

# REPORT

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## Report on Investment in the Strong Neighborhoods Initiative (SNI) Area

Prepared for:

The Redevelopment Agency of the  
City of San Jose

August 2007

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# Executive Summary

The Strong Neighborhoods Initiative (SNI) is a coordinated effort that focuses resources from the Redevelopment Agency, City departments, local community organizations and City residents on improving 19 neighborhoods across San Jose. The purpose of SNI is: *“to build Strong Neighborhoods by developing community leadership and working collaboratively with residents to achieve the delivery of City Services and Neighborhood Priorities.”*<sup>1</sup>

Beginning in 2000, residents and community organizations participated in an extensive process with Redevelopment Agency and City staff to create neighborhood improvement plans for each neighborhood. The plans identified priority projects, including the top ten priority projects in each neighborhood that would enhance the quality of life. Since that time, residents and staff have been implementing plans and accomplishing projects. This report highlights new investment in the SNI area, major achievements of the SNI program, and progress made in realizing priorities by each neighborhood. The Strong Neighborhoods Initiative’s success to date demonstrates that a meaningful, collaborative and focused program can transform the quality of life of residents and drive neighborhood revitalization.

## Report Organization

The *Report on Investment in the Strong Neighborhoods Initiative Area* consists of this Executive Summary, a chapter on each of the 19 neighborhoods, and supplemental appendices with supporting documentation.

The Executive Summary describes the SNI program and summarizes total investment in SNI top ten projects, other public investments, private development in the SNI area, and achievements for all 19 neighborhoods as a whole. Key initiatives, such as affordable housing, are discussed in detail. The Executive Summary concludes with a summary of overall progress towards neighborhood revitalization.

The 19 neighborhood chapters describe the history of each SNI neighborhood, investments in SNI top ten projects, other public projects and private development, goals of the SNI program, and the neighborhood’s demographic characteristics. The neighborhood chapters identify the top ten priority projects in each neighborhood and highlight overall progress. Also included in each chapter is a map showing the location of public projects and private development completed or underway within each SNI neighborhood.

Appendix A presents the sources of information used to prepare this report. Appendix B provides information on the methodology used to summarize the investments and projects in the SNI area. Appendix C describes the demographic characteristics of each neighborhood as well as the SNI area as a whole.

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<sup>1</sup> San Jose Redevelopment Agency, Strong Neighborhoods Initiative webpage, [www.strongneighborhoods.org](http://www.strongneighborhoods.org).

## A. About the Strong Neighborhoods Initiative

In 2000, the City of San Jose and its Redevelopment Agency (Agency) officially launched the Strong Neighborhoods Initiative. The Agency and the City directed resources to 19 Strong Neighborhoods and used successful community-based strategies to guide the overall approach of the SNI program. The guiding principles of the SNI effort include listening to neighborhood concerns, building on existing neighborhood strengths and assets, and responding to community priorities.

Prior to the SNI effort, the City of San Jose endeavored to address neighborhood issues through collaborative efforts. Innovative programs like Project Crackdown brought together various City departments including Police, Code Enforcement, Parks, Recreation and Neighborhood Services (PRNS), and the City Attorney's Office. Project Crackdown became a national model and a local success story for community organizing, violence prevention, and coordinated City efforts.<sup>2</sup> The Neighborhood Revitalization Strategy program was built on this interdepartmental approach in an attempt to address neighborhoods' long range needs, but resources and implementation measures proved inadequate. In 2000, two new strategies were used to address the long range needs of neighborhoods: 1) adopting the SNI Redevelopment Project Area, thereby allowing Agency funds to be spent in the SNI neighborhoods; and 2) developing Neighborhood Improvement Plans for each of the 19 neighborhoods. Figure 1 shows the SNI area and its 19 neighborhoods, along with other redevelopment areas in San Jose.

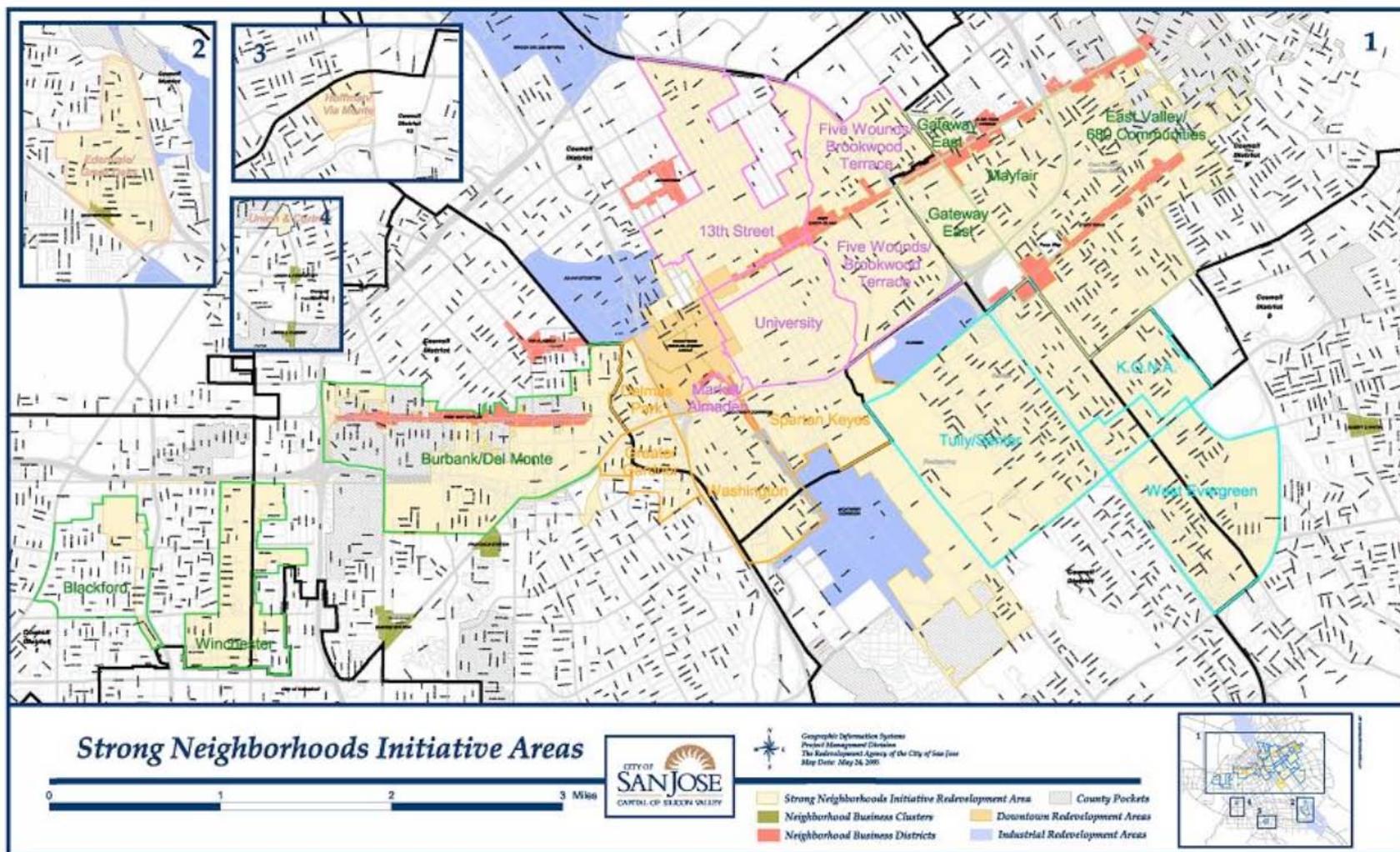
As detailed in the neighborhood chapters that follow, creating these Plans involved a two-year time span, during which residents, community leaders, Agency and City staff, consultants, and other stakeholders identified and prioritized the actions they felt were critical for neighborhood revitalization. Each Plan emphasizes a respect for the character and composition of existing neighborhoods and tangible improvements that make a difference in residents' day-to-day lives. The Plans were accepted by the San Jose City Council and since then residents, community organizations, and staff have been collaborating to accomplish neighborhood priority projects.

The Strong Neighborhoods Initiative Project Advisory Committee (PAC) is a 27-member committee whose primary role is to advise the Redevelopment Agency Board on matters relating to implementation of the SNI Redevelopment Plan and policy issues affecting neighborhoods. In addition, each neighborhood has a Neighborhood Advisory Committee or Neighborhood Action Coalition (NAC) comprised of local stakeholders that advise on neighborhood-specific matters. The PAC is also an important part of the neighborhood process as the NACs implement their Neighborhood Improvement Plans. As part of its charge, the PAC focuses its work on: developing neighborhood investment strategies, including grants and fundraising; encouraging and supporting volunteers; building the capacity of neighborhood leaders and organizations; and providing feedback to the City Council and the Redevelopment Agency Board on policy issues affecting neighborhoods. Since its formation in 2002, the PAC, initially formed as the Project Area Committee, has provided valuable input to the City Council and staff on policy and issues of significant interest to neighborhoods and neighborhood business districts, in addition to strengthening ties between government and residents.

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<sup>2</sup> The U.S. Department of Justice Weed and Seed program is modeled on San Jose's Project Crackdown.

Figure 1



## B. SNI Report on Investment

This report describes new investment in the SNI area and highlights the Initiative's achievements to date. Agency staff and Seifel Consulting Inc. (Seifel) collaborated to gather and analyze data on SNI expenditures as well as other public and private investment in the Strong Neighborhoods since SNI began. Measuring financial investments and completed projects are ways of evaluating the program and its effectiveness and allow for comparison and tracking over time.

Promoting neighborhood investment is only part of what SNI strives to do. An equally significant SNI goal is to increase community capacity – building leadership, engaging residents, fostering community pride, and strengthening community relationships with City government. Recognizing this goal and the importance of looking beyond measurable factors, the report draws on community members and staff's detailed knowledge of each community, and presents readers with pictures, renderings and maps of improvement projects. This qualitative information complements quantitative data and provides a more comprehensive picture of the impact of SNI.

The SNI program is only one of the many factors influencing these neighborhoods' revitalization. It has brought attention and coordinated resources to each neighborhood but is not exclusively responsible for all of the changes that have occurred in the SNI neighborhoods.

## C. Findings

SNI pairs Redevelopment Agency and City resources and action orientation with a community-based, interdepartmental approach. Its goal is to improve residents' quality of life through tangible, accessible improvements relevant to their day-to-day existence.

In a short period of time, SNI has made substantial progress towards achieving this goal, with a significant number of improvement projects completed or underway. Since the Initiative was launched, a total of \$2.7 billion in public and private funds have been invested throughout the 19 neighborhoods. Agency and City investment in neighborhood priority projects and SNI area-wide projects amount to \$75.7 million, with another \$670.7 million invested in other public projects and an estimated \$2.0 billion in new private development. SNI also represents a positive change in the way that residents, community organizations and staff work together to solve problems, influence and guide revitalization, and realize neighborhood improvement.

In addition, data from a recent review of tax revenues by the City of San Jose and the San Jose Redevelopment Agency suggest that the SNI area exhibited a significant increase in property values since the plan adoption process started in FY 1999-2000. SNI property tax revenue in FY 2006-07 was \$116.9 million compared to \$58.7 million in FY 1999-2000, growth of nearly 100 percent in the SNI areas, while the City as a whole experienced only 72 percent growth.

This section begins with a summary of investment in SNI neighborhoods by funding source, followed by SNI investment in the program's five key initiative components: affordable housing, clean neighborhoods, parks and community centers, safe and attractive streets, and vital business districts. The Executive Summary concludes with the ways in which SNI has influenced neighborhood revitalization.

## 1. Total Investment in SNI Neighborhoods

Approximately \$2.7 billion has been invested in the 19 neighborhoods since the SNI program was launched, as shown in Table 1.<sup>3</sup> The Agency and City have invested \$75.7 million to date on the SNI neighborhoods' top ten priorities and SNI area-wide projects, referred to as "SNI expenditures." Another \$670.7 million has been invested in other public projects, including \$129.6 million of Agency investment and \$95.4 million of City investment for public projects and improvements such as libraries, schools, parks, trails, community centers, neighborhood business districts, and others. Other public entities have invested \$445.8 million for improvements in schools, libraries, flood control, student housing, acoustic treatments, and parks.

New development by private investors in the SNI area has been substantial. New housing developments and new commercial projects worth an estimated \$2.0 billion have been built or are under construction. Roughly 100 such projects provide 5,428 new housing units, of which 2,667 are affordable units, and include over one million square feet of new commercial space.<sup>4</sup> These projects include the Agency's investment of \$50.2 million for development incentives and the San Jose Housing Department's investment of \$147.6 million to provide affordable housing. In addition, the San Jose Housing Department has invested \$8.6 million for housing rehabilitation in the area. Figure 2 shows the location of the public projects and new development in the SNI area. Tables and maps in the neighborhood chapters provide more detailed information on investments.

Table 1  
Summary of Total Investment

<b>Public Projects</b>	<b>Amount<sup>a</sup></b>
SNI Expenditures <sup>b</sup>	\$ 75,727,000
Agency SNI (\$52,515,000)	
San Jose SNI (\$23,212,000)	
Other Public Projects	\$ 670,706,000
Housing Rehabilitation <sup>c</sup>	\$ 8,559,000
<b>Subtotal</b>	<b>\$ 754,992,000</b>
<b>New Development</b>	<b>Amount<sup>a</sup></b>
Agency Developer Incentives	\$ 50,166,000
San Jose Affordable Housing	\$ 147,629,000
Private Investment (Est.)	\$ 1,771,161,000
<b>Subtotal</b>	<b>\$ 1,968,956,000</b>
<b>Public Projects</b>	\$ 754,992,000
<b>New Development</b>	\$ 1,968,956,000
<b>Total</b>	<b>\$ 2,723,948,000</b>

a. Rounded to the nearest \$1,000. Amounts may not add due to rounding.

b. Agency and City expenditures for the SNI program.

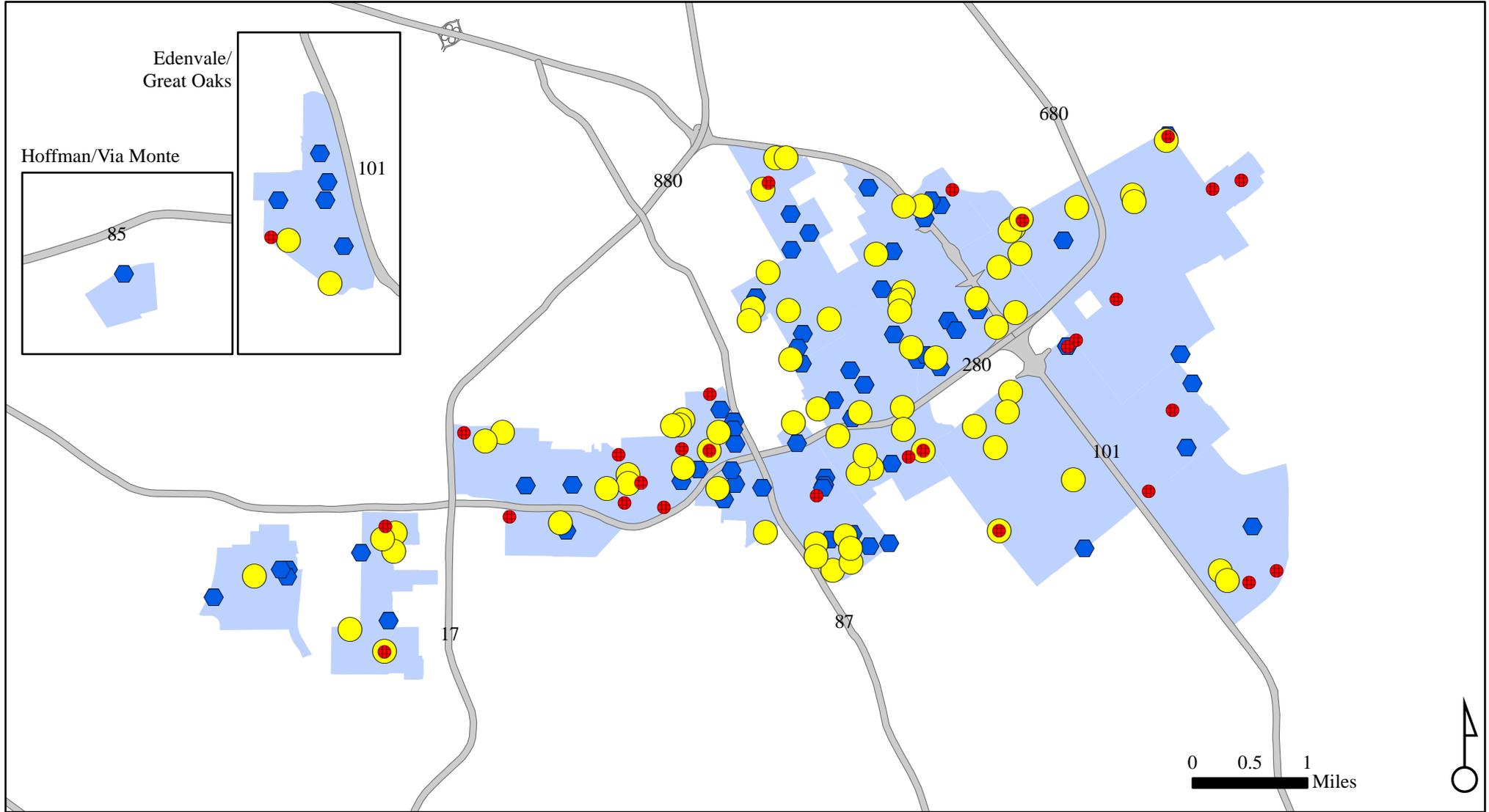
c. Does not include public contribution for large multi-family acquisition/rehabilitation projects, due to inability to separate rehabilitation from acquisition funds.

Source: San Jose Redevelopment Agency.

<sup>3</sup> Please see Appendix B for methodologies employed in collecting and analyzing investment data.

<sup>4</sup> Based on data from the City of San Jose Department of Planning, Building and Code Enforcement.

Figure 2  
New Projects Completed or Under Construction  
SNI Neighborhoods



- Residential Development
- Non-Residential Development
- Public Investment\*
- SNI Neighborhoods (Planning Areas)

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\* Public projects underway at specific locations.

## 2. SNI Expenditures by Key Initiative Component

SNI's core strategy is to provide meaningful and visible change in each neighborhood through five key initiative components: affordable housing, clean neighborhoods, parks and community centers, safe and attractive streets, and vital business districts. Each of these key initiatives has a "double" bottom line, to produce tangible improvements and to build neighborhood leadership. Table 2 illustrates SNI expenditures by key initiative component, addressing the first bottom line.

Table 2  
SNI Expenditures by Key Initiative Component<sup>a</sup>

<b>Initiative Area</b>	<b>Amount<sup>b</sup></b>
Affordable Housing	\$ 1,025,000
Clean Neighborhoods	\$ 706,000
Parks and Community Centers	\$ 24,109,000
Safe and Attractive Streets	\$ 35,505,000
Vital Business Districts	\$ 2,461,000
Other / Not Categorized	\$ 11,921,000
<b>Total</b>	<b>\$ 75,727,000</b>

- a. SNI expenditures on the neighborhoods' top ten priorities and SNI area-wide projects. Does not include funds spent on complementary public sector programs. For example, the City's Housing Department investments of \$147.6 million in affordable housing development and \$8.6 million in rehabilitation are not included.
- b. Rounded to the nearest \$1,000. Amounts may not add due to rounding.

Source: San Jose Redevelopment Agency.

### a. Affordable Housing

The affordable housing key initiative seeks to preserve the "existing affordable housing stock by working with non-profit groups and neighborhood leaders to implement a wide range of reinvestment strategies."<sup>5</sup> Since the inception of the SNI program, \$157.2 million has been invested in affordable housing in SNI neighborhoods. This includes \$1.0 million spent on SNI top ten priority projects related to affordable housing, complemented by Housing Department funds for housing rehabilitation and new private affordable housing development.<sup>6</sup>

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<sup>5</sup> San Jose Redevelopment Agency, Strong Neighborhoods Initiative webpage, [www.strongneighborhoods.org](http://www.strongneighborhoods.org).

<sup>6</sup> Does not include funds for multifamily acquisition/rehabilitation projects due to inability to distinguish between rehabilitation and acquisition funds. Agency staff has identified seven (7) large multi-family acq/rehab projects within the SNI area, with roughly 1,150 housing units, 84 percent of which are affordable. The San Jose Housing Department provided roughly \$6 million for these projects, the total value of which is estimated at \$173 million.

The City's Housing Department coordinates several important programs, including the Housing Improvement Program (HIP) and development assistance for new affordable housing. The Housing Improvement Program has provided \$8.6 million for rehabilitation of 531 homes in SNI neighborhoods, with substantial funding by the Agency. HIP rehabilitation projects adhere to appropriate guidelines for revitalizing older homes, using 'Your Old House: Guide for Preserving San Jose Homes,' prepared for the SNI Housing Improvement Program and available through the San Jose Planning Department and on its website.

The Housing Department also works extensively with developers to build new, high-quality affordable housing, using the Agency's affordable housing funds (20 percent of annual tax increment).<sup>7</sup> It has facilitated the creation of 2,336 new, affordable housing units by investing \$147.6 million in 25 new housing developments in SNI neighborhoods. In addition, City Policy requires that 20 percent of the units in market rate projects located in redevelopment project areas be affordable.<sup>8</sup> This policy has helped create an additional 331 new, affordable housing units in 14 new housing developments in SNI neighborhoods. In all, new development has led to 5,428 new housing units in SNI neighborhoods. Of those units, 2,667 are affordable.



*Oak Circle provides 100 new units of affordable, senior housing within the Tully/Senter neighborhood.*

## **b. Clean Neighborhoods**

The clean neighborhoods initiative component focuses on removing blight from the neighborhoods, increasing neighborhood cleanups, implementing anti-graffiti and anti-litter campaigns, and building residents' capacity to beautify their own neighborhoods. San Jose's Code Enforcement Division and its 'Driveway Team' spearhead many of these efforts in collaboration with resident volunteers. The Driveway Team is comprised of inspectors that sweep neighborhoods in response to resident requests and assist with priority projects. The Code Enforcement Division also initiated a 'Blight Busters' program, through which volunteers receive training on spotting "blight," choose an area to survey for blighting conditions, and return that information to Code Enforcement inspectors who issue violation notices.



*Volunteers pick up leaves and trash at Winchester Pride Day.*

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<sup>7</sup> Affordable units are defined as those affordable to households under certain income limits. These limits are specific to Santa Clara County and published annually by the California Department of Housing and Community Development.

<sup>8</sup> This City Policy applies to market rate developments over 20 units located in redevelopment project areas established after 1976.

Code Enforcement and resident efforts have resulted in 147 Driveway Team sweeps, 36 code clean-ups, 60 Blight Buster volunteers, and more than 500 Blight Buster violations.

Code Enforcement staff are pursuing roughly 400 open code enforcement violation cases within the SNI area and have closed over 21,350 cases since SNI began.<sup>9</sup> SNI expenditures of over \$700,000 have supported these clean up campaigns and beautification activities in the neighborhoods.

### **c. Parks and Community Centers**

Including neighborhood residents in the design, program development and construction of new parks and community centers is the main goal of this key initiative component. SNI expenditures for this initiative component amount to \$24.1 million. In addition, other funding sources, such as the Agency and the City's library bond and park funds, have contributed significantly to projects within the neighborhoods. Including all funding sources, roughly \$54.9 million has been spent on parks and trails, \$24.8 million on community centers and facilities and \$223.8 million on libraries, including \$174.4 million for the Dr. Martin Luther King, Jr. Main Library, funded by San Jose State University and the Agency.

These expenditures have resulted in over 50 new community facilities completed or under development in the SNI area. This includes four trail networks, 14 new parks, and 16 park improvement projects (such as new or improved tot lots, community gardens, skateparks, and/or general improvements to park appearance). Eleven community centers are being developed or rehabilitated with resident input on design and programming. Eight libraries have been completed or are under development, including both the new main library and branch libraries. These developments represent dramatic improvements to public facilities within the SNI neighborhoods.

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<sup>9</sup> Based on data from the City of San Jose Department of Planning, Building and Code Enforcement. Data refers to efforts that occurred between August 2001 and April 2007.



*Children play at Parque de Padre Mateo Sheedy in the Washington neighborhood.*



*Skateboarders in action at Plata Arroyo in the Gateway East neighborhood.*

#### **d. Safe and Attractive Streets**

Creating safe and attractive streets has been a major focus for residents and the SNI program, with over 40 percent of top ten priority projects falling within this key initiative component. A wide range of efforts that make streets safer and more attractive have been undertaken, including:

- Street trees, which have been shown to slow traffic, reduce pollution, and contribute to a more attractive and comfortable pedestrian environment due to the shade and buffer effect between traffic and the pedestrian.
- Streetlights, including antique style, pedestrian scale lights that both increase safety and contribute to neighborhood character.
- Traffic calming, with new signage and signals, crosswalks, medians, bulb-outs, traffic circles, and couplet conversion projects (one-way streets reconfigured for slower, two-way use).
- Sidewalk and pedestrian improvements, like curb and gutter replacement, new pedestrian crossings, crosswalk improvements, and ADA-accessible ramps.
- Landscape and “streetscape” work, including decorative paving, planted medians, and street trees.
- Utility upgrades, with sanitary, sewer and storm drain improvements and undergrounding.



*New landscaped medians in the Winchester neighborhood.*

- Alleyway reconstruction and protection from future damage.
- Residential Permit Parking establishment and/or expansion.
- Road repair, resurfacing, and other right-of-way improvements.

Gang prevention programs and resident education have also contributed to increased safety in the neighborhoods and given residents a sense of ownership over their streets. Measures to improve the safety of SNI streets have occurred throughout the neighborhoods, with SNI expenditures reaching \$35.5 million.

**e. Vital Business Districts**

The Redevelopment Agency helps foster economic vitality in Neighborhood Business Districts (NBD) and business areas within the SNI area. Business areas within SNI boundaries include



*Rollo's Donuts in the Thirteenth Street neighborhood after a façade improvement.*

Thirteenth Street (Luna Park), Winchester Boulevard, Union-Curtner, Keyes Street and a number of smaller business nodes. Work efforts and investments include providing façade improvements for various commercial buildings, implementing streetscape improvements, initiating and facilitating business associations and helping small business owners make needed connections to resources. SNI expenditures of \$2.5 million have been focused on the vital business districts key initiative component. In addition to these projects, improvements for adjacent NBDs along Alum Rock Avenue, East Santa Clara Street, Story Road, and West San Carlos Street have been funded through a complementary Agency program.

**3. Community Revitalization**

An analysis of projects and investment to date clearly demonstrates that physical improvements are positively impacting the SNI neighborhoods. Looking at neighborhood top ten priorities alone, 100 priority projects have been completed or are underway and others are in various stages of development. Approximately 80 other public projects are also underway within the neighborhoods, from new and rehabilitated schools, libraries and parks to flood control projects.

Over 100 private new development projects have been completed or are under construction, with an additional 45 projects in the pipeline. The cumulative impact of these improvement projects is substantial, as represented in Figure 2, the map of location-specific public projects and new development projects that are completed or underway. As this map and neighborhood maps in the neighborhood chapters demonstrate, physical signs of revitalization are widespread.

Similarly, local economic development efforts have been very successful. SNI top ten priority projects include commercial rehabilitation, retail corridor improvement, and enhancing and preserving local community-serving retail, often within walking distance of residents. These efforts and investments have leveraged the work of the complementary NBD program, strengthened local business associations and helped small business owners.

Over the years, SNI neighborhoods have suffered from disinvestment, neglect, crime and/or the perception of each of these elements. These factors deter business and property owners from improving their own establishments or properties and create a cycle of disinvestment. The Greater Gardner Coalition Board members expressed the way that SNI is breaking that cycle within their neighborhood: “with [SNI] improvements, we have created a feeling of community pride, which has increased private investment in the neighborhood in the form of home renovation, increased owner-occupied home ownership and private retail investment.”<sup>10</sup> SNI has increased the willingness and capacity of residents and business owners to improve their neighborhoods.

SNI’s most profound impact may lie in the increased community capacity and leadership it has fostered. SNI staff state that residents and their strong commitment to improve the areas in which they live are key community assets. These residents became and have stayed involved with SNI, enthusiastically participating in neighborhood cleanups, forming new neighborhood and business associations, attending NAC meetings and serving as liaisons in the implementation of priority projects. These efforts have built networks and trust among neighbors, increased residents’ skills, and forged lasting connections between residents and City staff.

Moreover, community organizing and empowerment activities, enhanced leadership capacity, and community cohesion, while not as easily charted or mapped, have fundamentally changed the way residents view themselves and their neighborhoods. These changes are at the forefront of residents’ minds when they think about the impact SNI has had on their neighborhoods. Gloria H. Rivera, KONA NAC Chair Emeritus, states that: “SNI motivated residents in taking action, pride and ownership of our community [and gave] us the tools and the support needed to make a difference.”

SNI has strategically chosen to invest in physical improvements, such as streetlights, trees, community facilities, parks, and housing, which will serve neighborhoods for many years. Investments in community building will also have lasting benefits, as neighborhood associations, community leaders and volunteers have been empowered as agents for change.

## 4. Conclusion

The Strong Neighborhoods Initiative program is making real changes to the physical and economic landscape, as well as community leadership. SNI is more than the value of investment, number of projects undertaken, or number of priority projects completed. It is beyond changes in resident engagement and enthusiasm, community cohesion, and leadership capacity. Taken alone, each of these factors is important, but it is the cumulative impact that is fundamentally changing SNI neighborhoods.

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<sup>10</sup> The Greater Gardner Coalition Board is comprised of Harvey Darnell, Chairman; Debbie Wade, Vice-Chairman; Catherine Houdek, Secretary; Mary Pizzo, Secretary; Norma Mendez, Gardner Liaison; and Dan Erceg, North Willow Glen Liaison.

Table 3  
Strong Neighborhoods Initiative  
Summary of Total Investment by Neighborhood

Neighborhood	Public Projects							Housing and Commercial					Total Investment
	SNI Expenditures <sup>a</sup>			Public Investment				Rehab	New Development				
	SJRA SNI	SJ SNI	Subtotal SNI Expenditures <sup>a</sup>	SJRA Public Projects <sup>b</sup>	SJ Public Projects <sup>c</sup>	Other Public Entities <sup>d</sup>	Subtotal Public Investment	SJ HIP Rehab	SJRA Developer Incentives	SJ Afford. Housing	Private Investment	Subtotal New Development Investment	
Blackford	\$ 4,911,974	\$ 2,936,843	\$ 7,848,817	\$ -	\$ 2,200,000	\$ 72,000	\$ 2,272,000	\$ 314,889	\$ -	\$ -	\$ 11,486,343	\$ 11,486,343	\$ 21,922,050
Burbank/Del Monte	\$ 1,370,648	\$ 945,188	\$ 2,315,836	\$ 4,616,356	\$ 20,569,096	\$ 425,000	\$ 25,610,452	\$ 211,780	\$ 500,000	\$ 7,892,000	\$ 487,523,551	\$ 495,915,551	\$ 524,053,618
Delmas Park	\$ 1,987,172	\$ 77,516	\$ 2,064,688	\$ -	\$ -	\$ 400,000	\$ 400,000	\$ 55,931	\$ 1,500,000	\$ 9,375,122	\$ 50,898,707	\$ 61,773,829	\$ 64,294,448
East Valley/680 Communities	\$ 1,115,500	\$ 582,307	\$ 1,697,807	\$ 10,181,474	\$ 24,800,000	\$ -	\$ 34,981,474	\$ 1,926,700	\$ 39,500,000	\$ 16,510,018	\$ 106,974,062	\$ 162,984,080	\$ 201,590,060
Edenvale/Great Oaks	\$ 1,424,414	\$ 500,228	\$ 1,924,642	\$ -	\$ 770,400	\$ -	\$ 770,400	\$ 317,880	\$ -	\$ 1,275,000	\$ 6,838,863	\$ 8,113,863	\$ 11,126,785
Five Wounds/Brookwood Terrace	\$ 2,555,773	\$ 2,118,921	\$ 4,674,694	\$ 1,166,934	\$ 3,139,000	\$ 59,861,000	\$ 64,166,934	\$ 401,506	\$ -	\$ 7,349,278	\$ 185,311,574	\$ 192,660,852	\$ 261,903,986
Gateway East	\$ 1,565,781	\$ 1,090,635	\$ 2,656,417	\$ -	\$ -	\$ 10,000,000	\$ 10,000,000	\$ 385,256	\$ -	\$ -	\$ 13,565,000	\$ 13,565,000	\$ 26,606,673
Greater Gardner	\$ 3,958,328	\$ 1,700,541	\$ 5,658,869	\$ -	\$ 5,100,000	\$ -	\$ 5,100,000	\$ 113,211	\$ -	\$ -	\$ 13,550,000	\$ 13,550,000	\$ 24,422,080
Hoffman/Via Monte	\$ 859,452	\$ -	\$ 859,452	\$ -	\$ 700,000	\$ -	\$ 700,000	\$ 311,083	\$ -	\$ -	\$ -	\$ -	\$ 1,870,535
K.O.N.A.	\$ 1,086,363	\$ 394,361	\$ 1,480,724	\$ 5,274,000	\$ 1,875,000	\$ -	\$ 7,149,000	\$ 772,830	\$ 326,000	\$ -	\$ 11,765,352	\$ 12,091,352	\$ 21,493,906
Market/Almaden	\$ 1,108,400	\$ -	\$ 1,108,400	\$ -	\$ -	\$ 8,000,000	\$ 8,000,000	\$ -	\$ -	\$ -	\$ 9,226,000	\$ 9,226,000	\$ 18,334,400
Mayfair	\$ 1,341,509	\$ 110,000	\$ 1,451,509	\$ 1,288,612	\$ -	\$ 22,000,000	\$ 23,288,612	\$ 310,693	\$ -	\$ 14,304,900	\$ 69,482,714	\$ 83,787,614	\$ 108,838,427
Spartan/Keys	\$ 1,635,724	\$ -	\$ 1,635,724	\$ -	\$ -	\$ -	\$ -	\$ 122,197	\$ 2,300,000	\$ 21,592,900	\$ 152,704,923	\$ 176,597,823	\$ 178,355,744
Thirteenth Street	\$ 4,854,719	\$ 1,974	\$ 4,856,693	\$ 23,192,355	\$ 15,298,450	\$ 50,000	\$ 38,540,805	\$ 1,203,618	\$ 290,000	\$ 6,750,000	\$ 130,354,586	\$ 137,394,586	\$ 181,995,703
Tully/Senter	\$ 2,804,031	\$ 1,824,766	\$ 4,628,797	\$ -	\$ 16,895,290	\$ 825,000	\$ 17,720,290	\$ 326,545	\$ -	\$ 42,344,595	\$ 92,304,067	\$ 134,648,662	\$ 157,324,295
University	\$ 1,913,379	\$ 431,274	\$ 2,344,653	\$ 74,015,000	\$ 99,200	\$ 311,600,000	\$ 385,714,200	\$ 180,842	\$ 5,750,000	\$ 2,035,000	\$ 74,976,230	\$ 82,761,230	\$ 471,000,925
Washington	\$ 3,260,647	\$ 1,829,288	\$ 5,089,935	\$ 9,251,951	\$ 2,400,000	\$ 32,400,251	\$ 44,052,202	\$ 394,787	\$ -	\$ 18,200,000	\$ 119,648,830	\$ 137,848,830	\$ 187,385,754
West Evergreen	\$ 1,190,649	\$ -	\$ 1,190,649	\$ 570,000	\$ 1,550,000	\$ -	\$ 2,120,000	\$ 934,551	\$ -	\$ -	\$ 85,298,522	\$ 85,298,522	\$ 89,543,722
Winchester	\$ 2,502,045	\$ 711,727	\$ 3,213,772	\$ -	\$ -	\$ 120,000	\$ 120,000	\$ 274,836	\$ -	\$ -	\$ 149,251,439	\$ 149,251,439	\$ 152,860,047
<b>Subtotal</b>	<b>\$ 41,446,509</b>	<b>\$ 15,255,568</b>	<b>\$ 56,702,077</b>	<b>\$ 129,556,681</b>	<b>\$ 95,396,436</b>	<b>\$ 445,753,251</b>	<b>\$ 670,706,368</b>	<b>\$ 8,559,137</b>	<b>\$ 50,166,000</b>	<b>\$ 147,628,813</b>	<b>\$ 1,771,160,763</b>	<b>\$ 1,968,955,576</b>	<b>\$ 2,704,923,158</b>
SNI Area-wide <sup>e</sup>	\$ 11,068,144	\$ 7,956,328	\$ 19,024,472	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 19,024,472
<b>Total</b>	<b>\$ 52,514,652</b>	<b>\$ 23,211,896</b>	<b>\$ 75,726,548</b>	<b>\$ 129,556,681</b>	<b>\$ 95,396,436</b>	<b>\$ 445,753,251</b>	<b>\$ 670,706,368</b>	<b>\$ 8,559,137</b>	<b>\$ 50,166,000</b>	<b>\$ 147,628,813</b>	<b>\$ 1,771,160,763</b>	<b>\$ 1,968,955,576</b>	<b>\$ 2,723,947,629</b>

- a. Includes Agency and City funding directed towards SNI neighborhoods' top ten projects and SNI area-wide projects.
- b. Includes Agency money spent in SNI neighborhoods on projects such as parks, libraries, community centers, and neighborhood business district improvements.
- c. Includes City money spent in SNI neighborhoods on projects such as parks, libraries, and community centers.
- d. Includes money spent by other organizations in SNI neighborhoods on public projects such as schools, parks, libraries, community centers, student housing, acoustical treatments, flood control, etc.
- e. Includes money spent to benefit SNI neighborhoods projects such as street resurfacing, the Union-Curtner SNI area, code enforcement, and attractive neighborhoods.

Source: San Jose Redevelopment Agency and City of San Jose.

# Blackford

The youth of the Blackford neighborhood abound with energy, and thanks to San Jose's Strong Neighborhoods Initiative (SNI), they now have two new and improved recreation centers to serve them. This investment is only one of the positive changes Blackford residents have witnessed and participated in during the past five years.

At the heart of SNI is the Blackford Neighborhood Improvement Plan (Plan), which the San Jose City Council adopted in October 2002, after a yearlong community engagement process. The collaborative efforts of Blackford residents, community-based organizations, and staff from the San Jose Redevelopment Agency (Agency) and City have continued since then to implement the Plan's vision. Specifically, the Blackford Neighborhood Action Coalition (NAC) has worked with Agency and City staff to address the top ten priority projects for improving the quality of life of neighborhood residents.

Since the inception of SNI, the public and private sectors have invested more than \$21.9 million in the Blackford neighborhood. These efforts have provided residents with tangible results that respect the neighborhood's integrity and enhance its residential character.

## A. About the Neighborhood

### 1. Description of Blackford

The Blackford neighborhood is located in west San Jose, bounded by San Tomas Expressway to the east, Saratoga Avenue to the west, Blackford Avenue to the north, and Payne Avenue to the south. (See Figure B-1.) The neighborhood is approximately 407 acres with a population of roughly 11,900 residents, according to Census 2000.<sup>1</sup> The Blackford neighborhood is primarily residential with retail and commercial establishments concentrated along Saratoga Avenue. The neighborhood is known for its diverse community and strong, positive identity.

Community assets in Blackford include good access to transit and freeways; neighborhood-serving stores and services; Starbird Park and Youth Center; West San Jose Community Center; proximity to the West Valley Branch Library; and a strong commitment on the part of residents to improve the area in which they live.

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<sup>1</sup> This is an estimate, as census geographies do not precisely match neighborhood boundaries. See Appendix C.

## 2. Public and Private Investment

Almost \$22 million has been invested by various entities in the Blackford area since the inception of the Strong Neighborhoods Initiative. The Agency and City have invested \$7.8 million to date on the area's SNI top ten projects. Another \$2.3 million has been invested on other public projects, including a City investment of \$2.2 million for the West San Jose Community Center and a federal grant of \$72,000 for façade improvements at Maple Leaf Shopping Center. The San Jose Housing Department has invested over \$300,000 for housing rehabilitation in the area. In addition, private investment in housing development in Blackford has resulted in 20 new housing units at St. James Place, worth an estimated \$11.5 million. Figure B-1 shows the location of the private and public investments in Blackford. Table B-1 provides more detailed information on financial investments.

## 3. Demographic Information

Blackford is an ethnically diverse neighborhood. Almost one-quarter (23 percent) of Blackford residents are Asian, and slightly more than a quarter (28 percent) identify themselves as Latino. This ethnic composition is very similar to that of the City of San Jose as a whole. (See Appendix C.)

The average household size in Blackford is smaller than the city average: 2.68 persons, compared to 3.19 for all of San Jose and 3.72 for the SNI neighborhoods combined. Despite these small households, the median household income in Blackford is approximately \$73,000. This figure is more than \$8,000 higher than the estimated SNI median of \$65,000 but still lags behind San Jose's citywide median of almost \$90,000. Labor force participation in Blackford is high, with 70 percent of all residents aged 16 and older in the labor force. In comparison, labor force participation is 67 percent in San Jose overall and 64 percent in the SNI neighborhoods.

Only 21 percent of housing units in Blackford are owner occupied, which is among the lowest rates of homeownership within SNI neighborhoods and substantially lower than the citywide rate of 62 percent. See Appendix C for more detailed demographic information on Blackford.

## B. Neighborhood Priorities

### 1. The Blackford Neighborhood Improvement Plan

The Blackford Neighborhood Improvement Plan is a comprehensive strategy for the revitalization of the Blackford neighborhood. The plan is organized around seven main goals: improve circulation and parking; enhance streetscape and pedestrian-friendly environment; develop parks and open space; enhance community facilities; revitalize retail; beautify the neighborhood; and strengthen community organization and involvement. It seeks to improve the safety, appearance, accessibility, and general livability of the area. To achieve these goals, the Plan outlines a number of specific actions and highlights ten top priorities. The priorities are listed below.

## 2. Top Ten Priorities

1. Improve Lighting
2. Access for Youth and Teens to Recreation
3. Maple Leaf Shopping Center Improvements
4. Williams/Boynton Improvements
5. Street Tree Planting
6. Traffic Calming
7. Joint Use Agreements
8. Colonial Gardens Improvements
9. Resolve Storm Drain Issues
10. Underwood Apartment Improvements

## 3. Progress towards Top Ten Priorities

To date, neighborhood volunteers and Agency and City staff have completed the top four priorities and have made significant progress towards the remaining projects.

Blackford residents' top priority was to improve lighting in order to increase safety for neighborhood residents. This project is complete and includes the installation of nine street lights along Boynton Avenue. Lighting deters loitering and vandalism, and it encourages residents to enjoy walks around the neighborhood.



*Improving lighting was the Blackford neighborhood's top priority.*

The community's second priority was access for youth and teens to recreation, because recreational spaces in the Blackford neighborhood were limited, and youth lacked places to enjoy after-school and summer recreation programs. This project is complete and includes the renovation of the West San Jose Community Center (WSJCC). In 2006, the Agency and City completed the purchase and renovation of the two-story office building that includes the WSJCC and a Community Policing Center. The amenities include a dance room, arts and crafts room, three activity rooms, and a room for a future kitchen. A 3,800 square foot Youth Center was completed in May 2007 at Starbird Park. The Youth Center's amenities include: a game room, computer learning center, a classroom, a lounge and office space.

The community's third priority was the Maple Leaf Shopping Center improvement project. This was a priority for the neighborhood because the shopping center featured many older buildings with outdated facades and unattractive signage. This improvement project is complete and includes re-stripping of parking lots and landscaping. The property owner has received a federal grant to complete façade improvements.

The community's fourth priority was the Williams/Boynton improvements. The attractive strip center façade and landscape improvement project was completed in 2005.

Residents are working closely with Agency and City staff to complete the remaining six priority projects. The Blackford area residents, property owners, and community members are energized to continue their community-building activities. As NAC Vice-President Mack Johansen explains,

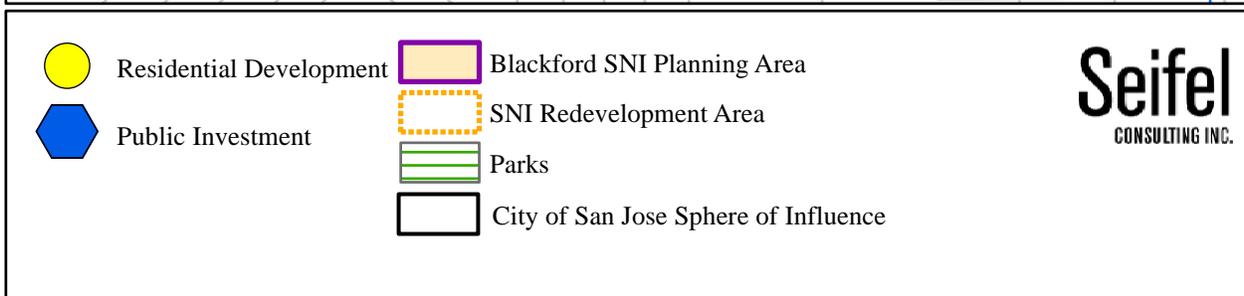
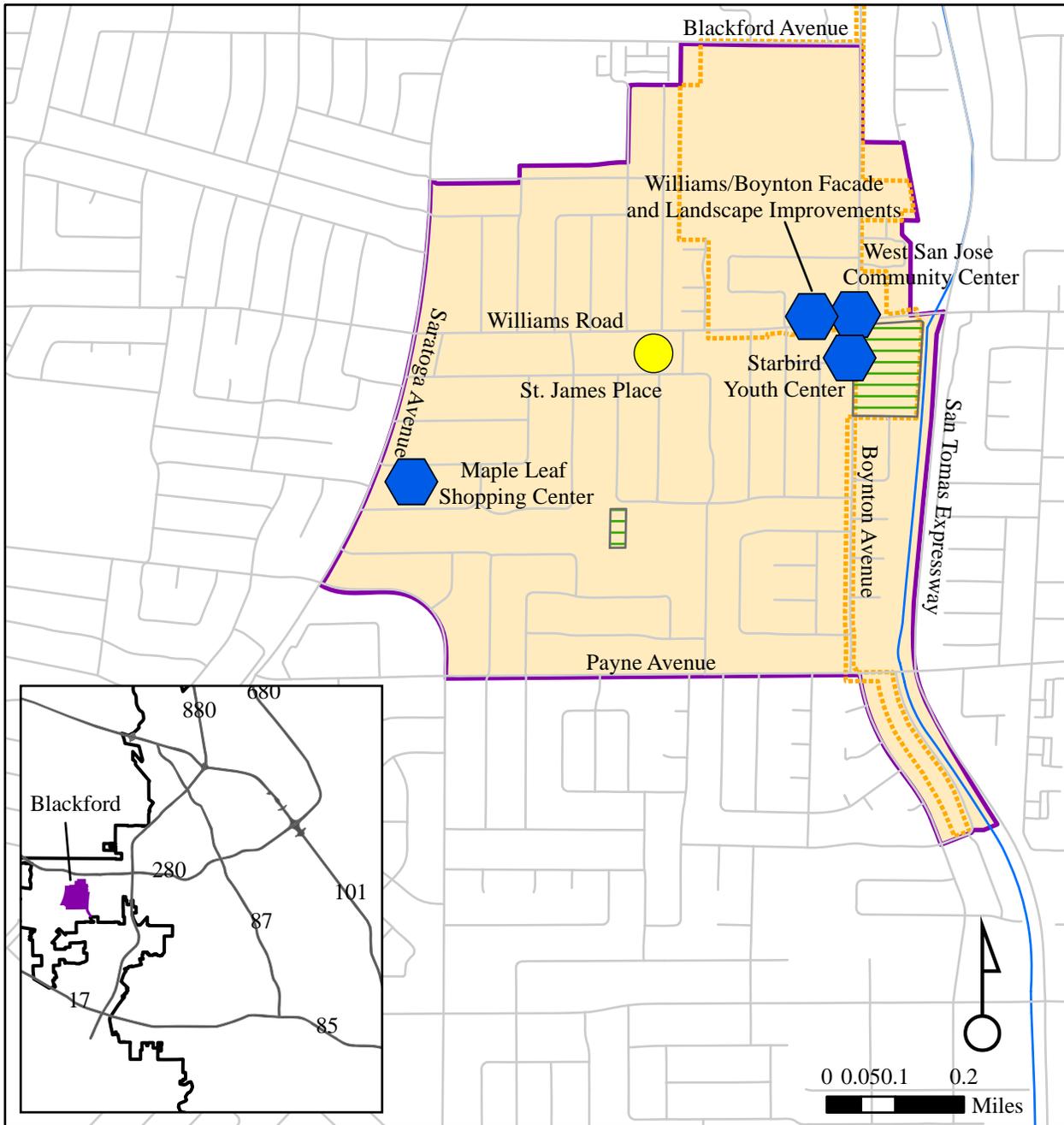


*Starbird Youth Center is an important amenity for the neighborhood.*

*SNI has helped in resolving some long time neighborhood issues like installation of storm drains, traffic calming, improved lighting to name a few. SNI continues to assist the neighborhood in developing an "entry gateway" that will further instill pride in the residents and assist in increasing the value of property but a neighborhood identity.*

Please visit the Blackford neighborhood page of the Strong Neighborhoods website at [www.strongneighborhoods.org](http://www.strongneighborhoods.org) (Click on 'Neighborhoods', then on 'Blackford') for top ten status updates and the Neighborhood Plan.

Figure B-1  
 New Projects Completed or Under Construction  
 Blackford Neighborhood



**Seifel**  
 CONSULTING INC.

**Table B-1**  
**Strong Neighborhoods Initiative Investments**  
**Total Public and Private Investment by Funding Source**  
**Blackford Neighborhood**

Project	Public Projects							Housing and Commercial					Total Investment	New Development		
	SNI Expenditures <sup>a</sup>			Public Investment				Rehab	New Development					Housing All	Afford.	Non-Res. (SF)
	SJRA SNI	SJ SNI	Subtotal SNI Expenditures <sup>a</sup>	SJRA Public Projects <sup>b</sup>	SJ Public Projects <sup>c</sup>	Other Public Entities <sup>d</sup>	Subtotal Public Investment		SJ HIP Rehab	SJRA Developer Incentives	SJ Afford. Housing	Private Investment				
Improve Lighting	\$ 70,000	\$ -	\$ 70,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 70,000	-	-	-
Access for Youth and Teens to Recreation	\$ 4,746,297	\$ -	\$ 4,746,297	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,746,297	-	-	-
Access for Youth and Teens to Recreation	\$ -	\$ 2,675,319	\$ 2,675,319	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,675,319	-	-	-
Maple Leaf Shopping Center Improvements	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 72,000	\$ 72,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 72,000	-	-	-
Williams/Boynton Improvements	\$ 56,177	\$ -	\$ 56,177	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 56,177	-	-	-
Street Tree Planting	\$ 9,500	\$ -	\$ 9,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,500	-	-	-
Traffic Calming	\$ 30,000	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,000	-	-	-
Joint Use Agreements	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-
Colonial Gardens Improvements	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-
Storm Drain Issues	\$ -	\$ 261,524	\$ 261,524	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 261,524	-	-	-
Underwood Apartment Improvements	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-
West San Jose Community Center & Police	\$ -	\$ -	\$ -	\$ -	\$ 2,200,000	\$ -	\$ 2,200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,200,000	-	-	-
St. James Place	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 11,486,343	\$ 11,486,343	\$ 11,486,343	20	-	-
Housing Rehab: Blackford	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 314,889	\$ -	\$ -	\$ -	\$ -	\$ 314,889	-	-	-
<b>Subtotal: Blackford</b>	<b>\$ 4,911,974</b>	<b>\$ 2,936,843</b>	<b>\$ 7,848,817</b>	<b>\$ -</b>	<b>\$ 2,200,000</b>	<b>\$ 72,000</b>	<b>\$ 2,272,000</b>	<b>\$ 314,889</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 11,486,343</b>	<b>\$ 11,486,343</b>	<b>\$ 21,922,050</b>	<b>20</b>	<b>-</b>	<b>-</b>

a. Includes funding directed towards SNI neighborhoods' top ten projects and SNI area-wide projects.  
b. Includes Agency money spent in SNI neighborhoods on projects such as parks, libraries, community centers, and neighborhood business district improvements.  
c. Includes City money spent in SNI neighborhoods on projects such as parks, libraries, and community centers.  
d. Includes money spent by other organizations in SNI neighborhoods on public projects such as schools, parks, libraries, community centers, student housing, acoustical treatments, flood control, etc.  
Source: San Jose Redevelopment Agency and City of San Jose.

# Burbank/Del Monte

For residents of the Burbank/Del Monte neighborhood near downtown San Jose, the Strong Neighborhoods Initiative (SNI) meant the opportunity to improve many aspects of their community, from recreational opportunities to street improvements. Above all, residents wished for a new park for young children to play.

For more than a year, Burbank/Del Monte residents, community-based organizations, and staff from the San Jose Redevelopment Agency (Agency) and the City worked together to develop a comprehensive strategy to guide revitalization of the neighborhood. In June 2002, the San Jose City Council adopted the Burbank/Del Monte Neighborhood Improvement Plan (Plan), and, in partnership with the Burbank/Del Monte Neighborhood Advisory Committee (NAC), has worked to implement the top ten priority items outlined in the Plan. Among these priority items was the development of four new park opportunities.

Since the inception of SNI, over \$524 million has been invested in the area by various entities. The Agency and City have invested \$2.3 million to date on the area's SNI top ten projects. In addition, another \$25.6 million has been invested on other public projects in the area by the Agency, City, and other public entities. Meanwhile, Burbank/Del Monte has experienced a development boom, with private developers spending \$496 million to build more than one thousand new housing units and a substantial amount of commercial space. Community investment in the SNI process has already produced tangible improvements that maintain the neighborhood's diverse and dynamic character.

## A. About the Neighborhood

### 1. Description of Burbank/Del Monte

The Burbank/Del Monte neighborhood is located west of downtown, bounded roughly by Park and Forest Avenues to the north, Interstate 880 to the west, Fruitdale Avenue to the south, and Los Gatos Creek to the east. (See Figure B/DM-1.) The neighborhood is among the largest of the SNI neighborhoods, covering approximately 1,200 acres and with a population of roughly 18,200 residents according to Census 2000.<sup>1</sup> Within Burbank/Del Monte, several small pockets of unincorporated Santa Clara County are not part of the Agency's and City's SNI work effort. The neighborhood is predominantly residential with most retail and commercial establishments along West San Carlos Street, Bascom Avenue and Meridian Avenue. It was one of the earliest developed areas in the County.

Community assets in Burbank/Del Monte include good access to transit and freeways, a neighborhood business district with neighborhood-serving stores and services, three new parks (O'Connor Park, Cahill Park, and Buena Vista Park), a Vasona light rail station, and San Jose City College.

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<sup>1</sup> This is an estimate, as census geographies do not precisely match neighborhood boundaries. See Appendix C.

## 2. Public and Private Investment

Over \$524 million has been invested by various entities in the Burbank/Del Monte area since the inception of the SNI. To date, the Agency and City have invested over \$2.3 million on the area's SNI top ten projects. Another \$25.6 million has been invested on other public projects, including Agency investment of over \$4.6 million for improvements for the West San Carlos Neighborhood Business District (NBD) that runs through the neighborhood (e.g. façade improvements for various commercial buildings and streetscape improvements); City investment of over \$20 million for projects including streetlights, two new parks (O'Connor Park and Cahill Park) dedicated by developers as a result of the City's Park Dedication Ordinance; planned improvements to the Los Gatos Creek Trail (Coe to Auzeais); and County investment of \$425,000 for streetscape improvements. In addition, the San Jose Housing Department has invested over \$200,000 for housing rehabilitation in the area.

New development by private investors in the area has been substantial. Nine new housing developments and eight new commercial projects worth an estimated \$495.9 million have been built or are under construction. These projects provide 1,021 new housing units (of which 223 are affordable) and 431,000 square feet of commercial space. These projects include the Agency's investment of \$500,000 for development incentives for the Cahill Park Townhomes and the Housing Department's investment of \$7.9 million to provide affordable units in the Brooks House Senior Apartments, Crescent Parc Townhomes, and Midtown Plaza Condos. Figure B/DM-1 shows the location of the private and public investments in Burbank/Del Monte. Table B/DM-1 provides more detailed information on financial investments.

In addition, the neighborhood's amenities, including its excellent location, the availability of several large parcels and its desirability, are drawing developers who are proposing hundreds of new units of housing. These may bring additional affordable housing and more parks.



*Buena Vista Park/Tot Lot Development was the Burbank/Del Monte neighborhood's top priority.*



*Private developers have selected Burbank/Del Monte as the location for more than 1,000 new housing units.*

### **3. Demographic Information**

Just over half of residents in the Burbank/Del Monte neighborhood (51 percent) identify themselves as Latino, while the remaining 49 percent are predominately non-Hispanic white. Median income in the neighborhood is approximately \$57,000, below both SNI and city wide medians (\$65,000 and \$90,000 respectively). The average household size in Burbank/Del Monte is also relatively small, at 2.87 members per household, compared to 3.19 for San Jose and 3.72 for the SNI neighborhoods combined.

Labor force participation in Burbank/Del Monte is high, with 70 percent of all residents aged 16 and older in the labor force. In comparison, labor force participation is 67 percent in San Jose overall and 64 percent in the SNI neighborhoods.

Only 29 percent of housing units in Burbank/Del Monte are owner occupied, compared to 62 percent in San Jose. See Appendix C for more detailed demographic information on Burbank/Del Monte.

## **B. Neighborhood Priorities**

### **1. The Burbank/Del Monte Neighborhood Improvement Plan**

The Burbank/Del Monte Neighborhood Improvement Plan is the result of a yearlong effort on the part of residents, community leaders, and other stakeholders to develop a blueprint for the neighborhood. The Plan is organized around nine main goals: develop parks and open space; provide community facilities in the neighborhood; create a pedestrian-friendly environment; improve circulation, transportation and parking; strengthen economic development; revitalize housing; beautify the neighborhood; encourage maintenance and stewardship; and improve programs, services and community organization. The Plan outlines ten top priority actions that residents believe would do the most to upgrade the overall appearance of Burbank/Del Monte and to improve residents' quality of life.

### **2. Top 10 Priorities**

1. Buena Vista Park/Tot Lot Development & Scott Street Pocket Park
2. Scott Street/Auzerais Avenue Improvements
3. Freeway Park
4. Shared Use of Recreational Facilities/Community Center
5. Program/Services Inventory & Facility Needs Assessment
6. Annual Bulk Waste Pick Up Program
7. Strengthen Code Enforcement & Housing Programs
8. West San Carlos/Bascom Avenue Economic Development
9. Specialty Trolley Service
10. Neighborhood Park along Los Gatos Creek

### 3. Progress towards Top Ten Priorities

Of the top ten projects, the following six are complete: Buena Vista Park/Tot Lot development, Scott/Auzerais Improvements, Program/Services Inventory and Facility Assessment, Annual Bulk Waste Program, Code Enforcement and Housing Programs, and the West San Carlos Street/Bascom Avenue Economic Development Strategy.

Burbank/Del Monte residents' top priority was the Buena Vista Park/Tot Lot development. The project was a high priority because the neighborhood lacks open space and parkland and there are few vacant lots available for development. This completed project includes a youth and tot lot, walkways, picnic tables, park benches, a drinking fountain, lighting, site furnishings and landscaping. A companion project, the Scott Street Pocket Park, is in the acquisition/feasibility analysis phase.

The community's second priority was Scott Street/Auzerais Avenue improvements. This project includes pedestrian-scale street lights, trees, sidewalks and curb cut installations. In addition, Santa Clara County invested in similar improvements in the unincorporated areas. Residents prioritized these improvements because many older streets lack curbs, gutters, sidewalks, and have poor lighting. These improvements are the beginning of a pedestrian-friendly link between the Burbank/Del Monte neighborhood and the downtown.

The neighborhood's third priority is the Freeway Park project. Vacant land is so limited in the area that residents are considering creative options, like a Freeway Park, to create space for parks and community facilities. A consultant completed an initial study that recommended further investigation into the proposed project, including an economic/feasibility study and a Project Study Report to assess whether or not the project is viable.

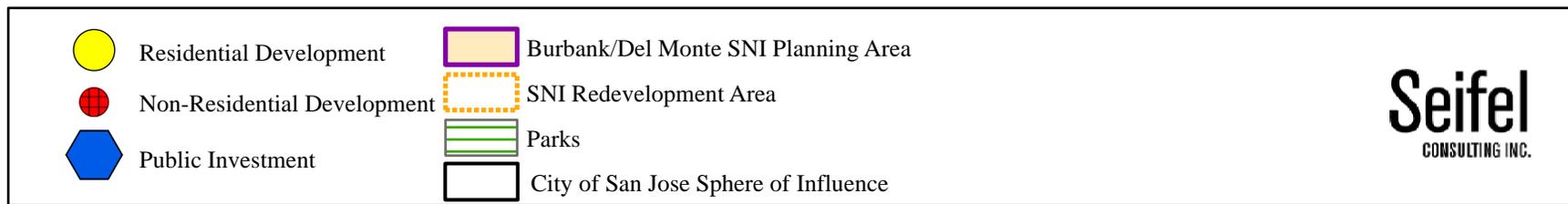
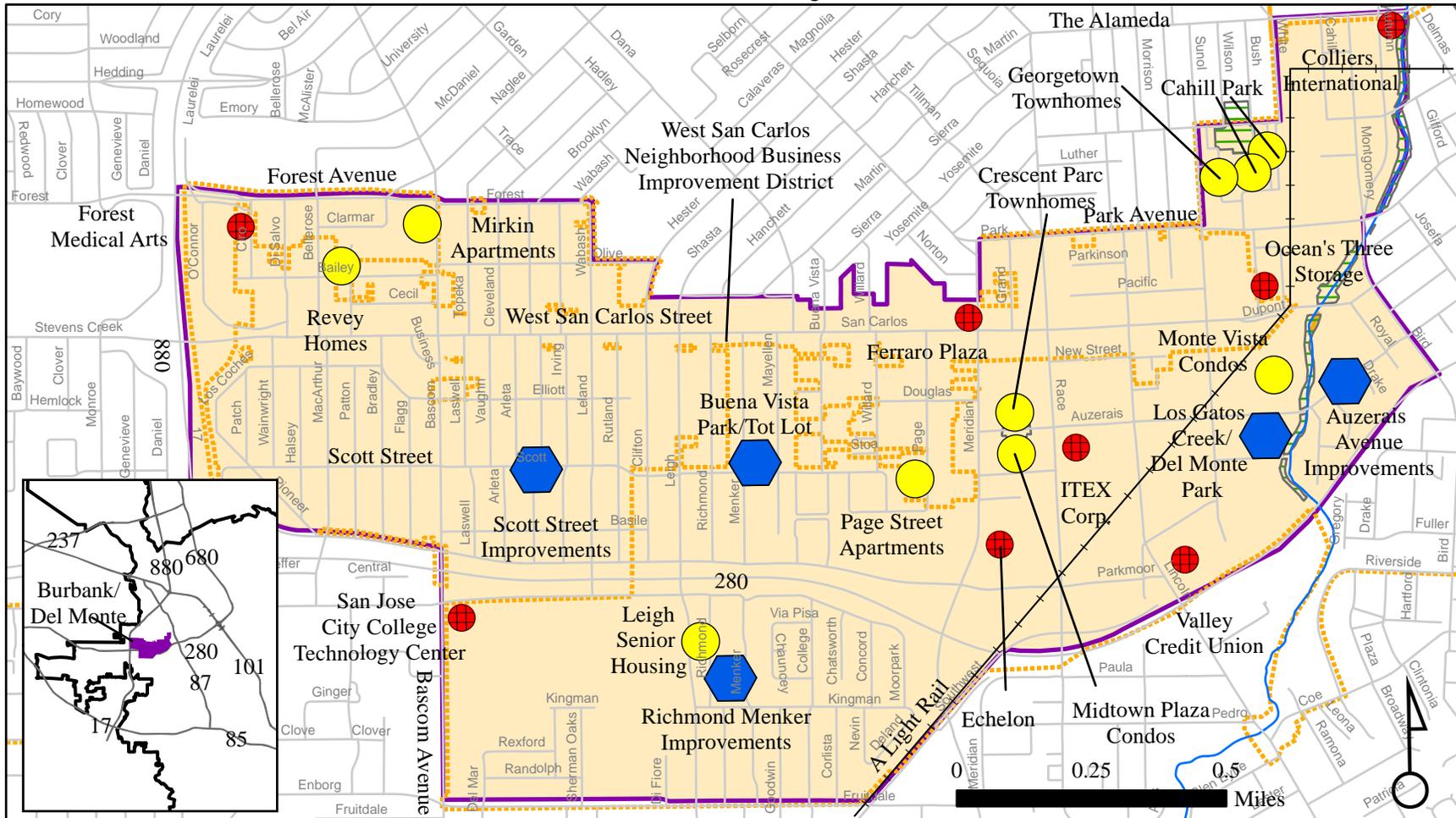
Residents are working closely with Agency and City staff to implement the remaining top ten projects. For example, staff is in the process of securing a 2-acre parcel of land for the development of a park at Auzerais Avenue and Los Gatos Creek near the old Del Monte cannery (the neighborhood's tenth priority). In addition, the multifamily apartments in the Richmond Menker area have benefited from a substantial housing improvement effort, which included code enforcement and housing rehabilitation components. The successful program now serves as a model for other areas.

The actions to date reflect significant progress in a neighborhood where, according to NAC President Norma Ruiz,

*I never imagined that our neighborhood would transform into a real community—one that cares for each other—one where we know who we are.*

Please visit the Burbank/Del Monte neighborhood page of the Strong Neighborhoods website at [www.strongneighborhoods.org](http://www.strongneighborhoods.org) (Click on 'Neighborhoods', then on 'Burbank/Del Monte') for top ten status updates and the Neighborhood Plan.

**Figure B/DM-1**  
**New Projects Completed or Under Construction**  
**Burbank/Del Monte Neighborhood**





# Delmas Park

For Delmas Park, location is both a great asset and a liability. Situated near downtown San Jose, residents are within walking distance of a renowned children's museum, a large arena for sporting events and concerts, and two parks. However, proximity to these attractions also brings parking and traffic congestion to the neighborhood. At the same time, residents are fighting to preserve a sense of community as they share space with obsolete light industrial businesses and a new, large-scale housing development.

The Strong Neighborhoods Initiative (SNI) created both a forum for addressing these concerns and funding for appropriate solutions. For more than a year, Delmas Park residents and community-based organizations worked with staff from the San Jose Redevelopment Agency (Agency) and the City to develop a comprehensive strategy to preserve and restore their neighborhood. The result of this effort is the Delmas Park Neighborhood Improvement Plan (Plan). In April 2002, the San Jose City Council adopted the Plan, and in partnership with resident leaders, the Agency and City began addressing the top ten priorities relevant to improving the quality of life for Delmas Park residents.

Since the inception of SNI, almost \$64.3 million in private and public investment has been invested in the Delmas Park neighborhood. The Delmas Park Neighborhood Action Coalition (NAC) has led the community engagement process, a critical component for neighborhood improvement. With this funding and community support, the neighborhood has moved towards its goals. These goals include traffic and parking improvements, streetscape enhancements, and new zoning laws to keep new developments on a neighborly scale.

## A. About the Neighborhood

### 1. Description of Delmas Park

The Delmas Park SNI neighborhood is bordered by Guadalupe Parkway (Route 87) to the east, West Santa Clara Street to the north, Interstate 280 on the south, and Bird Avenue to the west. (See Figure DP-1.) Delmas Park is among the smallest of the SNI neighborhoods, at approximately 113 acres and with a population of 1,600 residents, according to Census 2000.<sup>1</sup> The neighborhood contains a mix of residential, commercial and light industrial uses. Most retail and commercial establishments are concentrated along the West San Carlos Street commercial corridor.

Most of the Delmas Park neighborhood housing consists of single-family dwellings built prior to 1930. In the 1930s, the City rezoned the majority of Delmas Park for light industrial use. As a result, established residential neighborhoods coexist with small-scale industrial and service uses, auto sales and auto repair centers. This incompatible mix of existing land uses has contributed to low property values in Delmas Park, especially considering the neighborhood's proximity to downtown, transit and other urban amenities.

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<sup>1</sup> This is an estimate, as census geographies do not precisely match neighborhood boundaries. See Appendix C.

There are numerous community assets in Delmas Park, including good access to transit and freeways. Situated near downtown San Jose, residents are within walking distance of the Children’s Discovery Museum, the regional HP Pavilion (a regional arena for sporting events and concerts), the Arena Green, McEnery Park, Discovery Dog Park, Guadalupe River Park, the Vasona light rail station, and many other amenities.

## 2. Public and Private Investment

Since the inception of SNI, various entities have invested almost \$64.3 million in the Delmas Park neighborhood. The Agency and City have invested \$2.1 million to date on the area’s SNI top ten projects. Another \$400,000 has been invested on other public projects, including the Discovery Dog Park. In addition, investments by the Santa Clara Valley Transportation Authority (VTA) for Light Rail have benefited the neighborhood. The San Jose Housing Department has invested \$56,000 for housing rehabilitation in the area.



*Delmas Park Mixed-Use Apartments provides 123 new affordable apartments for teachers.*

New development projects by private investors worth an estimated \$61.8 million have been built or are under construction, providing 240 new housing units (141 of which are affordable) and 6,000 square feet of mixed-use commercial space. This figure includes a \$1.5 million investment by the Agency in the form of developer incentives and a Housing Department investment of \$9.4 million for affordable units in the Delmas Park Mixed Use project. Figure DP-1 shows the location of the private and public investments in Delmas Park. Table DP-1 provides more detailed information on financial investments.

## 3. Demographic Information

Delmas Park is a predominately Latino neighborhood, with a relatively high percentage of working-age adults and a low percentage of owner-occupants. Two-thirds of neighborhood residents are Latino (66 percent), and over three-quarters are between the ages of 18 and 64 (76 percent). In comparison, only 30 percent of San Jose residents are Latino and 66 percent are aged 18 through 64.

Labor force participation in Delmas Park is high, with 72 percent of all residents aged 16 and older in the labor force, compared to 67 percent in San Jose and 64 percent in the SNI neighborhoods combined. Median household income in Delmas Park is about \$62,500, similar to the SNI median of approximately \$65,000 but substantially lower than San Jose’s median of almost \$90,000.

Only 29 percent of housing units in Delmas Park are owner occupied, compared to 62 percent in San Jose. See Appendix C for more detailed demographic information on Delmas Park.

## B. Neighborhood Priorities

### 1. The Delmas Park Neighborhood Improvement Plan

The Delmas Park Neighborhood Improvement Plan is the result of a yearlong effort on the part of Delmas Park residents, community leaders, and other stakeholders to develop a strategy for investment in the neighborhood. The Plan was designed to improve the appearance and livability of the neighborhood, with five key categories of goals and objectives: neighborhood organization; neighborhood circulation and parking; neighborhood conditions and maintenance; neighborhood revitalization; and neighborhood open space.

The Plan outlines specific over 70 actions intended to improve the community. Residents identified a top ten list of priority actions that would contribute most to achieving the community's vision for the future.

### 2. Top Ten Priorities

1. Improve Residential Parking Conditions
2. Residential Traffic Calming
3. Mixed-Use Community Development and Preservation
4. West San Carlos Street Streetscape Enhancements
5. Improve Gifford Avenue Streetscape
6. Improve Auzerais Avenue Streetscape
7. Street and Sidewalk Improvements
8. Improve the Pedestrian Route to Gardner Academy
9. Noise Mitigation
10. Neighborhood Open Space



*Improving residential parking was the Delmas Park neighborhood's first priority.*

### 3. Progress towards Top Ten Priorities

Of the top ten projects, the residential parking improvements and the streetscape improvements are complete. Significant progress has been made towards completing several other priorities.

Residential parking improvements were Delmas Park residents' top priority. This area has very limited parking, yet nonresidents frequently park in the neighborhood and walk to venues such as the Children's Discovery Museum, downtown office buildings, and the Arena. The parking problems were most severe when simultaneous events take place, usually in the late afternoon and evening.

After many NAC meetings and communication with City staff, a residential parking permit program was put in place to alleviate parking problems for neighborhood residents.

The community's second priority is residential traffic calming. The San Jose Department of Transportation (DOT) conducted a Neighborhood Traffic Study in June 2005. The SNI staff will

meet with a DOT traffic-calming liaison in Fall 2007 to discuss potential next steps for evaluating neighborhood traffic calming ideas. This discussion will follow an evaluation of the impact of the 123-unit Delmas Park mixed-use Teacher Housing project on traffic patterns in the neighborhood.

Residents' third priority is mixed-use community development and preservation. The NAC and Neighborhood Association have been working to plan for growth that complements the existing neighborhood. On August 19, 2003, the San Jose City Council approved residents' request to lower the residential density of areas surrounding single family homes in the general area of Bird, Delmas and I-280 to Medium Density (8-16 dwelling units per acre) in the General Plan from the original density of 25+ dwelling units per acre. This change will ensure that new high-density development will be located in appropriate areas and that the single-family pockets in Delmas Park will be preserved. In addition, the Lake House City Landmark Historic District was recently established.

Although several different streets were identified for streetscape improvement, the Delmas Park NAC was able to work with the Agency to combine the funding to focus the limited resources on Auzerais. Focusing on Auzerais Avenue created the opportunity to greatly impact the entrance to the Children's Discovery Museum. The progress thus far has already transformed the neighborhood. According to NAC Former Chair Kathy Sutherland:

*Before the SNI program, there wasn't a Delmas Park neighborhood. The residents all believed that the property would be sold to developers for downtown and our homes would be bulldozed. SNI showed us that we could have a future that treasures and protects our older homes and welcomes new development. Letting us know that the city cared about what happened in the neighborhood, helped us care. After years of neglect, we were encouraged to see a future for our neighborhood and believe that we had a part of shaping that future.*

Please visit the Delmas Park neighborhood page of the Strong Neighborhoods website at [www.strongneighborhoods.org](http://www.strongneighborhoods.org) (Click on 'Neighborhoods', then on 'Delmas Park') for top ten status updates and the Neighborhood Plan.

Figure DP-1  
 New Projects Completed or Under Construction  
 Delmas Park Neighborhood

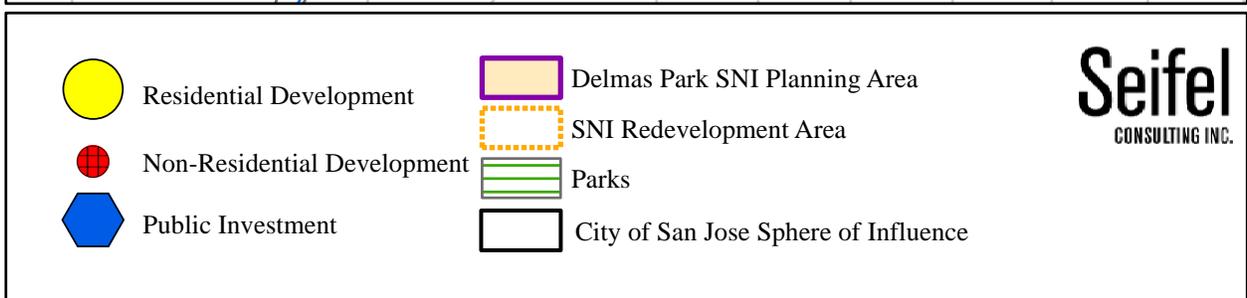
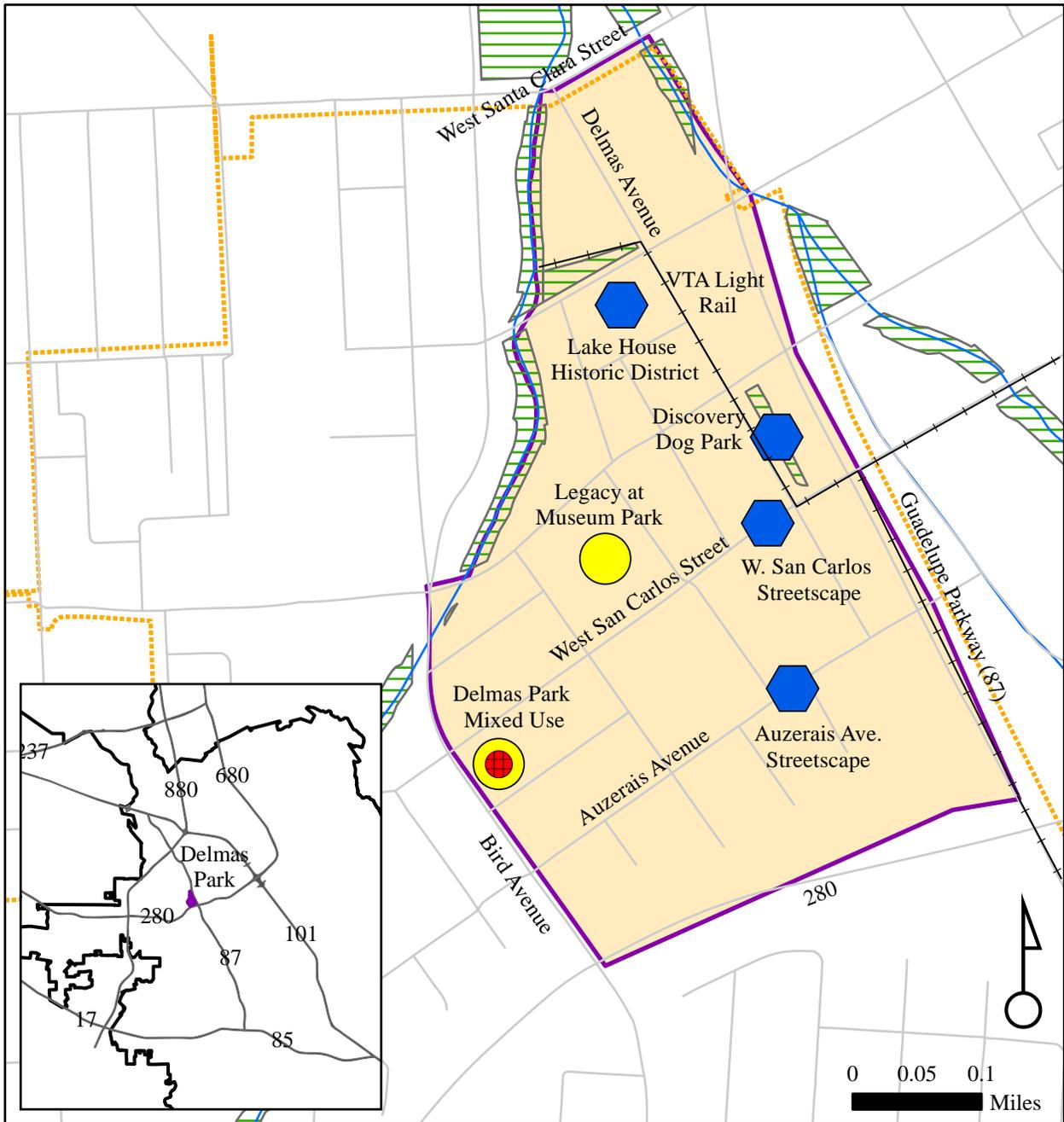


Table DP-1  
 Strong Neighborhoods Initiative Investments  
 Total Public and Private Investment by Funding Source  
 Delmas Park Neighborhood

Project	Public Projects							Housing and Commercial					Total Investment	New Development		
	SNI Expenditures <sup>a</sup>			Public Investment				Rehab	New Development					All	Afford.	Non-Res. (SF)
	SJRA SNI	SJ SNI	Subtotal SNI Expenditures <sup>a</sup>	SJRA Public Projects <sup>b</sup>	SJ Public Projects <sup>c</sup>	Other Public Entities <sup>d</sup>	Subtotal Public Investment		SJ HIP Rehab	SJRA Developer Incentives	SJ Afford. Housing	Private Investment				
Residential Parking Improvements	\$ 13	\$ -	\$ 13	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 13	-	-	-
Residential Traffic Calming	\$ 50,000	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000	-	-	-
Mixed-Use Community Development and Preservation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-
West San Carlos Streetscape Enhancements	\$ 1,303,459	\$ -	\$ 1,303,459	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,303,459	-	-	-
Improve Gifford Ave Streetscape	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-
Improve Auzeirais Ave Streetscape	\$ 573,700	\$ 52,906	\$ 626,606	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 626,606	-	-	-
Street and Sidewalk Improvements	\$ 60,000	\$ 24,610	\$ 84,610	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 84,610	-	-	-
Pedestrian Access to Gardner Academy	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-
Noise Mitigation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-
Neighborhood Open Space	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-
Discovery Dog Park	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 400,000	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 400,000	-	-	-
Delmas Park Mixed Use	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,500,000	\$ 9,375,122	\$ 29,054,138	\$ 39,929,260	\$ 39,929,260	123	122	6,000
Legacy at Museum Park	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 21,844,569	\$ 21,844,569	\$ 21,844,569	117	19	-
Housing Rehab: Delmas Park	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 55,931	\$ -	\$ -	\$ -	\$ -	\$ 55,931	-	-	-
<b>Subtotal: Delmas Park</b>	<b>\$ 1,987,172</b>	<b>\$ 77,516</b>	<b>\$ 2,064,688</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 400,000</b>	<b>\$ 400,000</b>	<b>\$ 55,931</b>	<b>\$ 1,500,000</b>	<b>\$ 9,375,122</b>	<b>\$ 50,898,707</b>	<b>\$ 61,773,829</b>	<b>\$ 64,294,448</b>	<b>240</b>	<b>141</b>	<b>6,000</b>

a. Includes funding directed towards SNI neighborhoods' top ten projects and SNI area-wide projects.  
 b. Includes Agency money spent in SNI neighborhoods on projects such as parks, libraries, community centers, and neighborhood business district improvements.  
 c. Includes City money spent in SNI neighborhoods on projects such as parks, libraries, and community centers.  
 d. Includes money spent by other organizations in SNI neighborhoods on public projects such as schools, parks, libraries, community centers, student housing, acoustical treatments, flood control, etc.  
 Source: San Jose Redevelopment Agency and City of San Jose.

# East Valley/680 Communities

East Valley/680 Communities, the largest of the 19 Strong Neighborhoods Initiative (SNI) areas, was also the beneficiary of one of the largest redevelopment projects: the \$73 million development of Plaza de San Jose, which now boasts stores such as Target, Starbucks, Ritmo Latino, FAMSAs and more.

The Plaza de San Jose is the most visible of a series of neighborhood improvements that have taken place. For more than a year, East Valley/680 residents, community-based organizations, and Agency and City staff worked together to develop the East Valley/680 Neighborhood Improvement Plan (Plan), a comprehensive strategy that would guide revitalization of the neighborhood. The Plan focuses on tangible improvements that respect the existing neighborhood and sets out the top ten priorities for revitalization.



*The new Plaza de San Jose Shopping Center helps make the intersection of Story and King a regional draw.*

In November 2001, the San Jose City Council adopted the Plan and staff, in partnership with resident leaders, began to address top ten priority projects. The East Valley/680 Neighborhood Action Coalition (NAC) has led the critical community engagement process necessary to improve the neighborhood. Since the inception of SNI, East Valley/680 has benefited from \$201.6 million in public and private investment.



*Significant improvements have been made to the Tropicana Shopping Center at the intersection of Story and King Roads. This project is East Valley/680 residents' top priority.*

## A. About the Neighborhood

### 1. Description of East Valley/680

The East Valley/680 SNI neighborhood is located in East San Jose. The neighborhood is approximately 1,460 acres with a population of roughly 35,000 residents, according to Census 2000.<sup>1</sup> The neighborhood is generally bound by Interstate 680, Alum Rock Avenue, South White Road, Ocala Avenue, and King Road. (See Figure EV-1.)

East Valley/680 is predominately residential with most retail and commercial establishments concentrated on Story Road, King Road, and Alum Rock Avenue. The largest and most populated of all the 19 SNI areas, East Valley/680 includes ten neighborhoods: Arbuckle; Poco Way; Dorsa; Cassell; Capitol Goss; East Dobern; Lyndale; Nancy Lane; Ryan; and Park Pleasant. The neighborhood also includes National Hispanic University. The revitalized Plaza de San Jose Shopping Center attracts shoppers from throughout the region. The neighborhood is also known for its nationally recognized annual Tamale Festival.

Community assets can be found throughout the East Valley/680 neighborhood, with five parks, including Capitol Park and Hillview Park, two new libraries, eight public school campuses, and good access to transit and freeways. It also enjoys a variety of retail offerings, with the Plaza de San Jose Shopping Center and a vital business district providing neighborhood-serving stores and services. East Valley/680 also contains numerous faith-based institutions, community organizations and committed residents.

### 2. Public and Private Investment

Since the inception of SNI, various entities have invested \$201.6 million in the East Valley/680 neighborhood. The Agency and City have invested \$1.7 million to date on the area's SNI top ten projects. Another \$35 million has been invested on other public projects, including two new libraries and the improvements to the Story/King intersection. Much of the public investment went into creating the neighborhood's two new libraries. The Dr. Roberto Cruz Alum Rock Branch Library was paid for with \$3.1 million from the Agency and \$13.7 million in library bond funds. The library bond also funded the \$11.1 million Hillview Branch Library.



*Dr. Roberto Cruz Alum Rock Branch Library*

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<sup>1</sup> This is an estimate, as census geographies do not precisely match neighborhood boundaries. See Appendix C.

Another major public investment was Agency funding of \$5 million for improvements to the intersection of Story and King Roads.<sup>2</sup> \$1.9 million has been spent for single-family housing rehabilitation.

The Agency has also invested money to improve the look and feel of the adjacent Story Road and Alum Rock Neighborhood Business Districts (NBDs), commercial corridors that lead into and overlap in part with East Valley/680. The NBD program is a complementary Agency effort that has brought enhancements such as facade and signage upgrades, street and sidewalk enhancements to these corridors.



*Hillview Branch Library*

New development projects by private investors worth an estimated \$163 million have been built or are under construction, providing 328 new housing units (295 of which are affordable) and 279,000 square feet of commercial space, including the Agency investment of \$39.5 million to support construction of the new Plaza de San Jose. The housing developers worked in partnership with the City's Housing Department to create affordable units. Additional investment for improvements to the Tropicana Shopping Center can be found on the KONA investment table. Figure EV-1 shows the location of the private and public investments in East Valley/680. Table EV-1 provides more detailed information on financial investments.

### 3. Demographic Information

Residents of East Valley/680 are predominately Latino and Asian. Two-thirds identify themselves as Latino, compared to 30 percent of all of San Jose residents. Twenty-two percent of neighborhood residents are Asian. The population of the area is also relatively young: one third of its residents are under 18 years of age compared to 26 percent of the citywide population and 28 percent of all SNI residents. The average household in the neighborhood is fairly large, containing 5.12 members, compared to the average of 3.19 persons in San Jose as a whole and 3.72 in all SNI neighborhoods.

Median income is higher in East Valley/680 than in many other SNI neighborhoods at \$77,000, but the higher median household income is also consistent with the larger household size. Participation in the labor force is at 58 percent, lower than the citywide and SNI averages of 67 percent and 64 percent, respectively. Owner-occupancy in the East Valley/680 is on par with the citywide average, with 63 percent of housing units in the neighborhood owner-occupied, compared to 62 percent citywide. See Appendix C for more detailed demographic information on the East Valley/680 neighborhood.

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<sup>2</sup> The East Valley/680 and K.O.N.A. neighborhoods partially overlap at this commercial area, and have both contributed to the area's revitalization, as described in the K.O.N.A. Neighborhood Chapter.

## **B. Neighborhood Priorities**

### **1. The East Valley/680 Neighborhood Improvement Plan**

The East Valley/680 Neighborhood Improvement Plan resulted from a yearlong effort by residents, community leaders and other stakeholders to develop a blueprint for improving of the neighborhood. The Plan envisions a future in which: it is safe and easy to walk on neighborhood streets; housing is high quality, attractive and affordable; residents and merchants are secure from the threat of criminal and gang activity; private property and public areas are well-maintained, well-lighted, attractive and clean; adequate community facilities and supporting services exist for people to interact, socialize and learn; open space, park and recreational opportunities are available for the community, especially for children; businesses exist that support and foster a sense of community; there are good schools providing quality educational experiences for children and adults; and people work together to support each other to improve their communities.

### **2. Top Ten Priorities**

1. Tropicana Shopping Center Revitalization
2. Traffic Calming
3. Development of Affordable Housing
4. Noise Mitigation
5. Sidewalk Installation and Repair
6. Community Facilities
7. Community Policing Initiatives
8. Improve and Expand Homework Centers
9. Abandoned/Inoperable Vehicles
10. Street Sweeping

### **3. Progress towards Top Ten Priorities**

The revitalization of the intersection of Story and King Roads is the most significant accomplishment to date for this area, and is one of the largest redevelopment projects in all the SNI neighborhoods. The Agency and a private developer shared the costs of the \$73.5 million Plaza de San Jose project, with the Agency contributing \$39.5 million. The newly developed shopping center has attracted national retail tenants like Target, Starbucks, Ritmo Latino, FAMSA (a Mexico-based furniture and electronics store), and many others. Significant improvements to the adjacent Mi Pueblo and Tropicana Shopping Centers, as well as the new Plaza de San Jose center, has transformed the area into an attractive and convenient place to shop and has made the area a regional draw.

The community's second priority was residential speeding and traffic mitigation, especially to protect children, pedestrians and bicyclists. San Jose's Department of Transportation (DOT) began installing Level 1 Traffic Calming elements throughout the Dorsa and Cassell neighborhoods and at school drop-off/pick up areas. DOT will continue to implement traffic calming measures and will meet with each neighborhood association.

Residents' third priority was affordable housing. The San Jose Housing Department has provided financing for the construction of permanently affordable rental housing in the neighborhood (Monte Vista Family Apartments, Monte Vista Senior Apartments, and Rose Garden Senior Apartments), creating 295 new affordable units. In addition, 98 single family, detached, owner-occupied homes have been rehabilitated with Housing Department matching grants totaling \$1.9 million.

Alofa Talivaa, Chair of East Valley/680 NAC, explains how SNI has impacted her. *"I have learned the importance of being a part of the process. I like the partnership SNI has been able to establish with the City departments. When a problem or concern arises, all we have to do is call to request that a representative attends the NAC or the Neighborhood Association meeting."*

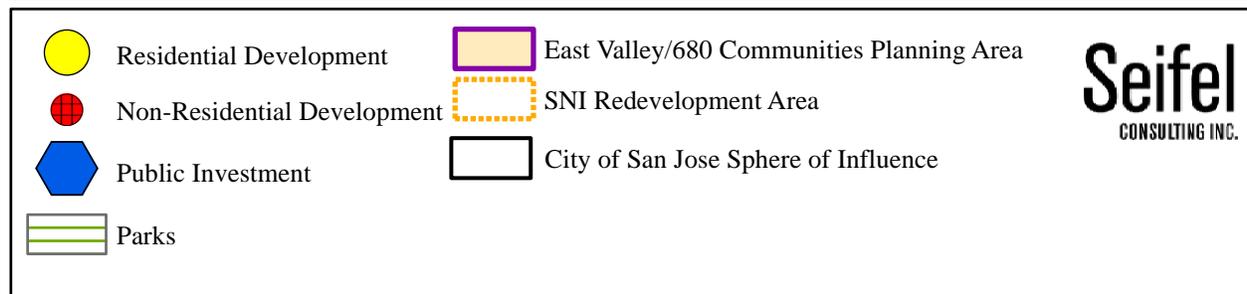
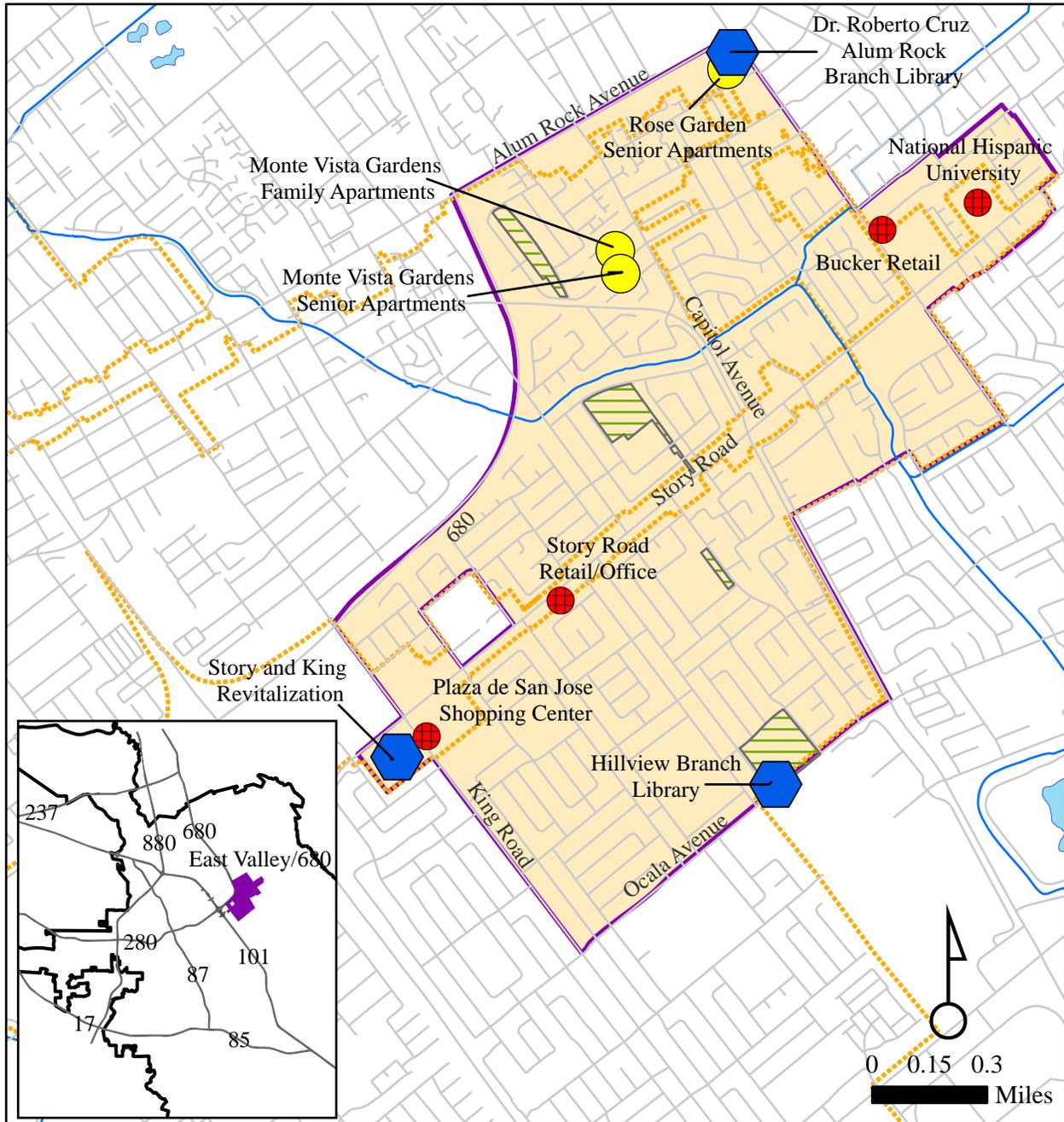
Residents like Alofa continue to work closely with Agency and City staff to complete remaining top ten projects. For example, the East Valley/680 NAC is supporting the Hank Lopez Community Center by purchasing computers and kilns for the senior recreation program. Over the past year, the Parks, Recreation and Neighborhood Services Department completed a trail and bridge over Lower Silver Creek to connect the East Dobern neighborhood to Capitol Park. A newly completed neighborhood center in Capitol Park is used for community meetings, neighborhood support services, and adult English-language classes during the evening.



*The new Monte Vista Gardens provides 230 units of affordable housing, one of the East Valley/680 neighborhood's top priorities.*

Please visit the East Valley/680 neighborhood page of the Strong Neighborhoods website at [www.strongneighborhoods.org](http://www.strongneighborhoods.org) (Click on 'Neighborhoods', then on 'East Valley/680') for top ten status updates and the Neighborhood Plan.

Figure EV-1  
 New Projects Completed or Under Construction  
 East Valley/680 Communities Neighborhood



**Seifel**  
 CONSULTING INC.

Table EV-1  
**Strong Neighborhoods Initiative Investments**  
**Total Public and Private Investment by Funding Source**  
**East Valley/680 Communities Neighborhood**

Project	Public Projects							Housing and Commercial					Total Investment	New Development		
	SNI Expenditures <sup>a</sup>			Public Investment				Rehab	New Development					All	Afford.	Non-Res. (SF)
	SJRA SNI	SJ SNI	Subtotal SNI Expenditures <sup>a</sup>	SJRA Public Projects <sup>b</sup>	SJ Public Projects <sup>c</sup>	Other Public Entities <sup>d</sup>	Subtotal Public Investment		SJ HIP Rehab	SJRA Developer Incentives	SJ Afford. Housing	Private Investment				
Tropicana Shopping Center Revitalization	\$ -	\$ -	\$ -	\$ 5,000,000	\$ -	\$ -	\$ 5,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000,000	-	-	-
Traffic Calming	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-
Development of Affordable Housing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-
Noise Mitigation	\$ 43,000	\$ -	\$ 43,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 43,000	-	-
Sidewalk Installation & Repair	\$ 1,000,000	\$ -	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000	-	-
Community Facilities	\$ 47,500	\$ 582,307	\$ 629,807	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 629,807	-	-
Community Facilities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-
Community Policing Initiatives	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-
Improve & Expand Homework Centers	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-
Abandoned/Inoperable Vehicles	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-
Street Sweeping	\$ 25,000	\$ -	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,000	-	-
Alum Rock NBD Improvements	\$ -	\$ -	\$ -	\$ 1,316,589	\$ -	\$ -	\$ 1,316,589	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,316,589	-	-
Capitol Park Youth & Tot Lot Renovation & Restroom	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-
Dr. Roberto Cruz Alum Rock Branch Library	\$ -	\$ -	\$ -	\$ 3,100,000	\$ 13,700,000	\$ -	\$ 16,800,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 16,800,000	-	-
Fire Station #2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-
Hillview Branch Library	\$ -	\$ -	\$ -	\$ -	\$ 11,100,000	\$ -	\$ 11,100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 11,100,000	-	-
Silvia Cassell Park Play Area Renovations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-
Story Road NBD Improvements	\$ -	\$ -	\$ -	\$ 764,885	\$ -	\$ -	\$ 764,885	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 764,885	-	-
Buckner Retail	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,300,000	\$ 1,300,000	\$ 1,300,000	\$ 1,300,000	-	6,500
Monte Vista Gardens Family Apts	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,900,000	\$ 26,990,845	\$ 31,890,845	\$ 31,890,845	144	114	-
Monte Vista Gardens Senior Apts (I & II)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,360,802	\$ 11,566,665	\$ 18,927,467	\$ 18,927,467	118	116	-
National Hispanic University	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,173,338	\$ 20,173,338	\$ 20,173,338	-	-	-
Plaza de San Jose Shopping Center	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 39,500,000	\$ -	\$ 34,000,000	\$ 73,500,000	\$ 73,500,000	-	-	262,000
Rose Garden Senior Apts	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,249,216	\$ 10,823,214	\$ 15,072,430	\$ 15,072,430	66	65	-
Story Retail/Office	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,120,000	\$ 2,120,000	\$ 2,120,000	-	-	10,600
Housing Rehab: East Valley/680 Communities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,926,700	\$ -	\$ -	\$ -	\$ -	\$ 1,926,700	-	-	-
<b>Subtotal: East Valley/680 Communities</b>	<b>\$ 1,115,500</b>	<b>\$ 582,307</b>	<b>\$ 1,697,807</b>	<b>\$ 10,181,474</b>	<b>\$ 24,800,000</b>	<b>\$ -</b>	<b>\$ 34,981,474</b>	<b>\$ 1,926,700</b>	<b>\$ 39,500,000</b>	<b>\$ 16,510,018</b>	<b>\$ 106,974,062</b>	<b>\$ 162,984,080</b>	<b>\$ 201,590,060</b>	<b>328</b>	<b>295</b>	<b>279,100</b>

a. Includes funding directed towards SNI neighborhoods' top ten projects and SNI area-wide projects.  
b. Includes Agency money spent in SNI neighborhoods on projects such as parks, libraries, community centers, and neighborhood business district improvements.  
c. Includes City money spent in SNI neighborhoods on projects such as parks, libraries, and community centers.  
d. Includes money spent by other organizations in SNI neighborhoods on public projects such as schools, parks, libraries, community centers, student housing, acoustical treatments, flood control, etc.  
Source: San Jose Redevelopment Agency and City of San Jose.

# Edenvale/Great Oaks

Edenvale/Great Oaks residents take community-building literally. Given the opportunity to strengthen their neighborhood under the Strong Neighborhoods Initiative (SNI), residents emphasized capital projects that have enhanced the public realm and created a number of new community spaces.

Edenvale/Great Oaks residents, community-based organizations, the San Jose Redevelopment Agency (Agency), and City staff worked together for more than a year to develop a comprehensive strategy that would guide neighborhood revitalization. This strategy, the Edenvale/Great Oaks Neighborhood Improvement Plan (Plan), identified ten top priority projects that residents saw as improvements critical to improving their quality of life. In December 2001, the San Jose City Council adopted the Plan.<sup>1</sup>

Since the inception of the SNI, private interests and public agencies have invested \$11.1 million in projects within the Edenvale/Great Oaks SNI area. The Agency and City have also allocated considerable staff resources to support stakeholders' community-building efforts. The Edenvale/Great Oaks Plan Implementation Coalition (EGOPIC) continues to lead the important public process to implement neighborhood improvements and to solicit participation from community members.

## A. About the Neighborhood

### 1. Description of Edenvale/Great Oaks

The Edenvale/Great Oaks neighborhood is located in south San Jose, bounded by Coyote Road to the north, US Highway 101 to the east, Monterey Highway and Blossom Hill Road to the south, and Rahway Drive and Roeder Road to the west. (See Figure EGO-1.) The neighborhood is approximately 440 acres in size. The area's population is approximately 12,400, according to Census 2000.<sup>2</sup> The Edenvale/Great Oaks neighborhood is primarily residential and suburban in character with retail and commercial establishments along Monterey Highway and Roeder Road.

Community assets in Edenvale/Great Oaks include Great Oaks Park, a number of public facilities offering community programs, good access to transit and freeways, and commercial developments that include neighborhood-serving stores and services.

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<sup>1</sup> The December 2001 Strong Neighborhoods Initiative Plan for the Neighborhood updated the Edenvale/Great Oaks Neighborhood Revitalization Plan, an earlier plan approved by the San Jose City Council in April of 2000.

<sup>2</sup> This is an estimate, as census geographies do not precisely match neighborhood boundaries. See Appendix C.

## 2. Public and Private Investment

Since the inception of SNI, various entities have invested \$11.1 million in the Edenvale/Great Oaks neighborhood. The Agency and City have invested \$1.9 million to date on the area's SNI top ten projects. Another \$770,000 has been invested in the two neighborhood centers. New development projects worth an estimated \$8.1 million have been built or are under construction, with private investment of \$6.8 million leveraging San Jose Housing Department funds of \$1.3 million. This investment provides 21 new housing units (14 of which are affordable) and 4,000 square feet of retail space. Figure EGO-1 shows the location of the private and public investments in Edenvale/Great Oaks. Table EGO-1 provides more detailed information on financial investments.



*This new development provided 6 new for-sale units in the neighborhood.*

## 3. Demographic Information

Edenvale/Great Oaks is a comparatively young and diverse neighborhood where household incomes are high relative to other SNI neighborhoods. Forty-seven percent of neighborhood residents are Latino, one quarter are Asian, and six percent are Black. Almost one third (32 percent) of residents are under age 18, compared to 26 percent citywide and 28 percent among all SNI neighborhoods.

Households in Edenvale/Great Oaks are slightly larger than the typical San Jose or SNI household, with an average of 3.92 members compared to 3.19 or 3.72, respectively. Median household income in the neighborhood is approximately \$75,000, about \$10,000 higher than the estimated median for SNI neighborhoods as a whole. However, this figure still lags well behind San Jose's citywide median of almost \$90,000. Half of all housing units in Edenvale/Great Oaks are owner-occupied, compared to 62 percent citywide. See Appendix C for more detailed demographic information on Edenvale/Great Oaks.



*The Skatepark at Great Oaks Park, priority 5, is very popular with neighborhood youth.*

## B. Neighborhood Priorities

### 1. The Edenvale/Great Oaks Neighborhood Improvement Plan

The Edenvale/Great Oaks Neighborhood Improvement Plan is the result of a yearlong effort on the part of Edenvale/Great Oaks residents, community leaders, and other stakeholders to develop a blueprint for neighborhood improvement. The Plan is organized around the vision for a neighborhood that is safe, attractive, has a strong sense of community, and celebrates its cultural diversity. The Plan identifies top ten priority projects that would contribute most to neighborhood livability and bring the community closer to achieving its vision for the future.

### 2. Top Ten Priorities

1. Great Oaks Neighborhood Association (GONA) Neighborhood Center
2. Edenvale Roundtable Community Association (ERCA) Neighborhood Center
3. Edenvale/Great Oaks Community Center
4. Community Garden
5. Skatepark
6. Neighborhood Tree Planting
7. Traffic Improvements
8. ADA Accessible Curb Ramps
9. Traffic Calming
10. Street Lighting Improvements

### 3. Progress towards Top Ten Priorities

Through successful partnerships and aggressive community advocacy, all of the SNI top ten projects, except one, are complete. Two of three centers desired by the neighborhood, the Great Oaks Neighborhood Association (GONA) Neighborhood Center and the Edenvale Roundtable Community Association (ERCA) Neighborhood Center, have been completed and significant progress has been made toward the development of the third center, the Edenvale/Great Oaks Community Center.



*The Edenvale/Great Oaks neighborhood's second priority was the ERCA Neighborhood Center.*

Residents believe that community-gathering places are critical for a healthy, strong neighborhood. The new skatepark and community garden have become new landmarks in the neighborhood and focal points for resident interaction.

The GONA Neighborhood Center is roughly 900 square feet and will host a variety of programs, including English language and computer classes, and serve as a community meeting place. Programming for the ERCA Neighborhood Center includes a Santa Clara County Education Program for migrants and a Clothes and Food Basket Program.

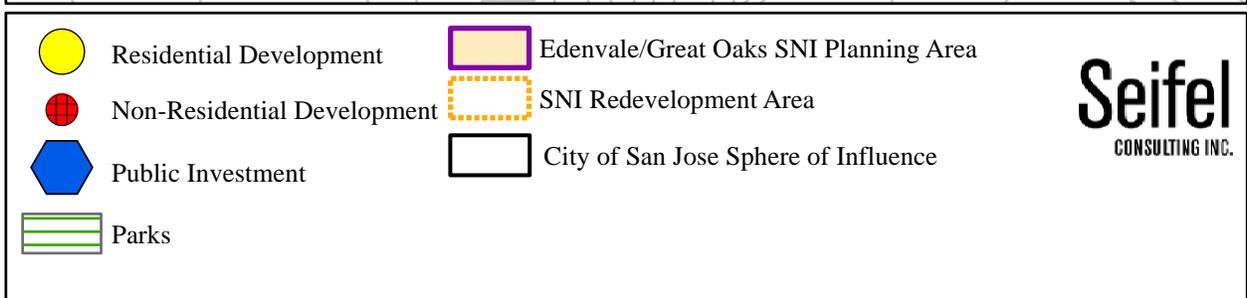
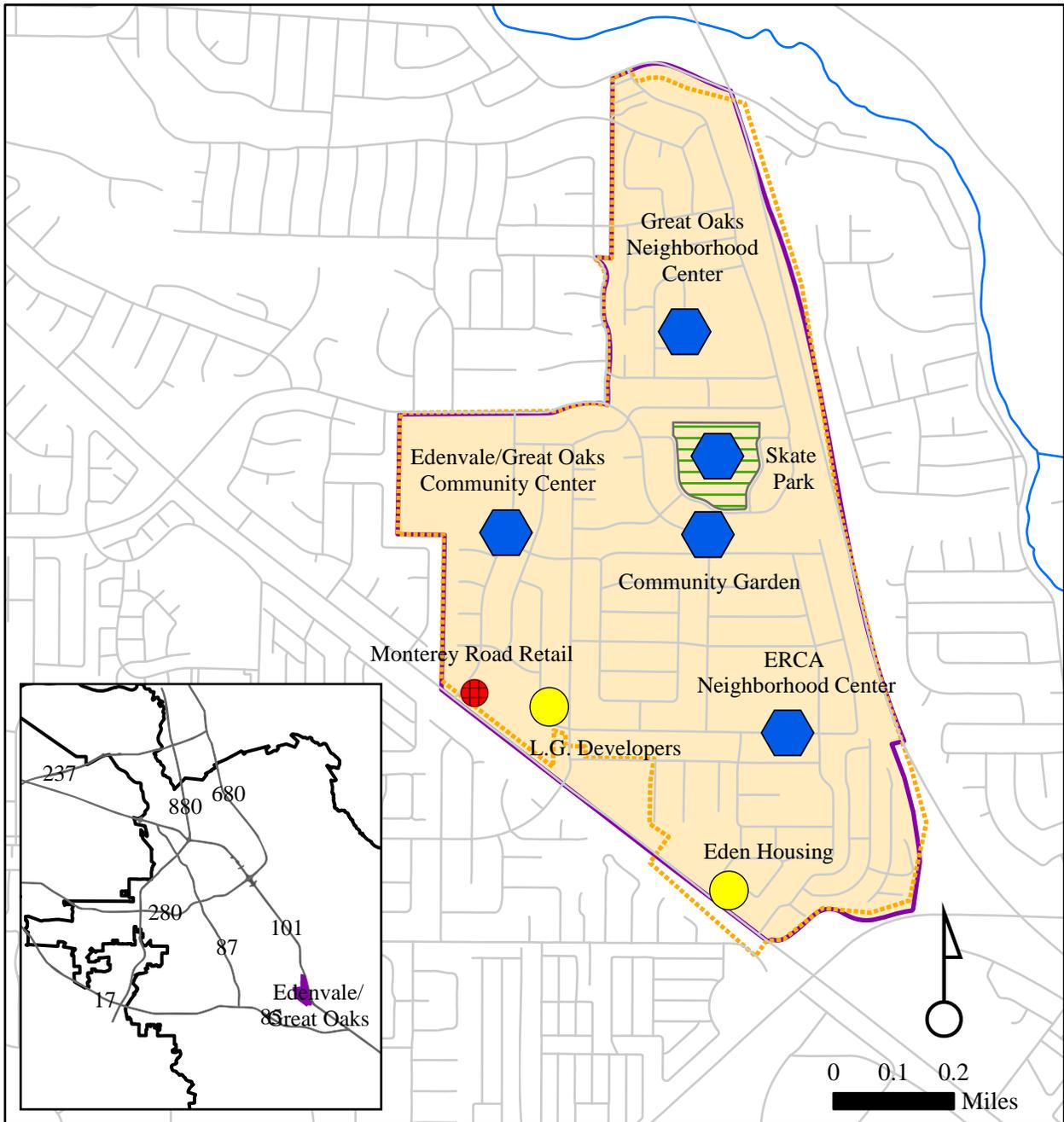
The Edenvale/Great Oaks Community Center project is underway, with \$8 million of the projected \$15 million needed for construction already earmarked. As currently envisioned, the Community Center will be developed in partnership with the Oak Grove School District and will offer amenities including a computer lab, child recreation facilities, and a shared use gymnasium.

According to Tami Moore, Co-President of the Edenvale/Great Oaks Plan Implementation Coalition, working with SNI and completing the top ten priorities helps to transform the community. She notes that:

*Improvements include beautification, safety, neighborhood communication with each other as well as City departments. Through the SNI our neighborhood has evolved from a gang and drug inhabited place to a strong, positive community, well known throughout the City. In the future, I see a better community with SNI involvement.*

Please visit the Edenvale/Great Oaks neighborhood page of the Strong Neighborhoods website at [www.strongneighborhoods.org](http://www.strongneighborhoods.org) (Click on 'Neighborhoods', then on 'Edenvale/Great Oaks') for top ten status updates and the Neighborhood Plan.

Figure EGO-1  
 New Projects Completed or Under Construction  
 Edenvale/Great Oaks Neighborhood



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Table EGO-1  
 Strong Neighborhoods Initiative Investments  
 Total Public and Private Investment by Funding Source  
 Edenvale/Great Oaks Neighborhood

Project	Public Projects							Housing and Commercial					Total Investment	New Development		
	SNI Expenditures <sup>a</sup>			Public Investment				Rehab	New Development					All	Afford.	Non-Res. (SF)
	SJRA SNI	SJ SNI	Subtotal SNI Expenditures <sup>a</sup>	SJRA Public Projects <sup>b</sup>	SJ Public Projects <sup>c</sup>	Other Public Entities <sup>d</sup>	Subtotal Public Investment		SJ HIP Rehab	SJRA Developer Incentives	SJ Afford. Housing	Private Investment				
Great Oaks Neighborhood Community Center	\$ 243,614	\$ -	\$ 243,614	\$ -	\$ 385,200	\$ -	\$ 385,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 628,814	-	-	-
Edenvale Roundtable Community Center	\$ 487,145	\$ -	\$ 487,145	\$ -	\$ 385,200	\$ -	\$ 385,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 872,345	-	-	-
Edenvale/Great Oaks Community Center	\$ 396	\$ -	\$ 396	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 396	-	-	-
Community Garden	\$ 175,000	\$ -	\$ 175,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 175,000	-	-	-
Skatepark	\$ 440,260	\$ -	\$ 440,260	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 440,260	-	-	-
Neighborhood Tree Planting	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-
Traffic Improvements	\$ -	\$ 2,169	\$ 2,169	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,169	-	-	-
ADA Curb Ramps	\$ -	\$ 498,058	\$ 498,058	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 498,058	-	-	-
Traffic Calming	\$ 22,000	\$ -	\$ 22,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 22,000	-	-	-
Improve Street Lighting	\$ 56,000	\$ -	\$ 56,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 56,000	-	-	-
Great Oaks Park Play Area Renovation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-
Edenvale Special Needs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,275,000	\$ 4,068,018	\$ 5,343,018	\$ 5,343,018	15	14	-
L.G. Developers	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,100,000	\$ 2,100,000	\$ 2,100,000	6	-	-
Monterey Retail	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 670,845	\$ 670,845	\$ 670,845	-	-	4,000
Housing Rehab: Edenvale/Great Oaks	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 317,880	\$ -	\$ -	\$ -	\$ -	\$ 317,880	-	-	-
<b>Subtotal: Edenvale/Great Oaks</b>	<b>\$ 1,424,414</b>	<b>\$ 500,228</b>	<b>\$ 1,924,642</b>	<b>\$ -</b>	<b>\$ 770,400</b>	<b>\$ -</b>	<b>\$ 770,400</b>	<b>\$ 317,880</b>	<b>\$ -</b>	<b>\$ 1,275,000</b>	<b>\$ 6,838,863</b>	<b>\$ 8,113,863</b>	<b>\$ 11,126,785</b>	<b>21</b>	<b>14</b>	<b>4,000</b>

a. Includes funding directed towards SNI neighborhoods' top ten projects and SNI area-wide projects.  
 b. Includes Agency money spent in SNI neighborhoods on projects such as parks, libraries, community centers, and neighborhood business district improvements.  
 c. Includes City money spent in SNI neighborhoods on projects such as parks, libraries, and community centers.  
 d. Includes money spent by other organizations in SNI neighborhoods on public projects such as schools, parks, libraries, community centers, student housing, acoustical treatments, flood control, etc.  
 Source: San Jose Redevelopment Agency and City of San Jose.

# Five Wounds/Brookwood Terrace

When businesses in the William/24th Street shopping area got an exterior facelift under the Strong Neighborhoods Initiative (SNI), some business owners in the center took things a step further, spending their own money to give their store interiors a makeover. Then a few business owners across the street decided to improve their properties as well.

Those are the kinds of ripple effects Five Wounds/Brookwood Terrace residents are hoping to see more of as they continue to implement their plans for neighborhood revitalization.

For more than a year, residents, community-based organizations, the San Jose Redevelopment Agency (Agency), and City staff worked together on a comprehensive strategy to renew the neighborhood. They developed the Five Wounds/Brookwood Terrace Neighborhood Improvement Plan (Plan), a strategy designed to provide tangible, positive results and ensure improvements that the community feels are important and useful. The Plan also stresses respect for the neighborhood's existing makeup and preservation of its small town character. In August 2002, the San Jose City Council adopted the Plan and, with resident leaders, the Agency and City began to address priorities for improving residents' quality of life.

The Five Wounds/Brookwood Terrace Neighborhood Action Coalition (NAC) has led the important community engagement process necessary to improve the neighborhood, with San Jose committing staff time and funds through the SNI. Hard work and thoughtful planning have proven fruitful, with \$261.9 million in public and private investment put into the Five Wounds/Brookwood Terrace neighborhood since the inception of the SNI.

## A. About the Neighborhood

### 1. Description of Five Wounds/Brookwood Terrace

The Five Wounds/Brookwood Terrace neighborhood is located east of downtown San Jose. Most of the neighborhood lies to the west of US Highway 101, with the highway serving as most of the eastern boundary and Interstate 280 bounding the neighborhood to the south. Coyote and Lower Silver Creeks define the neighborhood boundaries to the west and north. "Little Portugal North" and "Anne Darling" are neighborhoods within Five Wounds/Brookwood Terrace that lie to the east of Highway 101, bounded by Lower Silver Creek to the north, King Road to the east, and Alum Rock Avenue to the south. (See Figure FW-1.) Five Wounds/Brookwood Terrace is one of the larger SNI neighborhoods, at over 900 acres and roughly 18,300 residents, according to Census 2000.<sup>1</sup>

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<sup>1</sup> This is an estimate, as census geographies do not precisely match neighborhood boundaries. See Appendix C.

Five Wounds/Brookwood Terrace is primarily residential and light industrial, with most retail and commercial establishments located on East Santa Clara Street, Alum Rock Avenue, and in business clusters at 24th Street at William Street and 33rd Street at McKee Road. The neighborhood contains the largest concentration of Portuguese-owned businesses in California, the Little Portugal area surrounding the Five Wounds Portuguese National Church. The Church is the second most popular Catholic Church for weddings in Santa Clara County, and these weddings support a colorful mix of related retailers along East Santa Clara Street, including jewelry stores, bakeries, formal wear shops, and social halls available for weddings and events.

Community assets in Five Wounds/Brookwood Terrace include various parks and recreational areas, including Roosevelt Park, Selma Olinder Park, Martin Park and Coyote Creek, good access to transit and freeways, and business districts with neighborhood-serving stores and services.

## 2. Public and Private Investment

Since the inception of SNI, various entities have invested \$261.9 million in the Five Wounds/Brookwood Terrace neighborhood. The Agency and City have invested \$4.7 million to date on the area's SNI top ten projects. Another \$64.2 million has been invested on other public projects, including school improvements, new parks, sound walls, and Agency investment of \$1.2 million through its Neighborhood Business District program. The bulk of other public funding has gone into local schools, with over \$50 million spent by the San Jose Unified School District for improvements to San Jose High Academy, Anne Darling Elementary School and Selma Olinder Elementary School.



*Autumn Terrace at William provides 105 attractive new homes in the neighborhood.*

New development projects by private investors worth an estimated \$192.7 million have been built or are under construction, providing 371 new housing units (134 of which are affordable) and 23,000 square feet of commercial space. This housing has come in a wide range of styles and price ranges, from affordable housing for seniors, to condominium projects, to single family homes. The City's Housing Department contributed \$7.3 million to one of these housing developments, Hacienda Villa Creek Senior Apartments, as well as roughly \$400,000 to housing rehabilitation in the neighborhood. A new Walgreen's Center adds 23,000 square feet of commercial space to the neighborhood, and provides residents with a local pharmacy. Figure FW-1 shows the location of the private and public investments in Five Wounds/Brookwood Terrace. Table FW-1 provides more detailed information on financial investments.

### **3. Demographic Information**

Almost two-thirds of residents in the Five Wounds/Brookwood Terrace neighborhood self identify as Latino (66 percent), compared to 30 percent of all San Jose residents. Households in the neighborhood are slightly larger than the typical San Jose or SNI household, with an average of 3.83 members compared to 3.19 or 3.72, respectively.

The median income of Five Wounds/Brookwood Terrace households is approximately \$55,000. This figure is \$10,000 less than the estimated median for SNI neighborhoods as a whole and \$35,000 less than San Jose's median of almost \$90,000. Thirty-seven percent of housing units in the neighborhood are owner-occupied, compared to 62 percent citywide. See Appendix C for more detailed demographic information on Five Wounds/Brookwood Terrace.

## **B. Neighborhood Priorities**

### **1. The Five Wounds/Brookwood Terrace Neighborhood Improvement Plan**

The Five Wounds/Brookwood Terrace Neighborhood Improvement Plan is the result of a yearlong effort on the part of residents, community leaders, and other stakeholders to develop a blueprint for neighborhood improvement. The Plan seeks to enhance the quality of residential and commercial areas, something the community considers central to neighborhood livability. It also recognizes the importance of functioning as an attractive gateway into downtown San Jose.

The Five Wounds/Brookwood Terrace neighborhood has a small town feel, despite its proximity to the bustling metropolitan core. Neighbors visit along welcoming streets, operate at a more relaxed pace of life, and possess a strong sense of community. Residents would like to see the eventual conversion of auto-oriented and industrial uses that interrupt neighborhood life, pose a nuisance to residents, and create visual blight. The safety and security of residents and businesses are of paramount importance to the community, as is maintenance of its small town character.

The Plan outlines specific actions for community improvement. The following are the neighborhood's top ten priorities, actions it feels are most crucial to improving livability and achieving the community's vision for the future.

### **2. Top Ten Priorities**

1. William/24th Street Redevelopment
2. McLaughlin Avenue Streetscape Improvements
3. 33rd Street and McKee Road Pedestrian & Traffic Improvements
4. McKee Road and 33rd Street Redevelopment
5. Selma Olinder Park
6. William Street Traffic Calming
7. Coyote Creek Trail Development
8. Housing Rehabilitation Programs

- 9. East Santa Clara Street/Alum Rock Avenue (ESC/AR) Parking Strategy
- 10. Youth and Teen Activities

### 3. Progress towards Top Ten Priorities

Of the community's top priorities, four have been completed and significant strides have been made towards accomplishing the rest.

Five Wounds/Brookwood Terrace residents' top priority, redevelopment of a retail center at William and 24th Street, is complete. This priority grew out of the community's belief that having local markets within walking distance of residents is important and its desire to invest in projects that catalyze additional private investment. The project included facade and parking lot improvements, with new landscaping and lighting. The effort succeeded in sparking private redevelopment activities, inspiring business owners to upgrade and renovate store interiors. Businesses across the street also spruced up in the wake of the project.



*Commercial revitalization at William & 24th Street is the Five Wounds/Brookwood Terrace neighborhood's top priority.*

McLaughlin Avenue Streetscape Improvements, the community's second priority, is also complete. Pedestrian-scale, antique-style streetlights and new street trees were installed along William Street and McLaughlin Avenue.

The traffic signal at the intersection of McLaughlin Avenue and Melbourne Boulevard was upgraded to a full phase signal, allowing for safer turning movements and improved traffic flow in and out of the McKinley Neighborhood.

The community's fifth priority, the expansion of Selma Olinder Park, is also complete. This project added 13 acres to the pre-existing one acre park and created major new recreational areas, including a group picnic area, tennis courts, soccer field, and baseball field. A portion of the Coyote Creek Trail was also completed as part of this work. Thirteen different agencies partnered to create the park, tapping energy of youth participants in the San Jose Conservation Corps to assist with construction. The community publicized the need to expand the park through community work parties known as "Music in the Weeds," a take off on downtown San Jose's popular "Music in the Park" series.

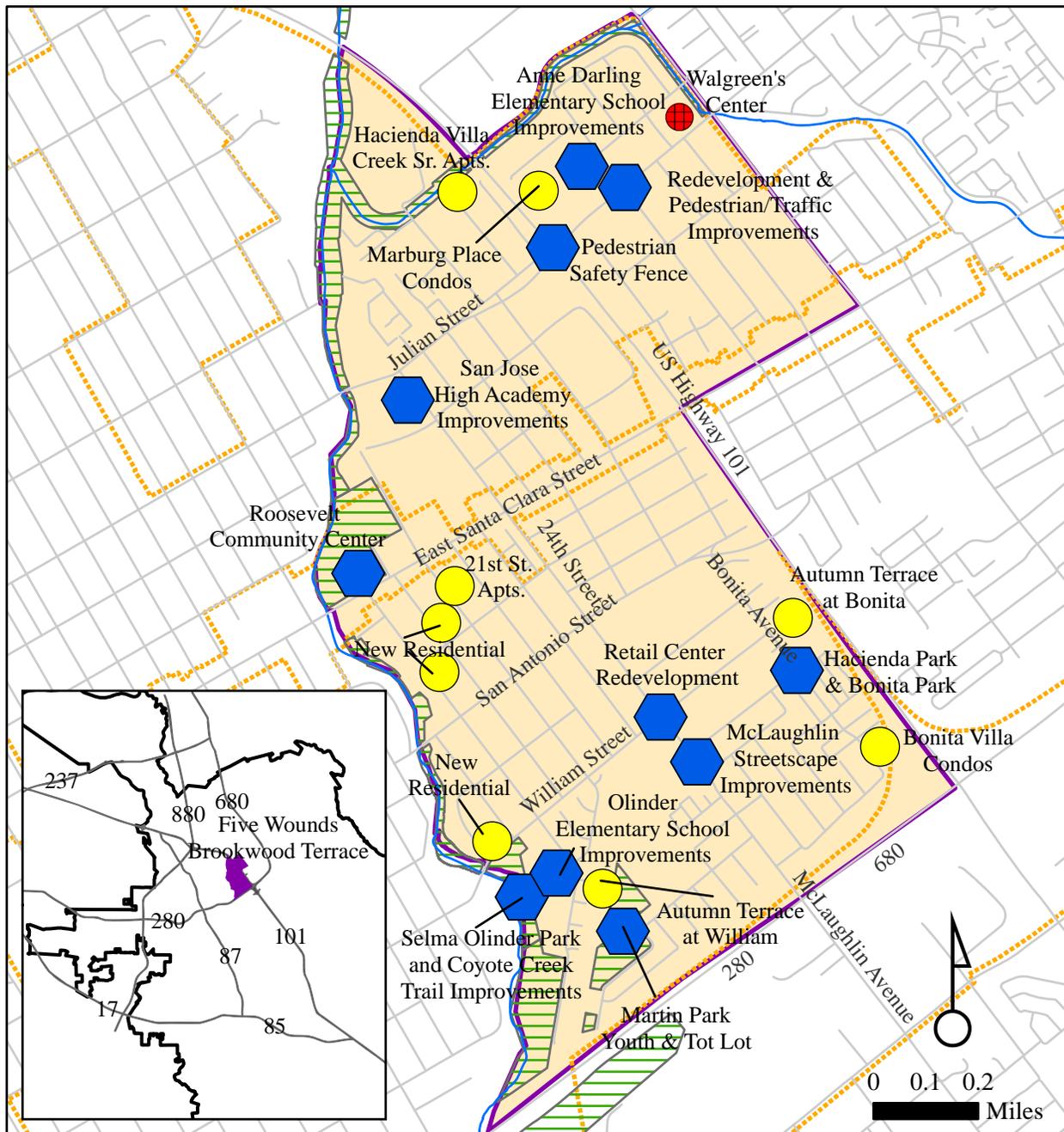
Residents are working closely with Agency and City staff to address the remaining top ten projects, many of which are far along. For example, pedestrian and traffic improvements along McKee Road, the community's third priority, is expected to be complete in Fall 2007. Other ongoing work, such as monitoring parking conditions along East Santa Clara Street and Alum Rock Avenue and housing rehabilitation efforts (Project Alliance), will continue until community goals are realized.

For Joan Rivas-Cosby, Chair of the Five Wounds/Brookwood Terrace NAC, the SNI is about more than just completing projects. She says the program has allowed:

*...residents to connect and build leadership skills, which contributes to a greater sense of pride in the community as we continue to move projects forward for a better quality of life.*

Please visit the Five Wounds/Brookwood Terrace neighborhood page of the Strong Neighborhoods website at [www.strongneighborhoods.org](http://www.strongneighborhoods.org) (Click on 'Neighborhoods', then on 'Five Wounds/Brookwood Terrace') for top ten status updates and the Neighborhood Plan.

Figure FW-1  
 New Projects Completed or Under Construction  
 Five Wounds/Brookwood Terrace Neighborhood



 Residential Development	 Five Wounds/Brookwood Terrace SNI Planning Area
 Non-Residential Development	 SNI Redevelopment Area
 Public Investment	 City of San Jose Sphere of Influence
 Parks	

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Table FW-1  
 Strong Neighborhoods Initiative Investments  
 Total Public and Private Investment by Funding Source  
 Five Wounds/Brookwood Terrace Neighborhood

Project	Public Projects							Housing and Commercial					Total Investment	New Development			
	SNI Expenditures <sup>a</sup>			Public Investment				Rehab	New Development					Subtotal New Development Investment	All	Afford.	Non-Res. (SF)
	SJRA SNI	SJ SNI	Subtotal SNI Expenditures <sup>a</sup>	SJRA Public Projects <sup>b</sup>	SJ Public Projects <sup>c</sup>	Other Public Entities <sup>d</sup>	Subtotal Public Investment		SJ HIP Rehab	SJRA Developer Incentives	SJ Afford. Housing	Private Investment					
William/24th Street Redevelopment	\$ 397,317	\$ -	\$ 397,317	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 397,317	-	-	-	
McLaughlin Ave Streetscape Improvements	\$ 858,456	\$ -	\$ 858,456	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 858,456	-	-	-	
33rd and McKee Pedestrian & Traffic Improvements	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-	
McKee and 33rd Redevelopment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-	
Selma Olinder Park	\$ 1,000,000	\$ 2,118,921	\$ 3,118,921	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,118,921	-	-	-	
William Street Traffic Calming	\$ 50,000	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000	-	-	-	
Coyote Creek Trail Development	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-	
Housing Rehab Programs	\$ 250,000	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 250,000	-	-	-	
ESC/AR Parking Strategy	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-	
Youth and Teen Activities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-	
East SJ Carnegie Library	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-	
ESC-N Business District Impr	\$ -	\$ -	\$ -	\$ 1,166,934	\$ -	\$ -	\$ 1,166,934	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,166,934	-	-	-	
Forestdale Tot Lot Renovation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-	
Hacienda Park & Bonita Park	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,700,000	\$ 1,700,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,700,000	-	-	-	
Martin Park Youth & Tot Lot Renovation & Restroom	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,181,000	\$ 2,181,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,181,000	-	-	-	
Neighborhood Upgrades (clean-up, trees)	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000	-	-	-	
Pedestrian Safety Fence	\$ -	\$ -	\$ -	\$ -	\$ 180,000	\$ -	\$ 180,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 180,000	-	-	-	
Roosevelt Community Center	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,000,000	\$ 3,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,000,000	-	-	-	
School Improvements - Olinder	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,200,000	\$ 5,200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,200,000	-	-	-	
School Improvements - Anne Darling	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,200,000	\$ 15,200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,200,000	-	-	-	
School Improvements - San Jose High Academy	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 31,600,000	\$ 31,600,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 31,600,000	-	-	-	
Sound Walls @ I-280	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 980,000	\$ 980,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 980,000	-	-	-	
Storm Drain/Sewer Upgrades at Little Portugal & Roosevelt Park	\$ -	\$ -	\$ -	\$ -	\$ 2,909,000	\$ -	\$ 2,909,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,909,000	-	-	-	
21st Street Apts	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 567,500	\$ 567,500	\$ 567,500	4	-	-	
835 William St	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,872,600	\$ 2,872,600	\$ 2,872,600	4	-	-	
Autumn Terrace at Bonita	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 53,040,000	\$ 53,040,000	\$ 53,040,000	80	16	-	
Autumn Terrace at William	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 72,450,000	\$ 72,450,000	\$ 72,450,000	105	21	-	
Bonita Villa (aka Bonita Place)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,250,509	\$ 6,250,509	\$ 6,250,509	31	6	-	
Hacienda Villa Creek Sr. Apts	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,349,278	\$ 10,388,959	\$ 17,738,237	\$ 17,738,237	80	80	-	
Marburg Place Condos	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 34,220,000	\$ 34,220,000	\$ 34,220,000	57	11	-	
New Residential Development	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 309,084	\$ 309,084	\$ 309,084	8	-	-	
New Residential Development	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 91,790	\$ 91,790	\$ 91,790	2	-	-	
Walgreen's Center	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,121,132	\$ 5,121,132	\$ 5,121,132	-	-	23,000	
Housing Rehab: Five Wounds/Brookwood Terrace	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 401,506	\$ -	\$ -	\$ -	\$ -	\$ 401,506	-	-	-	
<b>Subtotal: Five Wounds/Brookwood Terrace</b>	<b>\$ 2,555,773</b>	<b>\$ 2,118,921</b>	<b>\$ 4,674,694</b>	<b>\$ 1,166,934</b>	<b>\$ 3,139,000</b>	<b>\$ 59,861,000</b>	<b>\$ 64,166,934</b>	<b>\$ 401,506</b>	<b>\$ -</b>	<b>\$ 7,349,278</b>	<b>\$ 185,311,574</b>	<b>\$ 192,660,852</b>	<b>\$ 261,903,986</b>	<b>371</b>	<b>134</b>	<b>23,000</b>	

a. Includes funding directed towards SNI neighborhoods' top ten projects and SNI area-wide projects.  
 b. Includes Agency money spent in SNI neighborhoods on projects such as parks, libraries, community centers, and neighborhood business district improvements.  
 c. Includes City money spent in SNI neighborhoods on projects such as parks, libraries, and community centers.  
 d. Includes money spent by other organizations in SNI neighborhoods on public projects such as schools, parks, libraries, community centers, student housing, acoustical treatments, flood control, etc.  
 Source: San Jose Redevelopment Agency and City of San Jose.

# Gateway East

The Strong Neighborhoods Initiative (SNI) gave residents in Gateway East the opportunity to address a messy problem: sewage back ups in their homes. Decades-old pipes and proximity to lower Silver Creek caused subsidence that in turn caused the backs ups. Not surprisingly, repairing these pipes quickly emerged as one of the area's top priorities when Gateway East residents, community-based organizations, the San Jose Redevelopment Agency (Agency), and City staff met over the course of a year to develop a comprehensive strategy to guide revitalization of the neighborhood.

Comprised of three neighborhood associations, Plata Arroyo/East Gate, San Antonio Unidos, and San Antonio Community, two homeowner associations, California Fairways and Los Suenos, and a multi-family property owner association, Virginia/King, the Neighborhood Action Coalition (NAC) focused on mutual goals and emphasized unity. Those goals included the sewage line repair, a neighborhood center, and park upgrades.

In June 2003, the San Jose City Council adopted the Gateway East Neighborhood Improvement Plan (Plan) and with resident leaders, the Agency and City began implementation to address top ten priority projects for improving quality of life for neighborhood residents.

Since the inception of SNI, public and private investment has totaled \$26.6 million in Gateway East. The NAC continues to lead the community process of implementing the Plan and provide tangible results that maintain the neighborhood's character.

## A. About the Neighborhood

### 1. Description of Gateway East

The Gateway East SNI neighborhood is located east of downtown San Jose. Bounded on the north by the Lower Silver Creek, Gateway East sits to the east and west of King Road. The northeast section is north of Alum Rock Avenue, south of Lower Silver Creek and west of King Road. The southwest section of the neighborhood is bounded on the north by Alum Rock Avenue, the east by King Road, on the south by 680 and 101 to the west. (See Figure GE-1.) The neighborhood is approximately 284 acres with a population of roughly 6,000 residents, according to Census 2000.<sup>1</sup> Gateway East is predominately residential with most retail and commercial establishments located in "Little Portugal" along Alum Rock Avenue and King Road.

Community assets abound in Gateway East, including good access to transit and freeways; a vital business district with neighborhood-serving stores and services; faith based and active community organizations; Plata Arroyo Park; Zolezzi Park; Rancho Del Pueblo golf course; the P.A.L. Sports Center, and the Mexican Heritage Plaza.

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<sup>1</sup> This is an estimate, as census geographies do not precisely match neighborhood boundaries. See Appendix C.

## 2. Public and Private Investment

Since the inception of the Strong Neighborhoods Initiative, public agencies and private parties have invested more than \$26.6 million in the Gateway East neighborhood. The Agency and City have invested \$2.7 million to date on the area's SNI top ten projects including improvements to the sanitary sewer system, neighborhood parks, and investment in a community garden. Other public investment includes an estimated \$10 million by the Santa Clara Valley Water District for Lower Silver Creek flood protection capital improvements. Private investment, estimated at \$13.6 million, created 19 new single-family detached housing units in the Gateway East neighborhood.

As part of a complementary program, the Agency has spruced up the Alum Rock Neighborhood Business District (NBD), a commercial corridor, which leads into and overlaps in part with Gateway East. That program focuses on physical improvements such as facade and signage upgrades, and street and sidewalk enhancements. Figure GE-1 shows the location of the private and public investments in Gateway East. See Table GE-1 for more detailed information on financial investments.

## 3. Demographic Information

Gateway East is a predominately Latino and Asian neighborhood. Sixty-three percent of the neighborhood population is Latino, and 22 percent is Asian. Households in Gateway East are slightly larger than the typical San Jose or SNI household, with an average of 3.92 members compared to 3.19 or 3.72, respectively. The median household income in the neighborhood is approximately \$65,000, about the same as the estimated median for all SNI neighborhoods but substantially lower than San Jose's citywide median of almost \$90,000.

Participation in the labor force among residents aged 16 and older is 55 percent, considerably lower than the citywide and SNI averages (67 percent and 64 percent, respectively). Fifty-seven percent of housing units in the neighborhood are owner-occupied, compared to 62 percent citywide. See Appendix C for more detailed demographic information on Gateway East.

## B. Neighborhood Priorities

### 1. The Gateway East Neighborhood Improvement Plan

The Gateway East Neighborhood Improvement Plan is the result of a yearlong effort on the part of Gateway East residents, community leaders, and other stakeholders to develop a blueprint for neighborhood improvement. The Plan seeks to increase the quality of life in Gateway East and East San Jose by improving the overall appearance and livability of the neighborhood, creating a clean and safe place to live and work.

The Plan outlines 137 neighborhood improvement actions organized under seven categories: Circulation and Transportation Parks; Community Facilities; Infrastructure; Community Programs and Services; Neighborhood Beautification; Safety and Security; and Retail Revitalization and Character.

Residents identified ten top priorities that would improve the livability of the Gateway East SNI neighborhood and achieve the community's vision for the future.

## 2. Top Ten Priorities

1. Neighborhood Center
2. Sanitary Sewer Improvements
3. Storm Drain Improvements
4. Housing Improvements
5. Park and Recreation Facilities Improvements
6. Community Garden
7. Street Improvements
8. Traffic Calming
9. Streetscape Beautification
10. Enhance Public Lighting Levels



*The top priority for Gateway East residents was a neighborhood center. The new Neighborhood Development Center at the Mexican Heritage Plaza is available for community meetings.*

## 3. Progress towards Top Ten Priorities

The top priority for Gateway East residents was a neighborhood center. Residents have realized that goal with the creation of community meeting space at the Mexican Heritage Plaza.

The community's second priority was sanitary sewer improvements. Residents of Gateway East had been experiencing sewage backups in their homes because of the age of the neighborhood's sewer system and because proximity to lower Silver Creek had caused significant subsidence. Substantial work on sanitary sewer improvements have been completed, including Phase I (247 residences received new sewer laterals with a clean-out) and Phase III, the mainline project. Phase II in the southern portion of the neighborhood is scheduled to begin soon.

The neighborhood's third priority was storm drain improvements. Substantial work on the storm drainage system has been completed through improvements to curb and gutters which re-establish line and grade to allow for proper runoff. This project has included removal of overfill of current valley gutters on East San Fernando and restoration of line and grade on 34th Street from years of street resurfacing. The San Jose Department of Transportation (DOT) has completed installation of over 1,800 linear feet curb and gutters. The Department of Public Works (DPW) is developing the scope and cost estimates for new drains on 34th Street, East San Fernando Street, and East St. James Street at Basch Avenue soon. The existing storm drain improvements were a major accomplishment for the neighborhood.

Residents conducted extensive outreach for Gateway East neighborhood park and recreation facilities improvements. In November of 2006, the Agency installed a half basketball court, exercise stations and an improved walking path around Zolezzi Park. Residents from the senior housing complex next to the park were initially concerned about the noise the basketball court would bring to the neighborhood.

After various community meetings and input from the seniors and the neighborhood, the improvements were made to the park and it has become a great asset to the neighborhood.

The Gateway East NAC took the lead in improving the Plata Arroyo Park, beginning with the Water District flood improvements that include a new bridge connecting the park to an adjacent neighborhood. To the delight of neighborhood teenagers the park now features a skate park and construction on the bathrooms is complete. As the Gateway East NAC Co-Chair Judy Soito put it,

*SNI has brought a positive impact into our neighborhoods. It brought two wonderful parks to low income youth.*



*Plata Arroyo Park improvements included a skatepark, which provides a challenging experience for skilled, athletic neighborhood youth (priority five).*

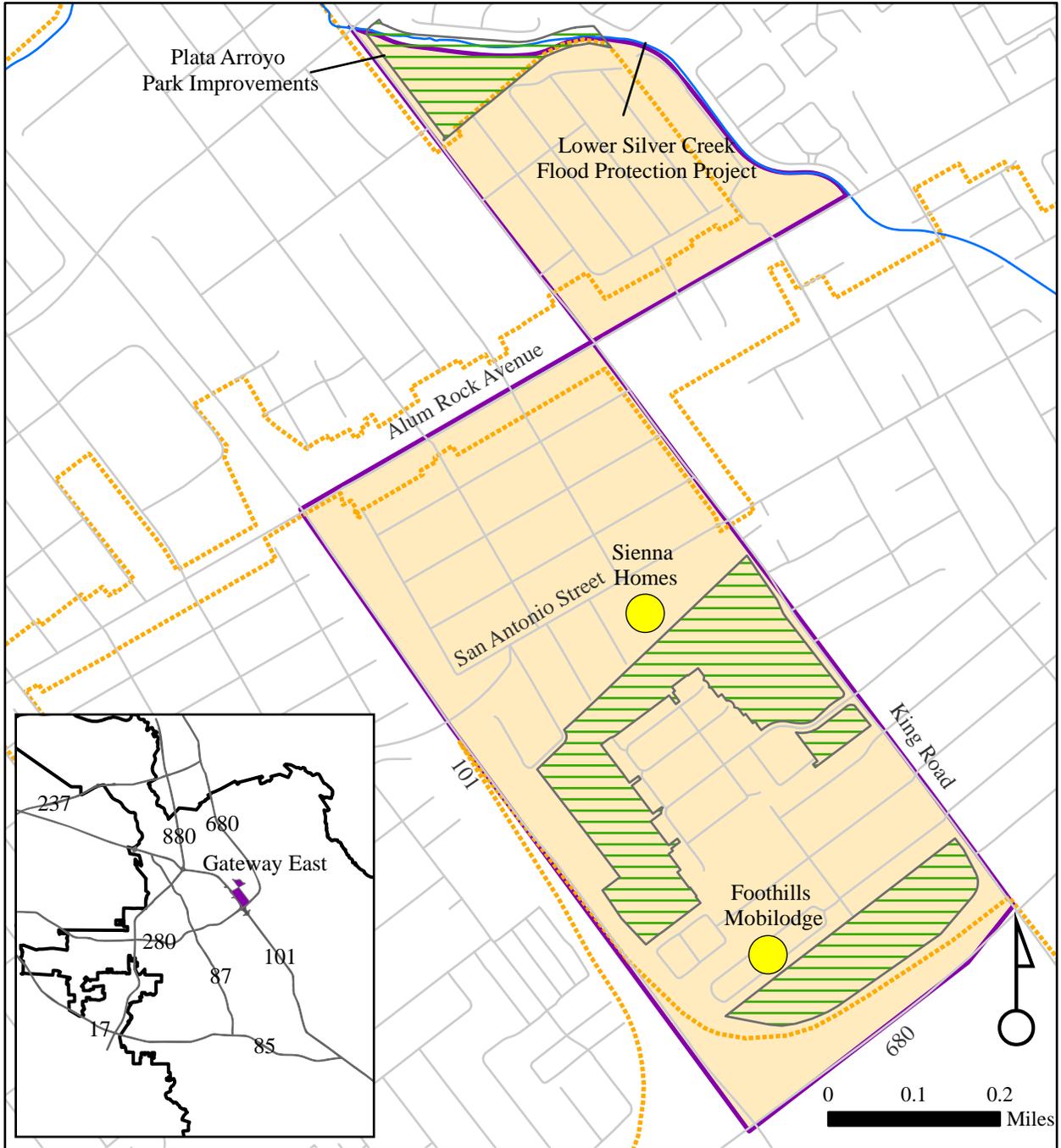


*The pedestrian bridge over Silver Creek is attractive and links neighborhoods.*

Residents are working closely with Agency and City staff to implement the remaining top ten priority projects. These projects include the new traffic signal at King and Wilshire (now complete) and Gateway East neighborhood Project Alliance, a pilot program of the Agency and City for multi-family housing rehabilitation (priority four), which provides significant investment in the Virginia/King Ave area.

Please visit the Gateway East neighborhood page of the Strong Neighborhoods website at [www.strongneighborhoods.org](http://www.strongneighborhoods.org) (Click on 'Neighborhoods', then on 'Gateway East') for top ten status updates and the Neighborhood Plan.

Figure GE-1  
 New Projects Completed or Under Construction  
 Gateway East Neighborhood



 Residential Development	 SNI Redevelopment Area
 Gateway East SNI Planning Area	 City of San Jose Sphere of Influence
 Parks	

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Table GE-1  
 Strong Neighborhoods Initiative Investments  
 Total Public and Private Investment by Funding Source  
 Gateway East Neighborhood

Project	Public Projects							Housing and Commercial					Total Investment	New Development			
	SNI Expenditures <sup>a</sup>			Public Investment				Rehab	New Development					All	Afford.	Non-Res. (SF)	
	SJRA SNI	SJ SNI	Subtotal SNI Expenditures <sup>a</sup>	SJRA Public Projects <sup>b</sup>	SJ Public Projects <sup>c</sup>	Other Public Entities <sup>d</sup>	Subtotal Public Investment		SJ HIP Rehab	SJRA Developer Incentives	SJ Afford. Housing	Private Investment					Subtotal New Development Investment
Neighborhood Center	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-
Sanitary Sewer Improvements	\$ 350,000	\$ 416,764	\$ 766,764	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 766,764	-	-
Storm Drain Improvements	\$ 75,000	\$ -	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 75,000	-	-
Housing Improvements	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-
Park and Recreation Facilities Improvements	\$ 843,855	\$ 615,801	\$ 1,459,656	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,459,656	-	-
Community Garden	\$ 26,000	\$ -	\$ 26,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 26,000	-	-
Street Improvements	\$ 270,926	\$ 21,177	\$ 292,103	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 292,103	-	-
Traffic Calming	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-
Streetscape Beautification	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-
Enhance Public Lighting Levels	\$ -	\$ 36,894	\$ 36,894	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 36,894	-	-
Plata Arroyo Park Play Area Renovations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-
Lower Silver Creek Flood Protection Capital Improvement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000,000	\$ 10,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000,000	-	-
Foothills Mobilodge	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 360,000	\$ 360,000	\$ -	\$ 360,000	-	1,800
Sienna	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 13,205,000	\$ 13,205,000	\$ -	\$ 13,205,000	19	-
Housing Rehab: Gateway East	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 385,256	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 385,256	-	-
<b>Subtotal: Gateway East</b>	<b>\$ 1,565,781</b>	<b>\$ 1,090,635</b>	<b>\$ 2,656,417</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 10,000,000</b>	<b>\$ 10,000,000</b>	<b>\$ 385,256</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 13,565,000</b>	<b>\$ 13,565,000</b>	<b>\$ 26,606,673</b>	<b>19</b>	<b>-</b>	<b>1,800</b>

a. Includes funding directed towards SNI neighborhoods' top ten projects and SNI area-wide projects.  
 b. Includes Agency money spent in SNI neighborhoods on projects such as parks, libraries, community centers, and neighborhood business district improvements.  
 c. Includes City money spent in SNI neighborhoods on projects such as parks, libraries, and community centers.  
 d. Includes money spent by other organizations in SNI neighborhoods on public projects such as schools, parks, libraries, community centers, student housing, acoustical treatments, flood control, etc.  
 Source: San Jose Redevelopment Agency and City of San Jose.

# Greater Gardner

Greater Gardner residents once grew so frustrated with illegal dumping at the Fuller Avenue lot, they built a fence around it to discourage littering. Now the fence encircles an oasis of green called Fuller Avenue Linear Park where neighbors meet for games of bocce and horseshoes, or to simply admire the flowers.

The park is one of the brightest achievements of the Strong Neighborhoods Initiative (SNI) in the Greater Gardner neighborhood, but it is not the only one. After more than a year of public meetings with the Greater Gardner Coalition Committee and staff from the San Jose Redevelopment Agency (Agency) and City, residents developed a list of 100 items aimed at breathing new life into a neighborhood.

In January 2002, the San Jose City Council adopted the Greater Gardner Neighborhood Improvement Plan (Plan) and, in partnership with resident leaders, the Agency and City began to address the residents' top ten priorities. Implementation of the Plan has already provided tangible results that enhance the neighborhood's unique character. Public agencies and private entities have invested nearly \$24.4 million in the Greater Gardner neighborhood, and the neighborhood has achieved three of its highest priority goals.

## A. About the Neighborhood

### 1. Description of Greater Gardner

The Greater Gardner SNI neighborhood is located two miles southwest of downtown. (See Figure GG-1.) The neighborhood is bordered by Interstate 280 to the north, Willow Street on the south, Guadalupe Parkway (Route 87) to the east and the Los Gatos Creek to the west. The neighborhood is approximately 284 acres with a population of 4,200 residents, according to Census 2000.<sup>1</sup>

Greater Gardner is a combination of modest, well-kept, older homes, mostly built before the 1940s in a blend of historic and traditional architectural styles. Mature trees line many of the streets. Commercial services are limited in Greater Gardner. There are currently seven stores and businesses, including the Fairmart Market on West Virginia Street, Starbrite Market on Delmas Avenue, and Tlaquepaque Restaurant and Morin Tires on Willow Street.

Community assets in Greater Gardner include good access to transit and freeways, neighborhood-serving stores and services, Biebrach Park and Gardner Community Center, Fuller Avenue Linear Park, and a strong coalition of residents dedicated to improving the area in which they live.

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<sup>1</sup> This is an estimate, as census geographies do not precisely match neighborhood boundaries. See Appendix C.

## 2. Public and Private Investment

Since the inception of the Strong Neighborhoods Initiative, public and private investors have invested \$24.4 million in the Greater Gardner neighborhood. The Agency and City have invested nearly \$5.7 million to date on the area's SNI top ten projects. The City has committed \$5.1 million for the Gardner Community Center through Park Bond funds. In addition, the San Jose Housing Department has invested over \$113,000 for housing rehabilitation in the area.



*New Brighton provides 20 attractive new homes to the neighborhood.*

Meanwhile, two new development projects worth an estimated \$13.6 million have been built or are under construction by private investors. Together, New Brighton and Willow/Provost homes provide 23 new housing units in the neighborhood. Figure GG-1 shows the location of the private and public investments in Greater Gardner. Table GG-1 provides more detailed information on financial investments.

## 3. Demographic Information

Almost two-thirds (65 percent) of residents in the Greater Gardner neighborhood identify as Latino, compared to 30 percent of all San Jose residents (see Appendix C). Greater Gardner has the highest percentage of Native American residents of any SNI neighborhood (5 percent), compared to 1 percent citywide.

The typical household size in the neighborhood, 3.35 members, is small compared to the average of 3.19 for San Jose and 3.72 for all SNI neighborhoods combined.

Median income in Greater Gardner, \$72,000, exceeds by \$7,000 the estimated median household income for all SNI neighborhoods (\$65,000) but falls short of San Jose's median income of \$90,000.

Homeownership is fairly common in Greater Gardner, with 59 percent of all housing units owner-occupied. This figure is considerably higher than the overall SNI rate of 40 percent and close to the San Jose rate of 62 percent. See Appendix C for more detailed demographic information on Greater Gardner.

## B. Neighborhood Priorities

### 1. The Greater Gardner Neighborhood Improvement Plan

The Greater Gardner Neighborhood Improvement Plan seeks to enhance the quality of life in the neighborhood by addressing the appearance and livability of the area. A yearlong effort on the part of Greater Gardner residents, community leaders, and other stakeholders produced four categories of goals and objectives for the Plan: neighborhood condition and maintenance; neighborhood services; neighborhood security; and neighborhood parks and open space.

Among the 100 action items outlined in the Plan, residents identified a top ten list of priority improvements. These priorities are listed below.

### 2. Top Ten Priorities

1. Street and Sidewalk Improvements
2. Improve Pedestrian Access to Gardner Academy
3. Fuller Avenue Open Space
4. Initiatives to Improve Housing Conditions
5. Retail Development
6. West Virginia Street Streetscape
7. Delmas Avenue Streetscape
8. Residential Traffic Calming
9. Bird Avenue Streetscape and Traffic Calming
10. Neighborhood Open Space Program

### 3. Progress towards Top Ten Priorities

Of the top ten priority projects, street and sidewalk improvements, pedestrian access to Gardner Academy, and the Fuller Avenue Linear Park have been completed; significant progress has been made towards completing the other priorities.

Because of the poor condition of some neighborhood streets, street, sidewalk, and sewer improvements are the top priority for Greater Gardner residents. Infrastructure projects are complete or planned for the seven most severely-deteriorated street segments in the neighborhood as identified by a Department of Transportation (DOT) survey. The work includes curbs and gutters, sidewalks, driveways, wheelchair ramps, adjustment of utility boxes and manholes to grade, replacement of damaged underground sanitary sewer and storm drain pipes, and installation of street trees.

The community's second priority was improving parking and circulation at Gardner Academy, and in particular, providing safe pedestrian access to the school. This completed project included installation of a new sidewalk, curbs, and gutters; laying decomposed granite infill at selected locations; and creating a new concrete pedestrian pathway along and adjacent to William Street.

The new pedestrian pathway provides the children a safer passage to school and other nearby destinations.

To further improve and create a pedestrian corridor, pedestrian street lights were installed along Delmas and W. Virginia, and specialty crosswalks were constructed. These improvements create a more pedestrian-friendly access to neighborhood amenities, such as the park, community center, and the school.

The neighborhood's most celebrated renovation took place at Fuller Avenue Linear Park, a 1.65 acre neighborhood linear park located along the north side of Fuller Avenue between Bird Avenue and Prevost Street. For years, neighbors battled to protect the space from illegal dumping, even building a fence around the lot as a deterrent. The SNI process helped the community join forces with the Agency to transform an eyesore into a verdant neighborhood park.

The Fuller Avenue Linear Park now features irrigated landscaping, a bocce court, seating areas, and a horseshoe pit. The park has become a venue for neighbors to gather and meet, enhancing the neighborhood aesthetically and fostering pride and community.

Fuller Avenue Linear Park and other SNI funded upgrades have had a ripple effect on the neighborhood, said board members of the Greater Gardner Coalition.

*“The positive impact of SNI on our neighborhoods has been visible and outstanding with key projects, such as better looking businesses; rebuilt streets, sewers and sidewalks; safe and attractive pedestrian walkways with antique-style street lights; the conversion of blighted open space into a park. With these improvements we have created a feeling of community pride, which has increased private investment in the neighborhood in the form of home renovation, increased owner occupied, home ownership and private retail investment.”*



*Fuller Avenue Open Space was the Greater Gardner neighborhood's third priority.*

Harvey Darnell, chairman of the Greater Gardner Coalition added, “SNI has helped make us professional neighborhood activists working as colleagues with the city's professional staff and leaders.”

Residents are partnering with Agency and City staff to implement the remaining top ten projects, including facade improvements for the neighborhood's two local markets and other neighborhood businesses. In addition, the neighbors are working with Housing Department staff to improve housing conditions in the neighborhood.

Please visit the Greater Gardner neighborhood page of the Strong Neighborhoods website at [www.strongneighborhoods.org](http://www.strongneighborhoods.org) (Click on 'Neighborhoods', then on 'Greater Gardner') for top ten status updates and the Neighborhood Plan.

Figure GG-1  
 New Projects Completed or Under Construction  
 Greater Gardner Neighborhood

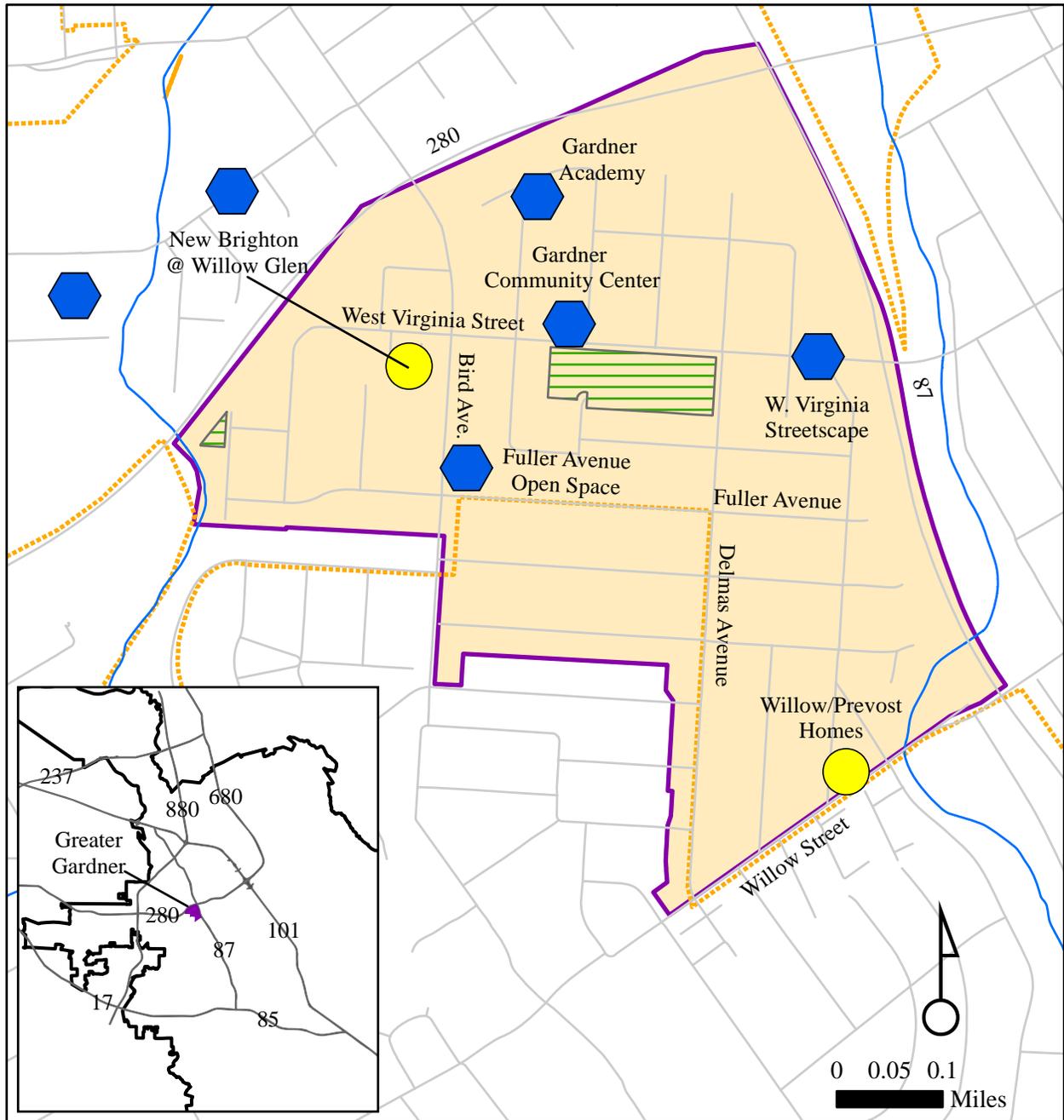


Table GG-1  
 Strong Neighborhoods Initiative Investments  
 Total Public and Private Investment by Funding Source  
 Greater Gardner Neighborhood

Project	Public Projects							Housing and Commercial					Total Investment	New Development		
	SNI Expenditures <sup>a</sup>			Public Investment				Rehab	New Development					All	Afford.	Non-Res. (SF)
	SJRA SNI	SJ SNI	Subtotal SNI Expenditures <sup>a</sup>	SJRA Public Projects <sup>b</sup>	SJ Public Projects <sup>c</sup>	Other Public Entities <sup>d</sup>	Subtotal Public Investment		SJ HIP Rehab	SJRA Developer Incentives	SJ Afford. Housing	Private Investment				
Street and Sidewalk Improvements	\$ 2,288,311	\$ 1,700,541	\$ 3,988,853	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,988,853	-	-	-
Improve Pedestrian Access to Gardner Academy	\$ 80,000	\$ -	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 80,000	-	-	-
Fuller Avenue Open Space	\$ 746,000	\$ -	\$ 746,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 746,000	-	-	-
Initiatives to Improve Housing Conditions	\$ 130,000	\$ -	\$ 130,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 130,000	-	-	-
Retail Development	\$ 105,987	\$ -	\$ 105,987	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 105,987	-	-	-
W. Virginia Streetscape	\$ 608,029	\$ -	\$ 608,029	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 608,029	-	-	-
Delmas Streetscape	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-
Residential Traffic Calming	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-
Bird Ave. Streetscape and Traffic Calming	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-
Neighborhood Open Space Program	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-
Biebrach Park Youth & Tot Lot Renovation/Restroom	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-
Gardner School Expansion	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-
Gardner Community Center	\$ -	\$ -	\$ -	\$ -	\$ 5,100,000	\$ -	\$ 5,100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,100,000	-	-	-
New Brighton @ Willow Glen	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,500,000	\$ 12,500,000	\$ 12,500,000	20	-	-
Willow/Prevost Homes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,050,000	\$ 1,050,000	\$ 1,050,000	3	-	-
Housing Rehab: Greater Gardner	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 113,211	\$ -	\$ -	\$ -	\$ -	\$ 113,211	-	-	-
<b>Subtotal: Greater Gardner</b>	<b>\$ 3,958,328</b>	<b>\$ 1,700,541</b>	<b>\$ 5,658,869</b>	<b>\$ -</b>	<b>\$ 5,100,000</b>	<b>\$ -</b>	<b>\$ 5,100,000</b>	<b>\$ 113,211</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 13,550,000</b>	<b>\$ 13,550,000</b>	<b>\$ 24,422,080</b>	<b>23</b>	<b>-</b>	<b>-</b>

a. Includes funding directed towards SNI neighborhoods' top ten projects and SNI area-wide projects.  
 b. Includes Agency money spent in SNI neighborhoods on projects such as parks, libraries, community centers, and neighborhood business district improvements.  
 c. Includes City money spent in SNI neighborhoods on projects such as parks, libraries, and community centers.  
 d. Includes money spent by other organizations in SNI neighborhoods on public projects such as schools, parks, libraries, community centers, student housing, acoustical treatments, flood control, etc.  
 Source: San Jose Redevelopment Agency and City of San Jose.

# Hoffman/Via Monte

Residents of Hoffman/Via Monte do not view neighborhood improvement as a sit-back-and-watch kind of affair. Having decided that broken streetlights were a top priority, for example, residents took it upon themselves to write letters to property owners, explaining how to appeal to the City to get a light repaired.

That can-do approach informed the yearlong planning process during which Hoffman/Via Monte residents, community-based organizations, the San Jose Redevelopment Agency (Agency) and City staff collaborated on a comprehensive strategy to guide neighborhood revitalization. The strategy and the neighborhood's top ten priorities are laid out in the Hoffman/Via Monte Neighborhood Improvement Plan (Plan), a document that emphasizes respect for the existing neighborhood, concrete results, and meaningful improvements. In April 2002, the San Jose City Council adopted the Plan, and a partnership of staff and resident leaders began to address the neighborhood's priorities.

The Hoffman/Via Monte Neighborhood Action Coalition (NAC) continues to lead resident efforts, bringing resources and community members together in the process. Laura Munguia, Secretary for the Hoffman/Via Monte NAC said,

*The Strong Neighborhoods Initiative (SNI) process in the Hoffman/Via Monte neighborhood is a catalyst that creates the opportunity to bring residents closer together and provides residents with invaluable resources... Without SNI, she adds, this would not have been possible.*

Since the inception of SNI, Hoffman/Via Monte has benefited from roughly \$1.9 million in public investment.

## A. About the Neighborhood

### 1. Description of Hoffman/Via Monte

The Hoffman/Via Monte neighborhood is located in south San Jose, bordered by Blossom Hill Road to the north, by Almaden Expressway to the east, Guadalupe Creek to the south, and Pioneer High School to the west. (See Figure HVM-1.) The neighborhood is approximately 100 acres with a population of roughly 2,545 residents, according to Census 2000.<sup>1</sup> Hoffman/Via Monte is mostly residential with retail and commercial establishments concentrated along Blossom Hill Road and Almaden Expressway.

Community assets in Hoffman/Via Monte include a commercial corridor with neighborhood-serving stores and services, good access to transit and freeways, Chris Hotts Park, and stakeholders dedicated to neighborhood improvement.

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<sup>1</sup> This is an estimate, as census geographies do not precisely match neighborhood boundaries. See Appendix C.

## Public and Private Investment

Since the inception of SNI, various public entities have invested \$1.9 million in the Hoffman/Via Monte neighborhood. The Agency has invested roughly \$860,000 to date on the area's SNI top ten projects.<sup>2</sup>

Another \$700,000 from the City is dedicated to Hoffman/Via Monte's Neighborhood Center. The City's Housing Improvement Program (HIP) has also invested over \$300,000 in residential rehabilitation. Figure HVM-1 shows the location of completed private investment projects in Hoffman/Via Monte. Table HVM-1 provides more detailed information on financial investments.



*Housing improvements have made the neighborhood more attractive.*

## 2. Demographic Information

Over 60 percent of residents in the Hoffman/Via Monte neighborhood identify themselves as Latino, while the remaining residents are predominately non-Hispanic white and Asian (see Appendix C). One third of neighborhood residents are under age 18, making the neighborhood relatively young compared to the City of San Jose (26 percent under 18) and the SNI neighborhoods (28 percent under 18).

The median income of Hoffman/Via Monte households is comparatively low at approximately \$47,000. This figure is \$18,000 less than the estimated median for SNI neighborhoods as a whole and \$43,000 less than San Jose's median of almost \$90,000. Low incomes persist in Hoffman/Via Monte despite the fact that 69 percent of all neighborhood residents aged 16 and older participate in the labor force. This labor force participation rate is higher than both the citywide (67 percent) and SNI (64 percent) averages.

Homeownership is relatively uncommon in Hoffman/Via Monte, where only 13 percent of housing units are owner-occupied, due to most buildings being multifamily rentals. See Appendix C for more detailed demographic information on Hoffman/Via Monte.



*Some of the neighborhood's younger residents hard at work at a community cleanup.*

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<sup>2</sup> Half of the top ten priorities for Hoffman/Via Monte area require community collaboration and stakeholder action, rather than capital outlays, to be successfully realized.

## B. Neighborhood Priorities

### 1. The Hoffman/Via Monte Neighborhood Improvement Plan

The Hoffman/Via Monte Neighborhood Improvement Plan is the result of an extensive effort by residents, community leaders and other stakeholders to develop a blueprint for improving the neighborhood. The Plan is organized around several neighborhood needs and issues: improve neighborhood security, improve character and land use, improve neighborhood condition and maintenance, and strengthen neighborhood organization and services. The Plan seeks to create a clean, safe and attractive place to live and work, thereby enhancing neighborhood quality of life. It outlines specific actions to improve the community, with ten top priority actions felt to contribute most to neighborhood livability and bring Hoffman/Via Monte closer to the community's vision for the future.

### 2. Top Ten Priorities

1. Neighborhood Center
2. Community Policing Initiatives
3. Inoperable/Broken Streetlights
4. Alleyway Enhancement
5. Joint Towing Agreement
6. Residential Landscape Improvements
7. Neighborhood Watch
8. Neighborhoods Cleanups
9. Improved Access to Pioneer High School
10. Lighting in Neighborhood Alleyways



*The Hoffman/Via Monte neighborhood's second priority is community policing initiatives.*

### 3. Progress towards Top Ten Priorities

The number one priority for Hoffman/Via Monte stakeholders is the development of a new Neighborhood Center. Major strides were made in realizing this priority in January 2007 when space was leased in the neighborhood to be used for community programming.

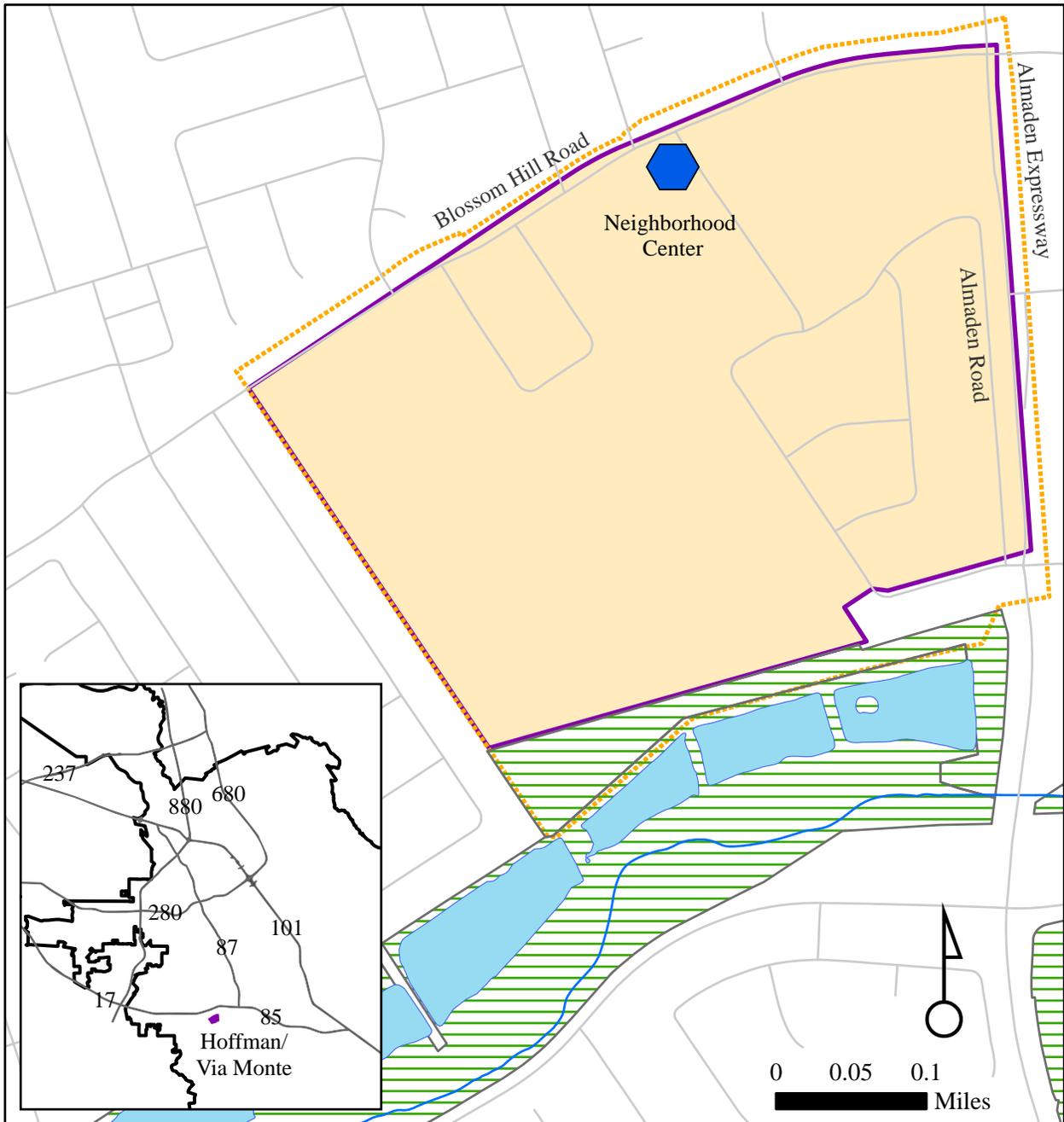
The community's second priority is community policing initiatives. The San Jose Police Department attends all NAC and community meetings. Residents and neighborhood leadership are in regular communication with the Southern Division Commander. Efforts are currently underway to address issues related to gangs, loitering in Chris Hotts Park, and strengthening the Neighborhood Watch Program.

Community diligence and a commitment by residents and property owners have been critical to successfully addressing and reporting inoperable/broken streetlights (priority three) and also the issue of neighborhood cleanups (priority eight).

The establishment of a joint towing agreement was crucial when the Agency-hired contractor repaved the neighborhoods alleyways (priority four). A committee of dedicated property owners had worked with staff to draft a joint towing agreement (priority five). They then conducted outreach to all the area property owners and secured 100 percent property owner participation in a neighborhood joint towing agreement.

Please visit the Hoffman/Via Monte neighborhood page of the Strong Neighborhoods website at [www.strongneighborhoods.org](http://www.strongneighborhoods.org) (Click on 'Neighborhoods', then on 'Hoffman/Via Monte') for top ten status updates and the Neighborhood Plan.

Figure HVM-1  
 New Projects Completed or Under Construction  
 Hoffman/Via Monte Neighborhood



-  Public Investment
-  Hoffman/Via Monte SNI Planning Area
-  SNI Redevelopment Area
-  Parks
-  City of San Jose Sphere of Influence

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Table HVM-1  
 Strong Neighborhoods Initiative Investments  
 Total Public and Private Investment by Funding Source  
 Hoffman/Via Monte Neighborhood

Project	Public Projects							Housing and Commercial					Total Investment	New Development			
	SNI Expenditures <sup>a</sup>			Public Investment				Rehab	New Development					All	Afford.	Non-Res. (SF)	
	SJRA SNI	SJ SNI	Subtotal SNI Expenditures <sup>a</sup>	SJRA Public Projects <sup>b</sup>	SJ Public Projects <sup>c</sup>	Other Public Entities <sup>d</sup>	Subtotal Public Investment		SJ HIP Rehab	SJRA Developer Incentives	SJ Afford. Housing	Private Investment					Subtotal New Development Investment
Neighborhood Center	\$ 165,931	\$ -	\$ 165,931	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 165,931	-	-	-
Community Policing Initiatives	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-
Inoperable/Broken Streetlights Repair	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-
Alleyway Enhancement	\$ 443,520	\$ -	\$ 443,520	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 443,520	-	-	-
Joint Towing Agreement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-
Residential Landscape Improvements	\$ 250,000	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 250,000	-	-	-
Neighborhood Watch	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-
Neighborhood Clean-ups	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-
Improved Access to Pioneer High School	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-
Lighting in Neighborhood Alleyways	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-
Neighborhood Center	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 700,000	\$ 700,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 700,000	-	-	-
Housing Rehab: Hoffman/Via Monte	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 311,083	\$ 311,083	\$ -	\$ -	\$ -	\$ -	\$ 311,083	-	-	-
<b>Subtotal: Hoffman/Via Monte</b>	<b>\$ 859,452</b>	<b>\$ -</b>	<b>\$ 859,452</b>	<b>\$ -</b>	<b>\$ 700,000</b>	<b>\$ -</b>	<b>\$ 700,000</b>	<b>\$ 311,083</b>	<b>\$ 311,083</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,870,535</b>	<b>-</b>	<b>-</b>	<b>-</b>

- a. Includes funding directed towards SNI neighborhoods' top ten projects and SNI area-wide projects.
  - b. Includes Agency money spent in SNI neighborhoods on projects such as parks, libraries, community centers, and neighborhood business district improvements.
  - c. Includes City money spent in SNI neighborhoods on projects such as parks, libraries, and community centers.
  - d. Includes money spent by other organizations in SNI neighborhoods on public projects such as schools, parks, libraries, community centers, student housing, acoustical treatments, flood control, etc.
- Source: San Jose Redevelopment Agency and City of San Jose.

# K.O.N.A.

If a neighborhood is a relationship between public and private space, then it stands to reason that fixing a leaky roof can contribute as much to the well-being of the neighborhood as a new park bench.

Residents of the King Ocala Neighborhood (K.O.N.A) took this notion to heart when, as part of their neighborhood redevelopment strategy through the Strong Neighborhoods Initiative (SNI), they decided to make it their top priority to empower homeowners to rehabilitate their properties.

The K.O.N.A. Neighborhood Action Coalition (NAC), residents, community-based organizations, the San Jose Redevelopment Agency (Agency), and City staff worked together for more than a year to develop a comprehensive guide to neighborhood revitalization. In addition to housing rehabilitation, residents decided to invest in public spaces as well, expanding the Boys & Girls Club and refurbishing a neighborhood park.

In December 2002, the San Jose City Council adopted the K.O.N.A. Neighborhood Improvement Plan (Plan). Staff and resident leaders then began addressing the neighborhood's top ten priorities. The public and private sectors together have invested \$21.5 million in K.O.N.A. since the inception of SNI.

The K.O.N.A. NAC engages the community in the revitalization process and ensures that projects produce results. Gloria Rivera, Chair Emeritus of the NAC, said it best when she described the impact of SNI on her neighborhood, *“Our neighborhood has evolved into an awakened state. The SNI has given us the tools and the support needed to make a difference in our community. SNI motivated residents in taking action, pride, and ownership of our community.”*



*Improvements to the Boys & Girls Club is the K.O.N.A. neighborhood's third priority. The renovation has made it more vibrant and a better place for the community.*

## A. About the Neighborhood

### 1. Description of K.O.N.A

The K.O.N.A. SNI neighborhood is located southeast of downtown San Jose, immediately east of Highway 101, south of Story Road and north of Tully Road. (See Figure K-1.) The neighborhood is approximately 695 acres with a population of roughly 17,000 residents, according to Census 2000.<sup>1</sup> K.O.N.A. is predominately residential with most retail and commercial establishments located on King, Tully and Story Roads.

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<sup>1</sup> This is an estimate, as census geographies do not precisely match neighborhood boundaries. See Appendix C.

Community assets abound in K.O.N.A., including good access to transit and freeways, a newly renovated Welch Park, the Boys & Girls Club, a vital business district with neighborhood-serving stores and services, faith-based organizations and active community organizations, six public school campuses, and proximity to the regional Eastridge Mall and Lake Cunningham Park.

## 2. Public and Private Investment

Since the inception of SNI, public agencies and private parties have invested more than \$21.5 million in the K.O.N.A. neighborhood. The Agency and City have invested \$1.5 million to date on the area's SNI top ten projects. Another \$7.1 million has been invested on other public projects, including the Boys and Girls Club sport field and other improvements. Nearly \$800,000 million has been spent for single-family housing rehabilitation. New development projects by private investors worth an estimated \$12.1 million have been built or are under construction, which has created 71,000 square feet of new commercial and other space. Figure K-1 shows the location of the private and public investments in K.O.N.A. Table K-1 provides more detailed information on financial investments.

The commercial area at the intersection of Story and King Roads has undergone a major revitalization. The Agency invested \$5.6 million for improvements to the Tropicana Shopping Center, which lies within K.O.N.A., and contributed to the new Plaza de San Jose and Mi Pueblo Center, within the adjacent East Valley/680 neighborhood.<sup>2</sup> Emma Prusch Farm Park, also at the intersection but technically outside neighborhood boundaries, has also received public investment. K.O.N.A has benefited from other investments in adjacent neighborhoods, including the newly-renovated Eastridge Mall.



*Improvements to the Tropicana Shopping Center have made it a more attractive place for residents to shop.*

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<sup>2</sup> The East Valley/680 and K.O.N.A. neighborhoods partially overlap at this commercial area, and have both contributed to the area's revitalization, as described in the East Valley/680 Neighborhood Chapter.

### **3. Demographic Information**

K.O.N.A. is a predominately Latino and Asian neighborhood. Sixty-eight percent of neighborhood residents identify themselves as Latino and 23 percent are Asian. The average household size in K.O.N.A. is 5.39 persons, the largest among all the SNI neighborhoods and considerably larger than the citywide average of 3.19 in San Jose. As would be expected with larger household sizes, the median income in the neighborhood is approximately \$77,000, higher than all but one other SNI neighborhood, but still well below the citywide median of nearly \$90,000.

Only 58 percent of K.O.N.A. residents aged 16 and older participate in the labor force, compared to the 64 percent of all SNI neighborhood residents and 67 percent of all San Jose residents. Nearly two-thirds (64 percent) of the housing units in the neighborhood are owner-occupied, and this rate exceeds the citywide average (62 percent). See Appendix C for more detailed demographic information on K.O.N.A.

## **B. Neighborhood Priorities**

### **1. The K.O.N.A. Improvement Plan**

The K.O.N.A. Neighborhood Improvement Plan is the result of a yearlong effort on the part of K.O.N.A. residents, community leaders and other stakeholders to develop a blueprint for improving the neighborhood. The Plan is grounded in six core goals: (1) Safe and Efficient Transportation, Circulation and Parking; (2) Inclusive, Well-Maintained and Accessible Community Facilities and Programs; (3) A Beautiful and Clean Neighborhood; (4) Ongoing Communication and Community Involvement; (5) Enhanced Neighborhood Development and Character; and (6) A Safe and Secure Environment.

The Plan outlines specific actions that can be implemented to improve the community. Residents identified top ten priorities that would improve the livability of K.O.N.A. and achieve the community's vision for the future.

### **2. Top Ten Priorities**

1. Housing Improvements
2. Reduce Bulk Waste
3. Boys & Girls Club Improvements
4. Traffic Calming
5. Partnerships with Schools
6. Strengthen Code Enforcement
7. Welch Park Improvements
8. Plant Street Trees
9. Repair sidewalks and Install ADA Curb Ramps
10. Interim Security and Aesthetic Improvements at Story/King

### 3. Progress towards Top Ten Priorities

To date, five out of the top ten priorities have been completed. The K.O.N.A. NAC ranked single-family housing rehabilitation as their number one priority for the neighborhood. In order to achieve that goal, residents sought to maximize the benefits of the Housing Improvement Program (HIP). The program, which is jointly funded by the San Jose Housing Department and Agency, provides funds to qualified residents to remediate health and safety hazards in their homes. Examples of eligible improvements include roof replacement, electrical system repair, bathroom and/or kitchen rehabilitation, furnace and water heater replacement, floor covering and interior paint, and plumbing repair. Since the inception of this program, 41 homeowners have taken advantage of the program, five homeowners are currently working on their homes, and 11 homeowners have been approved for funding. To date, program has funded \$773,000 in K.O.N.A. home improvements.

The Agency also invested \$500,000 of SNI funding for improving the Boys and Girls Club, K.O.N.A.'s third priority. In addition, the City invested an additional \$1.9 million in the renovation and purchase of the sports fields adjacent to the Boys and Girls Club.

The K.O.N.A. NAC and community members played an instrumental role in the design and planning of the new and improved Welch Park (priority seven), an eleven-acre landmark in East San Jose. The renovation work included improved park lighting, new trees and turf irrigation, landscape and drain improvements, a new group picnic area with shade structure, picnic tables, landscape improvements, park signs, bleachers, drinking fountain, and new pedestrian pathways.

The K.O.N.A. NAC ranked ADA curb cuts as their ninth priority. This project consists of the replacement and installation of 100 new ADA ramps. The NAC identified and prioritized the proposed ramp sites in partnership with the City's Department of Transportation.

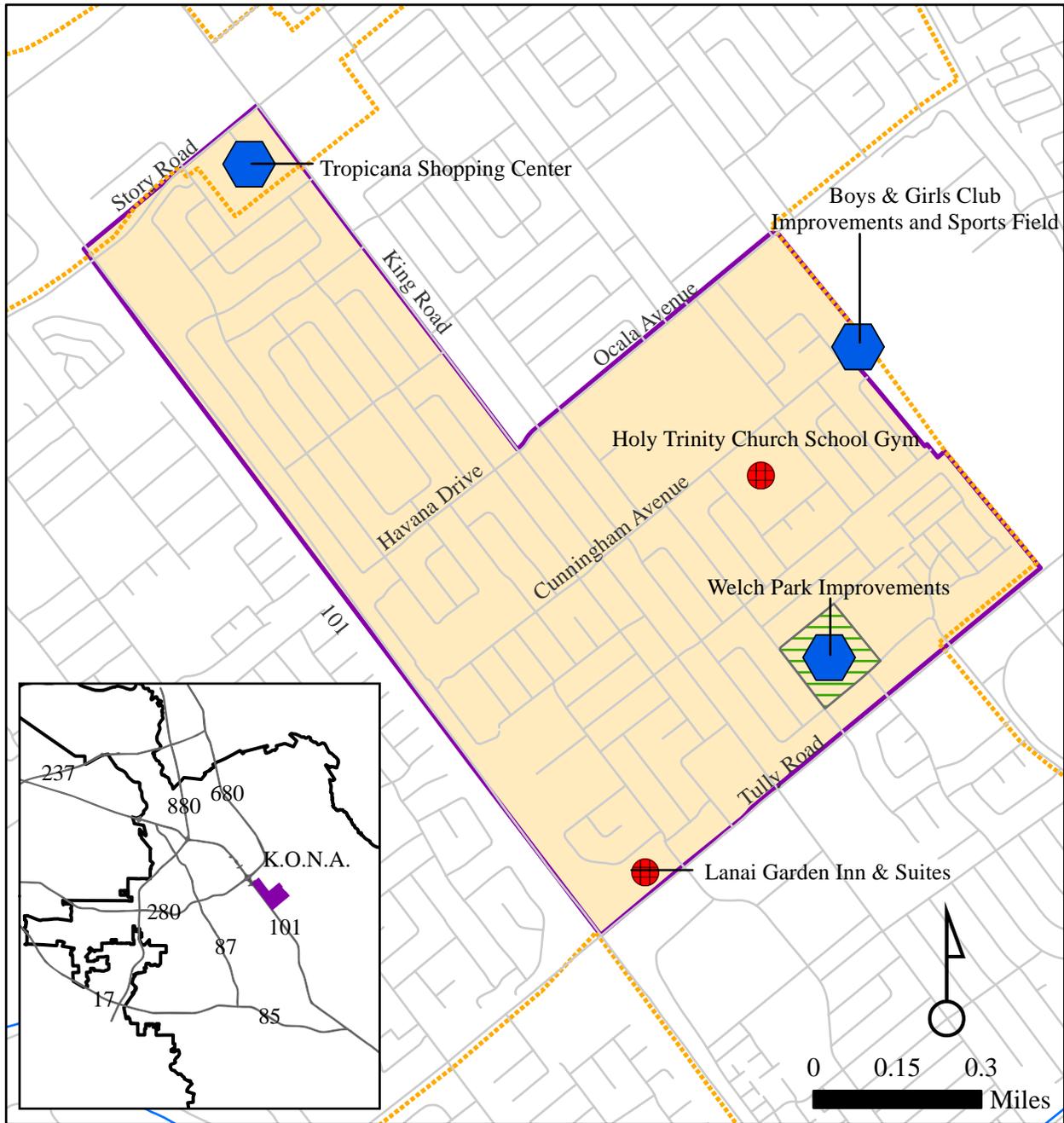
Residents also focused on the need for increased security and appearance of the southeast and southwest corners of the intersection of King Road and Story Road. Numerous facade improvements are complete and parking improvements are next on the agenda.

Residents are working closely with Agency and City staff to implement the remaining top ten projects. For example, K.O.N.A. neighborhood residents are working closely with the Agency's Code Enforcement and Anti-Litter/Anti-Graffiti teams to alleviate illegal dumping the area. In addition, the K.O.N.A. NAC is beginning to build strategic partnerships with schools to improve the appearance of selected school sites.

Please visit the K.O.N.A. neighborhood page of the Strong Neighborhoods website at [www.strongneighborhoods.org](http://www.strongneighborhoods.org) (Click on 'Neighborhoods', then on 'K.O.N.A.')

 for top ten status updates and the Neighborhood Plan.

Figure K-1  
 New Projects Completed or Under Construction  
 K.O.N.A. Neighborhood



	Non-Residential Development		K.O.N.A. SNI Planning Area
	Public Investment		SNI Redevelopment Area
	Parks		City of San Jose Sphere of Influence

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**Table K-1**  
**Strong Neighborhoods Initiative Investments**  
**Total Public and Private Investment by Funding Source**  
**K.O.N.A. Neighborhood**

Project	Public Projects							Housing and Commercial					Total Investment	New Development			
	SNI Expenditures <sup>a</sup>			Public Investment				Rehab	New Development					All	Afford.	Non-Res. (SF)	
	SJRA SNI	SJ SNI	Subtotal SNI Expenditures <sup>a</sup>	SJRA Public Projects <sup>b</sup>	SJ Public Projects <sup>c</sup>	Other Public Entities <sup>d</sup>	Subtotal Public Investment		SJ HIP Rehab	SJRA Developer Incentives	SJ Afford. Housing	Private Investment					Subtotal New Development Investment
Housing Improvements	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-
Reduce Bulk Waste	\$ 10,230	\$ -	\$ 10,230	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,230	-	-
Boys & Girls Club Improvements	\$ 500,000	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500,000	-	-
Traffic Calming	\$ 25,000	\$ -	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,000	-	-
Partnerships with Schools	\$ 41,133	\$ -	\$ 41,133	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 41,133	-	-
Strengthen Code Enforcement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-
Welch Park Improvements	\$ 235,000	\$ 394,361	\$ 629,361	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 629,361	-	-
Plant Street Trees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-
Repair Sidewalks and Install ADA Curb Ramps	\$ 275,000	\$ -	\$ 275,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 275,000	-	-
Interim Security and Improvements at Story & King	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-
Sports Field Campus	\$ -	\$ -	\$ -	\$ -	\$ 1,875,000	\$ -	\$ 1,875,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,875,000	-	-
Tropicana Shopping Center Improvements	\$ -	\$ -	\$ -	\$ 5,274,000	\$ -	\$ -	\$ 5,274,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,274,000	-	-
Welch Park Restroom	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-
Holy Trinity Church School Gym	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,000,000	\$ 4,000,000	\$ 4,000,000	\$ 4,000,000	-	20,000
Lanai Garden Inn & Suites	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,091,352	\$ 3,091,352	\$ 3,091,352	\$ 3,091,352	-	26,000
Tropicana Shopping Center	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 326,000	\$ -	\$ 4,674,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	-	25,000
Housing Rehab: K.O.N.A.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 772,830	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 772,830	\$ 772,830	-	-
<b>Subtotal: K.O.N.A.</b>	<b>\$ 1,086,363</b>	<b>\$ 394,361</b>	<b>\$ 1,480,724</b>	<b>\$ 5,274,000</b>	<b>\$ 1,875,000</b>	<b>\$ -</b>	<b>\$ 7,149,000</b>	<b>\$ 772,830</b>	<b>\$ 326,000</b>	<b>\$ -</b>	<b>\$ 11,765,352</b>	<b>\$ 12,091,352</b>	<b>\$ 21,493,906</b>	<b>-</b>	<b>-</b>	<b>71,000</b>	

a. Includes funding directed towards SNI neighborhoods' top ten projects and SNI area-wide projects.  
b. Includes Agency money spent in SNI neighborhoods on projects such as parks, libraries, community centers, and neighborhood business district improvements.  
c. Includes City money spent in SNI neighborhoods on projects such as parks, libraries, and community centers.  
d. Includes money spent by other organizations in SNI neighborhoods on public projects such as schools, parks, libraries, community centers, student housing, acoustical treatments, flood control, etc.  
Source: San Jose Redevelopment Agency and City of San Jose.

# Market/Almaden

For some neighborhoods, moving into the future means first delving into the past. This is the case in the Market/Almaden neighborhood, where one of the first steps residents took toward local revitalization was to secure historic conservation area status for their neighborhood full of Victorian homes. Obtaining historic status meant recognizing Market/Almaden's importance as a German immigrant neighborhood in the early 1900s, and ensuring historic design considerations will guide future growth.

The historic status designation and other improvements came about as a result of a yearlong effort by Market/Almaden residents, community-based organizations, the San Jose Redevelopment Agency (Agency), and City staff to develop the Market/Almaden Neighborhood Improvement Plan (Plan), a comprehensive strategy to restore and revitalize the neighborhood. In March 2003, the San Jose City Council adopted the Plan. Since then, staff and resident leaders have been addressing the neighborhood's priorities for neighborhood improvement.

The Strong Neighborhoods Initiative (SNI) aims to provide Market/Almaden residents with tangible improvements that respect and maintain the neighborhood's integrity and character. It engages residents, particularly through the Market/Almaden Neighborhood Action Coalition (NAC) that has led the critical community engagement process. The SNI brings the resources of the Agency and City, which have invested staff time and funding to implement the Plan and improve the neighborhood. Since the inception of the SNI, public and private sources have invested over \$18.3 million in the Market/Almaden neighborhood.

## A. About the Neighborhood

### 1. Description of Market/Almaden

The Market/Almaden neighborhood is the smallest SNI neighborhood, at approximately 34 acres. Located in the southern portion of downtown San Jose, the neighborhood is bound to the north by the San Jose McEnery Convention Center, to the west by Almaden Boulevard, to the south by Highway 280, and to the east by Market Street. (See Figure MA-1.) The neighborhood contains approximately 1,300 residents, according to Census 2000.<sup>1</sup>

Market/Almaden is primarily residential with most retail and commercial establishments concentrated along Market Street and Balbach Avenue. The Market/Almaden neighborhood is close to the South First Street Area entertainment district and, as discussed above, known for its historic homes and ties to early German immigrant families.

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<sup>1</sup> This is an estimate, as census geographies do not precisely match neighborhood boundaries. See Appendix C. This estimate likely overstates the population of the Market Almaden neighborhood, as census geographies employed cover a larger area.

Community assets in Market/Almaden include good access to transit and freeways, proximity to neighborhood-serving stores, services and downtown amenities, Victorian and other historic homes, and dedicated residents.

## 2. Public and Private Investment

Since the inception of the SNI, the Market/Almaden neighborhood has benefited from \$18.3 million in public and private investment. Agency funds allocated to the neighborhood's SNI top ten priorities account for \$1.1 million of this total. Other major public investment, estimated at \$8 million, has come in the form of Federal Aviation Administration (FAA) grants for residential acoustical treatments to dampen noise due to flight paths overhead. Private investment, estimated at \$9.2 million, has created 14 new housing units at the Emerald Village condominium development. Figure MA-1 shows the location of the private and public investments in Market/Almaden. Table MA-1 provides more detailed information on financial investments.



*Emerald Village Condos on Balbach provides 14 new homes in the neighborhood.*

## 3. Demographic Information

Market/Almaden is a relatively low-income, predominately Latino neighborhood.

Eighty-four percent of Market/Almaden residents identify themselves as Latino, compared to 30 percent of all of San Jose residents and 56 percent of all SNI neighborhood residents. The median household income in the neighborhood is approximately \$44,000, \$21,000 less than the estimated median for the SNI neighborhoods combined and less than half the City median of almost \$90,000.

The official poverty rate was 19 percent in 1999, twice that of San Jose (9 percent) and several percentage points higher than the SNI neighborhoods average (16 percent). Since the federal poverty line used to determine the official poverty rate was only \$16,700 for a family of four (approximately \$21,000 in today's dollars), this high poverty rate reflects a number of households with little or no annual income. The typical household in Market/Almaden has 4.24 members, considerably larger than the SNI average of 3.72 and the citywide average of 3.19 persons per household. Market/Almaden has the lowest rate of owner-occupancy among the SNI neighborhoods, at 14 percent. See Appendix C for more detailed demographic information on Market/Almaden.

## B. Neighborhood Priorities

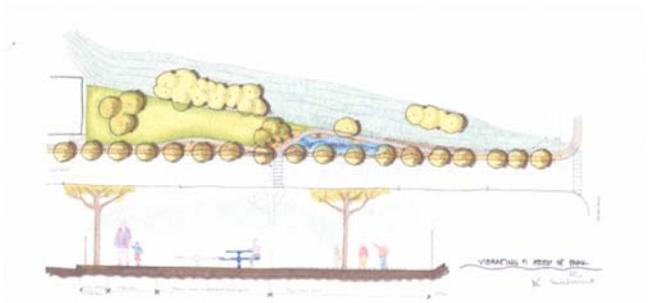
### 1. The Market/Almaden Neighborhood Improvement Plan

The Market/Almaden Neighborhood Improvement Plan is the result of a yearlong effort on the part of Market/Almaden residents, community leaders, and other stakeholders. Throughout the planning process, community members developed a shared vision for the Market/Almaden neighborhood. The following goals were derived from that vision: (1) Protect and strengthen the unique character of the residential neighborhood core; (2) Define the edges of the neighborhood and provide appropriate transitions between future new development and the existing residential core; (3) Provide outdoor recreational and open space for residents of all ages within the boundaries of the neighborhood; and (4) Enhance the walking environment and strengthen pedestrian and bicycle access to nearby downtown destinations.

The Plan identifies the following top ten priorities the community felt would best help them realize these goals and their vision.

### 2. Top Ten Priorities

1. Neighborhood Park
2. Neighborhood Design Guidelines
3. 75 W. William Street
4. Historic Conservation Area
5. Convention Center Interface Design Guidelines
6. Pedestrian and Bike Safety Improvements
7. Install Pedestrian Safety Improvements
8. Traffic Calming Study
9. Pedestrian Enhancements on Market Street
10. Utility Undergrounding



*A new neighborhood park is the Market/Almaden neighborhood's first priority.*

### 3. Progress towards Top Ten Priorities

Significant progress has been made towards completing Market/Almaden's top ten priorities, with four projects complete and others underway.

The neighborhood has successfully established Neighborhood Design Guidelines, priority number two, and formed a Historic Conservation Area, priority four. Together, these priorities became key elements in helping the neighborhood stabilize and preserve the historic character of their homes. Historic conservation area designation followed a yearlong study and historic survey of the housing stock in the neighborhood. The survey found that nearly all the Victorian era housing stock in Market/Almaden was eligible for conservation area status given its history as an early German neighborhood in the early 1900s.

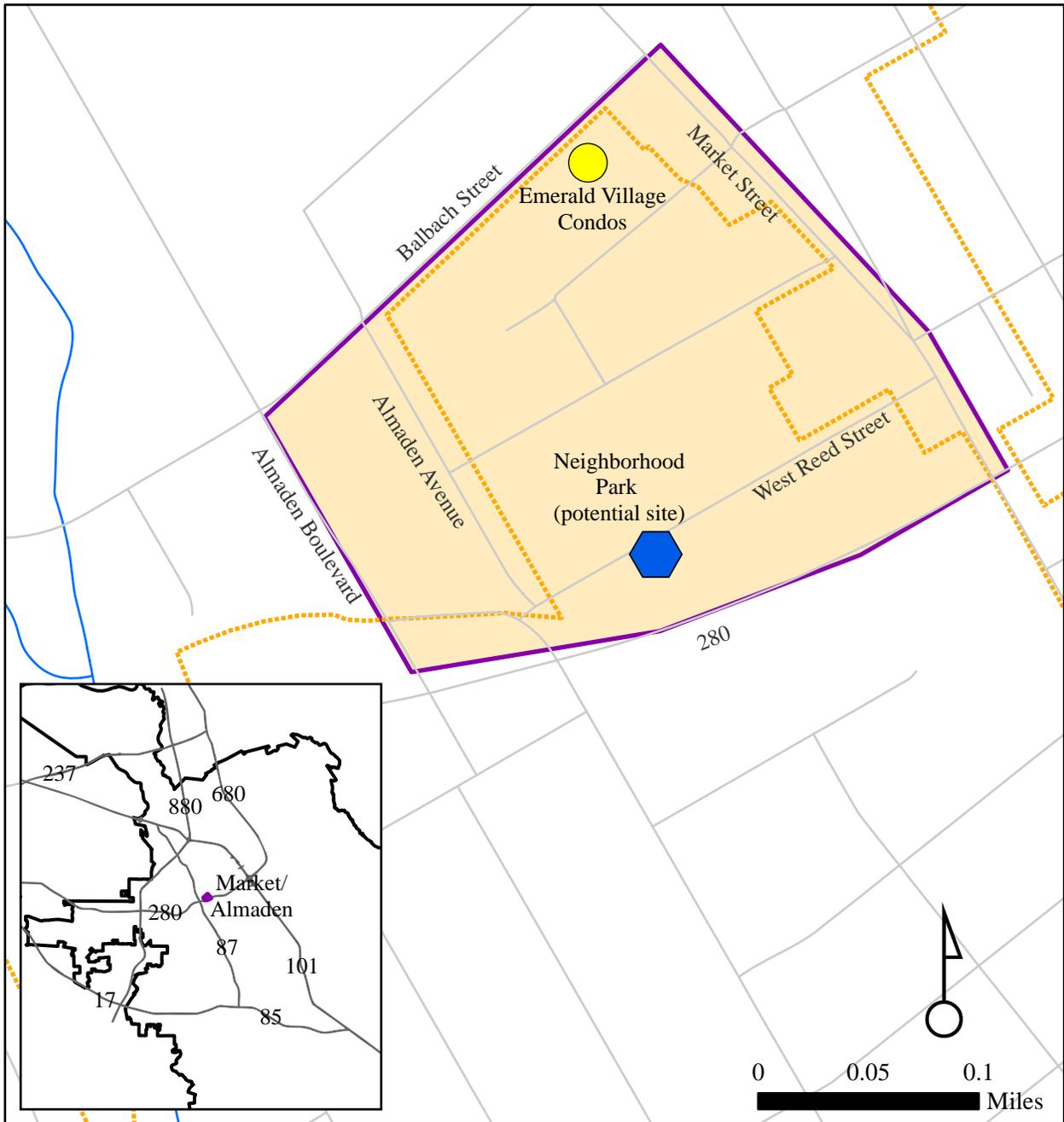
The design guidelines and conservation area designation have fueled the neighborhood's interest in and passion for historic preservation. In fact, many community leaders have renovated their properties to restore historical integrity.

The neighborhood's sixth, seventh and ninth priorities, pedestrian and bike safety improvements and pedestrian enhancements along Market Street, are also complete. Antique-style streetlights and other amenities have been installed, and street trees have been planted throughout the entire neighborhood. These and other improvements enhance walkability, aesthetics and safety within the Market/Almaden neighborhood.

Residents are working closely with Agency and City staff to implement the remaining top ten projects. For example, the Market/Almaden neighborhood is on schedule to receive utility undergrounding in 2008. Residents are also exploring alternative scenarios for their number one priority, a park for the neighborhood. Residents and staff have been examining soil remediation issues at the preferred location, and are exploring options for remediation and alternative site locations.

Please visit the Market/Almaden neighborhood page of the Strong Neighborhoods website at [www.strongneighborhoods.org](http://www.strongneighborhoods.org) (Click on 'Neighborhoods', then on 'Market/Almaden') for top ten status update and Neighborhood Plan.

Figure M/A-1  
 New Projects Completed or Under Construction  
 Market/Almaden Neighborhood



	Residential Development		Market/Almaden SNI Planning Area
	Public Investment		SNI Redevelopment Area
			City of San Jose Sphere of Influence

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Table M/A-1  
**Strong Neighborhoods Initiative Investments**  
**Total Public and Private Investment by Funding Source**  
**Market/Almaden Neighborhood**

Project	Public Projects							Housing and Commercial					Total Investment	New Development		
	SNI Expenditures <sup>a</sup>			Public Investment				Rehab	New Development					All	Afford.	Non-Res. (SF)
	SJRA SNI	SJ SNI	Subtotal SNI Expenditures <sup>a</sup>	SJRA Public Projects <sup>b</sup>	SJ Public Projects <sup>c</sup>	Other Public Entities <sup>d</sup>	Subtotal Public Investment		SJ HIP Rehab	SJRA Developer Incentives	SJ Afford. Housing	Private Investment				
Neighborhood Park	\$ 50,024	\$ -	\$ 50,024	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,024	-	-	-
Neighborhood Design Guidelines	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-
75 W. William Street	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-
Historic Conservation Area	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-
Convention Center Interface Design Guidelines	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-
Pedestrian and Bike Safety Improvements	\$ 1,058,376	\$ -	\$ 1,058,376	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,058,376	-	-	-
Install Pedestrian Safety Improvements	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-
Traffic Calming Study	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-
Pedestrian Enhancements on Market	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-
Utility Undergrounding	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-
Residential Acoustical Treatment Program	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,000,000	\$ 8,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,000,000	-	-	-
Emerald Village 1 Condos	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,226,000	\$ 9,226,000	\$ 9,226,000	14	-	-
Housing Rehab: Market/Almaden	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-
<b>Subtotal: Market/Almaden</b>	<b>\$ 1,108,400</b>	<b>\$ -</b>	<b>\$ 1,108,400</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 8,000,000</b>	<b>\$ 8,000,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 9,226,000</b>	<b>\$ 9,226,000</b>	<b>\$ 18,334,400</b>	<b>14</b>	<b>-</b>	<b>-</b>

- a. Includes funding directed towards SNI neighborhoods' top ten projects and SNI area-wide projects.
  - b. Includes Agency money spent in SNI neighborhoods on projects such as parks, libraries, community centers, and neighborhood business district improvements.
  - c. Includes City money spent in SNI neighborhoods on projects such as parks, libraries, and community centers.
  - d. Includes money spent by other organizations in SNI neighborhoods on public projects such as schools, parks, libraries, community centers, student housing, acoustical treatments, flood control, etc.
- Source: San Jose Redevelopment Agency and City of San Jose.

# Mayfair

The Mayfair neighborhood is a traditionally Mexican-immigrant neighborhood once known as “Sal Si Puedes!,” Spanish for “Get Out, If You Can!” Today, the name no longer applies, and residents are proud of their neighborhood. They continue to work to change the neighborhood’s transient character, creating a place where families set down roots and make it their home.

The Strong Neighborhoods Initiative (SNI) began in Mayfair with the development of a comprehensive strategy to guide neighborhood revitalization, known as the Mayfair Neighborhood Improvement Plan (Plan). Residents, community-based organizations, the San Jose Redevelopment Agency (Agency), and City staff worked together for over a year to create this strategy and identify ten top priority projects for improving the neighborhood’s quality of life. The Plan emphasizes tangible, positive results that respect the neighborhood’s integrity and maintain its composition. The San Jose City Council adopted the Plan in December 2002.

Since that time, Agency and City staff, in partnership with resident leaders, have been implementing the Plan and addressing Mayfair’s top ten priorities. The Mayfair Neighborhood Action Coalition (NAC) continues to lead the critical community engagement process needed to ensure resident voices are heard. Since SNI’s inception, the public and private sectors have invested over \$108.8 million in the Mayfair neighborhood.

## A. About the Neighborhood

### 1. Description of Mayfair

The Mayfair SNI neighborhood is located east of downtown San Jose, generally bounded by Alum Rock Avenue to the northwest, King Road to the west and U.S. 680 to the east and the south. (See Figure MAY-1.) The neighborhood is approximately 320 acres with a population of roughly 8,350 residents, according to Census 2000.<sup>1</sup> It is predominately residential, with most retail and commercial establishments found along Alum Rock Road, Jackson Avenue, and King Road. Mayfair was once the home to Cesar E. Chavez, leader of the Farm Worker Movement, who fought for social and economic justice for all people.

Community assets abound in Mayfair, including good access to transit and freeways; a vital business district with neighborhood-serving stores and services; eighteen faith-based organizations; over fifteen active community organizations; Mayfair Park with its community gardens; Mexican Heritage Plaza (one of the largest Latino cultural centers in the nation); three public school campuses; and above all, a strong commitment on the part of residents to improve the area in which they live.

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<sup>1</sup> This is an estimate, as census geographies do not precisely match neighborhood boundaries. See Appendix C.

## 2. Public and Private Investment

Since SNI began, \$108.8 million of public and private funding has been invested in the Mayfair neighborhood. The Agency and City have invested \$1.5 million to date on the area's SNI top ten projects. Another \$23.3 million has been invested on other public projects, including improvements for the Alum Rock Neighborhood Business District funded by the Agency and the Santa Clara Valley Water District investment for the Lower Silver Creek flood protection capital improvement completed in 2006. The adjacent Alum Rock commercial corridor, leading into and overlapping with Mayfair, was improved as part of the Neighborhood Business District (NBD) program, a complementary Agency program. The NBD program focuses on physical improvements such as facade and signage upgrades and street and sidewalk enhancements.

New development projects by private investors worth an estimated \$83.8 million have been built or are under construction, providing 239 new housing units (170 of which are affordable) and 22,600 square feet of new non-residential space. Figure MAY-1 shows the location of the private and public investments in Mayfair. Table MAY-1 provides more detailed information on financial investments.



*The future Mayfair Community Center was developed with community input and will be an important community asset.*

### **3. Demographic Information**

Mayfair is a relatively young, predominantly Latino neighborhood, with median household income and homeownership rates comparable to the SNI Project Area as a whole. Eighty percent of Mayfair residents identify themselves as Latino, compared to 30 percent of all of San Jose residents. One third of the population of Mayfair is under 18 compared to 26 percent of the citywide population and 28 percent of all SNI residents. Mayfair's median household income is about \$68,000, \$3,000 higher than the SNI median of \$65,000 and lower than San Jose's median of almost \$90,000. With an average household size of 4.83 persons, Mayfair's 1,714 households typically have much larger families than are typically found in the rest of the City, where the average household size is 3.19. Forty percent of housing units in Mayfair are owner-occupied as compared to the average of 62 percent in San Jose. See Appendix C for more detailed demographic information on Mayfair.

## **B. Neighborhood Priorities**

### **1. The Mayfair Neighborhood Improvement Plan**

The Mayfair Neighborhood Improvement Plan was prepared as a result of a yearlong effort on the part of Mayfair residents, the Mayfair Initiative members, community leaders, and other stakeholders to develop a blueprint for the neighborhood improvement.

The Plan contains five key goals aimed at improving quality of life in Mayfair and East San Jose: (1) ensure that all Mayfair adults have ready access to educational opportunities and programs to gain successful employment and pursue their personal interests; (2) ensure that there are safe, attractive places for children to learn and play; (3) increase and improve the stock of high-quality housing that is affordable to low-income Mayfair resident households; (4) reduce crime, especially juvenile and violent crime, in order to establish an environment in which all residents can live and work without fear; and (5) improve the overall appearance and livability of the neighborhood so that it is a physically clean and safe place to live and work.

The Plan outlines 33 specific actions that can be implemented to improve the community. The top ten priority actions were identified as those actions that would contribute most to enhancing neighborhood livability and achieving the community's vision for the future.

## 2. Top Ten Priorities

1. New Adult Learning Center
2. Construct New Library
3. Build Affordable Housing for Families and Seniors
4. Upgrade Street Lighting
5. Enhance Collaboration/Communication Between the Police and Community
6. Increase Gang Prevention and Intervention Programs
7. Traffic Calming
8. Implement a Neighborhood Cleanliness Program
9. Improve Employment Assistance Programs
10. Support a Proportionate Increase of Homeowners to Renters

## 3. Progress towards Top Ten Priorities

Efforts to implement the top ten priority projects have substantially enhanced community livability. Every street in Mayfair has improved lighting, every corner will soon be ADA accessible, and traffic improvements are underway to increase pedestrian safety. Street lighting upgrades have been completed, and significant progress has been made towards completing five other priorities.

The top priority for Mayfair residents is to have increased adult education programs housed in well-equipped neighborhood facilities. The Mayfair Community Center will be completely rebuilt to meet this priority, expanding from its current size of 7,000 square feet to 20,000 square feet. The facility will contain a multi-purpose room, commercial kitchen, fitness room, education wing, computer lab, and a preschool. It will serve as a new adult learning center, and house various other neighborhood-serving programs. Construction is expected to be complete by December 2008. The surrounding Mayfair Park will include a half-Olympic size pool, a waterspray play area, a tot-lot, and a skatepark area. These Mayfair Park improvements will cost \$19.0 million, \$3.2 million in Agency funds and \$15.8 million in park bond funds.

The community's second priority is for a new branch library in or close to Mayfair. Libraries are an important resource to this community, not only for the obvious benefits they provide, but because they play a pivotal community-building role through ongoing cultural, artistic, community, and learning events. Two new libraries serving Mayfair have been constructed: the Dr. Roberto Cruz Alum Rock Branch Library, with \$3.1 million in Agency funds and \$13.5 million in library bond funds, and the Hillview Branch Library, with \$11.1 million in library bond funds. These libraries have attractive amenities and provide rich resources for learning. In addition, plans for the future Mayfair Community Center include dedicated reading and computer rooms.

The third priority is that high-quality, permanently affordable housing be available for Mayfair residents. This priority has been addressed through the development of new affordable housing and housing rehabilitation. The San Jose Housing Department administers a number of programs to improve, preserve and increase the City's supply of affordable housing. The Housing Department has provided financing for the construction of affordable rental housing in the neighborhood, including the Charities Housing, Las Golondrinas Senior, and Tierra Encantada Apartments, with a total of 170 affordable housing units developed in Mayfair since SNI began. The Housing Department also provides grants to qualified applicants to rehabilitate homes.

A related priority is number ten, supporting an increase in homeownership. The Housing Department works with Neighborhood Housing Services Silicon Valley (NHSSV) to provide homeownership assistance to residents. Mayfair gained 24 new homeownership opportunities with the development of townhomes at San Antonio Place. Five of these homes are affordable, and, of those five, neighborhood residents have purchased three, providing existing residents with affordable homeownership opportunities in their own community.



*The new Tierra Encantada mixed-use development is solar-powered and includes 92 affordable new housing units.*

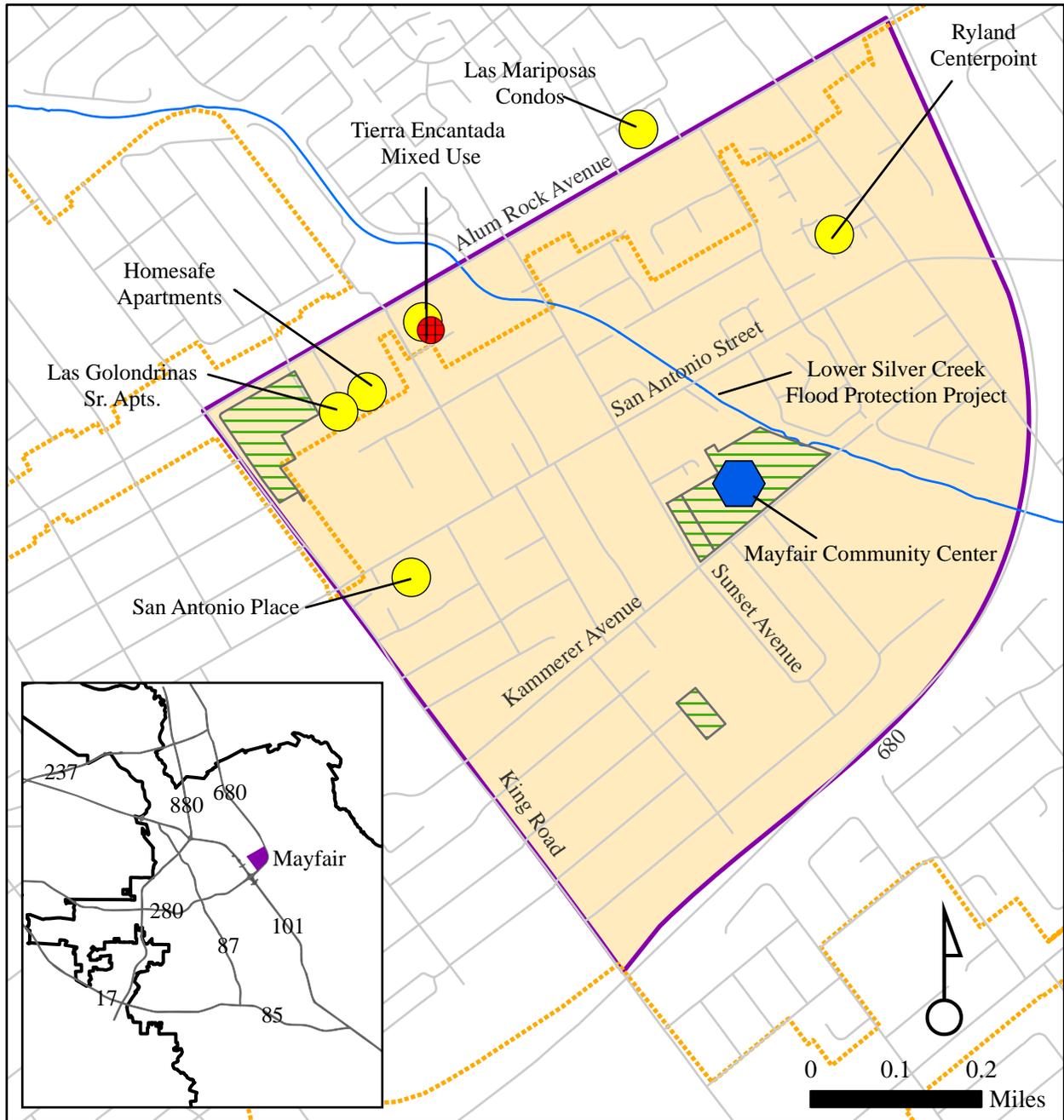
The community's fourth priority, upgrade street lighting, is completed and residents are working closely with Agency and City staff to implement the remaining top ten projects. Traffic calming improvements focused on increased pedestrian safety are projected to be complete in Summer 2007. Mayfair neighborhood held a successful event in summer 2006 where 1,000 residents attended National Night Out and spent the evening getting to know their neighbors and local law enforcement officials. This event enhanced collaboration between the police and the community and promoted gang prevention.

Implementing a neighborhood cleanliness, open space, environmental, and education campaign is part of the neighborhood's eighth priority. With the support of the police and code enforcement, the Mayfair NAC has focused on removing and cleaning up gang graffiti in affected areas of the neighborhood. The NAC also adopted the Lower Silver Creek and established an annual Cesar E. Chavez service day in partnership with San Jose City Year. Neighborhood residents have worked with code enforcement to clean up two shopping centers on Jackson Avenue, commission a mural for the San Antonio Avenue bridge, and participate in cleanups throughout the year.

These accomplishments and the SNI process have inspired hope in neighborhood residents like Mayfair NAC President Guadalupe Gonzalez, who reports, *"I see a future that will get better with the help of all of us working together, united, in a single force that can achieve its goals."*

Please visit the Mayfair neighborhood page of the Strong Neighborhoods website at [www.strongneighborhoods.org](http://www.strongneighborhoods.org) (Click on 'Neighborhoods', then on 'Mayfair') for top ten status updates and the Neighborhood Plan.

Figure MAY-1  
 New Projects Completed or Under Construction  
 Mayfair Neighborhood



 Residential Development	 Mayfair SNI Planning Area
 Non-Residential Development	 SNI Redevelopment Area
 Public Investment	 City of San Jose Sphere of Influence
 Parks	

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**Table MAY-1**  
**Strong Neighborhoods Initiative Investments**  
**Total Public and Private Investment by Funding Source**  
**Mayfair Neighborhood**

Project	Public Projects							Housing and Commercial					Total Investment	New Development		
	SNI Expenditures <sup>a</sup>			Public Investment				Rehab	New Development					All	Afford.	Non-Res. (SF)
	SJRA SNI	SJ SNI	Subtotal SNI Expenditures <sup>a</sup>	SJRA Public Projects <sup>b</sup>	SJ Public Projects <sup>c</sup>	Other Public Entities <sup>d</sup>	Subtotal Public Investment		SJ HIP Rehab	SJRA Developer Incentives	SJ Afford. Housing	Private Investment				
New Adult Learning Center	\$ 852,038	\$ -	\$ 852,038	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 852,038	-	-	-
Construct New Library	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-
Construct New Library	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-
Build Affordable Housing for Families and Seniors	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-
Upgrade Street Lighting	\$ 343,470	\$ -	\$ 343,470	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 343,470	-	-	-
Police and Community Collaboration/Communication	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-
Increase Gang Prevention and Intervention Programs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-
Traffic Calming	\$ 146,000	\$ 110,000	\$ 256,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 256,000	-	-	-
Implement Neighborhood Cleanliness Program	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-
Improve Employment Assistance and Programs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-
Support anncrease of Homeowners to Renters	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-
Alum Rock-N Business District Improvements	\$ -	\$ -	\$ -	\$ 1,288,612	\$ -	\$ -	\$ 1,288,612	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,288,612	-	-	-
Mayfair Community Center	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-
Parque de la Amistad Youth Lot Renovation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-
Lower Silver Creek Flood Protection Capital Improvement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 22,000,000	\$ 22,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 22,000,000	-	-	-
Homesafe	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,500,000	\$ 2,555,316	\$ 7,055,316	\$ 7,055,316	25	24	-
Fowle Homes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,060,275	\$ 1,060,275	\$ 1,060,275	2	-	-
Las Golondrinas Senior Apts	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,804,900	\$ 4,729,040	\$ 9,533,940	\$ 9,533,940	50	49	-
Ryland Centerpoint	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 22,920,003	\$ 22,920,003	\$ 22,920,003	45	-	-
San Antonio Place	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,550,080	\$ 12,550,080	\$ 12,550,080	24	5	-
St. Paul Missionary Baptist Church	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	-	-	15,000
Tierra Encantada (Retail)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	-	-	7,600
Tierra Encantada (Residential Phase 1)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000,000	\$ 20,168,000	\$ 25,168,000	\$ 25,168,000	93	92	-
Housing Rehab: Mayfair	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 310,693	\$ -	\$ -	\$ -	\$ -	\$ 310,693	-	-	-
<b>Subtotal: Mayfair</b>	<b>\$ 1,341,509</b>	<b>\$ 110,000</b>	<b>\$ 1,451,509</b>	<b>\$ 1,288,612</b>	<b>\$ -</b>	<b>\$ 22,000,000</b>	<b>\$ 23,288,612</b>	<b>\$ 310,693</b>	<b>\$ -</b>	<b>\$ 14,304,900</b>	<b>\$ 69,482,714</b>	<b>\$ 83,787,614</b>	<b>\$ 108,838,427</b>	<b>239</b>	<b>170</b>	<b>22,600</b>

a. Includes funding directed towards SNI neighborhoods' top ten projects and SNI area-wide projects.  
b. Includes Agency money spent in SNI neighborhoods on projects such as parks, libraries, community centers, and neighborhood business district improvements.  
c. Includes City money spent in SNI neighborhoods on projects such as parks, libraries, and community centers.  
d. Includes money spent by other organizations in SNI neighborhoods on public projects such as schools, parks, libraries, community centers, student housing, acoustical treatments, flood control, etc.  
Source: San Jose Redevelopment Agency and City of San Jose.

# Spartan/Keyes

Students and faculty from San Jose State University's art department imbue San Jose's Spartan/Keyes neighborhood with a creative flair. Consistent with this quality, when the Strong Neighborhoods Initiative (SNI) gave neighborhood residents the opportunity to plan improvements in their community, they merged the functional with the aesthetic.

Neighborhood residents met for more than a year with other community-based organizations and staff from the San Jose Redevelopment Agency (Agency) and City to develop a comprehensive strategy to revitalize the Spartan/Keyes neighborhood. Their ideas included traffic calming procedures and bike lanes, and also 50 pedestrian-scale, antique-style streetlights to beautify the streets.

In May 2002, the San Jose City Council adopted the Spartan/Keyes Neighborhood Improvement Plan (Plan). Since then, the Agency, City, and resident leaders have been working to carry out the top ten priorities established in the Plan. Over \$178 million in public and private investment has been invested in the neighborhood to date. The Spartan/Keyes Neighborhood Action Coalition (NAC) has played a key role in directing SNI expenditures, which total \$1.6 million. Results thus far have been positive and have helped preserve the neighborhood's character while strengthening its infrastructure for the future.

## A. About the Neighborhood

### 1. Description of Spartan/Keyes

The Spartan/Keyes neighborhood is located approximately one mile southeast of downtown. The area is bordered by Interstate 280 to the north, San Jose State University's Spartan Stadium and sports fields to the south, Coyote Creek and Senter Road to the east, and First Street to the west. Kelley Park, which houses Happy Hollow Zoo, is located just east of the neighborhood across Senter Road. (See Figure SK-1.) The neighborhood is approximately 1,146 acres with a population of 4,400 residents, according to Census 2000.<sup>1</sup>

The Spartan/Keyes neighborhood is a unique environment and is connected to San Jose State University and the SoFA (South of First Area) district to the north. A number of artists and San Jose State University Art Department faculty and students live in the area and work in local studios and campus facilities.

Community assets in Spartan/Keyes include good access to transit and freeways; neighborhood-serving stores and services; Spartan Stadium and Spartan Field; Bestor Art Park; and proximity to Happy Hollow Zoo, Kelley Park, the San Jose Municipal Baseball Stadium, Logitech Ice Center, Washington Youth Center, and the Biblioteca Latinoamericana.

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<sup>1</sup> This is an estimate, as census geographies do not precisely match neighborhoods boundaries. See Appendix C.

## 2. Public and Private Investment

Since the inception of the Strong Neighborhoods Initiative, the public and private sectors have invested \$178.4 million in the Spartan/Keyes neighborhood. The Agency has invested \$1.6 million to date on the area's SNI top ten projects. In addition, the San Jose Housing Department has invested \$122,000 for housing rehabilitation in the area.

New development by private investors in the area has been substantial. Six new housing developments and two new commercial projects worth an estimated \$176.6 million have been built or are under construction. These projects provide 727 new housing units (453 of which are affordable) and 7,500 square feet of commercial space. Public investment in these projects include the Agency's investment of \$2.3 million for development incentives for the Art Ark Apartments and the Housing Department's investment of \$21.6 million to provide affordable units in the Art Ark Apartments, Bella Castello Apartments, Sienna Court, and Villa Torre Apartments. Figure SK-1 shows the location of the private and public investments in Spartan/Keyes. Table SK-1 provides more detailed information on financial investments.

## 3. Demographic Information

Spartan/Keyes is a predominantly Latino neighborhood. Almost two-thirds of Spartan/Keyes residents identify themselves as Latino (65 percent), compared to 30 percent of all San Jose residents (see Appendix C).

Median household income is approximately \$58,000, \$7,000 less than the estimated median for the SNI neighborhoods combined (\$65,000) and \$32,000 less than the City of San Jose's median of almost \$90,000.

The typical household in Spartan/Keyes is smaller than the average over all SNI neighborhoods (3.34 persons compared to 3.72 persons), though it is larger than the citywide average (3.19 persons).

Seventy-two percent of all Spartan/Keyes residents aged 16 and older participate in the labor force, compared to 67 percent in San Jose and 64 percent in the SNI neighborhoods combined.

Thirty-eight percent of housing units in Spartan/Keyes are owner-occupied, compared to the average of 62 percent in San Jose. See Appendix C for more detailed demographic information on Spartan/Keyes.



*Art Ark Apartments provides 148 affordable apartments in either cottage buildings or the factory building.*

## B. Neighborhood Priorities

### 1. The Spartan/Keyes Neighborhood Improvement Plan

The Spartan/Keyes Neighborhood Improvement Plan outlines over 70 specific actions intended to improve the community. These actions fall under five general categories: neighborhood organization; neighborhood circulation and parking; neighborhood conditions and maintenance; neighborhood revitalization; and neighborhood open space. Residents also identified ten priority actions believed to contribute most to the community's vision of an attractive, safe, and accessible Spartan/Keyes neighborhood.

### 2. Top Ten Priorities

1. Open Space at Story Road Landfill
2. Traffic Calming
3. Improve Keyes Street Streetscape
4. Revitalize and Attract Neighborhood-Friendly Businesses on Keyes Street
5. Neighborhood Park in East Gardner Area
6. Art-Oriented Uses in East Gardner Area
7. Mitigate Neighborhood Noise Levels
8. School Traffic Calming
9. Explore Opportunities for a Neighborhood Elementary School
10. Martha Street Pedestrian/Bicycle Corridor

### 3. Progress towards Top 10 Priorities

Thus far, most of the SNI effort in Spartan/Keyes has gone towards four of the top ten priorities. These priorities are traffic calming, a portion of the Keyes Street streetscape improvements, enhanced access to the elementary school, and upgrading Martha Street. Progress has been made towards completing the other priorities.

The community's second priority is traffic calming. This project is complete and includes pedestrian improvements at Tenth, Eleventh and Martha Streets consisting of two bulb-outs and a pavement-embedded crosswalk lighting system. A new traffic signal at Seventh and Martha and road bumps on Eighth and Ninth Streets between Keyes and Martha Streets have also been installed.



*Keyes Street improvements were the Spartan/Keyes neighborhood's third priority.*

Residents' third priority is improvements to the Keyes Street streetscape. This project, which includes street trees and sidewalk work, is complete. Additional work includes the installation of approximately 50 pedestrian-scale, antique-style, high-pressure sodium (HPS) streetlights at selected locations along Keyes Street from First Street to Senter Road and painting 42 existing electroliers.

Spartan/Keyes residents' top priority remains the creation of public open space at Story Road Landfill. Staff is exploring the possibility of a study to determine the feasibility of developing open space and/or a trail at Story Road Landfill.

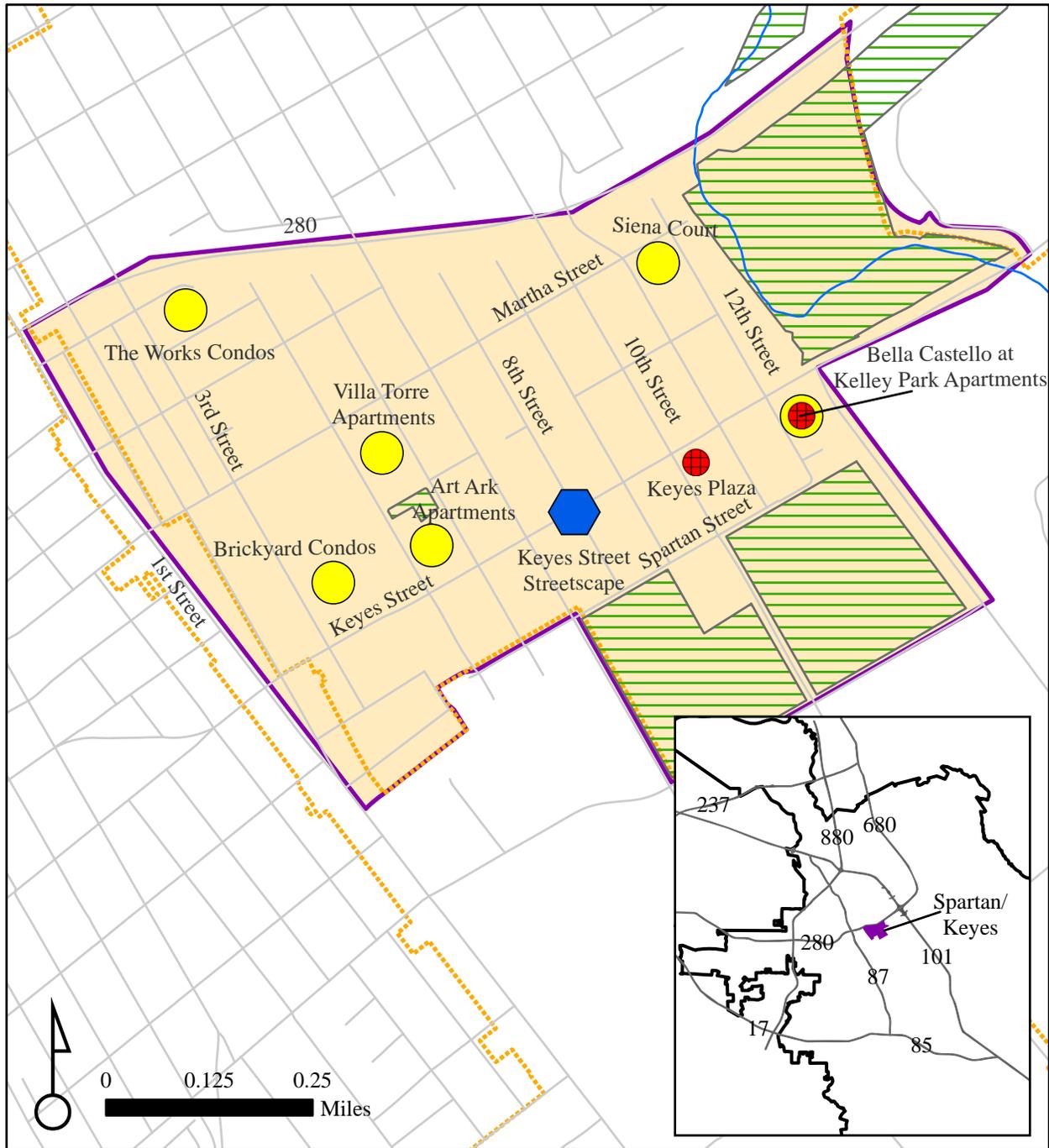
Residents are working closely with Agency and City staff to implement the remaining top ten projects. For example, businesses received funding for facade improvements on Keyes Street, and the facade team and SNI staff are continuing to work with property owners for other facade improvements in the neighborhood.

Although much remains to be done, residents are optimistic that SNI can continue to help them meet their goals. SNI has "*helped in so many ways,*" said Aurelia Sanchez, chair of the Spartan/Keyes NAC.

*It has helped businesses in my area with facade improvements, brought in traffic calming measures and a badly needed park (Bestor Art Park). It has helped us voice our concerns regarding crime to the police and given us a forum to meet and confer. It has brought back tax dollars to us.*

Please visit the Spartan/Keyes neighborhood page of the Strong Neighborhoods website at [www.strongneighborhoods.org](http://www.strongneighborhoods.org) (Click on 'Neighborhoods', then on 'Spartan/Keyes') for top ten updates and the Neighborhood Plan.

Figure SK-1  
 New Projects Completed or Under Construction  
 Spartan/Keyes Neighborhood



	Residential Development		Spartan/Keyes SNI Planning Area
	Non-Residential Development		SNI Redevelopment Area
	Public Investment		Parks
			City of San Jose Sphere of Influence



Table SK-1  
 Strong Neighborhoods Initiative Investments  
 Total Public and Private Investment by Funding Source  
 Spartan/Keyes Neighborhood

Project	Public Projects							Housing and Commercial					Total Investment	New Development			
	SNI Expenditures <sup>a</sup>			Public Investment				Rehab	New Development					All	Afford.	Non-Res. (SF)	
	SJRA SNI	SJ SNI	Subtotal SNI Expenditures <sup>a</sup>	SJRA Public Projects <sup>b</sup>	SJ Public Projects <sup>c</sup>	Other Public Entities <sup>d</sup>	Subtotal Public Investment		SJ HIP Rehab	SJRA Developer Incentives	SJ Afford. Housing	Private Investment					Subtotal New Development Investment
Open Space at Story Road Landfill	\$ 140,000	\$ -	\$ 140,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 140,000	-	-	-	
Traffic Calming	\$ 1,054,188	\$ -	\$ 1,054,188	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,054,188	-	-	-	
Improve Keyes Street Streetscape	\$ 274,148	\$ -	\$ 274,148	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 274,148	-	-	-	
Revitalize and Attract Neighborhood Friendly Businesses	\$ 99,388	\$ -	\$ 99,388	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 99,388	-	-	-	
Neighborhood Park in East Gardener Area	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-	
Develop Art Oriented Uses in East Gardener Area	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-	
Mitigate Neighborhood Noise Levels	\$ 43,000	\$ -	\$ 43,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 43,000	-	-	-	
School Traffic Calming	\$ 25,000	\$ -	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,000	-	-	-	
Explore Opportunities for Neighborhood Elem. School	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-	
Martha Street Pedestrian/Bicycle Corridor	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-	
Art Ark Apts	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,300,000	\$ 5,671,900	\$ 29,028,100	\$ 37,000,000	\$ 37,000,000	148	146	-
Bella Castello at Kelley Park Apts	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,265,000	\$ 26,988,000	\$ 31,253,000	\$ 31,253,000	88	88	2,500
Brickyard Condos	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 27,144,090	\$ 27,144,090	\$ 27,144,090	176	-	-
Keyes Plaza	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	-	-	5,000
Siena Court	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 685,000	\$ 9,968,733	\$ 10,653,733	\$ 10,653,733	50	16	-
The Works Condos	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 29,600,000	\$ 29,600,000	\$ 29,600,000	74	14	-
Villa Torre Apts	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,971,000	\$ 28,976,000	\$ 39,947,000	\$ 39,947,000	191	189	-
Housing Rehab: Spartan/Keyes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 122,197	\$ -	\$ -	\$ -	\$ -	\$ 122,197	-	-	-
<b>Subtotal: Spartan/Keyes</b>	<b>\$ 1,635,724</b>	<b>\$ -</b>	<b>\$ 1,635,724</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 122,197</b>	<b>\$ 2,300,000</b>	<b>\$ 21,592,900</b>	<b>\$ 152,704,923</b>	<b>\$ 176,597,823</b>	<b>\$ 178,355,744</b>	<b>727</b>	<b>453</b>	<b>7,500</b>

a. Includes funding directed towards SNI neighborhoods' top ten projects and SNI area-wide projects.

b. Includes Agency money spent in SNI neighborhoods on projects such as parks, libraries, community centers, and neighborhood business district improvements.

c. Includes City money spent in SNI neighborhoods on projects such as parks, libraries, and community centers.

d. Includes money spent by other organizations in SNI neighborhoods on public projects such as schools, parks, libraries, community centers, student housing, acoustical treatments, flood control, etc.

Source: San Jose Redevelopment Agency and City of San Jose.

# Thirteenth Street

The Thirteenth Street neighborhood is one of San Jose's original downtown neighborhoods. It contains the Hensley Historic District, San Jose's only federally-designated historic district, as well as numerous historic homes and traditional commercial clusters. The neighborhood is also adjacent to the City's most prominent modern development, the new San Jose City Hall, which opened in 2006.

The Strong Neighborhoods Initiative (SNI) began in the Thirteenth Street neighborhood by engaging residents, community-based organizations, and the San Jose Redevelopment Agency (Agency) and City staff in a two-year long community planning process. This process aimed to identify improvements that would enhance quality of life for neighborhood residents, prioritize those improvements, and develop a comprehensive strategy for neighborhood revitalization. An emphasis was placed on respecting the neighborhood's individual integrity and makeup, achieving tangible results, and making improvements that are relevant to residents' daily lives. Strategies and priorities were summarized in Thirteenth Street Neighborhood Improvement Plan (Plan), which was adopted in March 2002 by the San Jose City Council.

Since that time, resident leaders and the Agency have been working diligently to implement the Plan and address neighborhood priorities. The Thirteenth Street Neighborhood Advisory Committee (NAC) has led the community process, with extensive assistance and enthusiasm from neighborhood residents. "*SNI has been instrumental in mobilizing a new generation of increasingly sophisticated and dedicated neighborhood activists,*" points out Thirteenth Street NAC President Don Gagliardi.

Agency and City resources have been committed to implement the Plan, with investment in the neighborhood's top priorities totaling over \$4.9 million. In all, \$182 million been invested in private and public projects within the Thirteenth Street neighborhood since the SNI began.

## A. About the Neighborhood

### 1. Description of Thirteenth Street

The Thirteenth Street neighborhood is located in the northeast portion of downtown San Jose, bordered by US Highway 101 to the north, Coyote Creek to the east, and San Fernando and East Santa Clara Streets to the south. Its western border varies between North 1st and 10th Streets. (See Figure TH-1.) The neighborhood encompasses more than 850 acres and has a population of roughly 19,400 residents, according to Census 2000.<sup>1</sup>

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<sup>1</sup> This is an estimate, as census geographies do not precisely match neighborhood boundaries. See Appendix C.

The Thirteenth Street neighborhood is primarily residential, with most retail and commercial activity clustered along North 13th Street and East Santa Clara Street. The neighborhood is known for its diverse collection of older homes, including Victorians and bungalow craftsman-style homes, as well as its proximity to downtown, strong sense of community pride, and long history as part of the City. For example, it includes the Horace Mann Neighborhood, part of the area originally zoned for development by the City, as well as the Northside Neighborhood Association, one of the City's first neighborhood associations.

Thirteenth Street boasts good transit and freeways access, multiple neighborhood business districts with community-serving stores and services, and proximity to downtown amenities and jobs. The neighborhood also contains historic homes and districts, recreational areas like Watson and Backesto Parks, a library, and neighborhood schools. Thirteenth Street residents have exhibited a fierce commitment to community improvement.

## 2. Public and Private Investment

Since the inception of SNI, various entities have invested \$182 million in the Thirteenth Street neighborhood. The Agency has invested \$4.9 million to date on the area's SNI top ten projects. Another \$38.5 million has been invested on other public projects, including the rebuilt Horace Mann Elementary School, Watson Park, the Northside/Jacinto Siguig Community Center, and the Joyce Ellington Library (completion in Fall 2008). New development projects by private investors worth an estimated \$137.4 million have been built or are under construction, providing 415 new housing units, of which 142 are affordable, and 25,000 square feet of new commercial space. The San Jose Housing Department has also invested \$1.2 million in housing rehabilitation through its Housing Improvement Program (HIP). Figure TH-1 shows the location of the private and public investments in Thirteenth Street. Table TH-1 provides more detailed information on financial investments.



*The mixed-use Mabuhay Court Senior Apartments and Northside/Jacinto Siguig Senior Center has won numerous awards for architectural excellence and provides 96 attractive and affordable new apartment homes for seniors.*

### **3. Demographic Information**

Thirteenth Street households tend to be relatively small, with an average household size of 3.06 people, in comparison with a citywide average of 3.19 and average of 3.72 across all SNI neighborhoods. Unsurprisingly, given these smaller household sizes, the neighborhood has slightly more seniors than most SNI neighborhoods, with 10 percent of the population over 65 years old, in contrast to 6 percent across SNI neighborhoods. Median household income is \$56,000, approximately \$8,000 less than the estimated SNI median and \$33,000 less than the City's median of almost \$90,000.

The neighborhood is primarily Latino, with 61 percent of residents identifying as such, compared to 30 percent of all San Jose residents. One-third of the housing units in the neighborhood (33 percent) are owner-occupied, compared to 62 percent throughout San Jose. See Appendix C for more detailed demographic information on Thirteenth Street.

## **B. Neighborhood Priorities**

### **1. The Thirteenth Street Neighborhood Improvement Plan**

The Thirteenth Street Neighborhood Improvement Plan resulted from a two-year long community process involving residents, community leaders, Agency and City staff and other stakeholders in the creation of a blueprint for neighborhood improvement. Revitalization goals for the Thirteenth Street Neighborhood include protecting and enhancing neighborhood character, condition, appearance, and safety, while ensuring the availability of community services and amenities for a diverse and vital residential population.

The Plan outlines specific actions that can be implemented to improve the community, and prioritizes ten actions thought to contribute most to improving the Thirteenth Street neighborhood and achieving the community's vision for the future.

### **2. Top Ten Priorities**

1. Couplet Conversion
2. 13th Street Mixed Use/Neighborhood Business Corridor
3. 13th Street Streetscape Improvements
4. Residential Speeding and Traffic Mitigation
5. Pedestrian-Friendly Corridors
6. Medical Services Availability
7. Initiatives to Improve Housing Conditions/Code Enforcement
8. Backesto Park Renovation
9. Coyote Creek Bike/Trail Improvement
10. Historic Preservation & Infill Opportunities

### 3. Progress towards Top Ten Priorities

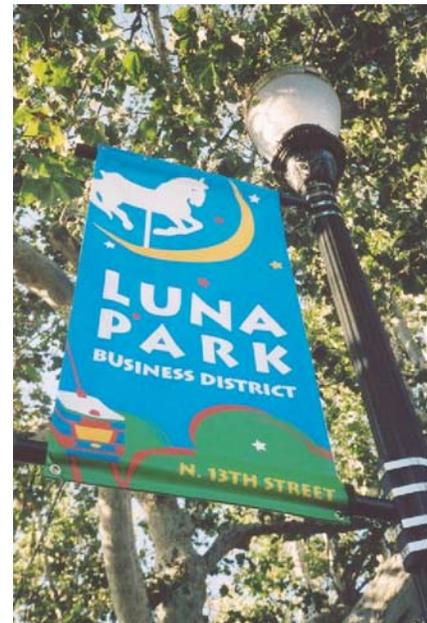
The Thirteenth Street neighborhood's top three priority projects are ongoing or complete, and significant progress has been made towards completing other priorities. These efforts have made substantial improvements to community livability.

The top priority for Thirteenth Street residents is the couplet conversion project, an effort to convert one-way high volume streets back to two-way streets. The neighborhood currently contains a number of such one-way streets, and the community feels strongly that conversion will encourage cars to slow down and allow for a more pedestrian-friendly environment. The full conversion of 3rd and 4th Streets, north of Julian Street, has been completed, as has design work for the conversion of Julian and St. James Streets, east of 4th Street. Funding is being sought for construction of the Julian/St. James Street conversion and for the design and construction of conversion for 10th and 11th Streets, north of East Santa Clara Street.

The community's second and third priorities are the 13th Street Mixed Use/Neighborhood Business Corridor and 13th Street Streetscape improvements. Work to date includes new pedestrian-scale antique-style streetlights, street trees, landscaped medians, and sidewalk replacement completed along 13th Street between Empire and Hedding Streets. The area façade program is ongoing with nine buildings completed to date. Thirteenth Street's new look and feel along encourages additional customers to patronize businesses, increases pedestrian activity, and encourages reinvestment in the businesses along the corridor.

Residents are working closely with Agency and City staff to implement the remaining top ten projects. For example, volunteers and staff are working towards creating a historic conservation area for the Northside Neighborhood, and they will team with an outside firm to examine which other parts of the Thirteenth Street community may qualify as conservation areas. The Thirteenth Street neighborhood is also collaborating with staff on plans for the continued renovation of Backesto Park. Thousands of hours of volunteer labor have gone into improving Backesto Park to date, including the build out of craftsman-style cobblestone gateways to the park, renovation of the park's historic foundation, and working on the replacement of the Backesto Park center building.

Don Gagliardi points out that these and other projects have often been *“resident-driven ideas and initiatives for bettering the community,”* demonstrating the level of passion, understanding, and experience of neighborhood leaders. Through SNI, community members have been empowered to not only think of projects, but also create a mechanism for funding and implementing them, as they

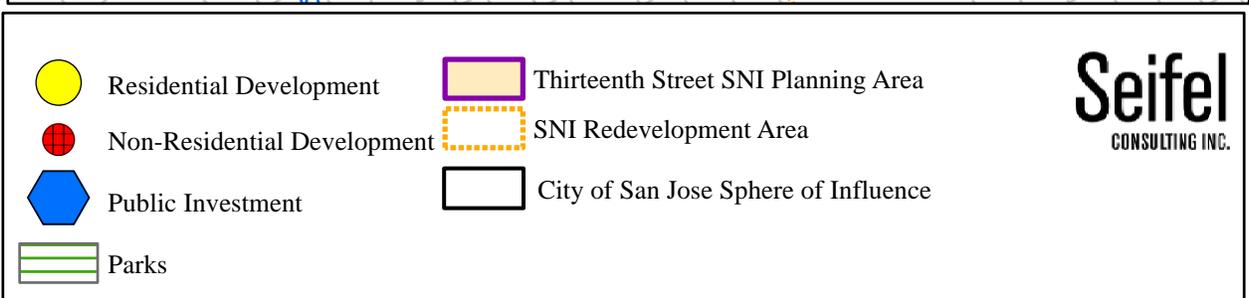
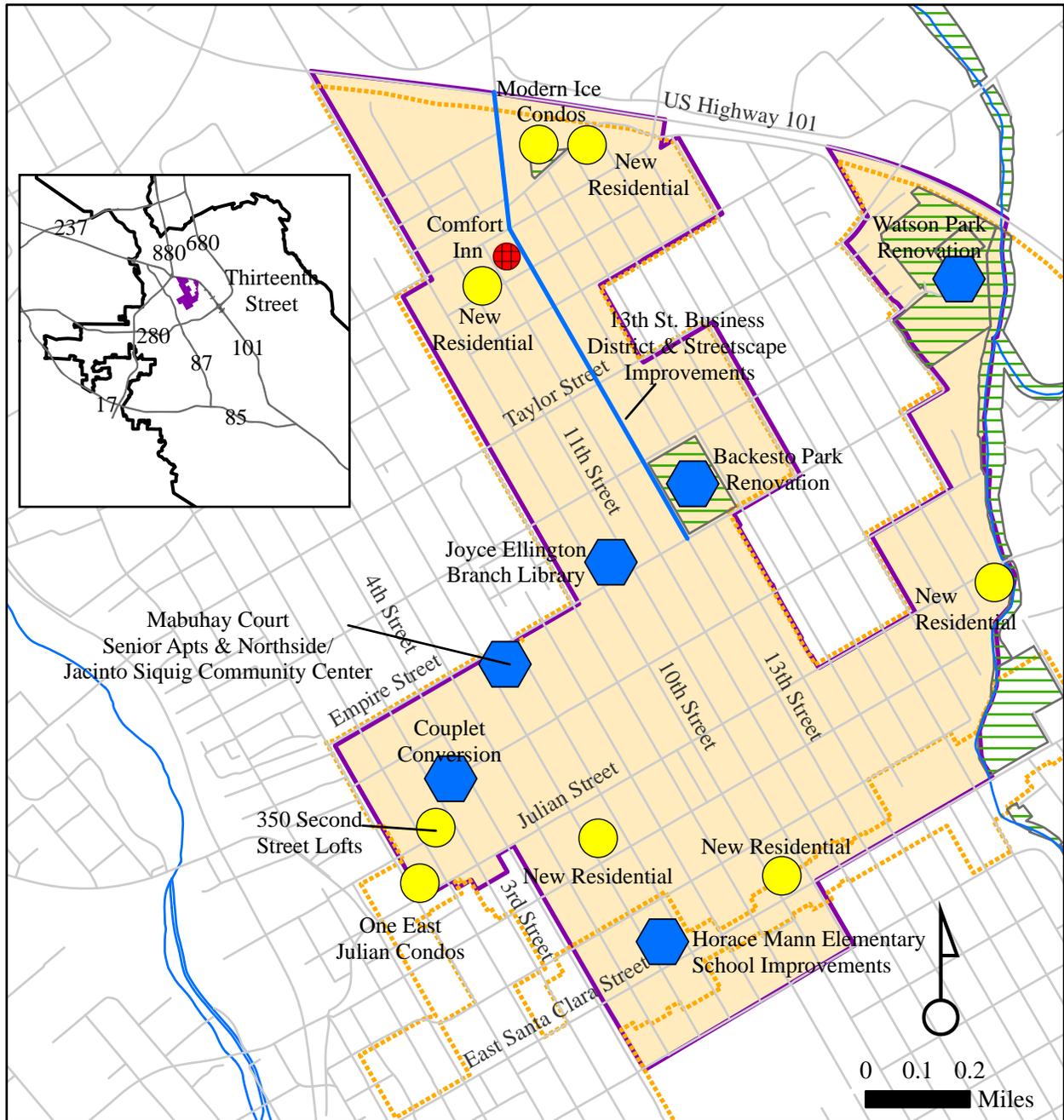


*Banners like this one for the Luna Park Business District are part of efforts to improve the 13th Street Corridor, the neighborhood's second priority.*

have done by establishing the Thirteenth Street NAC 501(c)3.

Please visit the Thirteenth Street neighborhood page of the Strong Neighborhoods website at [www.strongneighborhoods.org](http://www.strongneighborhoods.org) (Click on 'Neighborhoods', then on 'Thirteenth Street') for top ten status updates and the Neighborhood Plan.

Figure TH-1  
 New Projects Completed or Under Construction  
 Thirteenth Street Neighborhood



**Seifel**  
 CONSULTING INC.

Table TH-1  
 Strong Neighborhoods Initiative Investments  
 Total Public and Private Investment by Funding Source  
 Thirteenth Street Neighborhood

Project	Public Projects							Housing and Commercial					Total Investment	New Development		
	SNI Expenditures <sup>a</sup>			Public Investment				Rehab	New Development					All	Afford.	Non-Res. (SF)
	SJRA SNI	SJ SNI	Subtotal SNI Expenditures <sup>a</sup>	SJRA Public Projects <sup>b</sup>	SJ Public Projects <sup>c</sup>	Other Public Entities <sup>d</sup>	Subtotal Public Investment		SJ HIP Rehab	SJRA Developer Incentives	SJ Afford. Housing	Private Investment				
Couplet Conversion with Antique-Style Streetlights	\$ 2,861,504	\$ 1,974	\$ 2,863,478	\$ 200,000	\$ -	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,063,478	-	-	-
13th Street Mixed Use/Neighborhood Business Corridor	\$ 269,265	\$ -	\$ 269,265	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 269,265	-	-	-
13th Street Streetscape Improvements	\$ 1,523,950	\$ -	\$ 1,523,950	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,523,950	-	-	-
Residential Speeding and Traffic Mitigation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-
Pedestrian Friendly Corridors	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-
Medical Services Availability Study	\$ -	\$ -	\$ -	\$ 49,548	\$ -	\$ 50,000	\$ 99,548	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 99,548	-	-	-
Initiatives to Improve Housing Conditions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-
Backesto Park Renovation	\$ 200,000	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200,000	-	-	-
Coyote Creek Bike/Trail Improvement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-
Historic Preservation & Infill Opportunities	\$ -	\$ -	\$ -	\$ 6,000,000	\$ -	\$ -	\$ 6,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,000,000	-	-	-
Backesto Park Park Renovation (Irrigation)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-
Backesto Park Youth & Tot Lot Renovation & Restroom	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-
East Santa Clara NBD Improvements	\$ -	\$ -	\$ -	\$ 1,901,390	\$ -	\$ -	\$ 1,901,390	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,901,390	-	-	-
Horace Mann School	\$ -	\$ -	\$ -	\$ 9,995,104	\$ -	\$ -	\$ 9,995,104	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,995,104	-	-	-
Joyce Ellington Branch Library	\$ -	\$ -	\$ -	\$ -	\$ 9,800,000	\$ -	\$ 9,800,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,800,000	-	-	-
Northside/Jacinto Siquig Community Center	\$ -	\$ -	\$ -	\$ 5,046,313	\$ 2,498,450	\$ -	\$ 7,544,763	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,544,763	-	-	-
Ryland Park Youth & Tot Lot Renovation & Restroom	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-
Watson Park - Soil Mitigation and Park Restoration	\$ -	\$ -	\$ -	\$ -	\$ 3,000,000	\$ -	\$ 3,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,000,000	-	-	-
Watson Park Youth Lot Renovation & Restroom	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-
350 Second Street Lofts	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 24,228,720	\$ 24,228,720	\$ 24,228,720	62	-	-
Comfort Inn	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	-	-	25,000
Duplex	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 660,654	\$ 660,654	\$ 660,654	2	-	-
Mabuhay Court Senior Apts	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,750,000	\$ 10,818,291	\$ 17,568,291	\$ 17,568,291	96	94	-
Modern Ice Condos	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 70,000,000	\$ 70,000,000	\$ 70,000,000	200	40	-
New Residential Development	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 160,282	\$ 160,282	\$ 160,282	2	-	-
New Residential Development	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 319,464	\$ 319,464	\$ 319,464	2	-	-
New Residential Development	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 561,000	\$ 561,000	\$ 561,000	2	-	-
One East Julian Condos	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 290,000	\$ -	\$ 14,760,000	\$ 15,050,000	\$ 15,050,000	43	8	-
New Residential Development	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,846,175	\$ 3,846,175	\$ 3,846,175	6	-	-
Housing Rehab: Thirteenth Street	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,203,618	\$ -	\$ -	\$ -	\$ -	\$ 1,203,618	-	-	-
<b>Subtotal: Thirteenth Street</b>	<b>\$ 4,854,719</b>	<b>\$ 1,974</b>	<b>\$ 4,856,693</b>	<b>\$ 23,192,355</b>	<b>\$ 15,298,450</b>	<b>\$ 50,000</b>	<b>\$ 38,540,805</b>	<b>\$ 1,203,618</b>	<b>\$ 290,000</b>	<b>\$ 6,750,000</b>	<b>\$ 130,354,586</b>	<b>\$ 137,394,586</b>	<b>\$ 181,995,703</b>	<b>415</b>	<b>142</b>	<b>25,000</b>

a. Includes funding directed towards SNI neighborhoods' top ten projects and SNI area-wide projects.  
 b. Includes Agency money spent in SNI neighborhoods on projects such as parks, libraries, community centers, and neighborhood business district improvements.  
 c. Includes City money spent in SNI neighborhoods on projects such as parks, libraries, and community centers.  
 d. Includes money spent by other organizations in SNI neighborhoods on public projects such as schools, parks, libraries, community centers, student housing, acoustical treatments, flood control, etc.  
 Source: San Jose Redevelopment Agency and City of San Jose.

# Tully/Senter

Proximity to the freeway is considered an asset for a neighborhood—but not when an unsightly chain link fences separates the interchange from the neighborhood, allowing the roar of traffic to wash over residents’ homes day and night. That’s why Tully/Senter residents made the construction of a nine-foot tall concrete soundwall at Tully Road and Highway 101 one of their top ten priorities for neighborhood improvement.

When the Strong Neighborhoods Initiative (SNI) began in the neighborhood, the Tully/Senter Neighborhood Action Coalition (NAC), other residents, community-based organizations, the San Jose Redevelopment Agency (Agency), and City staff worked together to develop the Tully/Senter Neighborhood Improvement Plan (Plan). The Plan is a comprehensive guide to neighborhood revitalization in which community members identified their top ten priority projects, including the soundwall and other traffic alleviation measures.

In June 2002, the San Jose City Council adopted the Plan and staff, in partnership with resident leaders, began to address the neighborhood’s top ten priorities. The NAC continues to lead the community engagement process to ensure residents’ participation in improvement projects. Since SNI’s inception, public and private investment has brought \$157.3 million to Tully/Senter.

## A. About the Neighborhood

### 1. Description of Tully/Senter

Located south of downtown, Tully/Senter is nearly the center of the city, bound by the intersection of Story Road and Highway 101 and by two major arterials, Tully and Senter Roads. (See Figure TS-1.) The neighborhood is approximately 1,100 acres with a population of roughly 24,023 residents, according to Census 2000.<sup>1</sup> Tully/Senter is a combination of six residential neighborhoods, and includes shopping centers, business parks, and commercial centers. Most retail and commercial establishments are located along Tully Road, Senter Road, McLaughlin Avenue, Keyes Street and Story Road. The neighborhood is home to many new Hispanic and Asian immigrants.

Community assets abound in Tully/Senter, including excellent parks and recreation (Kelley Park, Happy Hollow Zoo & Park, Japanese Friendship Tea Garden, San Jose Historical Museum, the Coyote Creek Park Chain, and Turtle Rock Park); a vital business district with neighborhood-serving stores and services; faith-based and active community organizations; good access to transit and freeways; and a large private school and five public schools.

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<sup>1</sup> This is an estimate, as census geographies do not precisely match neighborhood boundaries. See Appendix C.

Community members have also shown a strong commitment to improving the neighborhood, something that has impressed Tully/Senter resident Martin Renteria. In Mr. Renteria's own words, "[SNI] got the SNI residents to form their own neighborhood groups. One is the Santee Tenants Council the other Mc Laughlin Area Tenants. They both got grants for community projects, like dumpster day, multicultural festivals and national night out. This is amazing since most of the members speak very little English. [SNI] got to help residents get involved to make their community a better place for their children."

## 2. Public and Private Investment

Since the inception of SNI, various entities have invested \$157.3 million in the Tully/Senter neighborhood. The Agency and City have invested \$4.6 million to date on the area's SNI top ten projects. Another \$17.7 million has been set aside for other public projects, including for the Tully Community Branch Library, the Shirakawa Community Center on Lucretia Avenue, and Coyote Creek Trail improvements.<sup>2</sup> New development projects by private investors worth an estimated \$134.6 million have been built or are under construction, providing 631 new housing units, 602 of which are affordable. New residential developments include the Oak Circle Senior Apartments, Paseo Senter Family Apartments, Pollard Plaza Apartments, Roberts Housing, Shiraz Senior Apartments, and Villa Solera Apartments. More than \$300,000 has been invested in single-family home rehabilitation through the HIP program. Figure TS-1 shows the location of the private and public investments in Tully/Senter. Table TS-1 provides more detailed information on financial investments.



*Oak Circle is an attractive new affordable rental project comprised of 100 units of senior housing.*



*Villa Solera apartments brought 100 units of affordable housing to Tully/Senter.*

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<sup>2</sup> As these funds are budgeted for future improvements, they are not included in the total funds expended to date.

### 3. Demographic Information

Tully/Senter is a predominately Asian and Latino neighborhood. Nearly half (47 percent) of Tully/Senter residents identify themselves as Latino, while 38 percent are Asian. Thirty-two percent of the population of Tully/Senter is under 18, compared to 26 percent of the citywide population and 28 percent of all SNI residents.

The median household income in Tully/Senter is approximately \$67,500, compared to \$65,000 for the SNI neighborhoods combined and almost \$90,000 for the City of San Jose. The typical household in Tully/Senter has 4.15 members, whereas the average household size is 3.72 for all SNI neighborhoods and 3.19 citywide. Almost half (45 percent) of all housing units in Tully/Senter are owner-occupied, as compared to 62 percent citywide. See Appendix C for more detailed demographic information on Tully/Senter.

## B. Neighborhood Priorities

### 1. The Tully/Senter Neighborhood Improvement Plan

The Tully/Senter Neighborhood Improvement Plan is the result of a yearlong effort on the part of residents, community leaders, and other stakeholders to develop a blueprint for the improvement of the neighborhood. The Plan is organized around six core goals: (1) Achieve an attractive and orderly-looking neighborhood; (2) Promote accessibility, parking, and safety for residents on local streets while reducing the impacts of cut-through traffic; (3) Retain a wide variety of housing and commercial retail shopping opportunities; (4) Enhance and improve community use of Kelley Park and Coyote Creek open space and trails while expanding neighborhood-serving parks; (5) Celebrate the rich ethnic and cultural diversity of the area while fostering neighborhood communication, unity and inclusion; and (6) Improve community facilities and services on all community levels.

The Plan outlines specific actions that can be implemented to improve the community. Residents identified ten top priorities that would improve the livability of the Tully/Senter SNI neighborhood and achieve the community's vision for the future.

### 2. Top Ten Priorities

1. Establish a "School Hub"
2. Improve McLaughlin Avenue Right-of-Way
3. Nisich Drive Park
4. Traffic Calming
5. Joint School/City Park at Meadows Elementary School
6. Provide Code Enforcement Coordinator in Neighborhood
7. Build Pedestrian Bridge Over Coyote Creek
8. Maintain Neighborhood Street Trees
9. Replace Chain Link Fence Along Hwy 101/Tully Road

## 10. Lucretia Avenue Right Of Way Improvements

### 3. Progress towards Top Ten Priorities

Five out of the top ten priorities are complete, and the community has made progress towards other priorities. The community's second priority is improving the McLaughlin Avenue right-of-way, which has been accomplished. Transportation improvements include installation of new sidewalks, a traffic signal at Taper Lane, median islands, pedestrian crossings, and traffic signs. In addition, the Agency planted 122 Chinese Pistache trees between Story and Tully Roads.



*New street trees on McLaughlin Avenue are part of the neighborhood's second priority.*

In response to residents' request for calmer traffic in the neighborhood, priority four, the City installed traffic signs, crosswalks and red curbs. In addition, median islands were constructed at the intersections of Clemence-Owsley Avenues and Audubon Drive-McLaughlin Avenue, radar display signs were installed at Lucretia Avenue, and ten new ADA ramps were constructed.

Another important accomplishment was the construction of a nine-foot high, pre-cast concrete sound wall at the Highway 101 interchange at Tully Road, priority nine. The sound wall improves the highway interchange appearance and blocks traffic noise, acting as a barrier between the highway and the neighborhood.



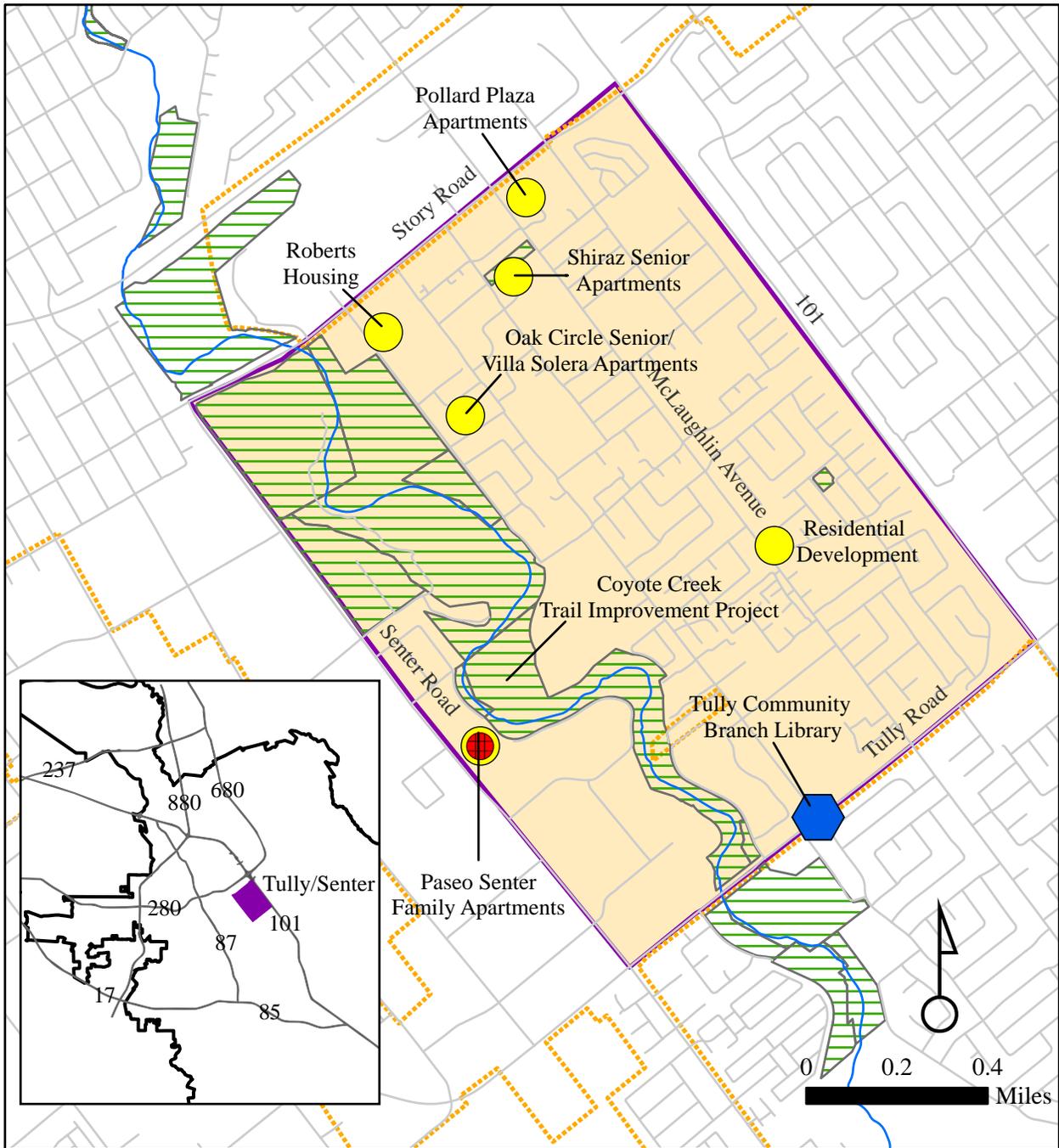
*The sound wall shields the neighborhood from the highway interchange and blocks traffic noise.*

The Lucretia Avenue Widening Project, priority ten, expanded Lucretia Avenue to four lanes from Story Road to Fair Road. The Lucretia Avenue project also includes additional improvements from Story Road to Phelan Avenue including new sidewalks, curbs and gutters, drainage, street lighting, crosswalk, tree planting, and upgraded utilities.

Residents are working closely with Agency and City staff to implement the remaining top ten projects. For example, Tully/Senter neighborhood residents work closely with the San Jose Code Enforcement team to address blight in the area. In addition, the Tully/Senter NAC is initiating a feasibility study for its number one priority, a school hub/community facility at Santee Elementary School. Residents are also working toward the development of a 1.5 acre park on Nisich Drive, scheduled for completion by 2008.

Please visit the Tully/Senter neighborhood page of the Strong Neighborhoods website at [www.strongneighborhoods.org](http://www.strongneighborhoods.org) (Click on 'Neighborhoods', then on 'Tully/Senter') for top ten status updates and the Neighborhood Plan.

Figure TS-1  
 New Projects Completed or Under Construction  
 Tully/Senter Neighborhood



 Residential Development	 Tully/Senter SNI Planning Area
 Non-Residential Development	 SNI Redevelopment Area
 Public Investment	 City of San Jose Sphere of Influence
 Parks	

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Table TS-1  
Strong Neighborhoods Initiative Investments  
Total Public and Private Investment by Funding Source  
Tully/Senter Neighborhood

Project	Public Projects							Housing and Commercial					Total Investment	New Development		
	SNI Expenditures <sup>a</sup>			Public Investment				Rehab	New Development					All	Afford.	Non-Res. (SF)
	SJRA SNI	SJ SNI	Subtotal SNI Expenditures <sup>a</sup>	SJRA Public Projects <sup>b</sup>	SJ Public Projects <sup>c</sup>	Other Public Entities <sup>d</sup>	Subtotal Public Investment		SJ HIP Rehab	SJRA Developer Incentives	SJ Afford. Housing	Private Investment				
Establish a 'School Hub'	\$ 186,111	\$ -	\$ 186,111	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 186,111	-	-	-
Improve McLaughlin Ave Right-of-Way	\$ 682,683	\$ 29,336	\$ 712,019	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 712,019	-	-	-
Nisich Drive Park	\$ 1,600,000	\$ -	\$ 1,600,000	\$ -	\$ 196,000	\$ 825,000	\$ 1,021,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,621,000	-	-	-
Traffic Calming	\$ 65,000	\$ -	\$ 65,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 65,000	-	-	-
Joint School/City Park at Meadows Elementary School	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-
Provide Code Enforcement Coordinator in Neighborhood	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-
Build Pedestrian Bridge over Coyote Creek	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-
Maintain Neighborhood Street Trees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-
Replace Chain Link Fence along Hwy 101/Tully Rd.	\$ 120,237	\$ -	\$ 120,237	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 120,237	-	-	-
Lucretia Ave Right-of-Way Improvements	\$ -	\$ 1,795,430	\$ 1,795,430	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,795,430	-	-	-
Holly Hill Infrastructure	\$ 150,000	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150,000	-	-	-
Happy Hollow	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-
Happy Hollow-Phase II	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-
Lucretia Ave Right-of-Way Improvements	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000	\$ -	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000	-	-	-
Shirakawa Community Center	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-
Trail: Coyote Creek (Phelan to Los Lagos)	\$ -	\$ -	\$ -	\$ -	\$ 1,599,290	\$ -	\$ 1,599,290	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,599,290	-	-	-
Trail: Coyote Creek (Story to Phelan)	\$ -	\$ -	\$ -	\$ -	\$ 2,400,000	\$ -	\$ 2,400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,400,000	-	-	-
Tully Community Branch Library	\$ -	\$ -	\$ -	\$ -	\$ 11,700,000	\$ -	\$ 11,700,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 11,700,000	-	-	-
Turtle Rock Park Play Area Renovations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-
Oak Circle Senior Apts	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,100,000	\$ 12,271,658	\$ 18,371,658	\$ 18,371,658	100	99	-
Paseo Senter Family Apts-Phase I & II	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,883,350	\$ 30,482,347	\$ 43,365,697	\$ 43,365,697	218	214	-
Pollard Plaza Apts	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,966,245	\$ 14,816,525	\$ 27,782,770	\$ 27,782,770	130	129	-
Roberts Housing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,288,362	\$ 9,288,362	\$ 9,288,362	16	-	-
Shiraz Senior Apts	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,895,000	\$ 7,522,289	\$ 11,417,289	\$ 11,417,289	61	60	-
Six Single Family Homes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,367,500	\$ 4,367,500	\$ 4,367,500	6	-	-
Villa Solera Apts	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,500,000	\$ 13,555,386	\$ 20,055,386	\$ 20,055,386	100	100	-
Housing Rehab: Tully/Senter	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 326,545	\$ -	\$ -	\$ -	\$ -	\$ 326,545	-	-	-
<b>Subtotal: Tully/Senter</b>	<b>\$ 2,804,031</b>	<b>\$ 1,824,766</b>	<b>\$ 4,628,797</b>	<b>\$ -</b>	<b>\$ 16,895,290</b>	<b>\$ 825,000</b>	<b>\$ 17,720,290</b>	<b>\$ 326,545</b>	<b>\$ -</b>	<b>\$ 42,344,595</b>	<b>\$ 92,304,067</b>	<b>\$ 134,648,662</b>	<b>\$ 157,324,295</b>	<b>631</b>	<b>602</b>	<b>-</b>

a. Includes funding directed towards SNI neighborhoods' top ten projects and SNI area-wide projects.  
b. Includes Agency money spent in SNI neighborhoods on projects such as parks, libraries, community centers, and neighborhood business district improvements.  
c. Includes City money spent in SNI neighborhoods on projects such as parks, libraries, and community centers.  
d. Includes money spent by other organizations in SNI neighborhoods on public projects such as schools, parks, libraries, community centers, student housing, acoustical treatments, flood control, etc.  
Source: San Jose Redevelopment Agency and City of San Jose.

# University

The University Neighborhoods Coalition (UNC) represents the neighborhoods near San Jose State University, whose campus lies within the boundaries of the planning area. San Jose State has been an important factor in the growth and development of the University neighborhoods, as has its proximity to downtown, historic homes and organized community members.

Residents, community-based organizations, the San Jose Redevelopment Agency (Agency), and City staff worked together to develop the University Neighborhoods Improvement Plan (Plan). The Plan is a comprehensive strategy to guide neighborhood revitalization emphasizing tangible improvements and respect for and preservation of neighborhood integrity and composition. The San Jose City Council adopted the Plan in May 2002, and, since that time, staff and community members have been working to improve residents' quality of life by addressing the neighborhood's top ten priorities.

The University Neighborhoods Coalition continues to lead the community engagement process integral to the neighborhood's revitalization, with the Agency and City investing staff time and funding to implement the Plan. Walker Kellogg, President of the UNC, describes the critical role that the Strong Neighborhoods Initiative (SNI) and its staff have played in neighborhood revitalization:

*By engaging and supporting energetic and enthusiastic neighbors, the SNI team helps maintain the continuity of excitement in neighborhood progress. Providing staff genuinely concerned with the health and beauty of our family of communities has created an atmosphere of pride and ownership. By working with Paul Pereira, Tom Johnston, and Laura Lam, many of our neighbors are able to voice their concerns and know that they will be heard and routed to the appropriate department to be acted upon. We value our SNI team very much.*

Since the inception of the SNI, \$471 million has been invested by public and private entities in the UNC neighborhoods, including more than \$2 million in Agency and City funds invested in the neighborhoods' top ten priorities.

## A. About the Neighborhood

### 1. Description of University

The UNC neighborhoods sit in the southeastern portion of downtown San Jose, and surround San Jose State University. This approximately 560 acre area is bounded by East Santa Clara Street to the north, Coyote Creek to the east, Interstate 280 to the south, and 2nd and 3rd Streets to the west. (See Figure U-1.) The neighborhoods have a population of roughly 14,500 residents, according to Census 2000.<sup>1</sup>

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<sup>1</sup> This is an estimate, as census geographies do not precisely match neighborhood boundaries. See Appendix C.

At over 150 acres, the San Jose State University campus occupies roughly a quarter of the SNI area. The remainder is primarily residential with most retail and commercial establishments found along East Santa Clara Street and William Street. In addition to San Jose State, the UNC SNI area is known for the historic Naglee Park neighborhood, historic homes, and the William Street community-serving business district. Other community assets within the UNC neighborhoods include the new Martin Luther King Jr. Main Library, O'Donnell's Gardens Park, good transit and freeway access, and proximity to downtown amenities. Resident commitment to community improvement has also proven invaluable.

## 2. Public and Private Investment

Since the inception of SNI, various entities have invested \$471 million in the UNC SNI area. The Agency and City have invested \$2.3 million to date on the area's SNI top ten projects. Another \$385.7 million has been invested on other public projects. The bulk of this investment was in two major public projects, San Jose State's Campus Village and the new Martin Luther King Jr. Main Library. San Jose State University has invested substantial funds to build new student housing and has upgraded various aspects of the campus. San Jose State's Campus Village is a residential complex along 10<sup>th</sup> Street developed at a cost of roughly \$206.0 million; the Village opened in Fall 2005 and houses up to 3,000 residents. The Martin Luther King Jr. Main Library is an innovative project developed through a partnership between the Agency and San Jose State at a cost of \$174.4 million. Additional public investment comes from San Jose Unified School District, with investments of roughly \$5.0 million on new classrooms and modernization for Lowell Elementary School.

New development projects by private investors worth an estimated \$82.8 million have been built or are under construction, providing 392 new housing units (83 of which are affordable), not including units provided at San Jose State's Campus Village. The largest new ownership opportunity in the neighborhood is Autumn Terrace at College, while the 101 San Fernando Apartments provide new rental units close to the campus. The Sobrato House, also known as Our House, is a center for homeless teens with transitional and emergency housing operated by the Emergency Housing Consortium (EHC). The Agency and City supported the Sobrato House with \$7.8 million through developer incentives and affordable housing funds. Figure U-1 shows the location of the private and public investments in UNC neighborhoods. Table U-1 provides more detailed information on financial investments.



*Autumn Terrace at College provides 54 attractive new homes.*

### **3. Demographic Information**

The demographic characteristics of the UNC neighborhoods reflect the presence of San Jose State University and its students. Only 17 percent of neighborhood residents are under age 18, compared to 26 percent citywide and 28 percent of all residents in SNI neighborhoods. Households in the neighborhoods are small, averaging 2.79 members, whereas the average household size is 3.19 for the City of San Jose and 3.72 in all of the SNI neighborhoods combined. The neighborhoods are diverse, with 37 percent of their residents identifying as Latino, 22 percent as Asian, 6 percent as Black, and most of the remainder as non-Hispanic White.

The official poverty rate in the UNC neighborhoods was 27 percent in 1999, which is more than triple the citywide rate of 9 percent and 12 points higher than the SNI average rate of 16 percent. This figure likely reflects the large number of students with little or no annual income. Median household income is also low at approximately \$51,000, compared to the estimated SNI median of \$65,000 and the City's median of almost \$90,000. Only 21 percent of housing units in the UNC neighborhoods are owner-occupied, compared to 62 percent citywide. See Appendix C for more detailed demographic information on the UNC SNI area.

## **B. Neighborhood Priorities**

### **1. The University Neighborhood Improvement Plan**

A collaborative effort between residents, community leaders, Agency and City staff and other stakeholders, the University Neighborhood Improvement Plan outlines specific actions that can be implemented to improve the community. It identifies top ten priority actions thought to most significantly improve livability and move the community towards its vision for the future.

The UNC neighborhoods vision for revitalization emphasizes creating and maintaining a safe, high quality living environment where: (1) residents are safer and more comfortable walking in the neighborhoods or crossing neighborhood streets due to improvements in the streetscape, traffic signals, and lighting; (2) criminal and gang activity are significantly reduced; (3) public streets and private properties are well maintained, well lit, attractive and clean; (4) housing and housing sites of all types are safe, functional, and maintained in good condition; (5) adequate parking is available to residents and students; (6) parks and recreational activities are readily available; (7) land uses positively support rather than impair physical and social conditions within the neighborhoods; and (8) community organizations maintain and strengthen neighborhood character and a sense of community.

## 2. Top Ten Priorities

1. O'Donnell's Gardens Park
2. Alleyway Reconstruction
3. Coyote Creek Trail Expansion
4. Couplet Conversion (10th and 11th Streets)
5. Pedestrian Corridor Enhancement
6. Residential Permit Parking
7. Commercial Rehabilitation (10th & William Streets)
8. Antique-style Pedestrian-scale Streetlights
9. Historic Conservation District
10. Neighborhood Cleanups



*Construction of O'Donnell's Gardens Park, the neighborhood's top priority, is complete.*

## 3. Progress towards Top Ten Priorities

Seven of the UNC neighborhoods top ten projects have been completed or are ongoing, with significant progress made towards completing the remaining three priorities.

The top priority for UNC residents is the creation of O'Donnell's Gardens Park, in line with the community's belief in the importance of parks and recreation for neighborhood residents. This project is complete and includes a Victorian-style park with landscaping and ornamental ironwork that reflect character of adjacent Victorian homes along 6th Street. The South University Neighborhood Association has been very active in supporting the vision behind this park, helping raise funds, providing guidance on design, and assisting in the maintenance of the park through 'Adopt-A-Park' programs and enhancements through community work-party days and San Jose Beautiful grant funding. The park greatly improves access to recreational amenities for neighborhood youth in the South University Neighborhood. The resulting new community space has already been used for neighborhood events and programs, including a neighborhood block party for Halloween and a National Night Out event.

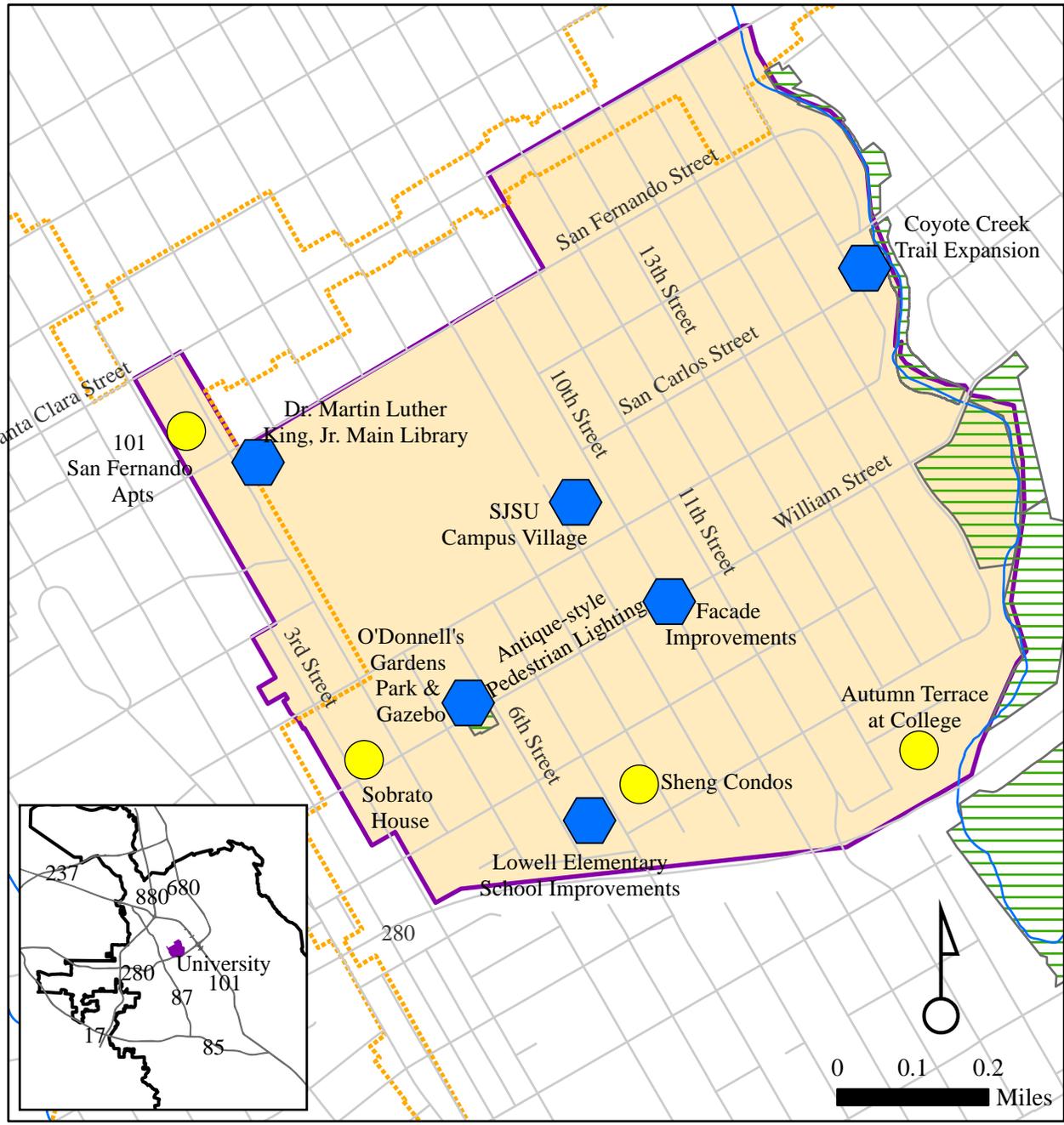
The community's second priority is the alleyway reconstruction project, which has also been completed. This project involved a complete rebuild of the alleyway between 5th and 6th Streets, including the installation of concrete pads to prevent damage to the street when garbage collection occurs as well as decorative embossed driveways leading into the alleyway.

The third priority is the Coyote Creek Trail Expansion, an ongoing project with a Master Plan for the entire trail currently under development. Within the UNC neighborhoods, the creek trail segment adjacent to William Street Park is complete, with construction documents and environmental clearance work being completed for other trail segments. The completed trail will afford the community better access to the creek area and serve as a natural and enjoyable link between several downtown parks and amenities.

Other completed top ten projects include pedestrian enhancements at 6<sup>th</sup> and Reed Streets, the expansion of residential permit parking, rehabilitation of the commercial buildings on William Street, installation of antique-style streetlights, establishment of a historic conservation district, and ongoing neighborhood cleanups. Residents are working closely with Agency and City staff to implement the remaining top ten projects. For example, the UNC neighborhoods are working with staff to complete additional facade work to businesses along William Street.

Please visit the University neighborhood page of the Strong Neighborhoods website at [www.strongneighborhoods.org](http://www.strongneighborhoods.org) (Click on 'Neighborhoods', then on 'University') for top ten status updates and the Neighborhood Plan.

Figure U-1  
 New Projects Completed or Under Construction  
 University Neighborhood



- Residential Development
- Public Investment
- Parks
- University SNI Planning Area
- SNI Redevelopment Area
- City of San Jose Sphere of Influence



**Table U-1**  
**Strong Neighborhoods Initiative Investments**  
**Total Public and Private Investment by Funding Source**  
**University Neighborhood**

Project	Public Projects							Housing and Commercial					Total Investment	New Development		
	SNI Expenditures <sup>a</sup>			Public Investment				Rehab	New Development					All	Afford.	Non-Res. (SF)
	SJRA SNI	SJ SNI	Subtotal SNI Expenditures <sup>a</sup>	SJRA Public Projects <sup>b</sup>	SJ Public Projects <sup>c</sup>	Other Public Entities <sup>d</sup>	Subtotal Public Investment		SJ HIP Rehab	SJRA Developer Incentives	SJ Afford. Housing	Private Investment				
O'Donnell's Gardens Park	\$ 689,000	\$ -	\$ 689,000	\$ -	\$ 92,000	\$ -	\$ 92,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 781,000	-	-	-
Alleyway Reconstruction	\$ -	\$ 340,873	\$ 340,873	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 340,873	-	-	-
Coyote Creek Trail Expansion	\$ 546,500	\$ -	\$ 546,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 546,500	-	-	-
Couplet Conversion (10th and 11th)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-
Pedestrian Corridor Enhancement	\$ 499,000	\$ 90,401	\$ 589,401	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 589,401	-	-	-
Residential Permit Parking	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-
Rehab Commercial Building at 10th & William	\$ 23,529	\$ -	\$ 23,529	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 23,529	-	-	-
Antique-Style Streetlights	\$ 155,350	\$ -	\$ 155,350	\$ 215,000	\$ -	\$ -	\$ 215,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 370,350	-	-	-
Historic Conservation District	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-
Neighborhood Clean Ups	\$ -	\$ -	\$ -	\$ -	\$ 7,200	\$ -	\$ 7,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,200	-	-	-
Dr. Martin Luther King, Jr. Library	\$ -	\$ -	\$ -	\$ 73,800,000	\$ -	\$ 100,600,000	\$ 174,400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 174,400,000	-	-	-
Lowell Elementary School	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000,000	\$ 5,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000,000	-	-	-
SJSU - Campus Village Project	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 206,000,000	\$ 206,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 206,000,000	-	-	-
101 San Fernando Apts	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 49,261,230	\$ 49,261,230	\$ 49,261,230	323	65	-
Autumn Terrace at College	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 18,900,000	\$ 18,900,000	\$ 18,900,000	54	9	-
Sobrato House (aka Our House Apts)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,750,000	\$ 2,035,000	\$ 4,715,000	\$ 12,500,000	\$ 12,500,000	9	9	-
Sheng Condos	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,100,000	\$ 2,100,000	\$ 2,100,000	6	-	-
Housing Rehab: University	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 180,842	\$ -	\$ -	\$ -	\$ -	\$ 180,842	-	-	-
<b>Subtotal: University</b>	<b>\$ 1,913,379</b>	<b>\$ 431,274</b>	<b>\$ 2,344,653</b>	<b>\$ 74,015,000</b>	<b>\$ 99,200</b>	<b>\$ 311,600,000</b>	<b>\$ 385,714,200</b>	<b>\$ 180,842</b>	<b>\$ 5,750,000</b>	<b>\$ 2,035,000</b>	<b>\$ 74,976,230</b>	<b>\$ 82,761,230</b>	<b>\$ 471,000,925</b>	<b>392</b>	<b>83</b>	<b>-</b>

a. Includes funding directed towards SNI neighborhoods' top ten projects and SNI area-wide projects.  
b. Includes Agency money spent in SNI neighborhoods on projects such as parks, libraries, community centers, and neighborhood business district improvements.  
c. Includes City money spent in SNI neighborhoods on projects such as parks, libraries, and community centers.  
d. Includes money spent by other organizations in SNI neighborhoods on public projects such as schools, parks, libraries, community centers, student housing, acoustical treatments, flood control, etc.  
Source: San Jose Redevelopment Agency and City of San Jose.

# Washington

The historic Washington neighborhood was one of the earliest developed parts of San Jose, yet it had fallen into disrepair in the 20th century. With a poverty rate twice as high as the City average, expectations were high among neighborhood residents for the Strong Neighborhoods Initiative (SNI). As intended, active community participation and a strong commitment by the Redevelopment Agency (Agency) and City staff have yielded positive results since SNI began. Over \$187 million in public and private funds have been invested in the Washington neighborhood, creating hundreds of new units of affordable housing and two parks for the neighborhood.

The Washington Area Community Coalition (WACC) has led the critical community engagement process, starting with the yearlong development of a comprehensive strategy for neighborhood revitalization. In January 2002, the San Jose City Council adopted the result of this effort, the Washington Neighborhood Improvement Plan (Plan). Since then, Agency and City staff have partnered with resident leaders to implement the top ten priorities established in the Plan. These priorities address residents' goal of a safe, attractive and accessible neighborhood that respects its past while building capacity for the future.

## A. About the Neighborhood

### 1. Description of Washington

The Washington SNI neighborhood is bounded by Guadalupe Parkway (Route 87) to the west, Interstate 280 to the north, South First Street/Monterey Road to the east, and the Southern Pacific Railroad tracks below Bellevue Avenue to the south. (See Figure WA-1.) The portion of Washington north of Alma Avenue was part of the original City, and during the early 1900s it was a thriving Italian immigrant community known as Goosetown. The Cottage Grove and Alma/Almaden areas were gradually annexed to the City between 1930 and 1957. Today, the neighborhood is approximately 491 acres with a population of roughly 12,000 residents, according to Census 2000.<sup>1</sup>

Many of the homes and structures in Washington date to the late 19th century. The area contains several recognized historic structures, including the former Woodrow Wilson Junior High School on Vine Street and the Roma Bakery building on the corner of Grant and Almaden Boulevard.

Washington is a family-oriented community with a strong cultural identity and stable population. Four neighborhood associations exist in the SNI Washington area: the Alma Neighborhood Association, the Guadalupe-Washington Neighborhood Association, the Tamien Neighborhood Association, and the Goodyear-Mastic Neighborhood Association.

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<sup>1</sup> This is an estimate, as census geographies do not precisely match neighborhood boundaries. See Appendix C.

In addition to these neighborhood associations, community assets in Washington include good access to transit and freeways, the Biblioteca Latinoamericana, Washington Youth Center, Parque de Padre Mateo Sheedy, Bellevue Park, Alma Senior and Youth Center, a business district with neighborhood-serving stores and services, faith-based institutions and active community organizations, and a public school campus.

## 2. Public and Private Investment

Since the inception of the Strong Neighborhoods Initiative, various entities have invested \$187.4 million in the Washington neighborhood. The Agency and City have invested \$5.1 million to date on the area's SNI top ten projects. Another \$44.1 million has been invested on other public projects, including Bellevue Park acquisition and improvements (Agency), underground-utilities project at Oak and Edwards (Agency), Guadalupe River Trail improvements (City), and Federal Aviation Administration (FAA) grants for residential acoustical treatments to dampen noise due to flight paths overhead. In addition, the San Jose Housing Department has invested almost \$400,000 for housing rehabilitation in the area.

Seven new development projects worth an estimated \$137.8 million have been built or are under construction by private investors. These projects provide 529 new housing units (410 of which are affordable) and 7,300 square feet of commercial space. The Housing Department invested a total of \$18.2 million to provide affordable units in the Almaden Road Apartments, Italian Garden Family Apartments, and Little Orchard Houses. Figure WA-1 shows the location of the private and public investments in Washington. Table WA-1 provides more detailed information on financial investments.

## 3. Demographic Information

Washington is a predominantly Latino neighborhood with a comparatively high incidence of poverty (see Appendix C). Over three-quarters of Washington residents (77 percent) identify themselves as Latino, compared to 30 percent of all San Jose residents. The median household income in the neighborhood is approximately \$58,000, or about \$7,000 less than the estimated SNI median of \$65,000 and \$32,000 less than the City's median of almost \$90,000.

The neighborhood poverty rate in 1999 was 21 percent, considerably higher than both the SNI combined average rate (16 percent) and the citywide rate (9 percent). Given that the federal poverty line used to determine the official poverty rate in 1999 was only \$16,700 for a family of four (approximately \$21,000 in today's dollars), this high poverty rate reflects a number of households with little or no annual income.



*Italian Gardens Family Apartments provided 148 new, affordable family apartments to the neighborhood.*

Just over one-third of the housing units in the Washington neighborhood (35 percent) are owner-occupied, compared to 62 percent throughout San Jose. See Appendix C for more detailed demographic information on Washington.

## **B. Neighborhood Priorities**

### **1. The Washington Neighborhood Improvement Plan**

The Washington Neighborhood Improvement Plan seeks to improve the quality of life in the neighborhood. To accomplish this vision, the Plan outlines nine broad goals and objectives: (1) neighborhood is an enjoyable place to be; (2) residents can walk, play, and socialize safely and comfortably in the community; (3) safe, attractive places for children to play and for the community to interact; (4) high quality housing is affordable to low and very low income households; (5) improve housing conditions to a high standard maintained over time; (6) enhance the appearance of the neighborhood with attractive buildings, appropriate landscaping, and street improvements; (7) healthy environment, free of pollution; (8) existing community organizations within the entire study area are enhanced and strengthened; and (9) sense of community pride for residents is maintained and strengthened.

The Plan includes over 100 specific actions intended to improve the community. Implementation efforts to date have focused on the top ten priorities list, since stakeholders identified these priorities as those that would contribute most to improving the livability of the Washington neighborhood.

### **2. Top Ten Priorities**

1. Parque de Padre Mateo Sheedy
2. Alma Senior and Teen Center Improvements
3. Darby Court Storm Drain Improvements
4. Couplet Conversion (Vine and Almaden)
5. Washington School Improvements
6. Rehabilitation of Commercial Property at First/Oak
7. Curb and Gutter Improvements
8. Alleyway Improvements/Closures
9. Traffic Calming
10. New Streetlights

### 3. Progress towards Top Ten Priorities

Eight of the community's top ten priority projects are complete: Parque de Padre Mateo Sheedy (priority one), Darby Court storm drain improvements (priority three), Washington School improvements (priority five), rehabilitation of commercial property at First/Oak (priority six), curb and gutter improvements (priority seven), alleyway improvements (priority eight), traffic calming (priority nine), and new streetlights and upgrades (priority ten) have been completed. Significant progress has been made towards completing the other priorities.

The top priority for Washington residents was the acquisition of and improvements for Parque de Padre Mateo Sheedy. The park was the first open space in the SNI Washington neighborhood.

The community's second priority is improvements to the Alma Senior and Youth Center. The Center will be expanded with more recreation area. Phase I improvements are underway. Four parcels of land have been acquired and approval of the design is in process.



*Parque de Padre Mateo Sheedy was the Washington neighborhood's first priority. This park is an important community asset.*

The neighborhood's third priority, improvements to the storm drain in the Darby Court Area, is complete and includes the installation of approximately 1,850 linear feet of storm drains, six manholes, eleven inlets, and 5,500 linear feet of new curb and gutter.

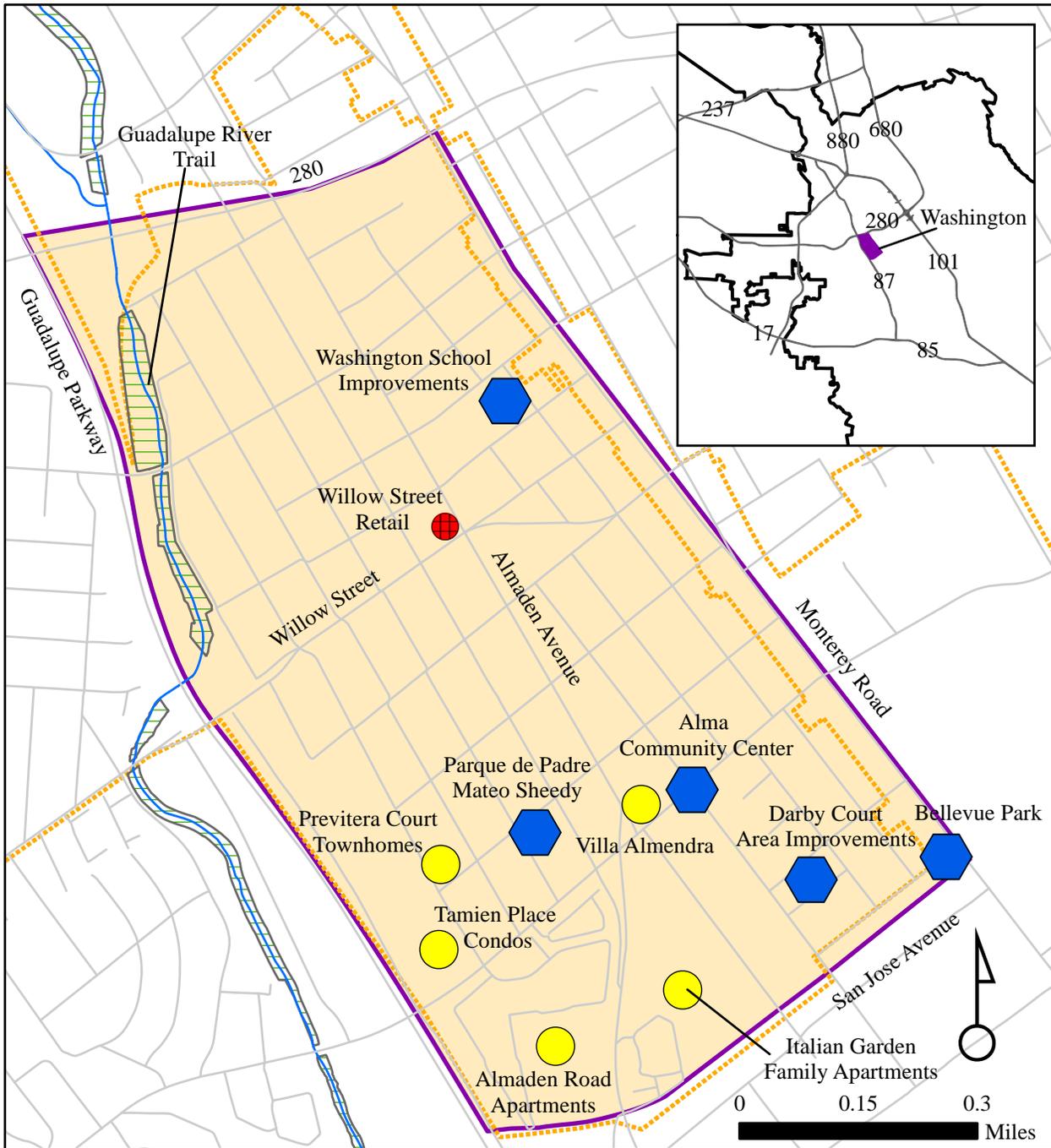
Residents are working closely with Agency and City staff to implement the remaining top ten projects. This includes the couplet conversion and the alleyway improvements/closures project located between Almaden Avenue, Edward Avenue, Vine Street and Oak Street, which will be done within the next year (priority eight).

Given the long history of the Washington neighborhood, another notable accomplishment of SNI has been its engagement with the neighborhood's younger residents.

*The Washington SNI has had a great impact on the young people," says former Youth Commission Chair Adan Lupercio. "I am 21 years old and have participated in the SNI for the past six years. SNI has allowed the young to participate and contribute to the betterment of our community. Washington SNI neighborhood has allowed us young leaders at the table to voice our opinions and concerns.*

Please visit the Washington neighborhood page of the Strong Neighborhoods website at [www.strongneighborhoods.org](http://www.strongneighborhoods.org) (Click on 'Neighborhoods', then on 'Washington') for top ten status updates and the Neighborhood Plan.

Figure WA-1  
 New Projects Completed or Under Construction  
 Washington Neighborhood



	Residential Development		Washington SNI Planning Area
	Non Residential Development		SNI Redevelopment Area
	Public Investment		Parks
			City of San Jose Sphere of Influence



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Table WA-1  
 Strong Neighborhoods Initiative Investments  
 Total Public and Private Investment by Funding Source  
 Washington Neighborhood

Project	Public Projects							Housing and Commercial					Total Investment	New Development		
	SNI Expenditures <sup>a</sup>			Public Investment				Rehab	New Development					All	Afford.	Non-Res. (SF)
	SJRA SNI	SJ SNI	Subtotal SNI Expenditures <sup>a</sup>	SJRA Public Projects <sup>b</sup>	SJ Public Projects <sup>c</sup>	Other Public Entities <sup>d</sup>	Subtotal Public Investment		SJ HIP Rehab	SJRA Developer Incentives	SJ Afford. Housing	Private Investment				
Parque de Padre Mateo Sheedy	\$ 731,183	\$ 409,077	\$ 1,140,261	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,140,261	-	-	-
Alma Community Center Improvements	\$ 397,255	\$ 285,943	\$ 683,198	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 683,198	-	-	-
Darby Court Area Improvements	\$ 785,000	\$ 821,930	\$ 1,606,930	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,606,930	-	-	-
Couplet Conversion (Vine and Almaden)	\$ 700,000	\$ 55,777	\$ 755,777	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 755,777	-	-	-
Washington School Improvements	\$ 100,000	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000	-	-	-
Rehabilitation of Commercial Property at 1st/Oak	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-
Curb and Gutter Improvements	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-
Alleyway Improvements/Closures	\$ 547,209	\$ 6,127	\$ 553,336	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 553,336	-	-	-
Traffic Calming	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-
New Streetlights	\$ -	\$ 250,433	\$ 250,433	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 250,433	-	-	-
Tamien Skateboard Park	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-
Bellevue Park	\$ -	\$ -	\$ -	\$ 6,500,000	\$ -	\$ -	\$ 6,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,500,000	-	-	-
Residential Acoustical Treatment Program	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 32,000,000	\$ 32,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 32,000,000	-	-	-
Trail: Guadalupe River Trail	\$ -	\$ -	\$ -	\$ -	\$ 2,400,000	\$ -	\$ 2,400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,400,000	-	-	-
Washington Area Imp. (underground utilities, etc)	\$ -	\$ -	\$ -	\$ 2,751,951	\$ -	\$ -	\$ 2,751,951	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,751,951	-	-	-
Washington Elementary School Turf Improvement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 400,251	\$ 400,251	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 400,251	-	-	-
Almaden Road Apts (also see seniors)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 13,775,000	\$ 43,322,000	\$ 57,097,000	\$ 57,097,000	225	223	-
Italian Gardens Family Apts	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,410,000	\$ 17,038,700	\$ 21,448,700	\$ 21,448,700	147	146	-
Little Orchard Houses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,000	\$ 1,497,048	\$ 1,512,048	\$ 1,512,048	3	-	-
Previtera Court Townhomes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,031,082	\$ 8,031,082	\$ 8,031,082	16	-	-
Tamien Place Condos (Phase I)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 42,350,000	\$ 42,350,000	\$ 42,350,000	121	24	-
Villa Almadra	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,950,000	\$ 5,950,000	\$ 5,950,000	17	17	-
Willow Street Retail	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,460,000	\$ 1,460,000	\$ 1,460,000	-	-	7,300
Housing Rehab: Washington	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 394,787	\$ -	\$ -	\$ -	\$ -	\$ 394,787	-	-	-
<b>Subtotal: Washington</b>	<b>\$ 3,260,647</b>	<b>\$ 1,829,288</b>	<b>\$ 5,089,935</b>	<b>\$ 9,251,951</b>	<b>\$ 2,400,000</b>	<b>\$ 32,400,251</b>	<b>\$ 44,052,202</b>	<b>\$ 394,787</b>	<b>\$ -</b>	<b>\$ 18,200,000</b>	<b>\$ 119,648,830</b>	<b>\$ 137,848,830</b>	<b>\$ 187,385,754</b>	<b>529</b>	<b>410</b>	<b>7,300</b>

a. Includes funding directed towards SNI neighborhoods' top ten projects and SNI area-wide projects.  
 b. Includes Agency money spent in SNI neighborhoods on projects such as parks, libraries, community centers, and neighborhood business district improvements.  
 c. Includes City money spent in SNI neighborhoods on projects such as parks, libraries, and community centers.  
 d. Includes money spent by other organizations in SNI neighborhoods on public projects such as schools, parks, libraries, community centers, student housing, acoustical treatments, flood control, etc.  
 Source: San Jose Redevelopment Agency and City of San Jose.

# West Evergreen

The stated goal of the West Evergreen Neighborhood Improvement Plan (Plan) is to make tangible changes that better the neighborhood physically. But for some residents, the most significant Strong Neighborhoods Initiative (SNI) improvements are those that take place among neighbors. *“I was proud to become a part of a movement to rid the blight in our neighborhood,”* said Jose Aranda, a West Evergreen resident community activist. *“I felt that if one can assist in building a bridge among the residents, then the next thing you will see is a favorable cooperation and respect between neighbors. It is gratifying to note that this is happening now*

The West Evergreen Neighborhood Action Coalition (NAC), residents, community-based organizations, the San Jose Redevelopment Agency (Agency), and City staff worked together for more than a year to develop a comprehensive neighborhood revitalization strategy. In November 2001, the San Jose City Council adopted the neighborhood’s Plan and staff and community leaders began implementing the neighborhood’s priority projects.

The results are tangible. Since the inception of SNI, public agencies and private parties have invested \$90 million in the West Evergreen neighborhood.

## A. About the Neighborhood

### 1. Description of West Evergreen

The West Evergreen SNI neighborhood is located southeast of downtown San Jose. The neighborhood is approximately 917 acres with a population of roughly 14,500 residents, according to Census 2000.<sup>1</sup> The West Evergreen area is located immediately east of Highway 101, west of Quimby Road and north of Capitol Expressway. (See Figure WE-1.) The area includes a colorful mix of retail stores, offices, single and multi-family residences, and community facilities. Tully Road and King Road are central traffic corridors within the neighborhood.

Community assets abound in West Evergreen, including good access to transit and freeways; Meadowfair Park, an 8.4 acre park; a vital business district with neighborhood-serving stores and services; faith-based organizations and active community organizations; a large private school campus; two public school campuses; and dedicated community members.

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<sup>1</sup> This is an estimate, as census geographies do not precisely match neighborhood boundaries. See Appendix C.

## 2. Public and Private Investment

Since the inception of SNI, various entities have invested \$89.5 million in the West Evergreen neighborhood. The Agency has invested \$1.2 million to date on the area's SNI top ten projects. Another \$2.1 million has been invested on other public projects, including the Towers Lane improvements. The City has provided \$450,000 for Meadowfair Park renovations, and the Agency and City provided combined funding of \$1.7 million for Tower Lane improvements. Over \$900,000 has been spent for single-family housing rehabilitation. New development projects by private investors worth an estimated \$85.3 million have been built or are under construction, providing 102 new housing units and 110,500 square feet of commercial space. Figure WE-1 shows the location of the private and public investments in West Evergreen. Table WE-1 provides more detailed information on financial investments.

## 3. Demographic Information

West Evergreen is a predominately Latino and Asian neighborhood. Nearly half (48 percent) of West Evergreen residents identify themselves as Latino and 37 percent are Asian. The average household size in West Evergreen is 4.48 persons, considerably larger than both the typical San Jose (3.19 persons) and SNI (3.72 persons) household.

The median household income in West Evergreen is approximately \$76,000, among the highest of the SNI neighborhoods but still well below the citywide median of nearly \$90,000. Sixty percent of the housing units in the neighborhood are owner-occupied, comparable to the San Jose citywide rate of 62 percent. See Appendix C for more detailed demographic information on West Evergreen.



*Improvements to Meadowfair Park are the neighborhood's first priority.*



*Amberly by SummerHill provides 72 new single family homes within the neighborhood.*

## B. Neighborhood Priorities

### 1. The West Evergreen Neighborhood Improvement Plan

The West Evergreen Neighborhood Improvement Plan is the result of a yearlong effort on the part of West Evergreen residents, community leaders, and other stakeholders to develop a blueprint for neighborhood improvement. The Plan is grounded in six core goals: (1) Create a safe street environment; (2) Provide quality parks and trail connections; (3) Improve community facilities and programs; (4) Beautify the neighborhood; (5) Enhance retail services; and (6) Encourage ongoing communication.

Residents identified top ten priorities that would improve the livability of the West Evergreen SNI neighborhood and achieve the community's vision for the future.

### 2. Top Ten Priorities

1. Meadowfair Park Improvements and New Community Center
2. Satellite Community Center at Meadowfair Park
3. New Park at 1588 Aborn Road and Develop a Joint-Use Agreement with Evergreen School District
4. Sidewalks on Aborn Road, East and West of King Road
5. Widen and Complete Sidewalk and Trail along Barberry Lane
6. Lower Silver Creek Improvements
7. Strengthen Code Enforcement
8. ADA Ramps
9. Neighborhood Clean Ups
10. KLOK Property Improvements

### 3. Progress towards Top Ten Priorities

Efforts to implement the top ten priority action items have substantially improved the livability of the community, according to Jose Aranda, the resident activist who serves as the NAC co-chair.

*With increased volunteers, the neighborhood has witnessed clean-up days and planting of trees and daffodils," he said. "Visible too were installation of traffic lights and pedestrian crosswalks. Similarly it has experienced improved parks and trails; maintained street lights, and [removal] of unwanted graffiti tags. The residents have observed towed over-parked cars or trucks, [and] grocery carts being picked-up.*

Six of the top ten priorities have been completed, including West Evergreen residents' top priority, improving the 8.4 acre Meadowfair Park. The project includes construction of a half-basketball court and horseshoe pit; the installation of paved walkways and security lighting; irrigation and drainage improvements; installation of a youth-play area with engineered wood fiber; bicycle racks, and new trees.

The Department of Transportation improved pedestrian access on Aborn Road east and west of King Road (priority four) by installing ADA Ramps, making crosswalk improvements, and installing street lights at Aborn Road and Irwindale Drive on the east side. In addition, priority five, Barberry Lane improvements, is complete.

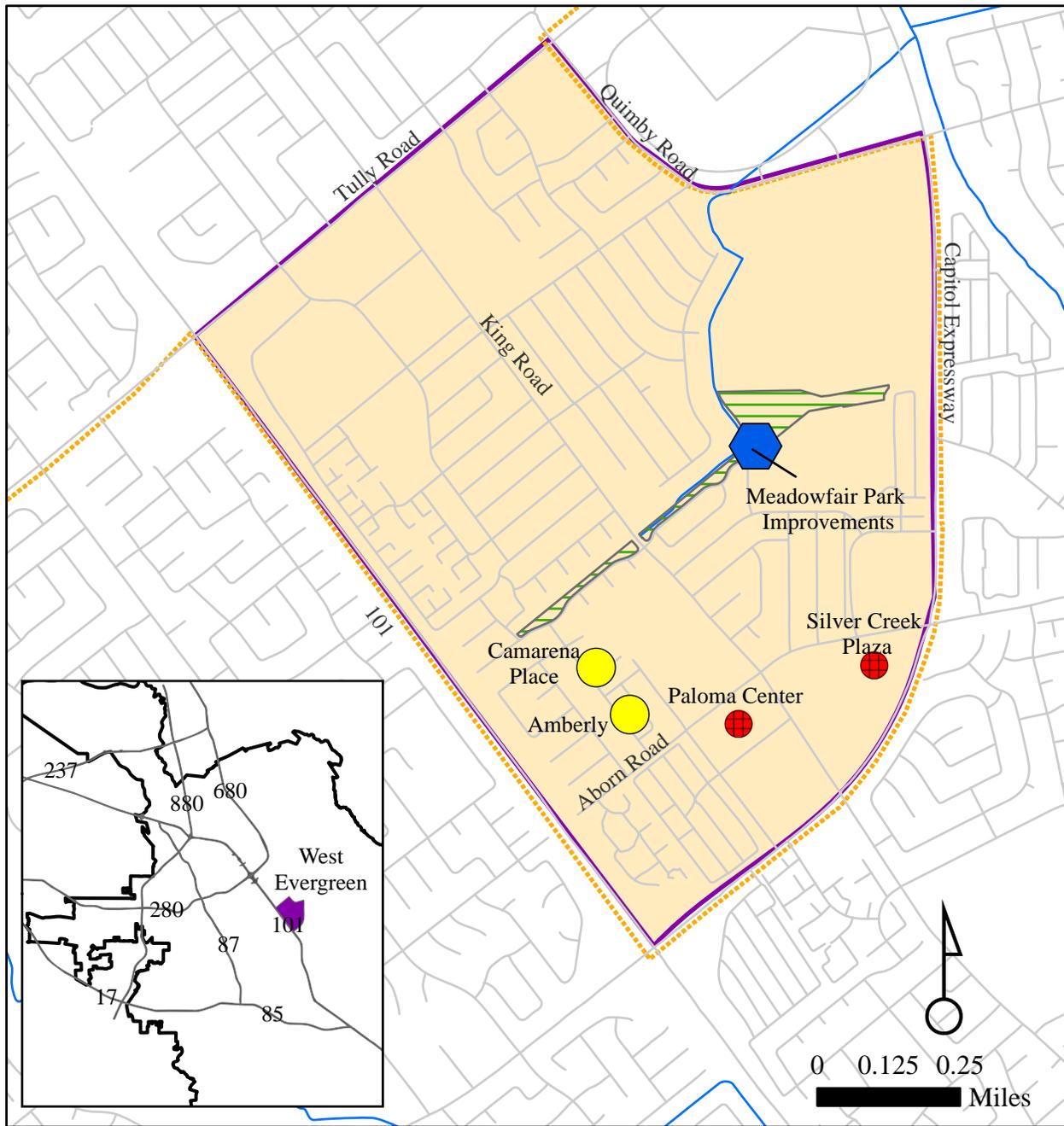
The West Evergreen NAC ranked ADA curb cuts as the eighth priority. This complete project consists of the installation of 68 new ADA ramps in this neighborhood. The NAC identified and prioritized the proposed ramp sites in partnership with the City's Department of Transportation.

The Agency completed right-of-way improvements in front of the KLOK radio station transmission towers site (priority ten), with the installation of additional travel lanes, sidewalks, and park strips.

Residents are working closely with Agency and City staff to implement the remaining top ten projects. The West Evergreen NAC, through its three neighborhood associations, will continue to sponsor neighborhood clean-ups and work with code enforcement on blight and illegal dumping issues. In the near future, the West Evergreen neighborhood will collaborate with the Agency and the Department of Parks, Recreation and Neighborhood Services to build a community center on the Arcadia property and a new park at 1588 Aborn Road.

Please visit the West Evergreen neighborhood page of the Strong Neighborhoods website at [www.strongneighborhoods.org](http://www.strongneighborhoods.org) (Click on 'Neighborhoods', then on 'West Evergreen') for top ten status updates and the Neighborhood Plan.

Figure WE-1  
 New Projects Completed or Under Construction  
 West Evergreen Neighborhood



	Residential Development		West Evergreen SNI Planning Area	<b>Seifel</b> CONSULTING INC.
	Non-Residential Development		SNI Redevelopment Area	
	Public Investment		City of San Jose Sphere of Influence	
	Parks			

Table WE-1  
Strong Neighborhoods Initiative Investments  
Total Public and Private Investment by Funding Source  
West Evergreen Neighborhood

Project	Public Projects							Housing and Commercial					Total Investment	New Development		
	SNI Expenditures <sup>a</sup>			Public Investment				Rehab	New Development					All	Afford.	Non-Res. (SF)
	SJRA SNI	SJ SNI	Subtotal SNI Expenditures <sup>a</sup>	SJRA Public Projects <sup>b</sup>	SJ Public Projects <sup>c</sup>	Other Public Entities <sup>d</sup>	Subtotal Public Investment		SJ HIP Rehab	SJRA Developer Incentives	SJ Afford. Housing	Private Investment				
Meadowfair Park Improvements	\$ 834,476	\$ -	\$ 834,476	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 834,476	-	-	-
Build New Community Center	\$ 173	\$ -	\$ 173	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 173	-	-	-
Build New Sports Facility	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-
Build New Sports Facility	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-
Sidewalks	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-
Sidewalk & Trail along Barberry Lane	\$ 84,000	\$ -	\$ 84,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 84,000	-	-	-
Lower Silver Creek Improvements	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-
Strengthen Code Enforcement	\$ 15,000	\$ -	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,000	-	-	-
Traffic Calming/ADA ramps	\$ 187,000	\$ -	\$ 187,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 187,000	-	-	-
Neighborhood Clean Up	\$ 70,000	\$ -	\$ 70,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 70,000	-	-	-
Property Improvements	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-
Meadowfair Center Park Play Area Renovation	\$ -	\$ -	\$ -	\$ -	\$ 450,000	\$ -	\$ 450,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 450,000	-	-	-
Towers Lane Improvements	\$ -	\$ -	\$ -	\$ 570,000	\$ 1,100,000	\$ -	\$ 1,670,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,670,000	-	-	-
Amberly	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 43,448,350	\$ 43,448,350	72	-	-
Camarena Place	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 19,750,172	\$ 19,750,172	30	-	-
Paloma Centre	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 21,400,000	\$ 21,400,000	-	-	107,000
Silver Creek Plaza	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 700,000	\$ 700,000	-	-	3,500
Housing Rehab: West Evergreen	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 934,551	\$ -	\$ -	\$ -	\$ -	\$ 934,551	-	-	-
<b>Subtotal: West Evergreen</b>	<b>\$ 1,190,649</b>	<b>\$ -</b>	<b>\$ 1,190,649</b>	<b>\$ 570,000</b>	<b>\$ 1,550,000</b>	<b>\$ -</b>	<b>\$ 2,120,000</b>	<b>\$ 934,551</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 85,298,522</b>	<b>\$ 85,298,522</b>	<b>\$ 89,543,722</b>	<b>102</b>	<b>-</b>	<b>110,500</b>

a. Includes funding directed towards SNI neighborhoods' top ten projects and SNI area-wide projects.

b. Includes Agency money spent in SNI neighborhoods on projects such as parks, libraries, community centers, and neighborhood business district improvements.

c. Includes City money spent in SNI neighborhoods on projects such as parks, libraries, and community centers.

d. Includes money spent by other organizations in SNI neighborhoods on public projects such as schools, parks, libraries, community centers, student housing, acoustical treatments, flood control, etc.

Source: San Jose Redevelopment Agency and City of San Jose.

# Winchester

When residents of Winchester began meeting with San Jose Redevelopment Agency (Agency) and City staff to envision a better future, the improvement of Winchester Boulevard rose to the top of their priority list. Thanks to community efforts and Strong Neighborhoods Initiative (SNI) funding, residents have realized the dream of a safer and more attractive commercial corridor at the heart of the neighborhood.

In all, Winchester residents, community-based organizations, and Agency and City staff worked together for more than one year to develop a comprehensive strategy to guide revitalization of the entire neighborhood. Private and public investors have invested nearly \$153 million in Winchester since the inception of SNI.

With this substantial financial investment, the Winchester Neighborhood Action Coalition (NAC) has led community efforts to enhance the neighborhood. The Winchester Neighborhood Improvement Plan (Plan), adopted by the San Jose City Council in October 2001, identifies top ten priority projects for increasing the quality of life of Winchester's residents. Implementation of the Plan has already provided residents with positive results that maintain the neighborhood's diverse and unique character.

## A. About the Neighborhood

### 1. Description of Winchester

The Winchester SNI neighborhood is located in west San Jose and is roughly bounded by Interstate 880/Moorpark Avenue to the north, Eden Avenue to the west, Winchester Boulevard to the east, and the City of Campbell to the south. (See Figure WI-1.) The neighborhood is 470 acres with a population of roughly 11,400 residents, according to Census 2000.<sup>1</sup> The Winchester neighborhood is predominantly residential with most retail and commercial establishments found along Winchester Boulevard. The neighborhood is known for its socioeconomic and cultural diversity, and a large population of immigrants (from Mexico, Nicaragua, Brazil, El Salvador, and China) has recently joined longstanding residents.

Community assets in Winchester include good access to transit and freeways, a commercial boulevard with neighborhood-serving stores and services, and vibrant and dynamic residents.

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<sup>1</sup> This is an estimate, as census geographies do not precisely match neighborhoods boundaries. See Appendix C.

## 2. Public and Private Investment

Since the inception of SNI, various entities have invested \$152.9 million in the Winchester neighborhood. The Agency and City have invested \$3.2 million to date on the area's SNI top ten projects. Another \$120,000 has been invested on other public projects, including the Even Start Literacy Program. In addition, the San Jose Housing Department has invested almost \$275,000 for housing rehabilitation in the area.

New housing developments have been built or are under construction by private investors, for a total estimated value of \$149.3 million. These projects provide 336 new housing units and 21,300 square feet of commercial space. Figure WI-1 shows the location of the private and public investments in Winchester. Table WI-1 provides more detailed information on financial investments.



*The Villa Cortina housing development provided 193 new homeownership units in the neighborhood.*

## 3. Demographic Information

As noted above, Winchester is a diverse neighborhood. Twenty percent of Winchester residents are Asian and 31 percent identify as Latino. Six percent of Winchester residents are black and the majority of the remaining 43 percent are non-Hispanic white.

The average household size in Winchester is 2.7 members, compared to 3.19 for all of San Jose and 3.72 for the SNI neighborhoods combined. Median household income in Winchester is approximately \$68,000, which exceeds the estimated SNI median of \$65,000. However, Winchester's median income still lags well behind San Jose's citywide median of almost \$90,000.

Labor force participation in Winchester is high, with 70 percent of all residents aged 16 and older in the labor force. In comparison, labor force participation is 67 percent in San Jose overall and 64 percent in the SNI neighborhoods. Due to the large number of multifamily rental buildings, only 21 percent of the housing units in Winchester are owner occupied, as compared to the citywide homeownership rate of 62 percent. See Appendix C for more detailed demographic information on Winchester.

## **B. Neighborhood Priorities**

### **1. The Winchester Neighborhood Improvement Plan**

The Winchester Neighborhood Improvement Plan seeks to enhance the appearance and livability of the neighborhood. The plan is organized around nine main goals: enhance community design; strengthen economic development; improve circulation and transportation; provide community facilities; acquire parks/open space; improve community programs; enhance safety and security; encourage neighborhood maintenance and stewardship; and build a cohesive community.

The specific action items reflect the consolidated priorities of Winchester residents, community leaders, and other stakeholders, including a carefully constructed top ten list. The top ten priorities list exhibits the community's emphasis on safety, aesthetics and human capital development.

### **2. Top Ten Priorities**

1. Winchester Boulevard Improvements
2. Eden Avenue Traffic Calming
3. Even Start Family Literacy Program
4. Cooperative Agreements for Joint Use of School
5. West Side Branch Library
6. Street Tree Planting Plan
7. Traffic Calming
8. Public Telephone Nuisance
9. House Numbers on Curbs
10. Neighborhood Clean Up Effort Improvements

### **3. Progress towards Top Ten Priorities**

Of the top three priorities, Winchester Boulevard improvements and Eden Avenue traffic calming (Phase I) are complete. The Even Start Family Literacy Program is ongoing. Among the remaining top ten priority projects, four have been completed (priorities six, eight, nine, and ten), and resident volunteers and Agency staff have made significant progress toward completing the other priorities.

Winchester residents' top priority was creating an attractive commercial area along Winchester Boulevard. This completed project includes new landscaped median islands and reconfigured turn lanes. Additional improvements include decorative paving, irrigation, trees, shrubs, mulch, and decomposed granite surfacing. The medians address traffic flow and pedestrian safety problems along Winchester Boulevard. Prior to this investment, Winchester Boulevard suffered from inconsistent lane widths, wide right-of-ways with no separation between oncoming traffic lanes, a large number of driveways with left-hand turns, few pedestrian crosswalks, and discontinuous or deteriorating sidewalks. New street trees, priority six, planted in 2005 along Winchester Boulevard provide a shaded canopy for pedestrians and help slow traffic.



*The Winchester neighborhood's top priority was Winchester Boulevard improvements. The installation of a new median island and new street trees has improved the boulevard's appearance.*

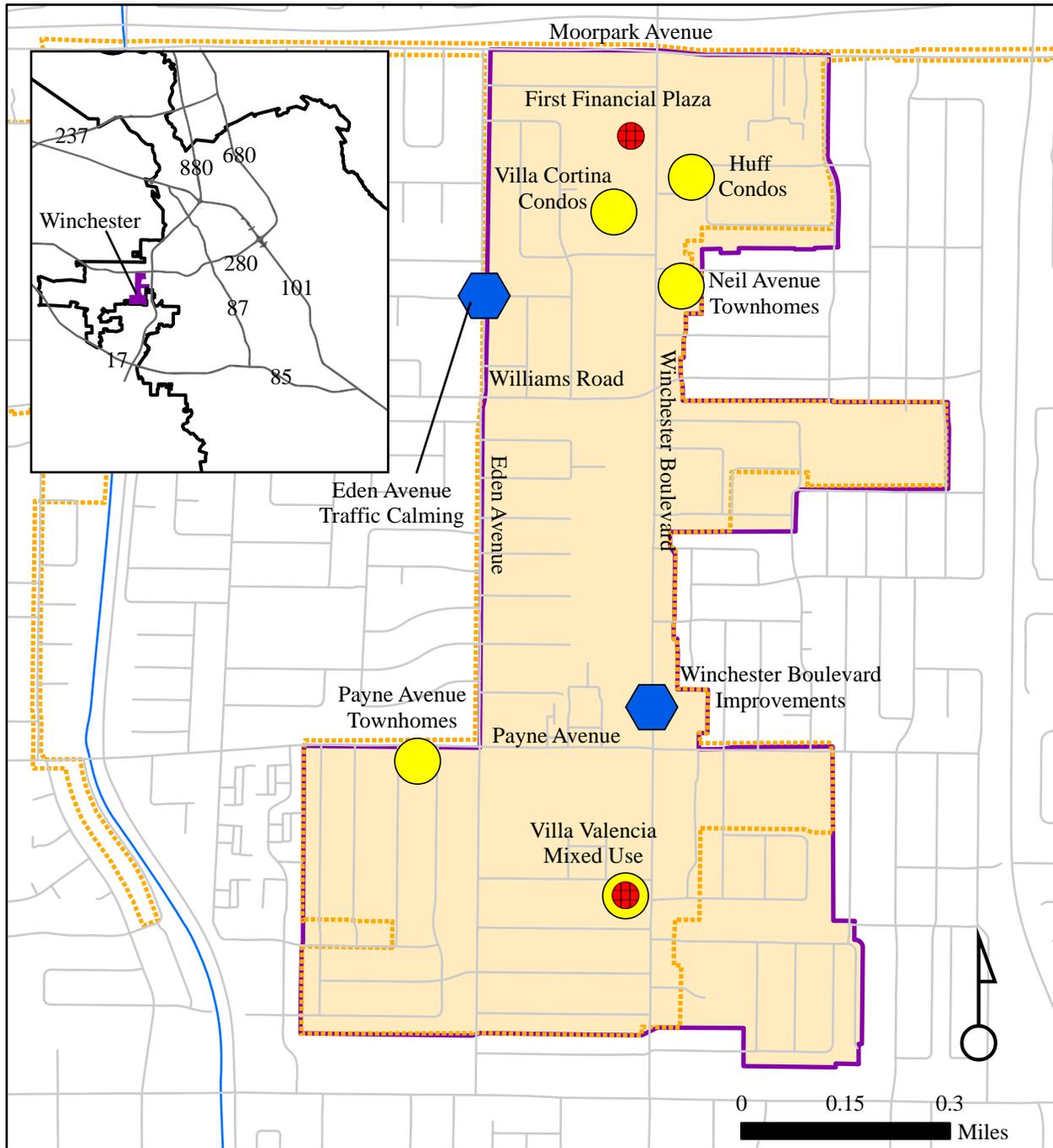
For almost ten years, neighborhood residents have expressed concern about high traffic volume and speeding vehicles on Eden Avenue as a result of its increasing use as a shortcut for drivers avoiding traffic on Winchester Boulevard. Thus, the community identified Eden Avenue traffic calming as its second priority. The Eden Avenue project is complete and includes bulb outs between Moorpark and Payne Avenues, a traffic circle at Eden Avenue and Lynn Oaks Drive, and landscaping.

The community's third priority is to expand the Even Start Family Literacy Program, which includes a preschool program. A number of families are currently wait-listed for a spot in the program, which is administered through the Campbell Union School District. The Even Start expansion project is underway and will create an additional 225 slots for children. Residents would like to seek additional funding for this program to allow a greater number of interested families the opportunity to participate.

Residents are working closely with Agency and City staff to implement the remaining top ten priority projects, including Phase II of Winchester Boulevard improvements, Phase II of Eden Avenue traffic calming, and the West Side Branch Library. *"I feel that the SNI process has empowered our neighborhood to be involved and to bring moneys and improvements to our area,"* said Barbara Morrey, the Winchester NAC Treasurer. *"This has definitely made it a better place although there is still more work to do."*

Please visit the Winchester neighborhood page of the Strong Neighborhoods website at [www.strongneighborhoods.org](http://www.strongneighborhoods.org) (Click on 'Neighborhoods', then on 'Winchester') for top ten status updates and the Neighborhood Plan.

Figure WI-1  
 New Projects Completed or Under Construction  
 Winchester Neighborhood



	Residential Development		Winchester SNI Planning Area
	Non-Residential Development		SNI Redevelopment Area
	Public Investment		City of San Jose Sphere of Influence

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Table WI-1  
Strong Neighborhoods Initiative Investments  
Total Public and Private Investment by Funding Source  
Winchester Neighborhood

Project	Public Projects							Housing and Commercial					Total Investment	New Development			
	SNI Expenditures <sup>a</sup>			Public Investment				Rehab	New Development					All	Afford.	Non-Res. (SF)	
	SJRA SNI	SJ SNI	Subtotal SNI Expenditures <sup>a</sup>	SJRA Public Projects <sup>b</sup>	SJ Public Projects <sup>c</sup>	Other Public Entities <sup>d</sup>	Subtotal Public Investment		SJ HIP Rehab	SJRA Developer Incentives	SJ Afford. Housing	Private Investment					Subtotal New Development Investment
Winchester Blvd. Improvements	\$ 2,427,295	\$ 97,486	\$ 2,524,781	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,524,781	-	-	-
Eden Avenue Traffic Calming	\$ 74,750	\$ 614,241	\$ 688,991	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 688,991	-	-	-
Even Start Family Literacy Program	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 120,000	\$ 120,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 120,000	-	-	-
Co-op Agreements for School Joint Use	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-
West Side Branch Library	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-
Street Tree Planting Plan	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-
Traffic Calming	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-
Public Telephone Nuisance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-
Stencil House Numbers on Curbs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-
Improve Neighborhood Clean Up Efforts	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-
Huff Condos	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 17,500,000	\$ 17,500,000	\$ 17,500,000	50	-	-
Neal Ave Townhomes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 14,000,000	\$ 14,000,000	\$ 14,000,000	20	-	-
Payne Ave Townhomes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,752,290	\$ 8,752,290	\$ 8,752,290	16	-	-
Villa Cortina Condos	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 86,329,149	\$ 86,329,149	\$ 86,329,149	193	-	-
Villa Valencia Mixed Use	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 19,950,000	\$ 19,950,000	\$ 19,950,000	57	-	7,700
First Financia Plaza	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,720,000	\$ 2,720,000	\$ 2,720,000	-	-	13,600
Housing Rehab: Winchester	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 274,836	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 274,836	-	-	-
<b>Subtotal: Winchester</b>	<b>\$ 2,502,045</b>	<b>\$ 711,727</b>	<b>\$ 3,213,772</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 120,000</b>	<b>\$ 120,000</b>	<b>\$ 274,836</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 149,251,439</b>	<b>\$ 149,251,439</b>	<b>\$ 152,860,047</b>	<b>336</b>	<b>-</b>	<b>21,300</b>

a. Includes funding directed towards SNI neighborhoods' top ten projects and SNI area-wide projects.  
b. Includes Agency money spent in SNI neighborhoods on projects such as parks, libraries, community centers, and neighborhood business district improvements.  
c. Includes City money spent in SNI neighborhoods on projects such as parks, libraries, and community centers.  
d. Includes money spent by other organizations in SNI neighborhoods on public projects such as schools, parks, libraries, community centers, student housing, acoustical treatments, flood control, etc.  
Source: San Jose Redevelopment Agency and City of San Jose.

# Appendices

## Strong Neighborhoods Initiative (SNI) Report on Investment

**Appendix A. Sources**

**Appendix B. Investment Methodology**

**Appendix C. Demographic Analysis and Methodology**

# **Appendix A:**

## **Sources**

# Appendix A: Sources

Information presented in the Strong Neighborhoods Initiative (SNI) Report on Investment was compiled from the following sources:

- San Jose Redevelopment Agency, Strong Neighborhoods Initiative webpage, [www.strongneighborhoods.org](http://www.strongneighborhoods.org).
- San Jose Redevelopment Agency staff, City of San Jose staff, and other information sources
- Blackford Neighborhood Improvement Plan, October 2002. Blackford Neighborhood Top Ten Priorities List and Status Report.
- Burbank/Del Monte Neighborhood Improvement Plan, June 2002. Burbank/Del Monte Neighborhood Top Ten Priorities List and Status Report.
- Delmas Park Neighborhood Improvement Plan, April 2002. Delmas Park Neighborhood Top Ten Priorities List and Status Report.
- East Valley/680 Communities Neighborhood Improvement Plan, November 2001. East Valley/680 Communities Neighborhood Top Ten Priorities List and Status Report.
- Edenvale/Great Oaks Neighborhood Revitalization Plan Update and Original Edenvale/Great Oaks Neighborhood Revitalization Plan, December 2001. Edenvale/Great Oaks Neighborhood Top Ten Priorities List and Status Report.
- Five Wounds/Brookwood Terrace Neighborhood Improvement Plan, August 2002. Five Wounds/Brookwood Terrace Neighborhood Top Ten Priorities List and Status Report.
- Gateway East Neighborhood Improvement Plan, June 2003. Gateway East Neighborhood Top Ten Priorities List and Status Report.
- Greater Gardner Neighborhood Improvement Plan, January 2002. Greater Gardner Neighborhood Top Ten Priorities List and Status Report.
- Hoffman/Via Monte Neighborhood Improvement Plan, April 2002. Hoffman/Via Monte Neighborhood Top Ten Priorities List and Status Report.
- K.O.N.A. Neighborhood Improvement Plan, December 2002. K.O.N.A. Neighborhood Top Ten Priorities List and Status Report.
- Market Almaden Neighborhood Improvement Plan, March 2003. Market Almaden Neighborhood Top Ten Priorities List and Status Report.
- Mayfair Neighborhood Improvement Plan, December 2002. Mayfair Neighborhood Top Ten Priorities List and Status Report.
- Spartan Keyes Neighborhood Improvement Plan, May 2002. Spartan Keyes Neighborhood Top Ten Priorities List and Status Report.
- Tully-Senter Neighborhood Improvement Plan, June 2002. Tully-Senter Neighborhood Top Ten Priorities List and Status Report.
- University Neighborhood Revitalization Plan Update and Original University Neighborhoods Revitalization Plan Improvement Plan, May 2002. University Neighborhood Top Ten Priorities List and Status Report.
- Washington Neighborhood Revitalization Plan Update and Original Washington Neighborhood Revitalization Plan Improvement Plan, January 2002. Washington Neighborhood Top Ten Priorities List and Status Report.

- West Evergreen Neighborhood Improvement Plan, November 2001. West Evergreen Neighborhood Top Ten Priorities List and Status Report.
- Winchester Neighborhood Improvement Plan, October 2001. Winchester Neighborhood Top Ten Priorities List and Status Report.

### Miscellaneous Documents

- *Strong Neighborhoods Initiative Purpose and History*, San Jose Redevelopment Agency, Strong Neighborhoods Initiative webpage, [www.strongneighborhoods.org](http://www.strongneighborhoods.org).

### Demographic Information Source

- U.S. Census 2000, Summary File 3.

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- Carolyn Downey; Former Vice-Chair, Delmas Park NAC
- Dan Erceg; North Willow Glen Liaison, Greater Gardner Coalition Board
- Thea French; Past President, Blackford NAC
- Don Gagliardi; President, 13th St. NAC and Member, SNI PAC
- Jodene Perrin Gill; Chair, Delmas Park NAC
- Guadalupe Gonzalez; President, Mayfair NAC and Member, SNI PAC
- Autumn Gutierrez; Former Chair, Washington Area Community Coalition and Vice Chair, SNI PAC
- Ernest Guzman; Chair, SNI PAC
- Catherine Houdek; Secretary, Greater Gardner Coalition Board
- Mack Johansen; Vice-President, Blackford NAC
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- Ken Kelly; Chair, Blackford NAC and President, Boynton Community Association

- Ken Kelly; Chair, Blackford NAC and President, Boynton Community Association
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- Alofa Talivaa; Chair, East Valley/680 NAC and President, Sierra Neighborhood Association
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*This report was produced by the San Jose Redevelopment Agency in association with Seifel Consulting Inc.*

## **Appendix B:**

# **Investment Methodology**

# Appendix B: Investment Methodology

Since the inception of the Strong Neighborhoods Initiative (SNI), public and private dollars have been invested in the 19 neighborhoods. This appendix describes methodologies and sources used in calculating that investment.

## A. Methodology

The San Jose Redevelopment Agency (Agency) provided Seifel Consulting Inc. (Seifel) with public and private investment information used to compile the investment tables.

### 1. Public Investments

For the majority of public investments, data and development information came from the Agency with additional information from the City of San Jose Housing Department, Department of Transportation, and Department of Public Works. Specific investment information was also gathered from park, library, and the San Jose School District bond reports. Other public investment information was provided by Santa Clara Valley Water District and the San Jose Airport. Public investment information is based on estimated or actual dollars spent as of April 2007 for all public sources. Public investments are reported in nominal dollars.

#### a. SNI Expenditures

The term SNI Expenditures is used to define money directed towards the SNI neighborhoods' top ten projects and SNI area wide projects. SNI Expenditures include both Agency and City money.

### 2. Private Investments

The San Jose Planning Department provided data on new development within San Jose from July 1999 through the end of November 2006.<sup>1</sup> This data included project information and development status. Seifel and the Agency identified projects within the SNI neighborhoods using SNI Planning Area Geographic Information System (GIS) files, also provided by the Planning Department.

Agency staff calculated and/or estimated the value of new development under construction or completed, utilizing a variety of data sources. First priority was to use Assessor data where current data was available. For remaining residential projects, data from the City's housing report was used. If none of the above data sources were available, market research was conducted to estimate values for projects where other financial information was not available.

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<sup>1</sup> New private development data since SNI's launch is not available. This Planning Department information was tracked to provide the City with new development and housing information after Census 2000. The timeframe closely aligns with the initiation of the SNI program, first approved by the City Council in December 1999; therefore this data was utilized to estimate private new development since the start of SNI.

**Appendix C:**  
**Demographic Analysis and Methodology**

# Appendix C: Demographic Analysis and Methodology

This appendix summarizes the demographic characteristics of the 19 Strong Neighborhoods Initiative (SNI) neighborhoods and describes the methodology for creating neighborhood profiles using 2000 Census data.

## A. Neighborhood Demographics

Appendix Table C-1 (3 pages) contains the demographic profile of the 19 SNI neighborhoods and the City of San Jose as whole. Individual neighborhood chapters highlight the key demographic characteristics of each SNI neighborhood.

## B. Methodology

This section describes the methodology Seifel Consulting Inc. (Seifel) employed to arrive at the demographic profiles of the 19 SNI neighborhoods.

### 1. Geographies

Seifel tabulated demographic characteristics for the 19 SNI neighborhoods. Seifel defined each neighborhood using the boundaries employed in SNI's planning efforts, generally referred to as "Planning Areas."

Seifel used Census Block Groups as the basic geographical unit for data analysis. Block groups are the smallest Census geography for which information is available on such characteristics as income and labor force participation, and are the most common units for detailed Census analysis.

Block group boundaries do not always perfectly align with SNI boundaries. Therefore, Seifel applied the following criteria to determine when to include a block group in the calculations for a particular neighborhood:

1) Seifel assigned a block group to a neighborhood if:

- More than half of the block group overlaps with the neighborhood, or
- The block group comprises a substantial portion of the neighborhood's area, even if the SNI neighborhood only covers less than half of the block group's total size.

2) For block groups that span two adjacent neighborhoods, Seifel assigned the block group to the neighborhood with majority coverage.

For some neighborhoods, the geographies defined using these criteria are noticeably larger than the true boundaries. However, excluding all block groups with less than a 50 percent overlap would leave significant segments of some neighborhoods unanalyzed. Figure 1 illustrates the neighborhood boundaries used in the Census analysis and how they compare to the actual SNI Planning Areas. Appendix Table C-2 (2 pages) contains a list of all the block groups by neighborhood.

## 2. Demographic Characteristics

Seifel estimated values for the ten Census demographic categories requested by the Agency. For most characteristics, Seifel arrived at a neighborhood estimate in two steps. First, it aggregated the component pieces of each demographic characteristic to the neighborhood level by summing the underlying data (e.g. number of Hispanics, total population) across the block groups identified for each neighborhood. Second, it performed any necessary calculations on the aggregated data to reach the desired demographic indicator (e.g. number of Hispanics divided by the total population equals the neighborhood's percentage Hispanic). For several characteristics, this method was not possible given the structure of the Census data. This section describes the precise calculations required for each characteristic and discusses Seifel's response to data challenges where applicable.

All data for this analysis comes from the Census Bureau's Summary File 3 (SF 3), a statistical sample based on the Census 2000 Long Form. Although this data is now nearly seven years old, it is the most recent source for information at the neighborhood level.

### a. Population

The population count is a direct Census variable.<sup>2</sup>

### b. Age of Population

Seifel calculated the percentage of the total population in four key age groups.<sup>3</sup> Seifel aggregated counts within available age ranges to the neighborhood level and then collapsed them into the four age groups presented: 0 to 5, 6 to 17, 18 to 64, and 65 and over.

### c. Predominant Race

Population counts are available for seven general race categories (including two or more races). Seifel calculated percentages for each race category (number of people in each race category divided by the total population of the neighborhood), and the individual neighborhood chapters discuss the predominant race(s) revealed by this analysis.

### d. Percentage Hispanic/Latino

The percentage Hispanic/Latino is the number of people who identify themselves as such, divided by the total population of the neighborhood.

### e. Number of Households

The household count is a direct Census variable.

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<sup>2</sup> According to the California Department of Finance, the City of San Jose's population was 953,679 in 2006, an increase of nearly 60,000 residents since 2000. SNI neighborhood populations may have increased as well.

<sup>3</sup> It is not possible to determine the median age for the neighborhood-aggregated geographies using the available block group data. To calculate a median, the entire age distribution of the population must be known, and public data only includes counts of people within various age ranges.

## **f. Household Size**

Average household size equals the total number of people living in households divided by the number of households in each neighborhood. The number of people living in households is less than the total population because some individuals (e.g. institutionalized) do not live in households.

## **g. Household Income**

Median income is the best indicator of household income. Unlike average income, where extreme values at the tails of the income distribution can skew the calculation of a “typical” household’s resources, median income avoids the problem of outliers. However, true medians for each neighborhood aggregate cannot be calculated from the publicly available Census data due to incomplete information on the underlying distribution of incomes across multiple block groups. To estimate median income for each SNI neighborhood, Seifel employed a weighted average of the published medians for each component block group. Seifel multiplied each median by the ratio of that block group’s household population to the total household population of the neighborhood and then added these values together to reach a neighborhood median income. This technique ensures that the known medians for larger block groups in a neighborhood contribute more to the neighborhood-wide estimate than smaller block groups.

The Census data reports 1999 household income. To estimate median income in 2006 present value dollars, Seifel inflated the Census figures using the growth in Area Median Income (AMI) for Santa Clara County. AMI increased from \$87,600 to \$105,500 between 1999 and 2006, for a total inflation factor of approximately 1.28.<sup>3</sup>

## **h. Poverty Rate**

The Census counts a person to be in poverty if he or she lives in a household with income less than the Federal Poverty Line (FPL), which varies based on household size. The 1999 FPL was \$16,700 for a family of four.<sup>4</sup> The poverty rate is the number of people in poverty divided by the number of people for which poverty information is available. This latter figure is slightly less than the total population due to Census survey data/methodological issues.

## **i. Labor Force Participation**

A person participates in the labor force if he or she is working, looking for work, or in the Armed Forces. Following standard methodology, Seifel calculated the labor force participation rate as a percentage of the population age 16 and older.

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<sup>3</sup> The U.S. Department of Housing and Urban Development (HUD) publishes AMI figures for use in housing and related programs. Seifel chose to use AMI growth to estimate present value median incomes rather than the change in the Consumer Price Index (CPI) because the CPI reflects price inflation rather than changes in incomes directly.

<sup>4</sup> Due to the high cost of living in the Bay Area, the official poverty rate for San Jose and the SNI neighborhoods may understate the prevalence of economic hardship. For example, Santa Clara County uses 300 percent of FPL to determine eligibility for some public assistance programs. In 1999, this standard was \$50,100 for a family of four.

**j. Homeownership**

Seifel calculated the homeownership rate as the percent of occupied housing units that are owner-occupied.

**Appendix Table C-1  
Demographic Characteristics of SNI Neighborhoods**

	City of San Jose	SNI Total <sup>a</sup>	Blackford	Burbank/ Del Monte	Delmas Park	East Valley/ 680 Communities	Edenvale/ Great Oaks
<b>Population<sup>b</sup></b>							
Total	893,889	236,461	11,861	18,234	1,611	34,522	12,354
<b>Age of Population<sup>c</sup></b>							
0-5	9%	10%	10%	11%	7%	11%	10%
6-17	17%	18%	15%	17%	13%	23%	22%
18-64	66%	65%	69%	66%	76%	61%	63%
65+	8%	6%	6%	7%	4%	6%	5%
<b>Race</b>							
White	47%	36%	53%	52%	49%	26%	38%
Black	3%	4%	5%	6%	1%	3%	6%
Native American	1%	1%	0%	1%	4%	1%	0%
Asian	27%	20%	23%	8%	4%	22%	25%
Pacific	0%	0%	1%	0%	0%	0%	0%
Other	16%	33%	13%	25%	35%	44%	24%
Two or more	5%	5%	6%	8%	8%	4%	5%
<b>Ethnicity</b>							
Non-Hispanic/Latino	70%	44%	72%	49%	34%	33%	53%
Hispanic/Latino	30%	56%	28%	51%	66%	67%	47%
<b>Households</b>							
Total	276,408	62,371	4,428	6,319	560	6,735	3,149
<b>Household Size</b>							
Average <sup>d</sup>	3.19	3.72	2.68	2.87	2.88	5.12	3.92
<b>Household Income<sup>e</sup></b>							
2006 Median <sup>f</sup>	\$89,717	\$65,130	\$73,374	\$57,052	\$62,573	\$77,314	\$75,152
<b>Poverty Rate<sup>g</sup></b>							
Percent of Population <sup>h</sup>	9%	15%	12%	15%	16%	13%	13%
<b>Labor Force Participation<sup>i</sup></b>							
Population Age 16+	682,152	174,435	9,206	13,651	1,334	24,161	8,734
Percent in Labor Force <sup>j</sup>	67%	64%	70%	70%	72%	58%	67%
<b>Homeownership</b>							
Occupied Housing Units	276,417	62,062	4,423	6,373	544	6,761	3,144
Percent Owner-Occupied <sup>k</sup>	62%	40%	21%	29%	29%	63%	50%

a. Total for all Census Block Groups assigned to 19 SNI neighborhoods. See accompanying memo for methodology for matching Census data to SNI neighborhood boundaries.

b. All counts based on sample data (Summary File 3).

c. Calculation of median age is not possible given the nature of the data available to aggregate to the neighborhood level.

d. Equals total number of people living in households/number of households.

e. 1999 values inflated to 2006 using growth in Area Median Income (AMI) for Santa Clara County. The inflation factor equals \$105,500/\$82,600, or approximately 1.28.

f. Median income for SNI neighborhoods is a weighted average of the medians of each neighborhood's component block groups. The weight is the number households in each block group over the total number of households in the neighborhood.

g. Based on the 1999 Federal Poverty Line (FPL), which was \$16,700 for a family of 4.

h. Equals the number of people living in households with income less than the FPL divided by the population for which poverty information is available. The population with poverty information is slightly lower than the total population reported above, due to survey issues.

i. A person participates in the labor force if s/he is working, looking for work, or in the Armed Forces.

j. Equals the number of people in the labor force divided by the total population age 16 and older.

k. Equals number of units with owner-occupants/total number of occupied housing units.

Source: U.S. Census 2000 Long Form, Seifel Consulting Inc.

**Appendix Table C-1 (cont.)  
Demographic Characteristics of SNI Neighborhoods**

	<b>Five Wounds/ Brookwood Terrace</b>	<b>Gateway East</b>	<b>Greater Gardner</b>	<b>Hoffman/ Via Monte</b>	<b>K.O.N.A.</b>	<b>Market/ Almaden</b>	<b>Mayfair</b>
<b>Population<sup>b</sup></b>							
Total	18,284	5,891	4,196	2,545	16,971	1,313	8,349
<b>Age of Population<sup>c</sup></b>							
0-5	12%	11%	8%	15%	10%	15%	13%
6-17	19%	19%	19%	18%	21%	17%	21%
18-64	63%	64%	66%	63%	62%	66%	59%
65+	7%	6%	7%	4%	6%	2%	7%
<b>Race</b>							
White	39%	34%	53%	46%	26%	35%	31%
Black	1%	3%	1%	4%	2%	3%	2%
Native American	2%	0%	5%	0%	1%	3%	2%
Asian	12%	22%	1%	12%	23%	3%	13%
Pacific	1%	0%	1%	0%	1%	0%	0%
Other	38%	34%	33%	32%	42%	47%	47%
Two or more	7%	7%	5%	6%	4%	9%	4%
<b>Ethnicity</b>							
Non-Hispanic/Latino	34%	37%	35%	39%	32%	16%	20%
Hispanic/Latino	66%	63%	65%	61%	68%	84%	80%
<b>Households</b>							
Total	4,706	1,501	1,248	677	3,149	305	1,714
<b>Household Size</b>							
Average <sup>d</sup>	3.83	3.92	3.35	3.74	5.39	4.24	4.83
<b>Household Income<sup>e</sup></b>							
2006 Median <sup>f</sup>	\$55,369	\$65,249	\$72,244	\$47,138	\$77,305	\$44,224	\$68,151
<b>Poverty Rate<sup>h</sup></b>							
Percent of Population <sup>i</sup>	16%	13%	17%	19%	13%	19%	17%
<b>Labor Force Participation<sup>j</sup></b>							
Population Age 16+	13,106	4,285	3,187	1,773	12,259	924	5,802
Percent in Labor Force <sup>k</sup>	63%	55%	64%	69%	58%	62%	56%
<b>Homeownership</b>							
Occupied Housing Units	4,706	1,462	1,203	709	3,146	354	1,711
Percent Owner-Occupied <sup>l</sup>	37%	57%	59%	13%	64%	14%	40%

**Appendix Table C-1 (cont.)  
Demographic Characteristics of SNI Neighborhoods**

	<b>Spartan/ Keys</b>	<b>Thirteenth Street</b>	<b>Tully/ Senter</b>	<b>University</b>	<b>Washington</b>	<b>West Evergreen</b>	<b>Winchester</b>
<b>Population<sup>b</sup></b>							
Total	4,398	19,419	24,023	14,592	12,004	14,512	11,382
<b>Age of Population<sup>c</sup></b>							
0-5	8%	9%	12%	7%	11%	10%	11%
6-17	17%	15%	20%	10%	19%	20%	13%
18-64	70%	66%	64%	79%	64%	61%	69%
65+	4%	10%	5%	4%	6%	8%	7%
<b>Race</b>							
White	42%	43%	23%	46%	38%	22%	53%
Black	4%	3%	3%	6%	2%	4%	6%
Native American	2%	2%	1%	2%	1%	1%	0%
Asian	7%	14%	38%	22%	4%	37%	20%
Pacific	0%	0%	0%	1%	0%	0%	0%
Other	41%	32%	30%	17%	50%	32%	14%
Two or more	3%	6%	5%	6%	5%	3%	7%
<b>Ethnicity</b>							
Non-Hispanic/Latino	35%	39%	53%	63%	23%	52%	69%
Hispanic/Latino	65%	61%	47%	37%	77%	48%	31%
<b>Households</b>							
Total	1,249	6,239	5,760	4,226	3,082	3,182	4,142
<b>Household Size</b>							
Average <sup>d</sup>	3.34	3.06	4.15	2.79	3.8	4.48	2.7
<b>Household Income<sup>e</sup></b>							
2006 Median <sup>f</sup>	\$57,960	\$56,432	\$67,423	\$50,946	\$58,157	\$75,854	\$67,934
<b>Poverty Rate<sup>h</sup></b>							
Percent of Population <sup>i</sup>	12%	17%	17%	27%	21%	12%	13%
<b>Labor Force Participation<sup>j</sup></b>							
Population Age 16+	3,334	15,048	17,201	12,382	8,622	10,583	8,843
Percent in Labor Force <sup>k</sup>	72%	65%	63%	64%	64%	64%	70%
<b>Homeownership</b>							
Occupied Housing Units	1,260	6,178	5,692	4,219	2,971	3,170	4,036
Percent Owner-Occupied <sup>l</sup>	38%	33%	45%	21%	35%	60%	21%

**Appendix Table C-2  
Census Block Groups by SNI Neighborhood<sup>a</sup>**

SNI Neighborhood	Census Tract	Block Group	SNI Neighborhood	Census Tract	Block Group	
Blackford	5063.04	1	Edenvale/Great Oaks	5120.17	3	
	5063.04	2		5120.18	1	
	5063.05	1		5120.18	2	
	5063.05	2		5120.18	3	
	5063.05	3		5120.18	4	
Burbank/Del Monte	5003	2	Five Wounds/Brookwood Terrace	5014	1	
	5019	2		5014	2	
	5020.01	1		5014	3	
	5020.01	2		5015.01	1	
	5020.01	3		5015.02	1	
	5020.01	4		5015.02	2	
	5020.02	1		5036.01	1	
	5020.02	2		5036.01	2	
	5020.02	3		Gateway East	5036.02	1
	5020.02	4			5036.02	2
5021.02	1	5037.07	3			
Delmas Park	5008	2	Greater Gardener	5018	2	
	5008	3		5018	3	
East Valley/680 Communities	5035.04	1	Hoffman/Via Monte	5018	4	
	5035.04	2		5018	6	
	5035.04	3	K.O.N.A.	5119.01	1	
	5035.06	1		50330.6	1	
	5035.06	2		5033.06	2	
	5035.06	3		5034.01	1	
	5035.07	1		5034.01	2	
	5035.1	1		5034.01	3	
	5037.03	1		5034.02	1	
	5037.03	2	5035.04	4		
	5040.01	1	Market/Almaden	5017	1	
	5040.01	2	Mayfair	5037.02	1	
	5040.02	1		5037.02	2	
	5040.02	2		5037.02	3	
	5041.02	2				

a. See accompanying memo for methodology for matching Census data to SNI neighborhood boundaries.

**Appendix Table C-2 (cont.)  
Census Block Groups by SNI Neighborhood**

SNI Neighborhood	Census Tract	Block Group	SNI Neighborhood	Census Tract	Block Group	
Spartan/Keyes	5016	4	University	5009.01	1	
	5031.12	1		5009.02	1	
	5031.12	2		5013	1	
13th Street	5001	1		5013	2	
	5001	2		5013	3	
	5001	4		5013	4	
	5010	1		5016	2	
	5010	2		5016	3	
	5010	4		Washington	5017	2
	5010	5			5017	3
	5011	2			5017	4
	5011	3			5031.03	3
	5011	4			5031.13	1
	5011	5			5031.13	2
	5012	1			West Evergreen	5033.04
	5012	2	5033.04	2		
	5012	3	5033.04	3		
5012	4	5033.04	4			
Tully/Senter	5031.03	1	5033.05	1		
	5031.05	1	5033.05	2		
	5031.06	1	5033.05	3		
	5031.06	2	Winchester	5063.02	1	
	5031.06	3		5064.02	1	
	5031.1	1		5064.02	3	
	5031.1	2		5065.01	1	
	5031.11	1		5065.01	3	
	5031.11	2				