

**San Jose Downtown Association  
Marketing, Promotions and Communications Plan  
FY 2009-10**

**SJDA MISSION STATEMENT**

San Jose Downtown Association represents business and property owners working to enhance the vitality and livability of downtown San Jose.

**POSITIONING STATEMENTS**

***External Positioning***

Downtown San Jose offers the attractions and amenities of a major urban center with the friendliness, cleanliness and hometown feeling of a smaller community.

As the regional center of Silicon Valley, downtown San Jose is a business and entertainment destination. Large corporations and specialty retailers share the downtown core with museums, performing arts centers, movie theaters, restaurants and nightclubs.

San Jose's historic commercial districts offer a unique sense of place and character. Within a compact and walkable city center, the Old World meets the cutting-edge new – both in architecture and a business mix that reflects the area's rich cosmopolitan and multicultural heritage.

Urban high rise living in downtown San Jose is an exciting new option for Silicon Valley renters and homeowners.

Downtown San Jose is easily accessible from throughout the Bay Area, thanks to a network of public transportation that includes light rail, bus and train services. The core area also boasts numerous parking facilities plus several free and validated parking programs.

***Internal Positioning***

SJDA is the only organization dedicated exclusively to marketing downtown San Jose and its attractions. The Association advocates for the entire business community – promoting the small, independent retailers to large multimillion-dollar companies alike.

SJDA represents the interests of downtown business and property owners on issues crucial to ensuring downtown's continued growth and economic success. Such issues include development, public safety, retail, housing, transportation and parking.

SJDA offers a range of communications to its membership, and is a dependable resource for news and information on downtown developments and programs.

SJDA collaborates with civic, neighborhood, cultural and nonprofit groups sharing a common goal to improve downtown San Jose.

## TARGET MARKETS

### *External Audience*

- Families and residents from San Jose and surrounding communities in Silicon Valley and the Bay Area
- Downtown employers and employees
- Downtown university students, staff and faculty
- Downtown residents
- Downtown customers and clients
- Visitors, tourists and prospective tourists
- Internet users seeking information about downtown San Jose
- Arts and dining patrons -- ticket holders, museum and theater supporters, diners
- People of all ages seeking entertainment during their leisure hours -- adults with and without children, singles, couples and groups large and small
- Local neighborhood associations, chambers and other groups who care about downtown

### *Internal Audience*

- Business Improvement District (BID) members
- Property Business Improvement District (PBID) members
- SJDA and PBID Board of Directors
- SJDA committee members
- SJDA sponsors, vendors and members
- Local elected officials and public employees
- Downtown residents and neighborhood groups
- Civic, cultural and non-profit organizations and their members

## CORE ACTIVITIES AND OBJECTIVES

- **Communications and Publicity:** Advance an image of a quality, vital, exciting and interesting downtown by promoting major, arts, events, amenities, dining attractions and unique businesses. Disseminate accurate and positive information about downtown events, developments and issues.
- **Marketing Collateral and Advertising:** Promote downtown as a unique regional destination and vibrant, emerging creative urban center through a variety of media collateral as appropriate for target audiences. Such media will include brochures, maps, videos, web sites and targeted advertising.
- **Event Production:** Enhance the image and appeal of downtown through high-quality special events serving different audiences.
- **Core Neighborhood Marketing and Promotions:** Strengthen the identity of downtown's niche districts through targeted events and collateral customized for that area's business mix and customer base.
- **Parking and Shuttle Marketing:** Improve the perception of downtown parking through effective marketing, advertising, public relations and promotion of parking alternatives.

PROGRAM	OBJECTIVE	
<b>COMMUNICATIONS &amp; PUBLICITY</b>	Disseminate information about downtown issues, events and developments and project an image of a quality downtown.	
DESIRED RESULTS	STRATEGIES	DELIVERABLES
<b>SJDA'S IMAGE AND VISIBILITY</b>		
<ul style="list-style-type: none"> <li>• Strengthen downtown's image by generating positive publicity and minimize negative messaging</li> <li>• Increase visibility of SJDA and its members through positive media exposure</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthen relationships with members of the local media to secure timely and knowledgeable coverage of topical issues</li> <li>• Build national media relations and secure placement of San Jose in their publications/media, aligning messages according to strategic PR objectives</li> <li>• Coordinate when possible with other downtown advocates to maximize resources and impact of messaging</li> <li>• Trumpet new and major openings/localize trends</li> </ul>	<ul style="list-style-type: none"> <li>• Timely coverage of issues and events of greatest importance to SJDA and its members</li> <li>• Deliver five local/regional and three national/international "home runs" per year. 2009 example: three downtown San Jose restaurants and San Pedro Square featured on Travel Channel's "Man v. Food." And Children's Discovery Museum also on Travel Channel repeated broadcast</li> </ul>
<b>DOWNTOWN AS A DESTINATION</b>		
<p>Help draw more people downtown to take advantage of events and entertainment venues and attractions</p>	<ul style="list-style-type: none"> <li>• Identify target audiences for various events, develop and execute strategies to reach them</li> <li>• Broaden internal and external efforts in non-English media, primarily Spanish, then Vietnamese</li> <li>• Enhance and widen PR strategies and protocols to distribute PSAs, calendar listings and press releases – for events and SJDA advocacy efforts</li> <li>• Work directly with CVB / TSJ to improve visitor recruiting and "stay-cations"</li> </ul>	<ul style="list-style-type: none"> <li>• Document placements, plus number of website linkages, promote "viral" marketing efforts on Facebook, Yelp, MySpace, et al. and, as possible, demonstrate link to marketing effort</li> <li>• Develop and promote with CVB / TSJ in summer and winter hotel special packages and possibly develop "CityPass" type of plan</li> </ul>

DESIRED RESULTS	STRATEGIES	DELIVERABLES
<b>SJDOWNTOWN.COM</b>		
<ul style="list-style-type: none"> <li>Strengthen content and usefulness of www.sjdowntown.com.</li> <li>Increase effectiveness of SJDA web site as a tool for members, visitors, employees, residents and other constituents seeking information about downtown and SJDA</li> </ul>	<ul style="list-style-type: none"> <li>Upgrade home page so that it serves as a news and information site for a variety of SJDA and downtown initiatives</li> <li>Improve speed of Web site and information on secondary pages</li> <li>Improve navigation, organization, timeliness and usefulness</li> <li>Improve and expand links with other downtown-related sites</li> <li>Make business listings more appealing to users</li> </ul>	<ul style="list-style-type: none"> <li>Build site that is a valuable resource of downtown information for locals, visitors and prospective visitors</li> <li>10% growth of web traffic on the site</li> <li>Add new and useful pages as necessary to create a more dynamic and powerful online environment – for example: Dine Downtown</li> </ul>
<b>DOWNTOWN DIMENSION/DOWNTOWNER ONLINE</b>		
<ul style="list-style-type: none"> <li>Produce 11-12 issues of Downtown Dimension monthly newsletter</li> <li>Produce weekly email newsletter, Downtowner Online and send special editions as appropriate</li> </ul>	<ul style="list-style-type: none"> <li>Work with Board members, SJDA staff and stakeholders to develop timely, relevant content</li> <li>Improve content, photography and design to increase appeal, readability and usefulness</li> <li>Cross-promote the news vehicles</li> <li>Provide newsletters and D.O. information at community meetings, and invite new subscriptions</li> <li>Continue to broaden subscriber lists of both communication vehicles</li> </ul>	<ul style="list-style-type: none"> <li>Ensure that Downtown Dimension stories align with BOD priorities, that they are useful, timely, well – written, well- presented, accurate and in the “voice” of SJDA</li> <li>Ensure local leaders receive D.O. weekly and Dimension monthly</li> <li>Increase Downtowner Online circulation by 15-20%</li> <li>Increase Downtown Dimensions distribution through electronic means (pdfs)</li> </ul>

PROGRAM	OBJECTIVE	
<b>MARKETING, COLLATERAL, ADVERTISING AND OUTREACH</b>	Promote downtown San Jose as a regional destination and vibrant, emerging urban center.	
DESIRED RESULTS	STRATEGIES	DELIVERABLES
<b>DOWNTOWN ARTS &amp; DINING</b>		
<p>Increase patronage of Downtown restaurants and arts groups by targeting marketing efforts to visitors, convention attendees, residents and Downtown employees</p> <p>Position downtown as a culinary dining destination</p> <p>Increase awareness of downtown's 100+ restaurants</p> <p>Stimulate foot traffic and revenue for downtown restaurants</p>	<ul style="list-style-type: none"> <li>• Promote Downtown's fine dining restaurants and visual and performing arts groups together with customized marketing programs targeted at shared customer base</li> <li>• Develop collaboration and cross promotions between the restaurants and arts groups</li> <li>• Continue to promote the Discover Card to reach employees, residents and convention attendees</li> <li>• Assist with producing the Downtown section of the Official Visitors Guide to market arts and dining to visitors</li> <li>• Provide members with information about co-op advertising opportunities</li> <li>• Collaborate with RDA and DOT to incorporate parking in marketing materials</li> <li>• Develop new marketing promotion</li> <li>• Produce annual restaurant week event</li> <li>• Work with Private Dining Room (PDR) group on marketing efforts</li> </ul>	<ul style="list-style-type: none"> <li>• Dine Downtown and City Bites "restaurant week" promotions June 2010</li> <li>• Official Visitors Guides</li> <li>• Downtown Dining Gift Certificates</li> <li>• Discover Downtown San Jose cards</li> <li>• Summer event brochure</li> <li>• Discover Card APT posters</li> <li>• Parking &amp; Dining APT posters</li> <li>• Dining ads</li> <li>• Co-op website and brochure for Private Dining Room (PDR) group</li> <li>• Dining and parking ads in the year-round print, cinema and radio campaign</li> </ul>
<b>HOLIDAY MARKETING</b>		
<p>Coordinate holiday programs to enhance the Downtown experience by producing a retail promotion that increases shopping in the core</p>	<ul style="list-style-type: none"> <li>• Sponsor and/or market a holiday retail promotion to generate foot traffic and improve the retail shopping experience for visitors and employees</li> <li>• Produce and install holiday banners and decorations in the neighborhoods</li> <li>• Oversee the production and distribution of the Downtown for the Holidays brochure</li> <li>• Design and produce a co-op ad promoting holiday events and downtown businesses</li> <li>• Develop print, radio and television campaign and leverage parking marketing to include parking in all elements of the campaign</li> </ul>	<ul style="list-style-type: none"> <li>• Gallery of Gifts, holiday retail promotion</li> <li>• Holiday banners and decorations in SPS, SoFA and Historic District/Post Street</li> <li>• Tree lights</li> <li>• Holiday brochures</li> <li>• Holiday co-op ad in Wave</li> <li>• Holiday spot on Comcast</li> <li>• Holiday radio campaign with MIX, KBAY and KLIV</li> <li>• Holiday print ads</li> <li>• Holiday cinema ads</li> </ul>

DESIRED RESULTS	STRATEGIES	DELIVERABLES
<b>EVENT MARKETING AND DISTRIBUTION</b>		
<ul style="list-style-type: none"> <li>• Increase exposure, attendance and sales at SJDA events by developing high quality and effective marketing materials</li> <li>• Expand distribution by developing new markets</li> <li>• Increase awareness of SJDA as the event producer</li> <li>• Increase the economic impact events have on downtown businesses</li> </ul>	<ul style="list-style-type: none"> <li>• Increase quantity of SJDA event collateral materials, if needed</li> <li>• Increase distribution of all event collateral materials outside the Downtown core</li> <li>• Increase advertising and PSAs through paid advertising and media sponsorships</li> <li>• Position SJDA's name and logo in a highly visible location on all event materials</li> <li>• Identify new target audiences and implement targeted strategies to reach them</li> <li>• Work with Agency to produce Summer Event brochure</li> </ul>	<ul style="list-style-type: none"> <li>• Event posters, fliers, ads, Light Rail posters, outdoor billboards and bus boards, APT</li> <li>• Event banners and signage</li> <li>• SJDA recognized as event producer</li> <li>• Distribution to Campbell, Willow Glen, Los Gatos, as well as downtown neighborhoods.</li> <li>• Distribute through radio stations and CVB to reach broader markets</li> <li>• Summer event brochures</li> </ul>
<b>MARKETING COLLABORATIONS AND PARTNERSHIPS</b>		
<ul style="list-style-type: none"> <li>• Strengthen Downtown's public image</li> <li>• Increase exposure for Downtown businesses</li> <li>• Increase SJSU student awareness of Downtown services and activities.</li> <li>• Increase residence and employee awareness of Downtown services and activities</li> </ul>	<ul style="list-style-type: none"> <li>• Work with Agency to update walking map</li> <li>• Increase participation in the Discover Downtown San Jose Card</li> <li>• Increase awareness of the Discover Card participants and their offers</li> <li>• Collaborate with the Convention &amp; Visitors Bureau and other producing organizations on joint marketing initiatives in order to maximize effectiveness, as possible and appropriate.</li> <li>• Work with design firm to develop a year-round advertising campaign and downtown message</li> <li>• Work with Agency and developers to market downtown living</li> <li>• Provide members with an outlet to distribute their individual marketing collateral</li> </ul>	<ul style="list-style-type: none"> <li>• Downtown walking map</li> <li>• OVG Downtown Dining section</li> <li>• Discover cards for SJSU, Adobe, conventions, cut out versions in OVG and Summer brochure</li> <li>• Discover Card collateral and website</li> <li>• Summer Event brochure</li> <li>• Proof and update CVB dining map</li> <li>• Series of ads for year-round branding ad campaign</li> <li>• Downtown Lifestyle Campaign</li> <li>• SJDA information table at events and distribution of welcome packets</li> </ul>
<b>EVENT SURVEYS</b>		
<p>Gather feedback from downtown patrons, businesses and/or event attendees on usefulness and effectiveness of current programs and economic impact.</p>	<ul style="list-style-type: none"> <li>• Write event surveys</li> <li>• Work with sub-contractors to conduct surveys and analyze data</li> <li>• Provide a written analysis/report of key findings</li> </ul>	<ul style="list-style-type: none"> <li>• Music in the Park</li> <li>• Downtown Ice</li> <li>• Outdoor Cinemas</li> <li>• Dine Downtown</li> </ul>

PROGRAM	OBJECTIVE	
<b>EVENT PRODUCTION</b>	Enhance the image and appeal of Downtown San Jose through high quality special events serving different San Jose audiences.	
DESIRED RESULTS	STRATEGIES	DELIVERABLES
<b>PUBLIC SPACE PROGRAMMING</b>		
<ul style="list-style-type: none"> <li>• Enliven public spaces throughout the Downtown core</li> <li>• Increase foot traffic for Downtown businesses and provide consistent public events and entertainment for visitors, workers and residents</li> <li>• Reinforce the idea that there is always something fun and interesting to do in the core.</li> <li>• Attract local audiences who might not otherwise have come downtown (Los Gatos, Campbell, Palo Alto, Willow Glen)</li> </ul>	<ul style="list-style-type: none"> <li>• Implement a plan that includes programming in a variety of Downtown locations</li> <li>• Strong marketing and public relations</li> <li>• Increased outreach and partnerships with neighborhood committees</li> <li>• Leverage funding</li> </ul>	<ul style="list-style-type: none"> <li>• 129 days of active programming</li> <li>• Produce and promote nine Starlight Cinema screenings in three districts: San Pedro Square, Historic and SoFA districts</li> <li>• Program and promote Third Space Entertainment performances, May – September, in San Pedro Square, Historic District and SoFA</li> <li>• Program and promote Holiday Caroling in San Pedro Square and Historic District</li> <li>• Curate and install bi-monthly Phantom Gallery exhibits in vacant storefronts throughout the core</li> <li>• South First Friday Gallery Walk and SoFA Street Market</li> <li>• Marketing and public relations efforts to promote Downtown Pedicabs and increase ridership</li> </ul>
<b>FARMERS' MARKET</b>		
<ul style="list-style-type: none"> <li>• Promote San Pedro Square district and brand event as premier farmers' market in the region</li> <li>• Increase sales for businesses and increase foot traffic</li> <li>• Support local farmers and artists</li> <li>• Encourage healthy eating by recipes &amp; cooking techniques</li> <li>• Promote organic and "green" living and learning</li> <li>• Increase event attendance</li> <li>• Promote shopping locally</li> </ul>	<ul style="list-style-type: none"> <li>• Promote market activities through SJDA's website and Downtowner Online</li> <li>• Expand variety and improve quality of products offered at the Market – both agricultural and non-agricultural</li> <li>• Increase number of weekly farmers</li> <li>• Weekly print ads to increase awareness</li> <li>• Increase onsite events &amp; promotions</li> <li>• Expand number of partnering organizations that participate in event activities</li> </ul>	<ul style="list-style-type: none"> <li>• Farmers' Market at San Pedro Square, every Friday, May 1 – December 18, 2009</li> <li>• 35-40 Agricultural vendors each week</li> <li>• 10-20 Artisans each week</li> <li>• Average weekly attendance of 2,000</li> <li>• Friday's best lunch business for SPS restaurants</li> <li>• Monthly "Green" activities</li> <li>• 3-4 signature promotions/contests, e.g. pie eating contest, cherry pit spitting contest, strawberry shortcake sampling</li> </ul>

DESIRED RESULTS	STRATEGIES	DELIVERABLES
<b>ST. JAMES MUSIC SERIES</b>		
<ul style="list-style-type: none"> <li>• Reengineer and rebrand the Music in the Other Park concept into a destination event that highlights historic St. James Park</li> <li>• Establish Music in St. James Park as an event in which people will travel specifically to downtown San Jose</li> <li>• Increase business for neighboring establishments</li> <li>• Increase event attendance while balancing diversity of music and audience</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain and increase the caliber of headliners that grace the stage while balancing an eclectic and diverse mix of regional and international talent.</li> <li>• Charge a nominal \$5-\$9 admission fee to ensure attracting world-class entertainers</li> <li>• Increase media partnerships and involvement by working with a diverse variety of popular Bay Area media outlets</li> <li>• Utilize new marketing channels to increase event promotion</li> <li>• Partner with other major summer events and neighborhood groups to leverage cross-promotional activities</li> </ul>	<ul style="list-style-type: none"> <li>• Produce four monthly music events beginning June 2010 in St. James Park</li> <li>• Partner with diverse range of radio stations and neighborhood groups in the St. James and Northside areas to attract a diverse audience</li> <li>• Leverage promotional partnerships with established radio stations and other downtown summer events to lure national and regional entertainers</li> <li>• Average attendance of 5,000-6,000</li> <li>• Increase business for restaurants on Thursday nights during the series and feature downtown restaurants as majority of event food vendors</li> <li>• Expanded marketing and public relations efforts to social networking sites and blogs</li> <li>• Survey attendees</li> </ul>

DESIRED RESULTS	STRATEGIES	DELIVERABLES
<b>DOWNTOWN ICE</b>		
<ul style="list-style-type: none"> <li>• Increase activity and excitement downtown during the holidays</li> <li>• Produce a nationally recognized iconic, holiday outdoor ice rink to generate positive media attention for San Jose</li> <li>• Increase the number of families downtown during the holidays</li> </ul>	<ul style="list-style-type: none"> <li>• Produce an outdoor seasonal ice rink in the Circle of Palms, creating a civic icon for Downtown as a regional, national and even international symbol for quality of life in our city</li> <li>• Secure sufficient sponsorship funds</li> <li>• Increase scope of event marketing plan</li> <li>• Concentrate on number and quality of promotional partners (e.g. Museum of Art, SJ Ballet)</li> <li>• Continued improvements to layout and aesthetics of the rink itself</li> <li>• Expanded programming at the rink – private parties, schools on skates, fundraisers, performances</li> <li>• Liaison with neighborhood businesses – Fairmont Hotel, SJ Museum of Art, Knight Ridder building, Café 1850</li> </ul>	<ul style="list-style-type: none"> <li>• Produce the sixth season of Downtown Ice in the Circle of Palms, November 20, 2009 – January 18, 2010</li> <li>• 45,000 skaters in 2009-10</li> <li>• Improve coordination with all Downtown holiday activities</li> <li>• Partner with downtown businesses and arts organizations for employee and patron discounts – including SJSU students and alumni, SJ Museum of Art, The Tech, SJ Ballet, CVB and SJ Sharks</li> <li>• Leverage promotional advertising through diverse media partners including NBC-11, Telemundo, El Observador, The Mercury News, KBAY and KEZR radio and La Preciosa 92.3 radio</li> <li>• Produce and distribute 55,000 event fliers and 500 posters through numerous media partners, throughout downtown and surrounding areas</li> <li>• Market and promote Downtown Ice via screen ads at Camera Cinemas, in the Ballet SJ Nutcracker program, on billboards and on VTA bus panels and transit shelters.</li> <li>• Survey event attendees</li> </ul>

PROGRAM	OBJECTIVE	
<b>CORE NEIGHBORHOOD MAREKTING &amp; PROMOTIONS</b>	Strengthen the identity of Downtown’s neighborhood districts through targeted events and collateral customized for that area’s business mix and customer base.	
DESIRED RESULTS	STRATEGIES	DELIVERABLES
<b>SAN PEDRO SQUARE</b>		
<p>Increase awareness of San Pedro Square (SPS) as dining district; increase foot traffic and restaurant sales. Increase neighborhood involvement in marketing and promotional efforts</p>	<ul style="list-style-type: none"> <li>• Create and distribute revamped neighborhood brochure</li> <li>• Update San Pedro Square web site in order to provide more relevant, current information in an attractive site and increase awareness of the site</li> <li>• Produce two events in the neighborhood: FMKT and Starlight Cinemas</li> <li>• Create a neighborhood event subcommittee to explore promotional tie-ins with other major downtown events</li> <li>• Enhance neighborhood ambience</li> </ul>	<ul style="list-style-type: none"> <li>• New San Pedro Square brochure to be distributed Downtown and at SJDA events</li> <li>• Updated San Pedro Square web site</li> <li>• Increased neighborhood participation at Farmers’ Market and Starlight Cinemas</li> <li>• Place holiday scenes, décor and/or carolers throughout the neighborhood or one new neighborhood event or promotion</li> <li>• New lighting on San Pedro Square arch entryway to the district</li> </ul>
<b>SOUTH FIRST AREA (SoFA)</b>		
<p>Increase awareness of the South First Street Area (SoFA) as Downtown’s urban entertainment district; increase foot traffic on street and in businesses; improve the appeal of the district to residents and visitors</p>	<ul style="list-style-type: none"> <li>• Develop new and expand on existing events and activities</li> <li>• Coordinate with Redevelopment Agency to keep the South First Area Committee informed of the progress of the SoFA Plan</li> <li>• Advocate for and execute district improvements as defined by SoFAC, improving cleanliness of the district, lighting, and streetscape improvements along South First Street</li> <li>• Increase safety in nightclub district</li> <li>• Ensure plentiful and apparent off-street parking opportunities and pricing policies consistent with the rest of downtown</li> <li>• Develop maintenance plan for streetscape improvements in lieu of city responsibility</li> </ul>	<ul style="list-style-type: none"> <li>• Implement 1stACT/RDA demonstration project for South First Street and northern and southern district gateways</li> <li>• Generate coverage of area’s development plan and incremental improvements</li> <li>• Work with police to improve procedures for nightclub closing</li> <li>• Develop plans to tie in with major downtown events, including ZeroOne / SubZero, Jazz Festival, Left Coast Live and South First Fridays</li> <li>• SoFAC parking plan included in development of overall downtown strategic parking plan</li> <li>• Integrate Three Sixty Residences owners and future residents with sometimes conflicting business interests</li> <li>• Create and maintain streetlight pole banners, Painted pylons under I-280, murals, increased tree lighting, intersection artscape,</li> <li>• 70-100 days of programmed events</li> <li>• South First Fridays collateral</li> </ul>

DESIRED RESULTS	STRATEGIES	DELIVERABLES
<b>HISTORIC DISTRICT</b>		
<p>Increase awareness of the neighborhood as Downtown's historic retail district; increase foot traffic on streets and into businesses.</p>	<ul style="list-style-type: none"> <li>• Refer to the neighborhood as the Historic District</li> <li>• Support neighborhood events as sponsor and/or with co-op marketing</li> <li>• Produce two new events in the Historic District; Post Street Summertime Blues and Starlight Cinemas</li> <li>• Increased streetscape improvements</li> <li>• Formation of a neighborhood event subcommittee</li> <li>• Increase outreach to hotel concierges and convention center concierge staff regarding neighborhood businesses</li> </ul>	<ul style="list-style-type: none"> <li>• Renew Historic District co-op ad in Wave magazine</li> <li>• Distribute updated Historic District flier</li> <li>• Produce and promote three Post St. Summertime Blues events—booking top-name regional Blues acts</li> <li>• San Jose Jazz Festival cross-promotional efforts for Historic District businesses</li> <li>• Tree lighting along First, Second, and Post streets</li> <li>• Streetlight pole banners on First, Second and Post streets</li> <li>• Holiday décor along First, Second, San Fernando, Santa Clara and Post streets</li> <li>• Streetscape beautification efforts along First and Post streets</li> <li>• Regular communication via newsletter to hotel concierges and convention center staff about new and existing businesses</li> </ul>

PROGRAM	OBJECTIVE	
<b>PARKING AND DASH SHUTTLE MARKETING</b>	Improve the image of Downtown parking through effective marketing, advertising, public relations and promotion of parking alternatives.	
DESIRED RESULTS	STRATEGIES	DELIVERABLES
<b>PV AND FREE PARKING PROGRAMS</b>		
<ul style="list-style-type: none"> <li>• Increase awareness of the validated and free parking programs</li> <li>• Increase usage of the retail validation parking program</li> <li>• Increase usage of all parking facilities</li> </ul>	<ul style="list-style-type: none"> <li>• Produce marketing materials and signage for the validation program as needed</li> <li>• Reach out to Hispanic and Vietnamese communities to broaden the reach of our Pv campaign</li> <li>• Include information about the validated and free parking programs in advertising and marketing materials</li> <li>• Participate in co-op marketing projects during the holidays</li> <li>• Update the downtown parking map for the holiday brochure, OVG, walking map and summer event brochure</li> <li>• Encourage Downtown retailers to participate in the validation program</li> </ul>	<ul style="list-style-type: none"> <li>• Distribute Pv information and window decals to downtown business and participants to increase usage of lots and participation in Pv program</li> <li>• Develop signs for holiday and special event parking</li> <li>• Collaborate with SJDA and RDA on print, radio and cinema campaigns</li> <li>• Tag co-op holiday ads in the Wave with parking information</li> <li>• Advertise in the 2009 Official Visitors Guide</li> <li>• Advertise in special opportunity publications – Jazz Festival, Cinequest, Spartan Daily</li> <li>• Update and install parking APT posters</li> <li>• Produce Pv and free signs for participating parking garages/lots</li> </ul>
<b>PARKING WEBSITE SJDOWNTOWNPARKING.COM</b>		
<ul style="list-style-type: none"> <li>• Increase effectiveness of parking web site (sjdowntownparking) for people seeking information about downtown parking</li> <li>• Change negative public perception regarding downtown parking</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to upgrade the parking web site, www.sjdowntownparking.com</li> <li>• Continue addressing changes to the parking programs</li> <li>• Link the web site to Downtown-related sites</li> <li>• Downtown web sites provide reciprocal link</li> <li>• Coordinate with VTA, City and RDA on communicating public/private parking developments on multiple web sites</li> <li>• Use the parking site to attract more visitors to downtown</li> </ul>	<ul style="list-style-type: none"> <li>• Provide information about the city’s parking programs, including map, free and validated parking programs and transportation</li> <li>• Link to activity website for holiday activities, year-round activities, such as artsopolis, SJDA’s websites</li> <li>• Include information about student and residential parking programs to the web site.</li> <li>• Increase the average number of hits per month on the City’s parking web site</li> </ul>

DESIRED RESULTS	STRATEGIES	DELIVERABLES
<b>DASH SHUTTLE PROGRAM</b>		
<ul style="list-style-type: none"> <li>• Increase DASH ridership</li> <li>• Increase the use of the peripheral parking lots attributed to DASH</li> <li>• Increase customer service satisfaction levels with the DASH and free parking programs</li> </ul>	<ul style="list-style-type: none"> <li>• Encourage major employers to promote the shuttle to employees</li> <li>• Work with VTA to design new marketing materials for the DASH Shuttle program, as needed</li> <li>• Work with VTA to develop and conduct a DASH Shuttle survey and compare results to survey results from previous years</li> </ul>	<ul style="list-style-type: none"> <li>• Produce new fliers, APT posters, as needed</li> <li>• Advertise in the Spartan Daily when students return to school for Spring and Fall semesters</li> <li>• Distribute DASH marketing materials to Downtown employers</li> </ul>

PROGRAM	OBJECTIVE	
<b>MEMBERSHIP</b>	Strengthen relationships with BID members and increase awareness of SJDA, its services and benefits	
DESIRED RESULTS	STRATEGIES	DELIVERABLES
<b>MEMBERSHIP OUTREACH</b>		
<ul style="list-style-type: none"> <li>• Improve direct communications with members so that they can learn about and understand SJDA goals and objectives, and become more involved.</li> </ul>	<ul style="list-style-type: none"> <li>• More visits by SJDA staff to businesses, to share SJDA goals and to receive feedback from businesses</li> <li>• Provide welcome packet materials to new businesses</li> <li>• Expand upgraded membership program</li> <li>• Follow up on issues of visited businesses</li> <li>• Identify trends that can help groups of businesses to succeed</li> </ul>	<ul style="list-style-type: none"> <li>• Average 30-40 visits per month by staff to member businesses</li> <li>• Increase active member volunteer numbers from year to year</li> <li>• 100 percent accountability to member issues; 75 percent resolution as quickly as possible</li> </ul>
<b>MEMBERSHIP MARKETING</b>		
<ul style="list-style-type: none"> <li>• Increase awareness of SJDA, its services and benefits to BID members</li> <li>• Promote downtown as a worthwhile investment for commercial businesses and investors</li> <li>• Outreach to hi rise housing developments</li> </ul>	<ul style="list-style-type: none"> <li>• Update membership materials</li> <li>• Improve on-line SJDA Business Directory</li> <li>• Make welcoming visits to new businesses</li> <li>• Provide members with an outlet to distribute their individual marketing collateral</li> <li>• Outreach to high-rise housing developments</li> <li>• Meet with brokers</li> <li>• Place ad(s) recognizing key transactions and investors downtown</li> <li>• Develop relationships with AXIS, The 88, 360 Residences and City Heights</li> </ul>	<ul style="list-style-type: none"> <li>• Update SJDA's Business Directory on-line</li> <li>• Deliver welcome packets to new businesses</li> <li>• Co-sponsor a program for a target audience of potential investors -- Downtown Real Estate Tour</li> <li>• Produce welcome packets for new members and hi rise residents</li> <li>• Increase awareness of San Jose Market Center as part of downtown</li> </ul>

DESIRED RESULTS	STRATEGIES	DELIVERABLES
<b>MEMBER SURVEYS OUTREACH</b>		
<p>Gather feedback from downtown business owners on usefulness and effectiveness of current programs and economic impact.</p>	<ul style="list-style-type: none"> <li>• Write, conduct and analyze surveys of downtown businesses at the conclusion of the events</li> <li>• Assist RDA with their surveys</li> </ul>	<ul style="list-style-type: none"> <li>• BID Member Survey</li> <li>• PBID survey</li> <li>• Event surveys</li> </ul>