

Downtown Vibrancy Mayoral Transition Committee Report

Outcome #1: Downtown is a welcoming, exciting, livable and energetic destination for all its diverse residents, visitors, and workers, filled with active store fronts, known for its walkability, hosting world class events, and is well understood as the regional epicenter for culture and entertainment.

Success Metric A: Increased foot traffic in Downtown San Jose as measured by the rate of increase.

Success Metric B: Increased sales tax receipts as measured by the rate of increase.

FY 23-24 Recommendations

Recommendation #1: Permanently fund and create a team of Downtown-focused staff that coordinate non-profits, government agencies, and private sector stakeholders to create a more cohesive Downtown. Additional staff would create a team of 5 professionals solely focused on Downtown. This includes one overall Downtown director whose team would be made up of 4 other subject area experts that work with both internal staff and external partners on all things Downtown. The City should define and approve a governance and execution model for the team across the possible stakeholders. The team would be composed of subject area experts in:

1. Economic development, an officer focusing on both small businesses and large projects opening and expanding, and serving as a business ally specifically for the Downtown area;
2. Cleanliness and safety, a lead spearheading initiatives around social services, homelessness, beautify sj, and other basic quality of life projects;
3. Public realm activation, a member of the team that can implement ideas for increased vibrancy and activation within the Downtown core;
4. Brand management, serving as an ambassador for communications, social media, marketing, and economic development support to work

closely and collaboratively to amplify the message of all the other partners doing this work.

Success Metric: Hire a team of 5 people by the end of September 30, 2023 solely focused on ensuring Downtown San Jose's success as measured by the hiring rate for the team of 5 people.

Recommendation #2: Activate Downtown storefronts through leases, pop-ups, and through other innovative means by removing fees, permits, and other tax burdens.

Success Metric A: Rate of decrease in Downtown storefront vacancies and decrease in small business turnover.

Success Metric B: The rate of increase in retail sales to demonstrate these investments will have a positive economic impact to the City.

Recommendation #3: Bring forth to the San Jose City Council consideration of a pilot program prototyping "permit free" zones in Downtown San Jose to increase free event offerings. Event producers would complete training courses and sign an agreement to ensure event standards are met and that safety protocols are followed.

Success Metric A: Rate of increase in the number of "permit free" events within DTSJ contributing to the overall vibrancy of Downtown.

Success Metric B: The rate of decrease in time required to launch an event.

Recommendation #4: Ensure the gateways to Downtown San Jose are clearly defined, clean, and welcoming. The City should identify the "gateways" to Downtown San Jose, begin tracking complaints around the gateways, and decrease complaints in these locations.

Success Metric: Rate of decrease in the number of complaints around the identified "gateways" to Downtown San Jose.

Recommendation #5: Add additional dedicated police on foot, bike, and/or open air, street legal vehicle patrols, Mobile Crisis Assessment Teams (MCAT), Downtown ambassadors, and private security guards that both create a welcoming environment for Downtown and increase the ability to respond more quickly to quality of life and emergency situations. It is important to note that the Police, MCAT, security guards and the Downtown ambassadors will be activating the street and responding to the needs of the environment particularly around mental health issues. The three types of security stakeholders in Downtown should be coordinated by the Downtown Team on a regular cadence.

Success Metric: The rate of increase in the number of dedicated Downtown foot patrols, Downtown ambassadors, and private security guards by September 30, 2023.

FY 24+ Recommendations

Recommendation #1: Develop a lighting plan, funding source, and governance and execution team for Downtown San Jose in a way that connects our people centered places like the Arena, Arena Green, the Convention Center, Guadalupe River Park, San Pedro Square, Post Street, SoFA, San Jose State University, City Hall, and other Downtown institutions; adding to the perception of both Downtown's vibrancy and safety.

Success Metric: City Council approval of a plan to reinvigorate, reimagine, and decide on how to fund the lighting design for Downtown San Jose so that major Downtown attractions are seamlessly connected and more vibrant, ultimately increasing the perception of both energy and safety as hallmarks of the Downtown core.

Recommendation #2: Identify the list of locations for new art installations in Downtown San Jose and create a funding strategy that reinvests money into the arts and culture of Downtown San Jose. The list should identify 25 publically accessible and viewable locations in Downtown San Jose for these new art installations. The art installations should be experience-based, interactive, high-impact, high-visibility, and dynamic. These installations can be temporary trial period art of installations for possibly 6 or 8 months, with the goal of them becoming permanent.

Success Metric: The rate of increase in actual art installations to planned art installation implementation in Downtown San Jose.

Recommendation #3: Create a marketing campaign for drawing residents, entertainment, and businesses to Downtown San Jose. Identify funding for this effort.

Success Metric: Bring to Council by June 30, 2024 a proposal for a Downtown San Jose marketing campaign.

Recommendation #4: Create a list of 10 targeted changes and investments in Downtown and identify a funding source that adds to the built environment and enhances the public realm to enjoy San Jose's 300 days of sunshine.

Success Metric: The rate of increase in the number of public realm improvements planned and completed.

Recommendation #5: Identify a new source of revenue, such as rental cars fees, electric scooter fees, rental bikes fees, or other potential fees, including TOT, that becomes reinvested into the arts and culture and promotes Downtown San Jose as a high-quality, exciting destination for both leisure and business.

Success Metric: Rate of increase in the number of performances and events in Downtown San Jose.

Recommendation #6: Recreate and relaunch the parking validation program in Downtown San Jose in specific areas to make it more inviting for people to shop and dine in Downtown San Jose.

Success Metric: The rate of parking validation usage for this program within the Downtown core.

Downtown Vibrancy Transition Committee Roster / Acknowledgements:

1. Council Co-Chair Omar Torres, District 3 Councilmember
2. Community Co-Chair Gary Dillabough, Downtown Property Owner and Builder
3. Nanci Klein, City of San Jose
4. Robyn Sahid, City of San Jose
5. Carlos Acosta, San Jose Police Department
6. Michael Lomio, City of San Jose
7. Alex Stettinski, San Jose Downtown Association
8. Adolfo Gomez, Owner, Mezcal
9. Janette D'Elia, Jay Paul Company
10. Janis Gemignani, SJDR
11. Laura Chmielewski, Team San Jose
12. Carolyn Gonot, Valley Transportation Authority
13. Ru Weerakoon, Former Chief Land Use Officer
14. Jay Bradshaw, NorCal Carpenters Union
15. Jonathan Becher, Sharks Sports & SAP
16. Scott Ekman, Adobe
17. Vincent Delcasino, SJSU Provost
18. Jeff Rosen, SCC DA Office
19. Anjee Helstrup-Alvarez, MACLA
20. Frank Nguyen, Owner, Academic Coffee
21. Jimmy Sarfaz, Signia Hilton

Mayoral Transition Committees "Glossary"

Goals:

Each committee has a mandate that includes the **goals** of the committee. For example, the goals of the community safety committee are to (1) increase pedestrian and traffic safety, and (2) reduce street level crime and improve the felt experience of safety for residents and small businesses. In meetings, we've also used the words "pillar", "north star", and "mandate".

Outcomes:

The transition committees are going to start by discussing what success looks like from a holistic community impact or state of well being perspective. We can think of these as **outcomes**. To give an example, the Community Safety Committee may decide that one of their outcomes is "San José residents feel safe anytime, anywhere in San José" or "San José residents feel safe walking in their neighborhood."

Recommendations:

The Committees will spend the second and third committee meetings generating **recommendations**. Each Committee will produce 3 - 5 recommendations for the upcoming budget cycle, and 3 - 5 recommendations for the longer term (within the next two years).

The recommendations will also have a success metric attached but Committee members are not expected to define actual specific targets for these success metrics. Recommendations may or may not be specific to a particular City program or service. For example, stricter enforcement of speeding in heavily trafficked intersections or increasing the number of traffic calming solutions may be specific recommendations from the Community Safety Committee. Each transition committee will rank their recommendations in order of which they think will have the biggest impact on their goal and outcome.

Success Metrics

Outcomes and recommendations should be measurable via a **success metric** such as a community indicator, which is a performance measure that quantifies trends affecting outcomes (the well-being of communities). Success metrics are typically expressed as a rate or percentage and can be disaggregated by race and location to identify disparities and and take action to close the disparities. To give an example, an outcome may have the success metric “the percentage of San Jose residents who feel safe anytime anywhere in San Jose.” The goal is to identify both the outcome and the recommendation success metrics so the City does not become overly focussed on measuring a particular program or service that is not ultimately improving the higher level outcome. When an outcome is not clear or cannot be readily measured, other program or service level performance measures may be used as proxies. For example, a proxy success metric for pedestrian and traffic safety might be a reduction in the crash injury rate. Committee members are not expected to define actual specific targets for these outcome metrics.

Product:

The **product** of the transition committees will be 15 - 25 recommendations for the upcoming budget cycle, and 15 - 25 recommendations for the longer term.

The budget cycle recommendations will feed directly into budget prioritization over the course of two council meetings. In the first council meeting, Councilmembers will provide a public **readout** of the committee recommendations. In the second council meeting, Councilmembers will rank outcomes across all the transition committees. The Administration will use the ranked strategies from Council and the product from the transition committees as inputs in the normal budget process.