

**TO: Envision San José 2040  
4-Year Review Task Force**

**FROM: Michael Brilliot**

**SUBJECT: DECEMBER 16, 2015  
ENVISION SAN JOSÉ 2040  
4-YEAR REVIEW  
TASK FORCE MEETING**

**DATE:** December 10, 2015

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This memo provides information to assist you in preparing for the December 16, 2015 Envision San José 2040 Task Force meeting. Links to the referenced documents and other resource materials (e.g. reading materials and correspondence) are posted on the Envision San José 2040 4-Year Review website (<http://www.sanjoseca.gov/index.aspx?nid=4803>).

The following is a summary of agenda items for the December 16, 2015 Task Force meeting:

### **Agenda Item 3 – Updated Projections of Jobs, Population, and Employed Residents**

During the General Plan update process from 2007 to 2011, the City hired Steve Levy, with the Center for Continuing Study of the California Economy (CCSCE), to prepare projections of job, population, and household growth for San José to the year 2040. In 2008, CCSCE used data provided by the Association of Bay Area Governments (ABAG) and the California Department of Finance (DOF) to project that San José would add 172,000 jobs and 471,000 residents by the year 2040. These projections were presented to the Task Force to help inform the selection of a preferred growth scenario (planned new jobs and housing capacity).

As part of the 4-Year Review process, the City rehired CCSCE to update the jobs and population projections to reflect more current data, and recent trends in the nation, state, region. Steve Levy and City Staff will present the job and population projections from the 2015 CCSCE report (<http://www.sanjoseca.gov/DocumentCenter/View/47999>).

### **Agenda Item 4 – Recommended Adjustment to Planned Job Capacity**

San José is the largest and most urban city located within Silicon Valley, and the 10<sup>th</sup> biggest City in the Country. San José is however the only large city within the US that is a bedroom community, meaning more San José residents leave the City for work in other cities than workers from other communities commute into San José. This imbalance has led to significant environmental and quality of life impacts for San José, and has impacted the City's ability to provide needed services to its residents and businesses.

The Envision San José 2040 General Plan's Innovation/Regional Employment Center Major Strategy was established to transform San José from the bedroom community for Silicon Valley to a regional

employment center that truly is the Capital of Silicon Valley. Closely tied to this Strategy is the General Plan's Fiscally Strong City Major Strategy, which establishes a land use planning framework that promotes a balance of land uses that strengthens the fiscal health of the City and enables delivery of high-quality municipal services, consistent with community expectations.

Through multiple General Plan updates including the Horizon 2000 and the San José 2020 General Plan processes, San José has identified improvement of the City's jobs/housing balance or Jobs/Employed Residents Ratio (J/ER) as a critical objective to address multiple City goals. The Envision San José 2040 General Plan establishes achievement of a J/ER ratio of 1.3 to 1 as a core objective of the Plan informing its policies and Land Use/Transportation Diagram designations. Currently, the J/ER in San José is 0.84, which means that San José has less than one job per employed resident.

During the Envision San José 2040 update process, a key role for the Task Force was the review of multiple Land Use Study Scenarios leading to the development of a Preferred Land Use Scenario. Each Scenario supported different amounts of planned jobs and housing growth, which translated to different J/ERs.

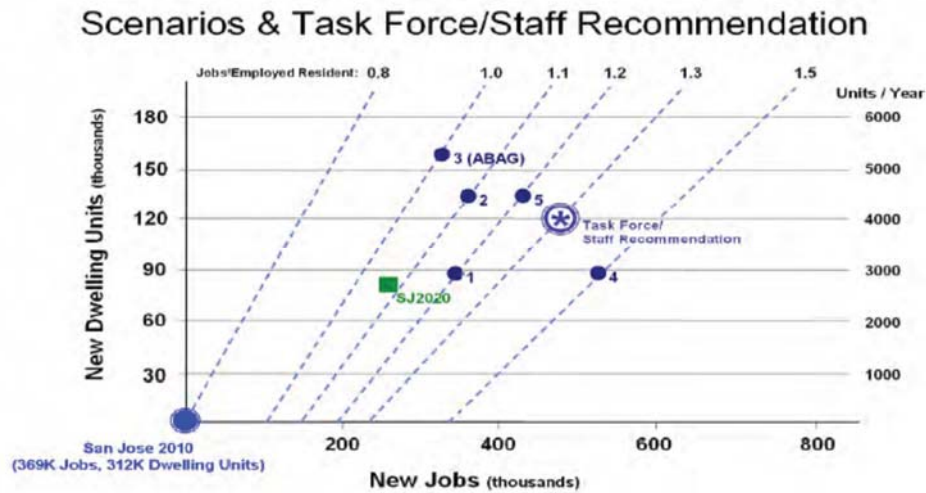
To help plan for the City's future growth three sets of growth projections were used by the Envision San José 2040 Task Force during the General Plan update. Two of these, *Projections 2007* and *Projections 2009*, were prepared by the Association of Bay Area Governments (ABAG), the agency charged with developing job and population growth projections. To supplement the projections provided by ABAG, the City contracted with the Center for the Continuing Study of the California Economy (CCSCE) to prepare a similar forecast of job and housing growth in San José through the year 2040. CCSCE's 2008 report projected San José to add 172,000 jobs between 2007 and 2040.

As stated in the Envision San José 2040 General Plan, projections are used as a planning tool to anticipate feasible population and job growth, determine and plan for land use demand, and promote policy goals. The Envision San José 2040 Task Force came to the conclusion that the General Plan growth capacity should be used to express San José's vision and goals for its future; and while the projections are useful as a means of understanding possible or likely job and housing growth, the actual General Plan capacity does not need to be determined by projections.

For that reason the Envision San José 2040 Task Force considered the seven Study Scenarios shown below, all of which included job growth capacities exceeding the projected growth identified by ABAG and CCSCE. Ultimately the land use Scenario selected by the Task Force and the City Council included a planned job capacity of 470,000 new jobs. This capacity was three times higher than CCSCE's 2008 job projections of 144,000 new jobs by 2035. The Task Force concluded that it was desirable for the General Plan to designate employment lands with job capacity above the actual demand in order to provide sufficient flexibility for successful business attraction and to support the Plan's emphasis upon economic development. For more information on the seven scenarios considered by the Task Force, see Appendix 3 of the Envision San José 2040 General Plan, which is attached to this memo.

**Land Use Scenarios Considered by the Envision San José 2040 Task Force**

Scenario	Job Growth Capacity	Housing Growth Capacity	J/ER
SJ2020 “No Project”	255,550	82,110	1.1/1
Study Scenario 1	346,550	88,650	1.2/1
Study Scenario 2	360,550	135,650	1.1/1
Study Scenario 3	339,530	158,970	1.0/1
Study Scenario 4	526,000	88,650	1.5/1
Study Scenario 5	431,550	135,650	1.2/1
Preferred Scenario 6	470,000	120,000	1.3/1



To accommodate the Preferred Scenario of 470,000 new jobs and 120,000 new housing units (equal to a J/ER of 1.3), planned job and housing growth was geographically distributed to the planned Growth Areas designated in Envision San José 2040 General Plan. This includes Employment Areas, Specific Plan Areas, Urban Villages, and the Downtown. While a majority of planned job growth was allocated to Employment Areas and the Downtown, approximately one-quarter of the planned job capacity was assigned to Urban Villages to establish an opportunity for a mix of uses, so that retail and other commercial and public services can be located in close proximity to residential and employee populations. To advance many of the key strategies and goals of the General Plan, the Urban Villages are required to support the full amount of planned jobs and housing capacity assigned to each Urban Village as described in Appendix 6 of the General Plan (<http://www.sanjoseca.gov/DocumentCenter/Home/View/474>). Accordingly, mixed-use developments in Urban Villages must include a significant amount of commercial space to meet planned job capacity requirements. This has presented a challenge to implementing the Envision San José 2040 General Plan, specifically the Urban Village Major Strategy, in part because there is little market demand to build mixed-use projects that would meet the significant commercial space requirements.

During the City Council meeting held on April 14, 2015, Councilmembers directed Planning Staff to set a more achievable goal for the General Plan’s planned job capacity and associated jobs to employed

resident ratio. Based on City Council direction, technical reports prepared for the 4-Year Review, available data, and current market trends, Staff has reached a recommended adjustment to the General Plan's planned job capacity. Staff will present their recommendation to the Task Force and provide an overview of the result of modifying the General Plan's planned job capacity.

### **Agenda Item 5 – Task Force Discussion of Adjustment to Planned Job Capacity**

Task Force members will be given an opportunity to discuss and provide input on Staff's recommended adjustment to the General Plan's planned job capacity. The Task Force will be asked to provide a recommendation for the General Plan's planned job capacity at the following meeting on January 28, 2016.

### **Agenda Item 6 – Public Comment**

Members of the community will be provided with an opportunity to address the Task Force and provide input on the December 16, 2015 agenda items.

### **Reading/Resource Materials**

Resource and reading materials for the Task Force are available on the Envision 2040 4-Year Review website. These materials include:

- Task Force Meeting Agenda
- CCSCE Final Report on Projection of Jobs, Population and Employed Residents to 2040

### **Task Force Correspondence**

The Task Force packet includes one correspondence item from Task Force members:

- E-mail from Teresa Alvarado, Santa Clara Valley Water District

The e-mail from Teresa Alvarado provides a link to an online report authored by the Bay Area Council Economic Institute titled "A Roadmap for Economic Resilience – The Bay Area Regional Economic Strategy." (<http://www.bayareaeconomy.org/report/a-roadmap-for-economic-resilience/>) The e-mail highlights excerpts from the report providing a qualitative assessment of the economic and housing situation in the Bay Area.

### **Follow-Up Items from November 16, 2015 Meeting**

*ADE Fiscal Analysis Report:* Several questions were asked by Task Force members regarding the difference in methodology between ADE's Fiscal Analysis report in 2010 and the updated 2015 report. To clarify, the change in fiscal impact of land uses, specifically different housing types, from ADE's 2010 report occurred because of improvements in methodology used by the industry for this type of fiscal analysis. The 2015 ADE report accounted for sales tax spent by San José residents and the significant reduction of City jobs and associated service costs since 2008 (1,126 less positions), thereby decreasing the negative fiscal impact of single-family housing and low- and medium-density housing.

*Mobile Home Park Preservation Policies/Conversion Ordinance Update:* City Staff is currently proposing new City Council Policy, General Plan text amendments, and amendments to the Zoning Code that directly address the conversion of mobile home parks. New policies, General Plan text amendments, and ordinance updates will be drafted and presented to the Housing and Community Development Commission (HCDC) and the Planning Commission in January 2016, and considered by City Council in February 2016. For more information on this subject, please see the Community and Economic Development Committee Memorandum dated November 3, 2015 on the City's website ([http://sanjose.granicus.com/MetaViewer.php?meta\\_id=542059](http://sanjose.granicus.com/MetaViewer.php?meta_id=542059)).

### **Announcements**

If you would like to distribute information to the Envision 2040 Task Force, please e-mail or fax the information to Jared Hart at [jared.hart@sanjoseca.gov](mailto:jared.hart@sanjoseca.gov) or (408) 292-6054 (fax). Staff will include the correspondence with the materials for each Task Force meeting, under the "Task Force Correspondence" section of the meeting memorandums.

### **Next Meeting**

The next meeting is scheduled for Thursday, January 28, 2016. This meeting will focus on job capacity allocation adjustments, an assessment of the city's commercial and industrial markets, and Urban Village policies.

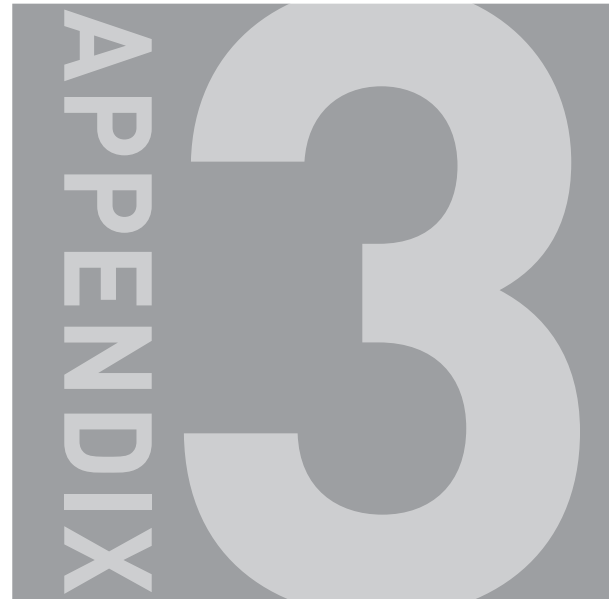
If you have any questions, please contact either myself or Jared Hart. I can be reached by phone at (408) 535-6831 or by email at: [michael.brilliot@sanjoseca.gov](mailto:michael.brilliot@sanjoseca.gov). Jared can be reached by phone at (408) 535-7896 or by email at: [jared.hart@sanjoseca.gov](mailto:jared.hart@sanjoseca.gov).



Michael Brilliot  
Division Manager

Attachment:  
Envision San José 2040 General Plan Appendix 3

# Envision Process



The following Appendix provides a summary of the Envision San José 2040 (Envision) General Plan update process.

The Envision process was initiated by the San José City Council on June 26, 2007, and concluded on October 25, 2011, with the City Council adoption of the Envision San José 2040 General Plan. The Envision process was guided by a City Council appointed Task Force of community stakeholders and directly informed by the input of several thousand community members. The City Council participated in the development of the Plan, providing direction at key decision making points. The Envision process can generally be divided into four phases as follows:

- Phase 1: Identification of issues and trends; Development of a Vision and Land Use Scenario Guidelines by the Envision Task Force and community stakeholders.
- Phase 2: Selection and analysis of five Land Use Study Scenarios; Development of Draft Goals and Policies
- Phase 3: Selection of a Preferred Land Use Scenario; Development of the complete Draft Plan document, including the Land Use/Transportation Diagram.
- Phase 4: Completion of environmental review process; Outreach activities for the Draft Plan.

The Envision process made use of technical analyses prepared by either consultants or City staff in multiple disciplines, including demographic projections, transportation analyses, fiscal analyses, and economic projections prepared for multiple Study Scenarios leading to the selection of a single Preferred Land Use Scenario upon which the Plan was based. By incorporating extensive community input throughout all four phases, the Envision community engagement process built significant public support for the primary direction of the Plan, improved public perception of the planning process, and, most importantly, resulted in an improved Plan.

## Envision Process – Community Engagement and Priorities

The Envision process was designed to give the community a leading role in the development of the Envision General Plan to ensure that the Plan embodies policies for future land uses and the delivery of City services based on the community values and priorities of San José's diverse social and cultural fabric. To meet this objective, the Envision community engagement program was both broad and deep in scope, employing a large variety of engagement techniques over an extended period of time to facilitate meaningful public input, garner public support, and determine the content and direction of the Plan.

Highlights of the community engagement process included:

- A Task Force, composed of 36 community stakeholders, who conducted 50 public meetings, consistently attended by community members, over the course of 4 years

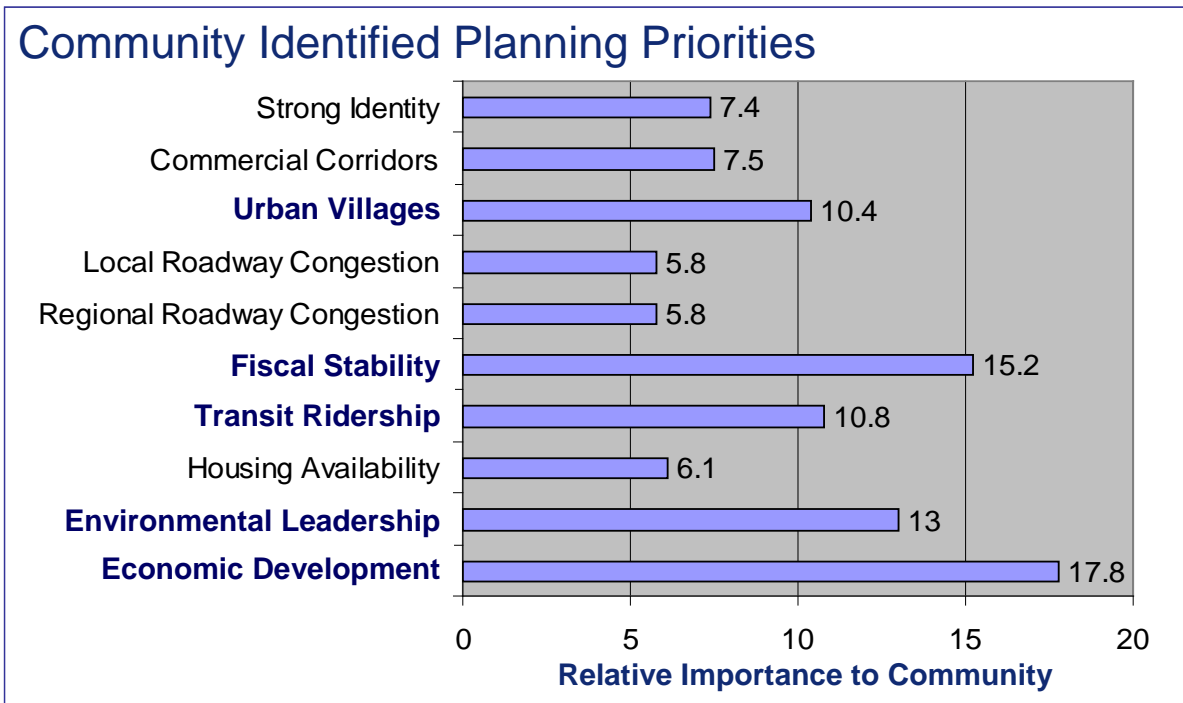
- Participation by 1,000 community members in 8 community Workshops and over 100 community meetings.
- Consistent attendance by community members at and 35 Task Force members at 50 meetings over 4 years.
- Additional meetings with specific community stakeholders
- Use of a video presentation at the beginning of the process to foster early community engagement.
- Multilingual outreach, including discussion groups in Spanish, Vietnamese, Cantonese, and Mandarin, and use of presentation video in Spanish and Vietnamese.
- Activities focused on the often-underrepresented youth, using special targeted activities and discussion groups for pre-teens and high school students.
- A guided bus tour of City's opportunity areas attended by over 60 members of the public along with staff and Task Force members.
- Maintenance of a project website with an abundant amount of information.
- Participation in ongoing online engagement by 4,500 contributors
- Completion of two online surveys by 900 and 2,800 community members each.
- Use of social media to engage 280 community stakeholders.

Consistent with key planning principles established in the San José 2020 General Plan and with other City policies, the community engagement process was designed with widely varied outreach strategies to be as inclusive as possible and to reach the broadest spectrum of participants to hear all voices in the community, including youth and young adults, groups that traditionally have not participated in City planning processes. Many of the engagement strategies were initially suggested by community members, who were asked to help shape the overall outreach program and identify the best approaches to actively engage the community

The Envision process made effective and innovative use of interactive online tools, reaching many community members who might not otherwise attend conventional outreach events. While 1,000 community members participated in conventional outreach activities such as neighborhood meetings, workshops and public hearings, approximately 5,000 took part through online tools. For the update, the City maintained a comprehensive, multi-lingual website as a regular means of communicating with Task Force and community members and as a platform for online surveys. The website contained an abundance of material, including summaries and presentations of the Plan's key elements, background information, all documents used by the Task Force for each of the 50 meetings, and information on how to further participate in the Envision process. This website also incorporated emerging technical tools, such as a multi-lingual web site translator and a searchable land use



diagram and aerial photo resource. A separate community engagement website project combined background information, a real-time online survey, message board, photo bulletin board, and an interactive mapping tool. Social media tools were used as an informal venue to provide additional resources to community stakeholders. By building a large community of electronic subscribers, it was possible to collect survey data from several thousand community members at key decision points in the planning process. These innovative approaches resulted in a significant breadth of community input that provided valuable insight to support the Envision General Plan Update process.



Other outreach activities included a video presentation, community workshops and a bus tour. In the initial Envision outreach to community groups, Planning staff used a “What is the General Plan Update?” video (produced in English, Spanish and Vietnamese versions); focused discussion on key questions on San José’s strengths, challenges, and opportunities; and then led an exercise where community members drew a hypothetical magazine cover illustrating San José as “City of the Year” in 2040. The first Envision community workshop, attended by approximately 300 community members, was simultaneously conducted in three languages (English, Spanish, and Vietnamese) with staff also facilitating discussion groups in Mandarin and Cantonese, as well as groups for high school students and pre-teens. This was followed by a series of community workshops carefully designed to provoke thought and elicit relevant input, both from those who were closely following the Envision process and from new participants. At several subsequent workshops, participants placed Lego blocks, color-coded to represent various land uses, such as housing, jobs, and parks,

on a map of the City to convey their visions for future growth. These workshops helped communicate the opportunities and constraints in accommodating projected new housing and jobs growth in a City that has very little vacant or underutilized land. The bus tour and accompanying guide were well received tools for evaluating growth potential in the City. All community input was continually reviewed to incorporate appropriate suggestions and ensure community values are reflected in the new plan.

The following timeline highlights how the most notable engagement activities were used as part of the Envision process:

- Spring 2007 – Initial community outreach, including presentation of a “What is the General Plan” video and discussions of community priorities with 23 different community organizations and other stakeholder groups.
- September 2007 through June 2011 –The stakeholder Task Force, representing political, business, resident, development, religious, and labor interests, conducted a total of 50 monthly or biweekly evening meetings open to the public to discuss key Plan topics.
- September 2007 through June 2011 – Community meeting sign-ups and online subscriptions generated an electronic mailing list of over 700 people who receive regular e-mail updates on the Envision process.
- October 2007, September 2008, February and May 2009, February 2010, May 2010 – Eight Saturday and evening Community Workshops attracted a cumulative total of approximately 500 people. The first Workshop was simultaneously conducted in Spanish, Vietnamese and English, with additional discussion groups held for Cantonese and Mandarin speakers, high school students and preteens. At subsequent Workshops, participants discussed how and where the City should grow by placing colored Lego blocks on a large base map of the City, representing potential housing growth, job growth, retail, community services and parks.
- June 2008 – Over 60 members of the public joined the Task Force and staff on a guided bus tour of the City. As part of this tour, a detailed guidebook provided background information, maps, photos, and aerials for the 15 opportunity areas highlighted on the tour.
- April 2009 – The City Council held a public hearing to confirm the Task Force’s recommended selection of four Land Use Study Scenarios to be used as the basis of environmental, fiscal, and economic analyses leading to the selection of a Preferred Land Use Scenario.
- June 2009 – The City Council held a public hearing to endorse the Growth Areas concept and the proposed distribution of job and housing growth capacity for each of the Land Use Study Scenarios.

- August – November 2009 – Nearly 4,500 registered users visited an online community engagement website. Of these visitors, nearly 2,800 completed an online survey, and 2,200 answered open-ended questions. Users also posted and commented on 129 cityscape pictures to illustrate both their likes and dislikes. The website included educational background information and interactive mapping capabilities.
- February 2010 –The Envision San José 2040 General Plan Update Facebook page was launched to provide additional opportunities for the public to follow the process and engage in discussion. Currently, the page has over 245 fans.
- March 2010 – At a key decision making point, an online questionnaire attracted over 1,100 visitors and gathered input from over 900 completed surveys within a week of its release to inform the selection of the Plan's Preferred Land Use Scenario.
- April 2010 – Following the recommendation of the Task Force and endorsement by community members, the City Council approved the Envision Preferred Land Use Scenario, identifying planned job and housing growth capacity for specific locations throughout the City. The City Council also confirmed the Growth Areas strategy and the use of Planning Horizons to allow for periodic review of the Plan's implementation.
- October 2010 – Complete Draft of the Envision San Jose 2040 General Plan, including the 1st Draft Land Use / Transportation Diagram and a full draft of the Plan text was made available to the general public on the Envision website.
- April 2011 – The 5th Draft Land Use / Transportation Diagram was made available to the public, in multiple readily accessible formats that allowed searching by address, including Google Maps, Google Earth, and the City's web-accessible land use database.
- April 2011 – Over a 2-month span beginning in April 2011, An Envision advertisement bill insert was sent to approximately 195,000 residential property owners within San José through the City's garbage / recycling billing program.

#### **Role of Planning Division Staff**

San José Planning staff developed and led all outreach, marketing, and community engagement efforts; provided all content for the community engagement website; directed consultants in the design and functionality aspects of the community engagement website; and created and marketed the SurveyMonkey and Facebook outreach. Planners developed survey questions to both understand which members of the community were participating and to learn what their views were about the City's future. Planning staff conducted or attended many public meetings, developed presentations for those meetings and developed outreach materials including brochures and the bill insert advertisement.

## Envision Process – Envision San José 2040 Task Force

The Envision Task Force closely guided all components of the Envision San José 2040 General Plan, conducting 50 public Task Force meetings between 2007 through March 2011. During the General Plan update process, five major Task Force accomplishments included:

1) Creation of a Draft community Vision; 2) Development of draft Land Use/Transportation Scenario Guidelines; 3) Development of Planned and Identified Growth Areas diagram, and five alternative Land Use Study Scenarios with differing amounts and locations of potential job and housing growth; 4) Analysis and consideration of the Land Use Study alternative scenarios and selection of a Preferred Land Use Scenario; and 5) Review of draft Goals, Policies and Implementation Actions for each General Plan topic and development of the Envision Land Use/Transportation Diagram.

### Guiding Principles

As part of the formation and launch of the Envision Task Force, the City Council provided the following Guiding Principles to the Task Force for the Envision General Plan Update:

- Economic Development – Maximize the economic and revenue generation potential of the City’s land resources and employment opportunities for San Jose residents.
- Growth Management – Balance the urban services and facilities demands of new development with the need to address the City’s fiscal stability through the operating and capital budget process.
- Downtown Revitalization – Invigorate Downtown as San Jose’s cultural center with a mix of housing, employment, convention and visitor amenities, museums, parks, linkages to San Jose State University, etc.
- Urban Conservation/Preservation – Protect and enhance San Jose’s neighborhoods and historic resources to promote community identity and pride.
- Greenline/Urban Growth Boundary – Preserve land that protects water, habitat, and agricultural resources and/or offers recreational opportunities, as well as to preserve the scenic backdrop of the hillsides surrounding San Jose.
- Housing – Provide a wide variety of housing opportunities to meet the needs of all economic segments of the community in stable neighborhoods.
- Sustainable City – Manage, conserve and preserve natural resources for present and future generations. Identify opportunities to enhance the City’s sustainability policies through the implementation of the Urban Environmental Accords.
- Social Equity - Cultivate ethnic, cultural and socio-economic diversity and equity in the planning for all public facilities and services to protect and enhance the quality of life for all San Jose residents.

**Draft Vision**

A first phase of community engagement in the Envision General Plan update process was to listen to many large and diverse groups of community residents and stakeholders to understand their key values and visions of a future San José. Based on these conversations, the Task Force, with continuing public discussion, developed a Draft Vision to embody the community's values and guide the initial stages of the Envision General Plan Update process. This initial Draft Vision set forth seven guiding community values: Innovative Economy, Environmental Leadership, Diversity and Social Equity, Interconnected City, Healthy Neighborhoods, Quality Education and Services, and Vibrant Arts and Culture, centered on the philosophy that San José embodies the energy and vitality of its unique human, natural and economic resources.

The Draft Vision, presented in a one-page color graphic displaying the seven values with illustrative photographs, provided general guidance for San José's growth planned through 2040, and was a succinct reminder of the community's interests throughout the Envision process.

Draft Vision Graphic

**Innovative Economy**  
San Jose's economy thrives on innovation, providing job opportunities for all and ample fiscal resources for a vibrant community.

**San Jose bioCenter**

**San Jose embodies the energy and vitality of its unique human, natural and economic resources.**

**Quality Education and Services**  
San Jose residents and businesses receive a broad range of high quality services and enjoy excellent educational opportunities for all.

**Healthy Neighborhoods**  
San Jose's neighborhoods are attractive, affordable, and safe places to live with engaged community members.

**Diversity and Social Equity**  
San Jose celebrates, embraces and involves a diverse blend of cultures and achieves social, cultural and economic equity.

**Environmental Leadership**  
San Jose is a model of an environmentally sustainable and healthy city, a leader in green Technology and a vigilant steward of its resources for present and future generations.

**Interconnected City**  
The activities of daily life are in close proximity and easily accessible by walking, bicycling and public transit.

**Vibrant Arts and Culture**  
Arts and culture in San José connect people, provide rich opportunities for participation, and foster creativity.

**ENVISION SAN JOSE 2040**

### **Land Use/Transportation Scenario Guidelines**

As an early part of the Envision process, the Task Force developed Land Use / Transportation Scenario Guidelines to provide direction for the preparation of the Land Use Study Scenarios and to inform the development of the Envision General Plan. The Guidelines include 32 specific principles which further articulate each of the seven Vision elements and directly link those elements to potential land use decisions and/or specific potential General Plan policies. The Task Force used these Guidelines as they developed the Envision Land Use / Transportation Diagram and Envision General Plan policies.

The Guidelines emphasize and strongly advocate for land use planning that is environmentally sustainable and fiscally responsible, makes prudent use of existing transit facilities and other infrastructure, and contributes toward the development of walkable neighborhood villages and vibrant urban places at strategic locations throughout the City. The Task Force followed these principles closely to develop the amounts and geographic distribution of job and housing growth capacity supported by the Envision General Plan. For example, one guiding principle frequently quoted by members of the Task Force was to “Plan for people not just cars,” specifically, establish a land use/transportation fabric that promotes increased walking, bicycling, and public transit use and does not give priority to the automobile.

# Land Use/Transportation Scenario Guidelines

September 15, 2008

*Notes:*

*The Guidelines are a tool to:*

- *provide direction in the preparation of land use/transportation growth scenarios*
- *inform the development of Goals and Policies*

*All of the Guidelines have equal weight; the numbering just facilitates discussion.*

*They are organized by vision theme to facilitate discussion, recognizing that many of them support more than one theme.*

## **A. Interconnected City**

1. Plan for people not just cars: Establish a land use/transportation fabric that promotes increased walking, bicycling, and public transit use and does not give priority to the automobile.
2. Locate \_\_ % (TBD) of new residential and employment growth within existing, planned, and proposed transit corridors, focusing on areas close (i.e. between 2000 and 3000 feet) to transit stations.
3. Create walkable and bike friendly “neighborhood villages” (e.g., The Alameda): Enhance established neighborhoods by integrating a mix of uses within or adjacent to neighborhoods including retail shops (e.g., grocery stores), services, employment opportunities, public facilities and services, housing, places of worship, parks and public gathering places.
4. Create complete and vibrant “regional hubs”: Integrate a mix of high density housing, employment, and services within existing key commercial areas (e.g., the Oakridge area) to create dynamic urban settings.
5. Reinforce and strengthen Downtown San Jose as the symbolic heart of San Jose and as an employment, entertainment and cultural center, with appropriate housing.
6. Create a positive identity for San Jose by creating a consistent urban design character for each of the major corridors that connect San Jose’s “neighborhood villages” and regional hubs and link San Jose with its neighboring cities.
7. Reinforce riparian corridors, and enhance open spaces and natural features that can weave the many varied areas of the city together.
8. Integrate employment and residential land uses, in particular, by locating employment uses in areas of the city that are predominately residential.



**B. Innovative Economy**

9. Provide sufficient quantities and types of employment lands to accommodate \_\_\_% (TBD) new jobs, which is an employment growth level that is \_\_\_% (TBD) higher than current projections.
10. Create complete employment areas that also include business support uses, mixed uses, public and private amenities, restaurants and retail services that serve both adjacent businesses and the employees of these businesses.
11. Ensure that the General Plan provides the type and quantity of lands necessary to meet the projected needs of businesses that drive innovation.
12. Provide sufficient quantity and types of housing land to accommodate the city's projected population and to meet the needs of the city's future workforce.
13. Reinforce Downtown, North San Jose, Edenvale, and the Monterey Corridor as key employment areas.
14. Ensure that sufficient light and heavy industrial lands are available to meet the projected needs of residents and businesses.
15. Provide employment lands that accommodate more than the 25,000 clean tech job goal established in the Green Vision.
16. Provide a sufficient quantity of land to accommodate the projected retail demands of residents and businesses.

**C. Environmental Leadership**

17. Maintain the existing Urban Growth Boundary.
18. Protect and enhance the natural open space areas (i.e. creeks, hillsides, ridge lines and baylands) that contribute to a positive identity for San Jose.
19. To implement AB32, the California Global Warming Solutions Act, establish a land use/transportation fabric that achieves a \_\_\_ % (TBD) reduction in motor vehicle miles traveled and a \_\_\_ % (TBD) reduction in the emission of greenhouse gases from motor vehicles.
20. Protect and enhance existing riparian corridors within the Urban Growth Boundary and within documented habitat areas outside of the Urban Growth Boundary.
21. Create opportunities for uses that support a self-sufficient city in terms of waste management, energy generation, and resource use and conservation, including water conservation and supply.

**D. Healthy Neighborhoods**

22. Promote the public health of the City's residents by developing a land use/transportation framework that promotes walking, biking and the use of public transit, facilitates access to parks and recreation opportunities, and creates community gathering spaces that allow for increased interaction with neighbors.
23. Develop a sustainable food system, in part, by providing access to healthy food, including locations for locally grown produce.

**E. Quality Services**

24. Focus growth in developed areas where existing infrastructure (e.g., sewers, water lines, and transportation facilities), and City facilities and services (e.g., libraries, parks and public safety) are already available, resulting in maximum efficiency.
25. Provide adequate land for schools, health care facilities, places of worship, and other community activities.
26. Provide adequate land for needed public facilities including facilities for solid waste management, wastewater treatment, recycling, and emergency services training.
27. Ensure a fiscally sustainable City, in part, by providing adequate land for uses that generate revenue for the City.
28. Do not locate new development in areas that would impact the city's water supply system which includes watersheds, well fields and percolation ponds.

**F. Vibrant Arts and Culture**

29. Preserve and enhance neighborhoods and other areas of the City that provide San Jose with a sense of identity and a historic and cultural richness.

**G. Diversity and Social Equity**

30. Distribute a wide variety of housing types, both throughout the city as well as within individual communities, which meet the needs of an economically, demographically and culturally diverse population.
31. Provide land for a diversity of jobs to meet the employment needs of a demographically diverse population.
32. Locate parks, libraries, health facilities and other public facilities equitably throughout the city.

### **Planned and Identified Growth Areas**

The Task Force and community members consistently directed that the Envision San José 2040 General Plan should accommodate all job and housing growth within the City's Urban Growth Boundary (UGB). The Task Force extensively discussed the concept of targeting San José's future jobs and housing growth within the UGB into specific areas such as "hubs, corridors, and villages," rather than citywide. This Growth Areas strategy became the means to promote targeted infill development on key opportunity sites, and to distribute new development, including household-serving commercial uses, in proximity to existing and future residents. Building on the Draft Vision's goal for an interconnected city, the Task Force identified the importance of multi-modal transportation corridors linking a vibrant Downtown, high-intensity hubs, and local-serving neighborhood villages. Through the Task Force discussion, the concepts of hubs, corridors and villages were further refined to better identify the character of each type of growth area. The resulting Growth Areas identified by the Task Force were Downtown, Specific Plan Areas, Employment Lands, Regional Transit Centers, Transit-Oriented Villages, Transit Corridors, Commercial Center Villages & Corridors, and Neighborhood Villages. The Task Force carefully considered how to use the potential of each of these Growth Areas in forming a recommendation for distribution of planned job and housing growth capacity within a series of alternative Land Use Scenarios exploring different amounts and locations for new jobs and housing units by 2040. The Envision Land Use/Transportation Diagram is based on this Growth Areas concept.

### **Land Use Scenario Analysis and Preferred Scenario**

A key role for the Task Force was the review of five alternate Land Use Study Scenarios leading to the development of a Preferred Land Use Scenario. Each Scenario supported different amounts of job and housing growth. Based on analysis of these Study Scenarios, the Task Force recommended and City Council selected a Preferred Scenario, supporting growth capacity for 470,000 new jobs and 120,000 new housing units. The General Plan Land Use/Transportation Diagram was then developed to support this amount of growth in combination with the transportation network recommended by the Task Force. The Task Force and community process for the development of the Preferred Land Use Scenario is described in more detail in the Scenario Selection section of this document.

### **Goals and Policies Development**

Concurrent with the Scenario Selection process, the Envision Task Force worked to develop and review the General Plan Goals, Policies, Implementation Actions, and Performance Measures for a variety of topics such as Sustainability; Parks, Recreation, and Open Space; Water Supply; Housing; and Quality Neighborhoods which are set forth in this Plan Document. The Task Force also developed ten "City Design Concepts" which support multiple goals, are inform the Preferred Land Use Scenario and shape the Land Use / Transportation Diagram.

## Envision Process – Scenario Selection

In April 2010 the City Council confirmed selection of a Preferred Land Use Scenario which established a proposed geographic distribution and total amount of job and housing growth capacity for the Envision General Plan. The Preferred Land Use Scenario was used as the basis for the California Environmental Quality Act (CEQA) analysis required for the Envision San José 2040 General Plan and as a basis for development of the General Plan document and Land Use/Transportation Diagram. The Preferred Land Use Scenario was selected following an analysis process based on five Study Scenarios, each of which included different amounts of job and housing growth capacity.

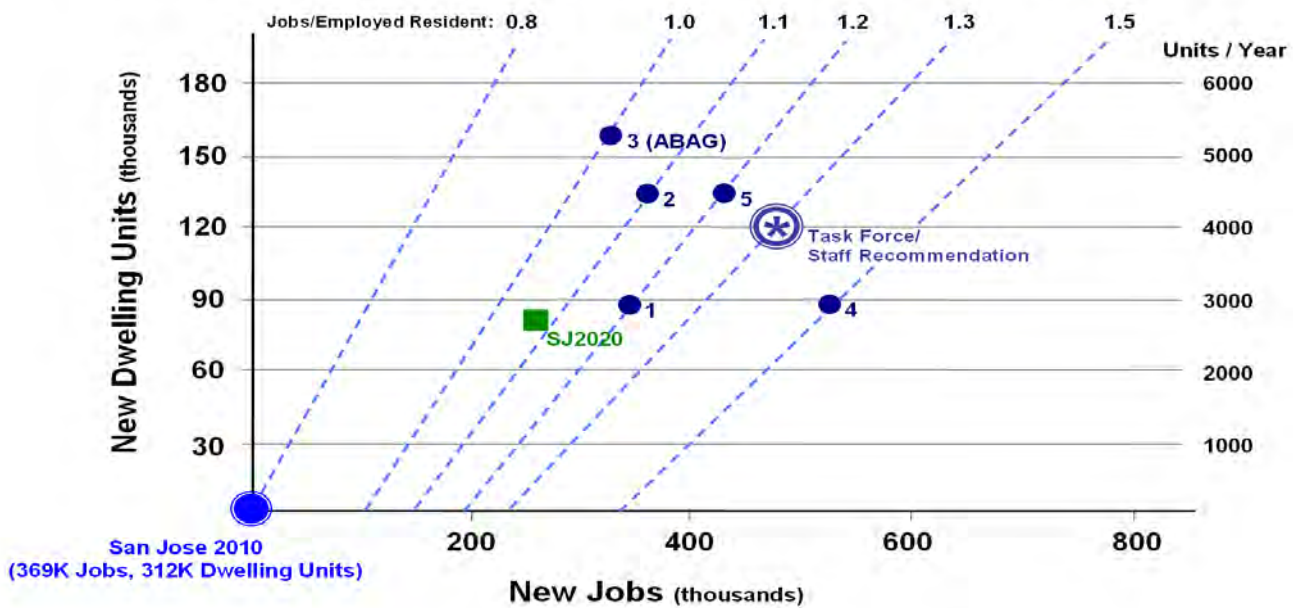
As part of the Envision process leading up to the selection of the Preferred Land Use Scenario, the City Council, Envision Task Force and community members considered analyses of five preliminary “Land Use Study Scenarios” in terms of their achievement of economic, fiscal and environmental goals. These Land Use Study Scenarios, along with the “Current Plan – No Project” alternative required under CEQA, were evaluated in the EIR as project alternatives.

Four Land Use Study Scenarios were initially selected by the Task Force and reviewed by the City Council at the April 21, 2009 Council meeting and provided to consultants for fiscal and transportation analyses. A fifth scenario (Scenario 5) was subsequently added to provide for fuller analysis of potential land use alternatives through the study scenarios. Analysis also included continued use of General Plan 2020 through 2040, a scenario equivalent to the “Current Plan – No Project” alternative as required by the California Environmental Quality Act (CEQA). One of the scenarios (Scenario 3) matched the amount of job and housing growth demand forecast for the year 2035 by the Association of Bay Area Governments (ABAG) in their Projections 2009. The other scenarios, including continued use of the General Plan 2020, were all based on planning additional job capacity and lesser housing capacity in order to reach a higher J/ER ratio.

The “No Project” scenario, five alternative Land Use Study Scenarios that underwent initial environmental and fiscal analysis and providing growth capacity beyond the 2008 level of development, and the Preferred Land Use Scenario were defined as follows:

Scenario	Job Growth Capacity	Housing Growth Capacity	J/ER
SJ2020 “No Project”	255,550	82,110	1.1/1
Study Scenario 1	346,550	88,650	1.2/1
Study Scenario 2	360,550	135,650	1.1/1
Study Scenario 3	339,530	158,970	1.0/1
Study Scenario 4	526,000	88,650	1.5/1
Study Scenario 5	431,550	135,650	1.2/1
Preferred Scenario 6	470,000	120,000	1.3/1

## Scenarios & Task Force/Staff Recommendation



For CEQA purposes, all analysis was based on comparison with 2008 existing conditions (2008 existing conditions: 369,450 jobs, 309,350 dwelling units, 0.8/1 J/ER). The Task Force discussion of the scenarios also made use of updated base data from 2010.

The location of job and housing growth capacity is similar for each of the Study Scenarios in that each closely followed the Envision Task Force Land Use/Transportation Scenario Guidelines, incorporating existing planned growth capacity in the Downtown, North San José and Specific Plan areas, while focusing new job and housing growth capacity in the identified transit corridor, transit station area, commercial center and neighborhood village Growth Areas. The geographic distribution of growth in each scenario varied somewhat to reflect the different mixes of job and housing growth capacity, and the different types of job growth projected based on that mix, but all scenarios implemented the Growth Areas strategy.

The previous General Plan (San José 2020) growth capacity, excluding its urban reserve areas, was also an important component for all five Study Scenarios. Existing un-built entitlements and planned growth capacity in the Downtown, Specific Plan Areas, and the Employment Land Areas (including North San José, Edenvale, and North Coyote Valley) were incorporated into each scenario. On top of this capacity, all scenarios included a significant amount of new job growth capacity, Scenarios 2, 3 and 5 also provided significant new housing growth capacity.

It is noteworthy that the Study Scenarios selected by the Envision Task Force were oriented toward an amount of job growth capacity exceeding the projected demand identified by either ABAG or the Envision consultants. The Task Force and staff concluded that it is desirable for the General Plan to designate employment lands with job capacity above the actual demand in order to provide sufficient flexibility for successful business attraction and to support the Plan's emphasis upon economic development. Higher job growth may be obtained if the local or regional economy performs better than projected or if San José is successful in obtaining a greater share of Bay Area job growth.

Except for the No Project Scenario, which anticipated partial development of the Coyote Valley and South Almaden Valley Urban Reserves, the study scenarios did not include consideration of any development within the Urban Reserves, as was confirmed by the Task Force and City Council in 2009.

### **Study Scenario 1**

Of the study scenarios, Scenario 1 provided the most modest amount of new job and housing growth capacity above the previous General Plan (capacity for 91,000 additional jobs and approximately 6,000 additional dwelling units). Within this scenario, significant amounts of new job growth capacity were provided in Alviso, in Edenvale, in proximity to the Lundy/Milpitas BART station, in proximity to light rail stations (with emphasis upon the Capitol/Hostetter, Capitol/Berryessa, Capitol/McKee, Oakridge, Blossom Hill/Cahalan and Blossom Hill/Snell stations), along the North First Street and Southwest Expressway light rail corridors, and in the larger commercial "Village" growth areas. This distribution located most new job growth capacity near existing or planned major (e.g. BART) transit facilities or in Alviso where there is the best opportunity to provide for additional industrial, low-rise and R&D type job growth. The latter was important in order to accommodate demand for this type of job lands identified through the Job Growth and Employment Land Demand Analysis prepared for the Envision process. Locating additional job growth in Edenvale provides an opportunity for reverse commutes and promotes intensification of currently underutilized lands.

For Scenario 1, almost all of the new housing growth capacity was distributed amongst several Transit-Oriented Village sites where there is existing light rail or Caltrain service or planned BART service. This scenario included a slight increase in housing growth capacity for Specific Plan areas and identified "Commercial Villages and Corridors." Because this scenario did not include adequate growth capacity to warrant redevelopment of all of the identified Growth Areas, no new growth capacity was proposed for the Neighborhood Villages.

### **Study Scenario 2**

Scenario 2 provides slightly more job growth capacity than Scenario 1 with significantly more housing growth capacity (105,000 additional jobs and approximately 54,000 additional dwelling units). Because of the increased amount of housing growth, more of the job growth demand was projected to be in the Household Support Industry cluster and therefore, the additional job growth was placed within the Commercial Center Villages &

Corridors and within the Neighborhood Villages, where it would be in closer proximity to new and existing residential neighborhoods. The additional housing growth capacity was provided through intensification of the Downtown, Transit-Oriented Villages and Commercial Center Village & Corridor areas and through modest redevelopment of the Neighborhood Villages to incorporate housing as part of new mixed-use projects.

### **Study Scenario 3**

Scenario 3, which aligns with ABAG Projections 2009, provided the most housing growth potential and the least job growth potential of the Study Scenarios. In terms of service population (residential plus employee population), this scenario represented more total growth than the other scenarios and thus fully utilized the growth capacity of the identified Growth Areas, with an emphasis on accommodating new housing. Consistent with the other scenarios, the Downtown and planned or existing BART, Caltrain and Light Rail stations were priority locations for new job and housing growth capacity.

Scenario 3 included more housing growth capacity within the Downtown by increasing the density of planned residential sites. Neighborhood Villages were planned for a significant amount of housing growth, along with job growth capacity intended to accommodate primarily Household Support job growth. The Scenario 3 Neighborhood Villages were primarily composed of 4 to 6-story residential buildings with ground-level retail. Due to the low amount of job growth in the Driving Industry and Business Support Industry clusters for Scenario 3, it included a smaller amount of new job growth capacity in Employment Land Areas.

### **Study Scenario 4**

Scenario 4 gave the greatest focus to job growth, including capacity to more than double the City's current employment level while adding a small amount of new housing capacity. Accordingly, the Growth Areas for Scenario 4 are fully utilized to accommodate potential job growth.

Within the Downtown, Scenario 4 included more job growth capacity by converting some of the planned Downtown housing sites to employment use while maintaining overall housing growth capacity through intensification of the remaining housing sites. While all of the transit Villages were well-utilized, more emphasis was given to the Villages on the regional transit systems to facilitate San José's development as a regional employment destination. Scenario 4 included a significant addition of job growth capacity in the Employment Land Areas in order to provide industrial, low-rise/R&D and mid-rise and high-rise job growth capacity primarily intended to accommodate Driving Industry and Business Support Industry job growth.

In Scenario 4 Neighborhood Villages were planned to become neighborhood employment centers. These villages were planned for a mix of retail, low-rise and mid-rise office buildings intended to accommodate Household Support, Business Support and Driving Industry jobs, but no housing growth capacity.

### Study Scenario 5

Scenario 5 was prepared as a variation of Scenario 2, replicating the amounts and locations of the housing growth capacity included within Scenario 2 while including additional job growth capacity through further intensification of the Village Growth and Employment Land Growth Areas.

In forming their recommendations, the Task Force reviewed multiple technical documents and discussed a variety of key pieces of information:

- National and international employment and demographic trends
- Demographic (population characteristics) and economic (job characteristics) projections for San José
- Future demand for employment lands in San José
- Future demand for housing types and amounts in San José
- Jobs to Employed Resident ratio (Jobs-Housing balance)
- Land use planning principles (e.g., transit-oriented development, mixed-use)
- Community input from hands-on workshops.

### Transportation Analysis

Information gathered through the consultant-prepared transportation analysis informed the recommendation for a Preferred Land Use Scenario. A detailed summary of the transportation analysis for the five Study Scenarios was provided to the Envision Task Force and made publicly available on the Envision website. The key findings of this analysis are:

- Transportation Congestion and Mode Share – All of the scenarios were projected to have relatively similar levels of traffic congestion and alternative mode commute trips (non single-occupant vehicle). Proposed transportation policies, unanticipated expansion of the transit system, or changes in commuter behavioral preferences could further increase the share of commuters using the transit system but were not part of the transportation analysis as it is structured to meet CEQA requirements.



**Traffic Modeling Predicts Similar Levels of Total Traffic Congestion**

	Automobile Activity						
	Base	SJ2020	1	2	3	4	5
J/ER	0.8	1.1	1.2	1.1	1.0	1.5	1.2
<b>Vehicle Miles Traveled (1,000s)<sup>1</sup></b>							
Citywide Daily	20,156	30,230	31,733	33,298	33,687	35,050	34,687
Countywide Daily	40,928	61,667	62,698	64,505	65,181	65,108	65,513
<b>Roadway Level of Service</b>							
# Segments <sup>2</sup> LOS E or F Daily	4	7	9	11	11	11	11

<sup>1</sup>Generated by City Service Population = Residents + Jobs  
<sup>2</sup>There are a total of 109 study roadway segments

**Traffic Modeling for All Scenarios Predicts a Similar Distribution of Trips by Mode**

Mode	Peak Period Commute to Work (% mode share)						
	Base	SJ2020	1	2	3	4	5
Auto	94.1%	87.4%	85.6%	86.1%	86.9%	80.8%	84.2%
Transit	3.9%	10.2%	11.6%	10.9%	10.2%	16.2%	12.8%
Bicycle	0.7%	1.1%	1.4%	1.5%	1.5%	1.6%	1.6%
Walk	1.3%	1.3%	1.3%	1.4%	1.4%	1.4%	1.4%

- Transit Use – The scenarios with a higher J/ER ratio, reflecting San José’s emergence as a regional job center, resulted in significantly higher regional transit ridership (BART and Caltrain) as the freeway system reaches full capacity. Enough traffic congestion occurs on the freeway system in all scenarios as a result of regional job and population growth to make transit a more attractive and viable option for regional movement. Because the existing and planned transit network is designed to facilitate commuters traveling into San José as a job center, the traffic analysis projects that more trips will take place on transit if jobs are concentrated within San José.

**All Scenarios Place a Similar Percentage of Growth Capacity Near Transit**

	Planned Growth Capacity						
	Base	SJ2020	1	2	3	4	5
J/ER	0.8	1.1	1.2	1.1	1.0	1.5	1.2
<b>Service Population (Jobs + Residents)</b>		506,800	617,820	775,640	825,980	797,320	846,640
<b>Job Growth Capacity (Jobs)</b>		255,550	346,550	360,550	339,530	526,050	431,550
% near transit		59%	60%	59%	57%	59%	60%
<b>Housing Growth Capacity (DU)</b>		82,110	88,650	135,650	158,970	88,650	135,650
% near transit		74%	86%	74%	64%	85%	74%
<b>Total Daily Transit Ridership (Boardings)</b>		439,400	498,400	494,900	480,900	635,200	541,500

**Transit Ridership Increases with Job Growth Capacity**

	Transit Activity						
	Base	SJ2020	1	2	3	4	5
J/ER	0.8	1.1	1.2	1.1	1.0	1.5	1.2
Daily Bus Ridership	87,000	131,300	156,400	154,200	144,100	219,400	175,500
Daily LRT Ridership	40,700	120,900	150,800	155,300	146,700	213,300	186,400
Daily BART Ridership		187,200	191,200	185,400	190,100	202,500	179,600
<b>Total Transit Ridership</b>	<b>127,700</b>	<b>439,400</b>	<b>498,400</b>	<b>494,900</b>	<b>480,900</b>	<b>635,200</b>	<b>541,500</b>

- Local Traffic – Scenarios with more housing generated slightly more local traffic congestion within San José, as a greater proportion of commuters traveling to work within San José will be doing so on local streets.

**Traffic Modeling Predicts Similar Percentages of Travel on “Uncongested” Streets Citywide**

	Percent of Uncongested VMT by Functional Class (V/C <1.0)						
	Base	SJ2020	1	2	3	4	5
Peak Period							
Arterial	94.64%	71.8%	67.99%	63.82%	63.48%	65.13%	63.24%
Collector	97.14%	76.94%	75.24%	70.24%	68.19%	71.83%	68.23%
Off-Peak Period							
Arterial	98.16%	95.07%	91.29%	90.84%	91.86%	92.73%	90.61%
Collector	99.95%	99.52%	99.39%	99.47%	99.37%	99.24%	99.09%

**Fiscal Analysis**

A consultant-prepared fiscal analysis also contributed to the recommendation of a Preferred Land Use Scenario. A detailed summary of the fiscal analysis for the five Study Scenarios was provided to the Envision Task Force and made publicly available on the Envision website. Key findings from the consultant’s fiscal report are that:

- Land Use Factors – Industrial and commercial uses have a net positive fiscal impact, while residential uses have a net negative fiscal impact. Because of the importance of sales tax revenue for funding municipal services under the current tax structure, commercial/retail uses have a markedly greater positive fiscal impact than any other use.
- Development Form – Compact development, that is development at a higher density and in closer proximity to the City’s existing center and infrastructure facilities, reduces the cost of service delivery.
- Mixed-Use Development – While residential development normally generates service costs greater than revenue generated (a net fiscal negative impact), high-density, integrated mixed-use developments, with both residential and significant amounts of retail, can have a positive fiscal impact (e.g., redevelopment of a low value property with a new shopping center and residential use should have a net positive fiscal impact).

- Job Orientation – At full build-out, the job-orientation of all of the Study Scenarios led to a projected positive fiscal impact; however, continued use of the San José 2020 General Plan “No Project” Study Scenario would have a negative fiscal impact if only 80% of residents’ retail needs are met in San José. With either 100% or 80% retail capture rates, the two scenarios with the greatest number of jobs (Scenarios 4 and 5) were identified to have the greatest fiscal benefit to the City.

### **Scenario 6 – Initial Preferred Land Use Scenario**

In response to the initial transportation analysis and findings of the fiscal analysis, as well as to align most closely with the Draft Vision, Guidelines, City Design Concepts, Policies, and community feedback, the City selected a new Preferred Land Use Study Scenario (Scenario 6) based on a J/ER ratio goal of 1.3/1, upon which the Envision General Plan is based. The Preferred Land Use Scenario included growth capacity for the development of up to 470,000 new jobs and up to 120,000 new dwelling units through 2040. With the City’s level of development in 2010 and this amount of growth capacity, this scenario supports cumulative growth for San José to 840,000 jobs and 430,000 dwelling units in total. Based on the projected person per household ratio for 2040, this amount of housing supports a residential population of approximately 1.3 million people.

At the March 8, 2010 Envision meeting, 14 Task Force members supported the staff recommended scenario as the Preferred Land Use Scenario, and 11 voted in opposition. Those members who did not support the motion were generally in two groups: one which preferred additional housing capacity, and one which recommended less growth overall.

At the March 22, 2010 Envision meeting, the Task Force reviewed the Preferred Land Use Scenario geographic distribution of job and housing growth capacity in the planned Growth Areas throughout the City. The proposed distribution with select modifications was unanimously approved by the Envision Task Force and City Council, resulting in the planned growth capacity and Land Use / Transportation Diagram contained within this General Plan.

The Preferred Land Use Scenario supports a variety of employment land types, including lower density manufacturing and light industrial job Growth Areas to address the projected demand for this type land identified within the Job Growth Projection and Employment Land Demand Report and to support a wide variety of new job types. Approximately 75% of the scenario job growth capacity is provided within the R&D / Low-Rise or Mid & High Rise land use categories, with the majority in the latter category. While some of the new job growth capacity is planned to be accommodated through the potential redesignation of Water Pollution Control Plant lands, the majority is placed on existing employment lands. Accommodating the scenario job growth levels will result in increases to the existing Floor Area Ratios (FAR), intensifying R&D / Low-Rise uses in most areas from 0.35 FAR to 0.5 or 0.7 FAR, while other sites (outside of the Downtown) are redeveloped for Mid & High Rise use at an FAR of 1.4 or as high as 1.7 in some strategic locations. The FAR for new Downtown employment uses is anticipated to typically be 5.0 or greater.

The Preferred Land Use Scenario gives strong emphasis to supporting employment growth, while also providing a significant amount of housing growth capacity, consistent with the goals and values expressed by the community, Task Force and City Council throughout the Envision planning process. The Envision Task Force and members of the community strongly advocated for land use planning that promotes economic development, is fiscally responsible, is environmentally sustainable, and makes prudent use of existing and planned transit facilities and other infrastructure. These objectives were also expressed by nearly 1,000 community members who participated in an online community engagement survey conducted in March of 2010. Economic development and fiscal stability objectives, fueled by the City's current fiscal condition and a desire to advance San José's national stature, led to the selection of a Preferred Land Use Scenario that gives clear priority to job growth and to improving the City's current Jobs to Employed Resident (J/ER) ratio.

Minimizing environmental impacts and maximizing transit use are also very important goals for our City's future. Because of the land use pattern and emphasis upon compact development embodied in Planned and Identified Growth Areas map, the mix of housing and job growth in the Preferred Land Use Scenario advances these goals. The Goals, Policies and Implementation Actions as reviewed by the Task Force are expected to have the most impact upon environmental outcomes, although focusing more on job growth supports the expansion of the City's future transit system.

This Preferred Land Use Scenario job capacity is also effectively the maximum amount considered within the study scenarios that would still provide room for some mixed-use residential development to also occur within the neighborhood villages rather than only jobs. The scenario maintains an overall service population (equal to the total residential population plus the total number of jobs) consistent with the level analyzed in the other Study Scenarios 3, 4 and 5. With the addition of 470,000 jobs, San José would have in total approximately 840,000 jobs, 59% of the total number of jobs projected by the Association of Bay Area Governments (ABAG) for the County in 2035. To successfully implement the job growth goals of the General Plan Update, the City should consider rezonings or other actions to ensure that capacity is preserved for job growth within the designated Growth Areas.

The previous General Plan growth capacity, excluding the Urban Reserves, is also an important component of the Preferred Land Use Scenario. Prior to development of this scenario, the City was already committed to the potential construction of approximately 37,000 dwelling units, including 21,000 units with existing entitlements, 8,330 additional units in the Downtown Strategy, and an additional 8,000 dwelling units for the North San José Policy Area Phase 2 needed to allow the full use of the North San José job capacity. The Preferred Land Use Scenario also includes existing General Plan capacity for the Specific Plan Areas, and for further intensification of existing Employment Land Areas (including North San José, Edenvale, and North Coyote Valley). The Preferred Land Use Scenario includes the removal of housing capacity in the Coyote Valley Urban Reserve and South Almaden Valley Urban Reserve, consistent with Task Force and City Council direction.

The General Plan should also advance development of the village concept through a mix of land uses that support vibrant, walkable, mixed-use communities. To accomplish this, the General Plan needs to support a mix of residential, commercial and other employment uses at higher densities (e.g., FAR of up to 1.7) at specifically designated locations, including BART and Light Rail stations. The Preferred Land Use Scenario includes growth at such key locations in order to allow the City to begin to develop according to the village concept, an important desire of the community. Because a critical mass of activity and the provision of services and infrastructure are needed to create a successful village, implementation of the General Plan should carefully prioritize the allocation of housing capacity to advance select village areas in a cohesive manner.

The planned locations for new job and housing growth capacity in the Preferred Land Use Scenario adhere to the clear set of principles articulated in the draft Envision San José 2040 Vision (Vision) and draft Land Use/Transportation Scenario Guidelines (Guidelines) and make use of the “Villages” strategy similarly endorsed previously by the City Council, Task Force, and members of the community. These documents articulate the goal of planning growth to support the development of vibrant, walkable, mixed-use “villages” or urban settings at strategic locations throughout the City and strongly indicate that new growth should support the Downtown, job Growth Areas and the transit system. Concentrating new job and housing growth within specific village areas establishes adequate density and an opportunity for a mix of uses, so that retail and other commercial and public services can be located in close proximity to residential and employee populations, allowing people to walk rather than drive to those services, thereby reducing traffic and other environmental impacts while also providing greater mobility for the expanding senior and youth segments of the population.

The Preferred Land Use Scenario is also based upon careful consideration of the demographic, fiscal, transportation and economic analyses prepared in support of the Envision process, including the Job Growth Projection and Employment Land Demand Report. Accordingly, the Preferred Land Use Scenario reflects substantial job and housing growth capacity at transit locations, particularly in the Downtown, at existing light rail stations, at future bus rapid transit stations and at the future Berryessa and Alum Rock BART stations, and a substantial amount of job growth capacity on existing employment land areas (i.e., North San José, Edenvale, North Coyote Valley), and in proximity to the Milpitas BART station and Cropley Light Rail Station.

Because the Preferred Land Use Scenario does not accommodate the full amount of population growth allocated to San José by ABAG in their Projections 2009, some population growth will potentially need to be absorbed by other locations within the Bay Area beyond the amount projected by ABAG for those locations. Similarly, by including capacity for a higher level of job growth, the General Plan anticipates that a greater share of the Bay Area’s projected job growth could occur within San José. San José will continue to coordinate with ABAG as they continue to update their projections on a biannual basis or as

part of the development of the SB375 required Sustainable Communities Strategy for the Bay Area region.

### **Scenario 7 – Revised Preferred Land Use Scenario**

A final Preferred Land Use Scenario (Scenario 7) was developed to be used as the “Project” for analysis in the Envision Environmental Impact Report (EIR). Scenario 7 is very similar to Scenario 6, but includes one modification in the distribution of job growth capacity. At the Envision Urban Village planning charrette, conducted on November 1, 2010, Task Force members indicated that the Urban Village areas could accommodate additional job growth. At the same time, as the Water Pollution Control Plant planning process has progressed, the City’s consultants assisting with the preparation of the Plant Master Plan have suggested that Scenario 6 included more job growth within the Alviso area than could be feasibly accommodated on the Plant and other Alviso employment lands. Further, in consideration of how the City might best minimize the overall Vehicle Miles Travelled (VMT) of future residents, and therefore reduce potential Greenhouse Gas emissions, transferring planned job growth from Alviso, which is not well-served by transit, to the light rail corridor should help to reduce automobile travel. In response to these concerns, planned job growth capacity was redistributed from Alviso to the Light Rail Urban Village Growth Areas for Scenario 7.

For Scenario 7, the Alviso Growth Area includes planned growth capacity of 25,520 new jobs, a reduction of 11,080 jobs from the planned growth capacity of 36,600 jobs included in Scenario 6. To maintain the total planned job growth capacity in the Envision Plan, the number of jobs planned within Light Rail Village areas was raised from 20,700 to 27,120 jobs.

### **Scenario 7A – Preferred Land Use Scenario Options**

Two Land Use/Transportation Diagram options (pending General Plan Amendments referred to as: iStar/GP07-02-01 and Rancho del Pueblo/GP10-05-01) were incorporated into the Envision DEIR analysis as Scenario 7A so that the San Jose City Council would be able to consider these options as part of their consideration of the Envision General Plan Update. The City Council indicated the direction to include these options in the DEIR was not intended to indicate support for either option, but to provide for their continued analysis and additional community outreach.

Accordingly, traffic modeling was prepared for one additional scenario (Scenario 7A) that included both land use options showing additional housing growth potential at two proposed locations. In order to maintain the overall citywide amount of job and housing growth capacity as previously recommended by the Task Force and accepted by the City Council, Scenario 7A included offsetting adjustments to the planned job and housing growth capacity for other Envision Growth Areas. Generally, housing growth capacity was moved as needed from the nearest Urban Village locations while retaining adequate growth capacity to allow for some future residential development within those Village areas. The job growth allocated for the iStar site was reallocated to the Blossom Hill Road/Snell Avenue Light Rail Urban Village in order to take advantage of potential growth capacity identified for this Village through the Task Force Urban Village planning charrette exercise and promote

transit use. The Envision Preferred Land Use Scenario included significant new job growth capacity within the Edenvale Redevelopment Area so that with the amount moved to the Blossom Hill Road Snell Avenue Light Rail Village, the Edenvale Redevelopment Area retained job capacity at a level greater than that requested by the City Council.

Because these two options are located in separate areas of the city with independent traffic characteristics, preliminary analysis indicated that a single traffic model run could analyze both the independent and cumulative effects of considering these options as part of the Envision General Plan Update process.

**Envision Draft Environmental Impact Report**

(To be completed based upon outcome)

**City Council Adoption of the Envision General Plan**

(To be completed based upon outcome)

