consistency in the application of the guidelines to affordable housing developers.
- Approved an incentive program for Downtown High-Rise Residential Housing. Two high-rise projects are under construction and four others are moving forward in the planning stage.
- New studio housing completed at Twohy Lofts Project, and planned at the Brandenburg, Dimensions, and Block 8 properties.

STRATEGY #11: REVISE KEY LAND USE AND TRANSPORTATION POLICIES TO REFLECT THE NEW REALITIES OF THE SAN JOSE ECONOMY

- Approved the North San Jose Area Development Policy to transform North San Jose into a mixed-use, moderate-density innovation district.
- Approved the updated Downtown Strategy Plan in June 2005 and certified a master Environmental Impact Report.
- VTA completed the environmental document for the BART extension to San Jose/Silicon Valley. Continued to secure project funding from State and Federal sources and to pursue supplemental local funding from a potential countywide tax measure.
- Approved the updated Citywide Level-of-Service Policy to enable more walkable environments and higher densities along transit corridors and in special mixed-used districts.
- Approved plan for transit-oriented housing, retail, park, and workplace uses at Hitachi's Cottle Road site.

NEW VISION: NORTH SAN JOSE	
Past: Industrial Campus	Future: Innovation District
Single-use: workspace	Multi-use: workspace, support services, housing
1–2 story workspaces	4–8 story workspaces
Class C tilt-ups	Class A headquarters
Manufacturing/R&D activity	Headquarters, software & manufacturing/ R&D activity
Car-dependent, minimal transit use, very long blocks	Pedestrian-friendly street grid system, more transit users
Prestigious business location	Prestigious business location

STRATEGY #12: ENCOURAGE SPORTING TEAMS, EVENTS, AND FACILITIES, PROFESSIONAL AS WELL AS AMATEUR

- Hosted the San Jose Grand Prix, NBC Dew Action Sports Tour, Pac-10 Women's Basketball Tournament, California Divisional Wrestling Championships, and the USA Judo College and High School Championships.
- Initiated planning for the inaugural San Jose Rock and Roll Half Marathon to be held Columbus Day in 2006. More than 15,000 people are expected to participate, with 7,000 staying overnight in San Jose.
- Selected to host the 2007 National Gymnastics Championships and the NCAA Regional Men's Basketball Finals.

San Jose Grand Prix Exceeded Expectations in its Inaugural Year

- Attracted more than 150,000 people to Downtown San Jose.
- *Mercury News* referred to race as "the most exciting event ever held in the City."
- More than 100,000 viewers watched the tape-delayed Grand Prix on NBC11-- Grand Prix was the most viewed sporting event in the Bay Area that weekend.
- The event was broadcast to 160 countries. In the U.S., the Grand Prix was televised live in every US market on the Speed Network.

STRATEGY #13: DEVELOP RETAIL TO FULL POTENTIAL, MAXIMIZING REVENUE IMPACT AND NEIGHBORHOOD LIVABILITY

- Yielded approximately $2.3 million for General Fund through efforts to capture sales and use tax for large corporate purchases.
- Encouraged 34 new neighborhood-serving businesses to open.
- Facilitated the development of Plaza de San Jose at Story and King, and MarketCenter at Coleman and Taylor, which will add more than 550,000 square feet of new retail space in two under-served areas of the city.
- Approved development of 460,000 square feet of retail in Hitachi's redesigned Cottle Road campus area.
- Facilitated plan for 55 acres of new retail at Curtner and Monterey.

STRATEGY #14: COMMUNICATE A COMPELLING, CONSISTENT COMMUNITY IDENTITY FOR SAN JOSE

- Conducted a PR campaign around the New City Hall and 10th Largest City designation, garnering national media attention.
- Secured commitment from United Airlines' inflight magazine to produce a 30+ page feature story on San Jose in December.
- Provided Grand Prix broadcasts with San Jose facts and messages, reaching millions of viewers in national and international markets.
- Conducted regional marketing campaign "Turning Innovation Into Industry" for San Jose Industrial Areas.

SAN JOSE NOW AMERICA'S 10TH LARGEST CITY

Rank	City	Rank	City
1	New York	11	Detroit
2	Los Angeles	12	Indianapolis
3	Chicago	13	Jacksonville
4	Houston	14	San Francisco
5	Philadelphia	15	Columbus
6	Phoenix	16	Austin
7	San Diego	17	Memphis
8	San Antonio	18	Baltimore
9	Dallas	19	Fort Worth
10	San Jose	20	Charlotte

Latest U.S. Census Shows San Jose Surpassing Detroit in Population

STRATEGY #15: ENGAGE PRIVATE SECTOR LEADERSHIP FOR SAN JOSE'S ECONOMIC STRATEGY

- Advanced the Business Appreciation Initiative in its second year. Added 15 new companies to the program and hosted two events to interact with participating companies.
- Organized City Council recognition for 11 San Jose companies.
- Initiated second round of Account Manager meetings with companies.
- Mayor Gonzales met quarterly with a group of venture capitalists to promote the City's advantages as a location for start-ups.

ISSUES & OPPORTUNITIES

- ✓ Implementation of Vision North San Jose
- ✓ Implement citywide retail strategy
- ✓ Next phase of BioCenter, other diversification initiatives
- ✓ Preservation of land for driving industries; appropriate sites for housing and commercial
- ✓ Maintain momentum downtown
- ✓ National/int'l messaging and recognition
- ✓ Increase attention to changing demographics and resident profiles

San Jose

PROGRESS HIGHLIGHTS II

Economic Development Strategy

Getting Families Back to Work

OCTOBER 2005

CITY OF SAN JOSE
CAPITAL OF SILICON VALLEY

About This Document

On October 27 and 28, 2005, San Jose's Mayor and City Council will hold the third annual set of "Getting Families Back to Work" study sessions. At the study sessions, first initiated in August of 2003 and held again in August of 2004, economic and community stakeholders provide straight talk to the council about ways to improve San Jose's business climate and competitiveness. The sessions have been used to review progress in the previous year, and to identify future policy directions.

This document highlights key accomplishments in implementing San Jose's Economic Development Strategy, including the "Getting Families Back to Work" Council directives, from September 2004 to September 2005. Content is organized by the six vision themes and 15 strategic initiatives introduced in the Economic Development Strategy.

The Appendix provides a complete list of the "Getting Families Back to Work" council directives, and other projects underway to implement San Jose's Economic Development Strategy. The Executive Summary and Full Report of the Economic Development Strategy are available at www.sjeconomy.com.

Prepared by

Office of Economic Development
Paul Krutko, Director
Kim Walesh, Assistant Director
Allison Brummel, Management Fellow

Implementation Team

Economic development in San Jose is a citywide business. More than 120 individuals from 18 City Departments and the Redevelopment Agency helped implement the more than 160 GFB2W Directives/Economic Development Strategy Initiatives.

MILESTONES	
February-July 2003	Interviews, Focus Groups, Research
August 2003	"Getting Families Back to Work" Study Session 1
September 2003	Council Adopts GFB2W Directives
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CITY OF
SAN JOSE
CAPITAL OF SILICON VALLEY

As the **Capital of Silicon Valley**, and the largest city in the world's leading region for innovation,

San Jose is...

A Global Gateway, a cosmopolitan, international city for leading businesses and talent from around the world

A Creative Community that pioneers innovation within and across technology and business, culture and society

An Entrepreneurial Environment where people from all walks of life start and grow companies that achieve their dreams

A Tech-Savvy City that uses and showcases technology to improve daily life

A Place of Opportunity, where residents find a range of rewarding employment opportunities and support to participate in the economy

World's Most Livable Big City, with diverse and distinctive qualities of life!

15 STRATEGIC INITIATIVES

Global Gateway

1. Build a World-Class Airport Facility and Air Services.
2. Forge Connections to Innovation Regions Globally for Mutual Economic Benefit.

Creative Community

3. Develop Strategic Partnerships with San Jose State and Other Universities to Drive Innovation and Economic Impact.
4. Evolve and Position Downtown as a Unique Creative and Cultural Center of Silicon Valley.

Entrepreneurial Environment

5. Support Start-Up and Growth of Local Businesses, Small and Large, in Tech as well as Non-tech Fields.
6. Improve Speed, Consistency, and Predictability of the Development Review Process, and Reduce Costs of Operating in San Jose.

Tech-Savvy City

7. Make San Jose a Tech-Savvy City; Lead the Way in Using Technology to Improve Daily Life.

Place of Opportunity

8. Diversify San Jose's Economic Base and Preserve/Create Middle-Income Jobs.
9. Prepare Residents to Participate in the Region's Economic Opportunity, from K-12 to Lifelong Learning.

World's Most Livable Big City

10. Continue Emphasis on Developing New Housing, Including New Housing Types in a Variety of Neighborhood Settings.
11. Revise Key Land Use and Transportation Policies to Reflect the New Realities of the San Jose Economy.
12. Encourage Sporting Teams, Events, and Facilities, Professional as well as Amateur.
13. Develop Retail to Full Potential, Maximizing Revenue Impact and Neighborhood Livability.

Capital of Silicon Valley

14. Communicate a Compelling, Consistent Community Identity for San Jose.
15. Engage Private-Sector Leadership for San Jose's Economic Strategy.

Source: San Jose Economic Development Strategy, adopted November 2003

GLOBAL GATEWAY

Strategy #1: Build a World-Class Airport Facility and Air Services

Progress Highlights

- Successfully recruited JetBlue and Hawaiian Airlines.
- Initiated construction of the North Concourse.
- Extended the length of Runway 30L to 11,000 feet.
- Completed the Route 87 freeway upgrade from Julian Street to Route 101. Started construction to upgrade the 880/Coleman interchange.
- City Council approved the Airport Public Art Master Plan, enabling the facility to make a powerful statement of San Jose's vision and distinctive characteristics.
- Purchased 75 acres of property near the airport for parking, rental car, and other economic development uses.

PUBLIC ART INTEGRATED INTO AIRPORT

Strategy #2: Forge Connections to Innovation Regions Globally for Mutual Economic Benefit

Progress Highlights

- Signed an Economic Partnership Agreement with the Cambridgeshire/East of England region—one of Europe's largest technology centers—in April, 2005.
- Hosted Bioscience Forum in Cambridge, England with 100 attendees.
- Executed economic development missions to global innovation regions and information technology centers, including Espoo, Finland and Munich, Germany, to explore partnering potential.
- Assisted the Mexican Government with the establishment of Mexican Technology Business Accelerator in San Jose.
- Reached out to more than 70 foreign consulates in the Bay Area to market the International Business Incubator as location for foreign-owned companies.

Mayor Gonzales signing the Economic Partnership Agreement with Cambridgeshire/East of England.

CREATIVE COMMUNITY

Strategy #3: Develop Strategic Partnerships with San Jose State and Other Universities to Drive Innovation and Economic Impact

Progress Highlights

- Senior leadership from San Jose State and the City Administration identified an initial set of eight collaborative projects that are high-priority for both institutions.
- Initiated the Public Sector Career Initiative to expose university students to career opportunities in local government, and encourage city employee education and involvement at San Jose State.
- Obtained commitment for a university professor to direct the CommUniverCity service learning initiative. In Spring 2005, more than 300 students participated in educational programs, community mapping, and survey work in SNI neighborhoods.
- San Jose State committed to be an anchor sponsor, along with the City, of the ZeroOne San Jose Festival and International Symposium for Electronic Arts in 2006.
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CommUniverCity Service Learning
SJSU 150th Celebration
Faculty-Staff Housing Partnership
SJSU Event Center Collaboration

Strategy #4: Evolve and Position Downtown as a Unique Creative and Cultural Center of Silicon Valley

Progress Highlights

- Opened South Hall of the Convention Center in June 2005. Booked 25 events at the facility, including eBay Live. eBay Live drew 12,000 attendees to multiple Downtown venues.
- Finalized a Cooperation Agreement with the San Jose Museum of Art to explore the possibility of an International Center for Art and Technology in the former MLK Library building.
- Completed and opened the San Jose Museum of Quilts and Textiles.
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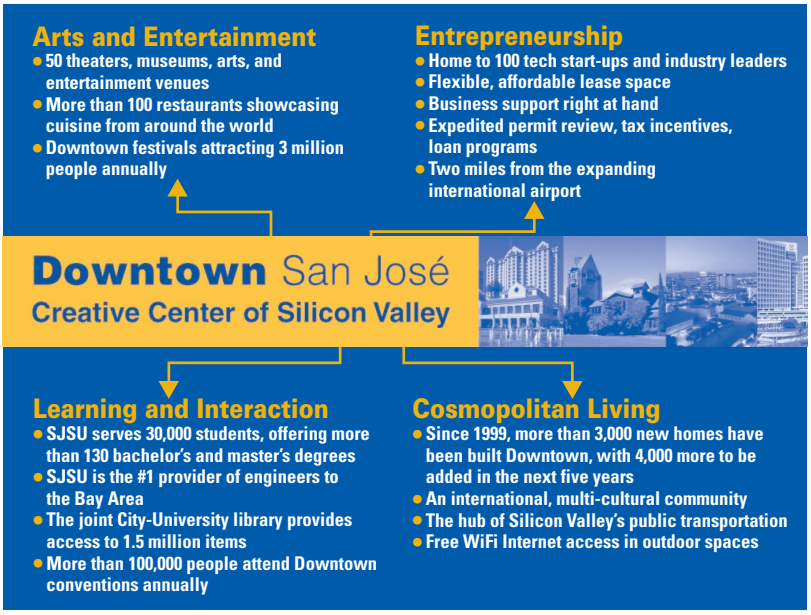

Downtown San Jose is the Creative Urban Center of Silicon Valley.

ENTREPRENEURIAL ENVIRONMENT

Strategy #5: Support Start-up and Growth of Local Businesses, Small and Large, in Tech as well as Non-tech Fields

Progress Highlights

- Adopted the Local Business and Small Business Preference Ordinance.
- Provided tax relief for small businesses operating in less than 3,000 square feet. Between October 2004 and June 2005 a total of 86 building permits qualified for the small business tax incentive (160,000 square feet).
- The Silicon Valley Workforce Investment Network, in collaboration with 25 local agencies, established a relationship with over 260 small businesses, providing services such as human resource support, technical assistance and training.
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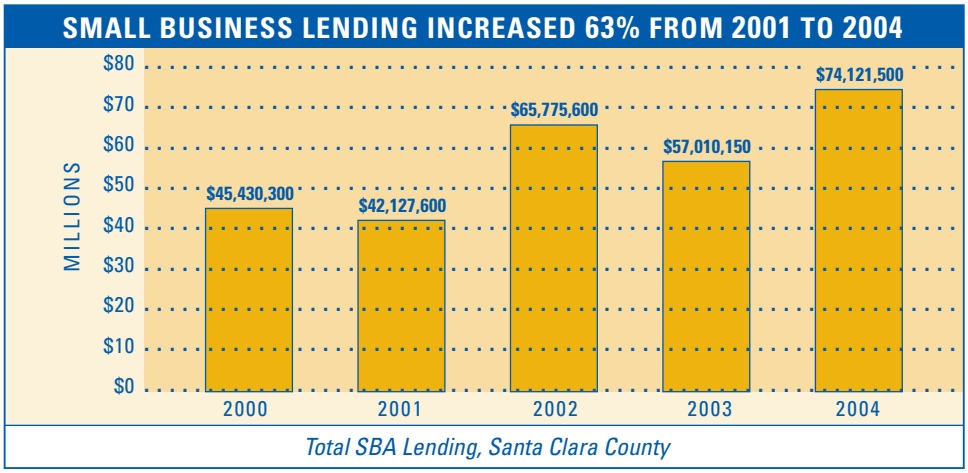

Strategy #6: Improve Speed, Consistency, and Predictability of the Development Review Process, and Reduce Costs of Operating in San Jose

Progress Highlights

- Fully implemented the "One Start" Development Center approach to service delivery with the move to the new City Hall; provide assistance through a single customer service function.
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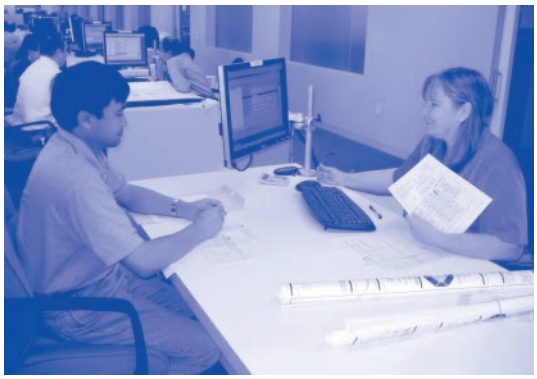


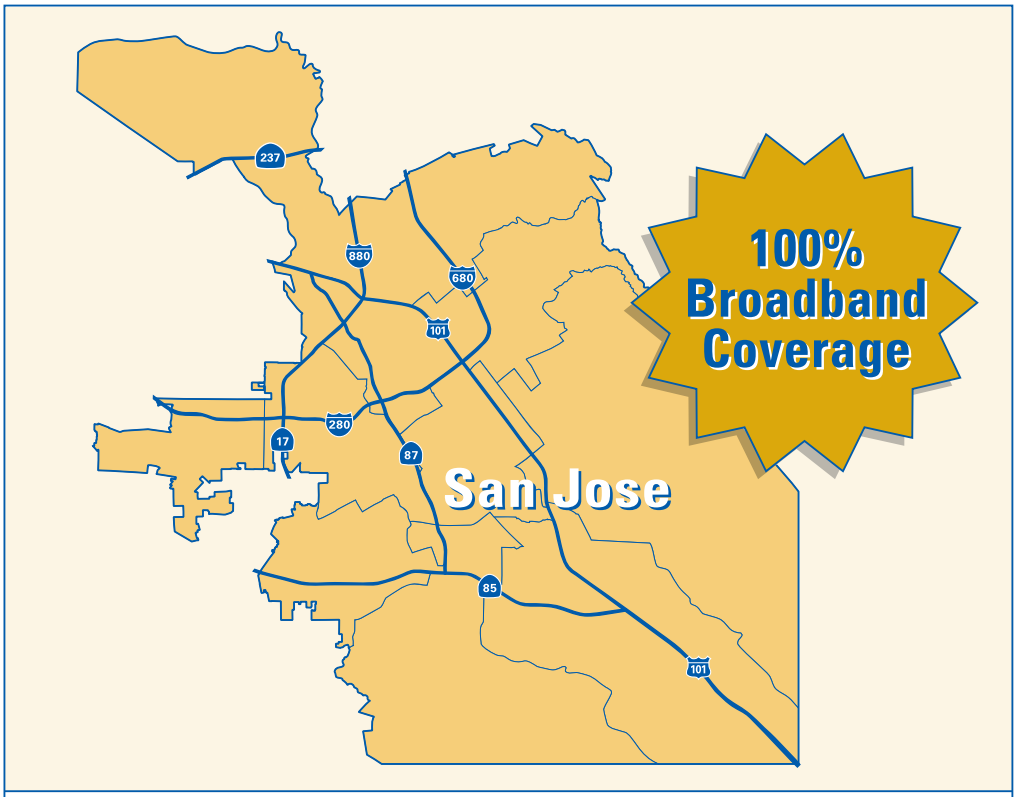
The New City Hall Customer Service Center—"One Start" Development Center.

TECH SAVVY CITY

Strategy #7: Make San Jose a Tech-Savvy City; Lead the Way in Using Technology to Improve Daily Life

Progress Highlights

- Achieved 100% residential broadband service coverage; every home has access to the Internet through cable or DSL.
- Through public-private partnership, completed successful pilot of free outdoor WiFi Downtown, with 99.9% "up-time" and 75-100 log-ins per day.
- Installed a Voice over Internet Protocol (VoIP) network in New City Hall, including wireless service in public space.
- Drafted a strategy to encourage wireless services throughout the community.



100% Residential Broadband Internet Service Coverage in San Jose

PLACE OF OPPORTUNITY

Strategy #8: Diversify San Jose's Economic Base and Preserve/Create Middle-Income Jobs

Progress Highlights

- Developed hospitality training program with San Jose State, training 30 individuals in middle management and other career paths.
- Completed customized training programs with Kaiser Permanente in nursing and other health care occupations, training more than 50 individuals.
- Welcomed 15 companies to the San Jose BioCenter; 70% of wet lab space is occupied.
- Celebrated 10-year anniversary of Software and Environmental Technology Incubators.
- Retained in San Jose the World Headquarters and major manufacturing facility of Hitachi Storage Solutions (3,000 jobs).

RISING DEMAND FOR HEALTH CARE WORKERS

The need for health care workers in San Jose is projected to increase dramatically in the next seven years. The State of California Labor Market Information Division estimates that the San Jose area will need to fill 15,000 new health care positions by 2012. This is a 20% increase from 2002 levels.

Strategy #9: Prepare Residents to Participate in the Region's Economic Opportunity, from K-12 to Lifelong Learning

Progress Highlights

- Placed 70% of Workforce Investment Network clients in five target growth industries: software, health care, bioscience, hospitality, and retail.
- Trained more than 250 youth at career exploration workshops related to six industry clusters.
- Trained nearly 30 women in non-traditional occupations through lineman and apprenticeship program.
- Continued to meet or exceed monthly goal of serving 4,000 people per month at One-Stop job placement services.
- Provided personal and academic growth opportunities to more than 30,000 students at 227 sites through San Jose After School program.

SILICON VALLEY WORKFORCE INVESTMENT NETWORK	
Clients Served per Month	11,600
% of Enrolled Clients Placed in Jobs	83%
% of Enrolled Clients Employed 6 Months After Initial Placement	85%
Training/Job Counseling Dollars Under Management	$2.4 million

WORLD'S MOST LIVABLE BIG CITY

Strategy #10: Continue Emphasis on Developing New Housing, Including New Housing Types in a Variety of Neighborhood Settings

Progress Highlights

- The City received an A+ in December 2004 from the Bay Area Housing Profile for producing more than 100% of its regional housing "fair share."
- Since 2003, the Housing Department received funding for every application it submitted through State Proposition 46 program for affordable housing, totaling nearly $9 million.
- Reduced auto coverage requirements for construction contractors in City's housing rehabilitation programs from $1,000,000 to $300,000, allowing smaller contractors and painters to compete.
- Completed Underwriting Guidelines for the Housing Project Development Program, ensuring transparency and consistency in the application of the guidelines to affordable housing developers.
- Approved an incentive program for Downtown High-Rise Residential Housing. Two high-rise projects are under construction and four others are moving forward in the planning stage.
- New studio housing completed at Twohy Lofts Project, and planned at the Brandenburg, Dimensions, and Block 8 properties.

DOWNTOWN HIGH RISE RESIDENTIAL BUILDINGS

Central Place

City Heights

These two high-rise residential projects are under construction and four others are moving forward.

Strategy #11: Revise Key Land Use and Transportation Policies to Reflect the New Realities of the San Jose Economy

Progress Highlights

- City Council approved the North San Jose Area Development Policy in June 2005 to transform North San Jose from an outmoded industrial center into a mixed-use, moderate-density innovation district.
- Approved the updated Citywide Level-of-Service Policy in June 2005 to enable more walkable environments and higher densities along transit corridors and in special mixed-used districts.
- Approved the updated Downtown Strategy Plan in June 2005 and certified a master Environmental Impact Report.
- Developed and approved plan for transit-oriented housing, retail, park, and workplace uses at Hitachi's Cottle Road site.
- VTA completed the environmental document for the BART extension to San Jose/Silicon Valley, certified in January 2005. Continued to secure project funding from State and Federal sources and pursue supplemental local funding from a potential countywide tax measure.

NEW VISION: NORTH SAN JOSE	
Past: Industrial Campus	**Future: Innovation District**
Single-use: workspace	Multi-use: workspace, support services, housing
1–2 story workspaces	4–8 story workspaces
Class C tilt-ups	Class A headquarters
Manufacturing/R&D activity	Headquarters, software & manufacturing/ R&D activity
Car-dependent, minimal transit use, very long blocks	Pedestrian-friendly street grid system, more transit users
Prestigious business location	Prestigious business location

Strategy #12: Encourage Sporting Teams, Events, and Facilities, Professional as well as Amateur

Progress Highlights

- Hosted the San Jose Grand Prix, NBC Dew Action Sports Tour, Pac-10 Women's Basketball Tournament, California Divisional Wrestling Championships, and the USA Judo College and High School Championships.
- Initiated planning for the inaugural San Jose Rock and Roll Half Marathon to be held Columbus Day in 2006. More than 15,000 people are expected to participate, with 7,000 staying overnight in San Jose.
- Selected to host the 2007 National Gymnastics Championships and the NCAA Regional Men's Basketball Finals.

SAN JOSE GRAND PRIX EXCEEDED EXPECTATIONS IN ITS INAUGURAL YEAR

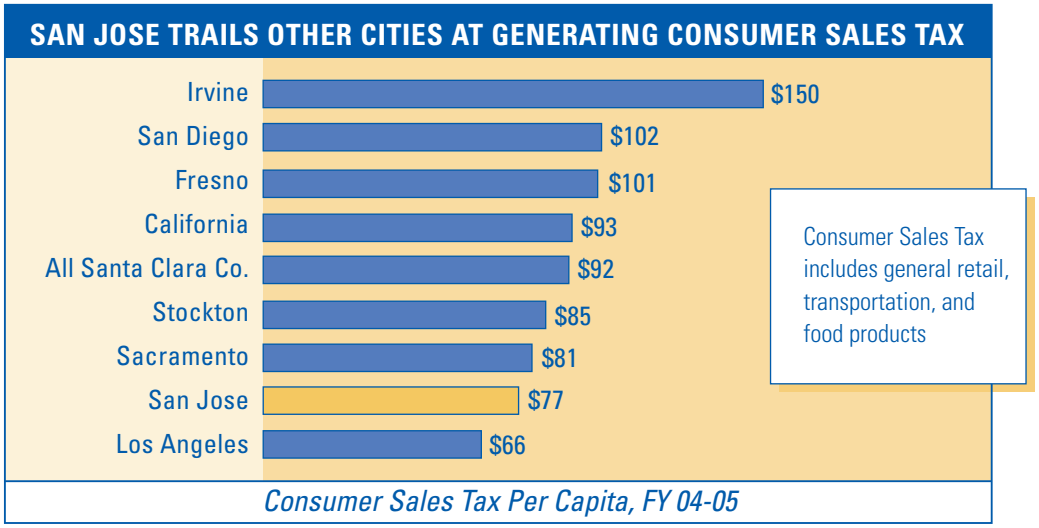
- The event, held July 28-30, attracted more than 150,000 people to Downtown San Jose.
- One newspaper referred to the race as "the most exciting event ever held in the City."
- More than 100,000 viewers watched the tape-delayed Grand Prix on NBC11. The Grand Prix was the most viewed sporting event in the Bay Area that weekend, surpassing the Giants and the A's games.
- The event was broadcast to 160 countries. In the U.S. the Grand Prix was televised live in every US market on the Speed Network.

A large team composed of City staff as well as employees of the Sports Authority, the Convention and Visitors Bureau, the Downtown Association, and the Redevelopment Agency collaborated to ensure this extraordinary event's success. The annual event will be held again in July 2006.

Strategy #13: Develop Retail to Full Potential, Maximizing Revenue Impact and Neighborhood Livability

Progress Highlights

- Yielded approximately $2.3 million for General Fund through efforts to capture sales and use tax for large corporate purchases.
- Encouraged 34 new neighborhood-serving businesses to open.
- Facilitated the development of Plaza de San Jose at Story and King, and MarketCenter at Coleman and Taylor, which will add a combined total of more than 550,000 square feet of new retail space in two under-served areas of the city.
- Approved development of 460,000 square feet of retail in Hitachi's redesigned Cottle Road campus area.
- Facilitated plan for 55 acres of new retail at Curtner and Monterey.



CAPITAL OF SILICON VALLEY

Strategy #14: Communicate a Compelling, Consistent Community Identity for San Jose

Progress Highlights

- Conducted a PR campaign around the New City Hall and 10th Largest City designation, garnering national media attention.
- Secured commitment from United Airlines' inflight magazine to produce a 30+ page feature story on San Jose in December.
- Provided Grand Prix broadcasts with San Jose facts and messages, reaching millions of viewers in national and international markets.
- Conducted regional marketing campaign "Turning Innovation Into Industry" for San Jose Industrial Areas.

SAN JOSE NOW AMERICA'S 10TH LARGEST CITY

Rank	City	Rank	City
1	New York	11	Detroit
2	Los Angeles	12	Indianapolis
3	Chicago	13	Jacksonville
4	Houston	14	San Francisco
5	Philadelphia	15	Columbus
6	Phoenix	16	Austin
7	San Diego	17	Memphis
8	San Antonio	18	Baltimore
9	Dallas	19	Fort Worth
10	San Jose	20	Charlotte

Latest U.S. Census Shows San Jose Surpassing Detroit in Population

Strategy #15: Engage Private-Sector Leadership for San Jose's Economic Strategy

Progress Highlights

- Advanced the Business Appreciation Initiative in its second year. Added 15 new companies to the program and hosted two events to interact with participating companies.
- Organized City Council recognition for 11 San Jose companies.
- Initiated second round of Account Manager meetings with companies.
- Mayor Gonzales met quarterly with a group of venture capitalists to promote the City's advantages as a location for start-ups.

APPENDIX

Implementation Projects

Economic Development Strategy/"Getting Families Back to Work" (GFB2W)

A complete list of all projects, organized by Strategic Initiative, identifying which ones are:

- **"Complete"**—project finished
- **"In Progress"**—started implementing this project, and it will be completed at a future date
- **"Ongoing"**—implementation of this project will continue indefinitely; no firm completion date is appropriate
- **"To Be Started"**—implementation of this project has not begun.

Strategic Initiative #1: Build a World-Class Airport Facility and Air Services		
GFB2W Directives		
1.1	Reduce commercial aircraft landing fees at the Norman Y. Mineta San Jose International Airport.	Complete
1.2	Meet with airline executives to discuss their needs at our airport and develop a strategy to meet those needs.	Ongoing
Economic Strategy Projects		
1.3	Develop international flights to key destinations including Asian and European gateway cities.	Ongoing
1.4	Increase the City's understanding of the air-service needs of San Jose's Driving Industries.	Ongoing
1.5	Design the North Concourse.	In Progress
1.6	Extend runway 30 left.	Complete
1.7	Continue construction projects that improve access into and out of the airport.	In Progress
1.8	Accommodate corporate needs for owned, leased, or fractional shares of corporate jets.	Ongoing
1.9	Maintain a diverse base of air carriers.	Ongoing
1.10	Develop a public art masterplan that enables the airport facility to reflect San Jose's vision and distinctive characteristics (e.g. global gateway, innovation center), and make a powerful first impression.	Complete
1.11	Initiation of the Activation phase of the Airport Public Art Master Plan.	Ongoing
1.12	Acquire land adjacent to the airport from FMC and plan for airport and other appropriate uses.	In Progress

Strategic Initiative #2: Forge Connections to Innovation Regions Globally for Mutual Economic Benefit		
GFB2W Directives		
No specific GFB2W Directives for this Strategic Initiative		
Economic Strategy Projects		
2.1	Leverage current Sister City relationships for economic benefit where appropriate.	Ongoing
2.2	Develop new strategic partnerships with a select number of innovation regions globally.	Ongoing
2.3	Seek advice from local businesses with global operations about how City leaders can support international businesses, including the strategic use of regional relationships and trade missions.	Ongoing
2.4	Reacting to opportunities, attract offices of foreign companies that want a Silicon Valley or Bay Area presence.	Ongoing
2.5	Build San Jose's visibility and relationships with ethnic technology/entrepreneur associations in Silicon Valley. Encourage relationship building across ethnic and cultural groups.	Ongoing
2.6	Market the Bioscience Incubator and Innovation Center to attract foreign companies seeking a Bay Area presence.	Ongoing
2.7	Help establish more foreign business incubators and government trade and investment offices in San Jose.	Ongoing
2.8	Host the Creative Communities Forum in conjunction with the ZeroOne San Jose Festival (August 2006) inviting delegations from innovative regions internationally to discuss opportunities for collaboration.	In Progress

Strategic Initiative #3: Develop Strategic Partnerships with San Jose State and Other Universities to Drive Innovation and Economic Impact

GFB2W Directives

3.1 Strengthen our relationship with San Jose State University's academic programs that produce employees for growing industries and occupations. ..... Ongoing

3.2 Explore partnership opportunities with SJSU for a multiuse sports venue on the South Campus that could serve students and residents, as well as meet needs of amateur and professional sports teams. ..... In Progress

3.3 Strengthen our relationship with regional universities. ..... Ongoing

Economic Strategy Projects

3.4 Establish an ongoing mechanism for senior leadership of SJSU and the City Administration to identify high-priority projects for collaboration. Share recommendations with Council and SJSU President/Trustees for review and approval. ..... Ongoing

3.5 Work with SJSU to identify Downtown sites for University-related activities that would benefit from public involvement and off-campus location. ..... Ongoing

3.6 Partner San Jose's Bioscience Incubator and Innovation Center with SJSU's Biotechnology training initiative to expand San Jose's bioscience workforce, training opportunities and lab capacity. ..... Ongoing

3.7 With SJSU and other partners, work to make Downtown more "hip" and attractive to the young University population, including the future on-campus residents. ..... Ongoing

3.8 Establish a joint city-university Public Sector Career Initiative to encourage young people for local government careers and to enhance the offerings of SJSU. ..... In Progress

3.9 Formalize and support the "CommUniverCity" Service Learning Collaborative, a joint initiative that provides student resources for projects in SNI neighborhoods. ..... Complete

3.10 Collaborate on high-visibility events and PR opportunities that raise San Jose's stature in the Bay Area, nationally, and/or internationally. ..... Ongoing

3.11 Create an integrated wireless infrastructure so users can pass seamlessly from the Downtown core through the campus. ..... In Progress

Strategic Initiative #4: Evolve and Position Downtown as a Unique Creative and Cultural Center of Silicon Valley

GFB2W Directives

4.1 Create flexible pricing for the Convention Center. ..... Complete

4.2 Streamline special event permit requirements and process. ..... Complete

Economic Strategy Projects

4.3 Expand the Convention Center and upgrade its quality to increase its capabilities as a world-class meeting place. ..... Complete

4.4 Collaborate across departments and community partners to quickly and flexibly encourage use of Downtown San Jose as a large "virtual convention center." ..... Ongoing

4.5 Help enable the scaling up of existing museums from mid-tier to big-city size, facilitating private and philanthropic dollars, in order to attract more local, regional, national, and international visitors. ..... Ongoing

4.6 Help facilitate reinvestment in existing arts, cultural, entertainment, and athletic facilities Downtown, and the addition of new ones. ..... Ongoing

4.7 Help facilitate the creation of permanent homes for existing arts institutions, and the retention and expansion of existing 'boutique-sized' arts spaces. ..... In Progress

4.8 Host an international-caliber Art and Technology Festival every two years, beginning in Summer of 2006. ..... Ongoing

4.9 Promote Downtown as an entrepreneurial hotspot with rich amenities for and resources for companies in the "start-up" (1 to 10 employees) and "grow-up" (10-100 employees) phases of development. ..... Ongoing

4.10 Retain and attract business, professional, and creative services companies Downtown. ..... Ongoing

4.11 Use incentive funds to encourage investment in unreinforced masonry buildings on key blocks in the Downtown Core. ..... In Progress

4.12 Showcase ethnic cuisine from throughout San Jose/Silicon Valley in Downtown. ..... Ongoing

4.13 Nurture locally owned businesses that bring day and night vibrancy to Downtown streets, including restaurants, cafes, art galleries, clubs/music venues, and businesses serving university students. ..... Ongoing

4.14 Implement the plan for the SOFA creative district and for the Martha Gardens Arts Village. ..... Ongoing

4.15 Offer free WiFi service outdoors in Downtown. Develop a page for users that helps people connect intuitively to the major Web sites highlighting activities, events, and resources Downtown. ..... Complete

Strategic Initiative #5: Support Start-Up and Growth of Local Businesses, Small and Large, in Tech as well as Non-tech Fields

GFB2W Directives

5.1	Engage venture capital community to promote San Jose's advantages as a location for start-ups.	Ongoing
5.2	Liberalize underwriting criteria for the Revolving Loan Fund (RLF) and Development Enhancement Special Funds (DESF) to make more loans available.	Complete
5.3	Explore creation of a local preference policy to support local businesses.	Complete
5.4	Implement tax relief to encourage investment in San Jose. Modify Industrial Land Use/Building & Structures Tax.	Complete
5.5	Provide a list of current regulations that may hinder business development or operations in San Jose, and criteria used to develop the list.	Complete
5.6	Report on progress revising regulations that may hinder business development or operations in March, 2004.	Complete
5.7	Mayor and Council to facilitate stakeholder discussions regarding proposed Community Benefit Assessments and Community Impact Reports.	In Progress
5.8	Initiate a Countywide conceptual agreement pledging support for a collaborative job retention strategy.	Complete
5.9	Encourage tax relief for small businesses (less than 3.000 sq. ft.) with both an emphasis on Downtown and NBDs.	Complete
5.10	Investigate the use of multiple-prime contracting as a means to provide local, small business incentives for contractors, consultants, or vendors.	Complete

Economic Strategy Projects

5.11	Launch the Business Appreciation Initiative to ensure that the City has senior-level relationships with key companies to make companies feel welcome, connected, and appreciated and encourage retention and expansion.	Complete
5.12	Increase access to City contracting and purchasing opportunities through improvements to communication and the procurement process.	Ongoing
5.13	Increase access of small businesses to the Entrepreneur Center resources.	Ongoing
5.14	Aggressively promote use of Enterprise Zone Tax Credits (set to expire in 2006) as a tool for reducing business operating costs and identify options for continuation after 2006 expiration date.	Ongoing
5.15	Develop a strategy to increase private investment in businesses and real estate located in disadvantaged San Jose neighborhoods.	In Progress
5.16	Launch targeted "business appreciation initiatives" in Downtown and neighborhood business districts.	Ongoing

Strategic Initiative #6: Improve Speed, Consistency, and Predictability of the Development Review Process, and Reduce Costs of Operating in San Jose

GFB2W Directives

6.1	Modify the Zoning Code to consolidate and streamline development processes, including clarifying that consolidated approvals of PD Zoning and PD Permits by the Council is permissible. Modify the Zoning Code to clarify that consolidated approvals of zonings and permits by the Council is permissible.	Complete
6.2	Extend the Special Tenant Improvement fee exemption for another 18 months, from November of 2003 through April 2005. Expand the Special Tenant Improvement Program to office uses Downtown. Provide a list of "Driving Industries."	Complete
6.3	Expand Project Manager lead/team service delivery format to include Building Permit processing.	Complete
6.4	Create a "One Start" Development Center where anyone needing to do business with the City can find assistance at a single customer service function.	Complete
6.5	Eliminate delays in the development review process. Refund permit fees when City staff review exceeds cumulative review cycle targets.	Complete
6.6	Integrate the permitting process of the RDA into the Planning Department.	Complete
6.7	Expand or modify the hours that City Hall is open to serve businesses to improve the convenience and accessibility of doing business in San Jose.	Complete
6.8	Simplify the historic review process and clarify historic resource review procedures.	Complete
6.9	Examine ways to eliminate or consolidate steps to streamline the Development Process. Move decisions to the lowest practical level in the City.	Ongoing
6.10	Create design guidelines for the Downtown Core focused on the main design issues that set clear expectations for building density to improve predictability for developers and increase processing speeds.	Complete
6.11	Speak with "One Voice" by focusing City service areas, City departments, and the Redevelopment Agency into clusters of resources and workgroups with common purposes.	Complete

6.12 Amend performance measures to include the number of applications and the time required to process applications. ..... Complete

6.13 Complete the "Guide to Land Use Planning and Development" to explain the process to residents, small business/property owners, and other lay people. Include translation into Vietnamese and Spanish. ..... Complete

6.14 Help companies access resources for energy efficiency, recycled water, and green building design to help reduce energy, water, and operating costs. ..... Ongoing

6.15 Conduct historic resource inventory surveys to identify San Jose's historic resources up front. ..... In Progress

6.16 Create a Small Business Ambassador program to improve small business experience with the planning and permitting process. ..... Complete

6.17 Develop a visible "Small Business Services Center" at New City Hall to provide information and referrals responding to a range of inquiries from small businesses. ..... Complete

Strategic Initiative #7: Make San Jose A Tech-Savvy City; Lead the Way in Using Technology to Improve Daily Life

GFB2W Directives

7.1 Identify geographic service gaps in DSL and/or high-speed cable access in San Jose and work to achieve 100% service coverage within 12 months. ..... Complete

7.2 Issue an RFP for wireless service providers to locate their equipment anywhere on City property or equipment. Staff recommended first action: Develop a strategy to encourage widespread availability of wireless services across San Jose. ..... In Progress

Economic Strategy Projects

7.3 For the new City Hall, plan and implement enhanced IT/Communications services to support more efficient and effective government service delivery and communication with the public, including wireless capacity and enhanced web services. ..... In progress

7.4 Offer free WiFi service outdoors in Downtown, being among the first large metropolitan areas to do so. ..... Complete

Strategic Initiative #8: Diversify San Jose's Economic Base and Preserve/Create Middle-Income Jobs

GFB2W Directives

8.1 Complete the San Jose BioCenter on a fast-track. ..... Complete

8.2 Contact national site search firms to provide most current information about San Jose advantages and relative costs. ..... Complete

Economic Strategy Projects

8.3 Improve career ladders and increase training funds for health care occupations. ..... Ongoing

8.4 Develop career ladders up from entry-level jobs in the retail industry and support employer training needs. ..... Ongoing

8.5 Encourage retraining of software workers whose jobs are at-risk. ..... Complete

8.6 Develop career ladders up from entry-level jobs in the hospitality industry and support employer training needs. ..... Ongoing

8.7 Increase understanding of short- and long-term training needs in bioscience. ..... Ongoing

8.8 Provide to City Council a research-based framework for evaluating potential conversions of employment lands to other uses; identify employment sub areas that should be protected and sub areas appropriate for a mix of uses. ..... Complete

8.9 Support ongoing success of the Environmental, Software, and International Business Incubators. Explore opportunities for new incubation initiatives. ..... Ongoing

Strategic Initiative #9: Prepare Residents to Participate in the Region's Economic Opportunity, from K-12 to Lifelong Learning

GFB2W Directives

9.1 Realign job-training to focus on growth industries and occupations, while retaining existing programs. ..... Ongoing

Economic Strategy Projects

9.2 Continue providing job placement services at the San Jose One-Stop. ..... Ongoing

9.3 Continue providing hiring and outplacement services to businesses. ..... Ongoing

9.4 Launch "Silicon Valley South Bay Saves"—a financial literacy campaign to assist lower-income local residents in making information decisions about how to use, save, and invest their financial resources. ..... Complete

9.5 Provide a ten-month training program for residents to enable them to offer new Family Home Child Care services. ..... Ongoing

9.6 Continue to provide opportunities for personal and academic growth through safe, fun and enriching out-of-school time services to San Jose children and youth through San Jose After School (SJAS). ..... Ongoing

Strategic Initiative #10: Continue Emphasis on Developing New Housing, Including New Housing Types in a Variety of Neighborhood Settings

GFB2W Directives

10.1 Develop Housing Department Underwriting Guidelines. ..... Complete

10.2 Review of burdensome insurance rates on small contractors. ..... Complete

10.3 Present in Spring 2004 recommendations related to increased higher-density residential development Downtown and proceed with RFP schedule outlined in the 12/16/03 report. ..... Complete

10.4 Amend Inclusionary Housing requirements. ..... Complete

Economic Strategy Projects

10.5 Publicize sites identified for new housing throughout the City. ..... Ongoing

10.6 Leverage the City's housing program with other resources to continue to be a leader in the production of new affordable housing. ..... Ongoing

10.7 Increase recognition of San Jose as the leading provider of housing in Silicon Valley, and the largest population center in the Bay Area. ..... Ongoing

10.8 Encourage the creation of studio condominium housing for young, entry-level engineers or other employer-assisted housing in partnership with employers. ..... Complete

10.9 Participate in state-level efforts to reform Construction Defect Litigation rules in order to encourage development of condominiums in San Jose. ..... Ongoing

10.10 Encourage the creation of housing/work spaces for artists (especially in Spartan-Keyes) and for lower-income entrepreneurs (including immigrants). ..... Ongoing

10.11 Encourage high-rise housing in the Downtown core and mid-rise housing near transit stations. Attract new developers to San Jose who are experienced in housing and mixed-use forms that are new to San Jose, such as high-rise. ..... Ongoing

10.12 Encourage a wide variety of housing types in the Downtown core: rental and for-sale; mid-rise and high-rise; small studios, large flats, and townhouses. ..... Ongoing

Strategic Initiative #11: Revise Key Land Use and Transportation Policies to Reflect the New Realities of the San Jose Economy

GFB2W Directives

11.1 Modify existing zoning districts, or create new zoning districts that better align with the General Plan. ..... In Progress

11.2 Update the North San Jose Area Development Policy to allow increased floor area ratios, more supportive commercial development along and near the First Street rail corridor and the airport, and the introduction of housing in strategic locations. ..... Complete

11.3 Revise signage regulations in commercial and industrial areas to be more flexible on the size and location of signage. .... Complete

Economic Strategy Projects

11.4 Provide to City Council a research-based framework for evaluating potential conversions of employment lands to other uses; identify employment sub areas that should be protected and sub areas appropriate for a mix of uses. ..... Complete

11.5 Proactively initiate General Plan amendments and rezoning proposals for specific parcels suitable for housing (i.e., continue the Housing Opportunity Study). Increase residential densities around existing light rail stations to fully capture the potential of these lands for housing production. ..... In Progress

11.6 Revise the Citywide Level-of-Service Transportation Policy to enable higher-density development and more walkable environments along transit corridors and in special mixed-use districts (i.e., Specific Planning Areas). ..... Complete

11.7 Expedite completion of a master Environmental Impact Report to facilitate implementation of the Downtown Strategic Development Plan, which concentrates and clusters more employment, residential, and cultural resources Downtown. ..... Complete

11.8 Proactively initiate General Plan amendments and rezoning proposals for specific parcels suitable for retail—aimed at serving underserved sub areas of San Jose and adjoining communities (i.e., a Retail Opportunity Study). ..... In Progress

11.9 Modify General Plan land use designations and zoning districts to reflect the types of land uses and economic activities occurring in each of the active employment sub areas, and to improve flexibility to accommodate continuous restructuring. ..... To Be Started

11.10 Develop a range of tools and policies to encourage the reuse and recycling of vacant buildings that have become functionally obsolete, including a program to allow flexible, nonresidential, interim uses in these vacant buildings in the immediate term. ..... In Progress

11.11 Plan for major transit-oriented development at the future Berryessa BART station/Flea Market site. ..... In Progress

11.12 Support the Evergreen East Hills Vision Strategy Task Force to comprehensively plan for new housing, retail, and other uses in balance with transportation improvements and quality of life amenities. ..... In Progress

11.13 Support a community task force to create a specific plan for a new livable community with 50,000 jobs, 25,000 homes, parks, schools, trails, and other community facilities within the North and Mid-Coyote Valley. ..... In Progress

11.14 For Hitachi/Cottle Road area, facilitate General Plan amendments and Rezoning for the intensification of industrial uses and the addition of transit-oriented housing, parks, retail, and related uses. ..... Complete

11.15 Identify and set priorities for transportation investments from private, local and regional sources that support City economic development strategies with a particular focus on the major job centers of Downtown, North San Jose, Edenvale, and Coyote Valley, as well as major retail districts. ..... Ongoing

11.16 Develop City advocacy strategy to support timely availability of funding for BART extension to San Jose. ..... Ongoing

Strategic Initiative #12: Encourage Sporting Teams, Events, and Facilities, Professional as well as Amateur

GFB2W Directives

12.1 Strengthen our ability to keep and grow sports teams and events in San Jose. Beginning in December 2003, issue quarterly status reports on efforts. ..... Ongoing

Economic Strategy Projects

12.2 Work with Sharks on expanding Logitech by adding a fourth rink and other improvements to the mezzanine. ..... Complete

12.3 Craft a specific strategy for strengthening San Jose's ability to retain and grow professional sports teams and events in San Jose, working in partnership with private-sector and civic leaders. This should include the attraction of sports teams, events, and organizations, as well as the construction, expansion and modernization of sports venues. ..... In Progress

12.4 Assist in the redirection and reformation of the current Sports Authority Task Force to ensure aggressive, focused pursuit of "Big Four" professional sports, other professional sports, amateur sports, and NCAA events. ..... Ongoing

12.5 Make the City Council liaisons, Mayor's representatives, and City Manager's representatives full members of the Sports Authority Task Force. ..... Complete

12.6 Explore partnership opportunities with SJSU for a multiuse sports venue on the South Campus that could serve students and residents, as well as meet needs of amateur and professional sports teams. ..... In Progress

12.7 Ensure successful implementation of the Champ Car Race Series. ..... Ongoing

Strategic Initiative #13: Develop Retail to Full Potential, Maximizing Revenue Impact and Neighborhood Livability

GFB2W Directives

13.1 Maximize City sales tax from City and privately funded activity. ..... Ongoing

Economic Strategy Projects

13.2 Create a coordinated "One Voice" approach to encourage retail Citywide (Downtown, NBDs and SNI areas, and the rest of the City), leveraging staff experience, resources, and information to maximize new retail activity in San Jose. ..... Complete

13.3 Attract neighborhood-serving retail to Neighborhood Business Districts (NBDs) and Strong Neighborhood Initiative Areas (SNI), responding to neighborhood needs. ..... Ongoing

13.4 Attract community-serving retail (larger-scale retail serving sub areas of the city and adjacent cities) to key sites across the city. ..... Ongoing

13.5 Continue implementing the Downtown Retail Strategy to attract new stores and restaurants Downtown. ..... Ongoing

13.6 Continue providing support to encourage expansion and retention of existing businesses. ..... Ongoing

13.7 Develop collateral material to promote retail areas Citywide to brokers and potential retailers. ..... In Progress

13.8 Proactively initiate General Plan amendments and rezoning proposals for specific parcels suitable for retail—aimed at serving underserved sub areas of San Jose and adjoining communities (i.e., a Retail Opportunity Study). ..... In Progress

13.9 Complete and release the "Underserved Neighborhood Retail Markets" Study and make this information available to retailers and developers. ..... Complete

13.10 Update annually the City's GIS mapping system that identifies population demographics, employment location, and land/building characteristics and make it accessible to City staff and public- and private-decision makers. ..... Ongoing

13.11 Assist in the launch of new self-sustaining Business Associations. ..... In Progress

13.12 Help transform interested Neighborhood Business Districts into Business Improvement Districts (BIDs) or Property Based Improvement Districts (PBIDs) to encourage their long-term sustainability. ..... In Progress

13.13 Develop strategies for retail development in Evergreen and Berryessa. ..... In Progress

Strategic Initiative #14: Communicate a Compelling, Consistent Community Identity for San Jose

GFB2W Directives

14.1 Initiate an aggressive outreach and advocacy campaign that complements the Mayor's efforts and focuses on attracting Driving Industry activity. Tell San Jose's story effectively to strategically important audiences with creative approaches. ..... Ongoing

Economic Strategy Projects

14.2 Leverage high-profile sports and cultural events to attract statewide, national, and international visibility. ..... Ongoing

14.3 Create capacity for the City to have a sustained focus on raising San Jose's visibility, recognition, and stature statewide, nationally, and internationally. ..... Ongoing

14.4 Arm representatives of local companies and institutions (potential "ambassadors") with key messages and materials so they can effectively tell the San Jose story internally and as they travel outside the region. ..... Ongoing

14.5 Produce a short video piece about San Jose that can be used to brief visitors, educate locals, and augment the city's marketing materials. ..... In Progress

14.6 Identify ways to reach Convention attendees with San Jose's key messages. ..... Ongoing

Strategic Initiative #15: Engage Private-Sector Leadership for San Jose's Economic Strategy

GFB2W Directives

15.1 Establish an advisory group of leaders from Driving Industries. ..... Complete

15.2 Move swiftly with effective legislative advocacy regarding economic policy initiatives at the state and federal level. ..... Ongoing

Economic Strategy Projects

15.3 Launch the Business Appreciation Initiative to ensure that the City has senior-level relationships with key companies to make companies feel welcome, connected, and appreciated and encourage retention and expansion. ..... Complete

15.4 Engage business leaders, residents, and economic development partners on the findings and recommendations of San Jose's economic strategy. ..... Ongoing

15.5 Engage venture capital community to promote San Jose's advantages as a location for start-ups. ..... Ongoing

IMPLEMENTATION PRINCIPLES

When implementing and refining this strategy over time, City leadership and staff should remember the following principles:

Perspective we have…

- Economic development is a *Citywide business.*
- Economic development and quality of life are *interdependent priorities.*
- *Employers are customers,* just like residents.
- Each City staff member is an *Ambassador* for the entire City.

What we do…

- Support efforts of private-sector employers to *increase productivity*—to add more value or to reduce costs.
- Create *unique competitive advantages* for San Jose.

How we do it…

- *Be in relationship* with San Jose industries for ongoing learning.
- *Collaborate* within and outside the City organization to address shared challenges and access expertise and resources.
- Be *speedy, agile, and adaptable.*
- Focus on a few priority actions, and finish what you start.
- *Be open* to new opportunities that emerge aligned with our economic vision.

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