

LEADERSHIP SUMMIT PARTICIPANTS

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PRIORITY ACTION STEPS

An analysis of the information presented in the "Six Elements for a Successful Hospitality Zone" section as well as additional feedback and discussions was organized and consolidated into five priority action items. These are:

1. **Diversify Music and Entertainment Options:** Operating on a "build it and they will come" philosophy, it is important to have something for them to do when they get there. San Jose's success in developing daytime events and activities can be positioned to enhance evening and late-night options, address concerns about promoters and management of crowds, and assure a more dynamic and authentic mix of businesses and entertainment options.
2. **Better Pedestrian and Downtown Living Experiences:** Comparisons with other popular destinations such as Santana Row, Los Gatos, and even shopping malls, recognized the value of a welcoming, pedestrian-friendly environment. This will become even more important for the new downtown residents who would prefer to walk rather than drive to dining and entertainment venues.
3. **Facilitate Communication to Streamline Permitting and Compliance:** Transitioning to a nighttime mixed-use economy requires improvements in communication and coordination among development and safety organizations. Recommendations for more efficient access to information about permits, licensing and timelines came from some of the roundtables. Additionally, participants expressed the desire for more customer service oriented police. As the dynamics of the mix of residents and businesses results in conflicts, creating a centralized information center, with a designated "ombudsman" could facilitate the transition.
4. **Asset Based Documentation of the Nighttime Economy:** It will be beneficial to organize and highlight the accomplishments and benefits of the nighttime economy. Every organization can improve how it reports information and this action item can document success rather than highlight failures.
5. **Transition from Night Clubs to Nightlife and Establish a New Branding Campaign:** Recognizing the potential impact from new residents in the growing number of high-rise housing units, there was general agreement that it is necessary to shift the nightlife from primarily a young adult, alcohol-oriented night club scene to a more diverse and inclusive retail, dining and entertainment district. Central to this transition will be the actions to transition to nightlife, then a coordinated branding campaign.

In general, Roundtable participants recognized the need for a defined vision or master plan for Downtown – one that has a multi-generational environment that is welcoming to all age, cultural and ethnic groups where they can all collectively feel safe. San Jose is projecting a new, positive image and vision for the City, yet residents and business owners seek even more definition, or rather the establishment of an identity for particular areas and the Downtown as a whole.

BACKGROUND

Downtown San Jose is at the point between no longer and not yet. Over the past century the ebb and flow of Downtown's historic role as a commerce center of the region is similar to many cities. A historic core, once the center of retail and entertainment, fell into decline with the growth of suburbs and regional shopping malls. Blight filled the empty storefronts and blocks. During the last twenty years the downtown core started to reemerge, experiencing a number of transition periods. The growth in the technology sector brought a burst of new office buildings, enhancing the evolution of more dining and entertainment venues. This growth translated into a stronger economy in the downtown business district. The number of entertainment venues in the core increased significantly during this time. With the addition of more entertainment venues, young people traveled from all over the Bay Area to be a part of the San Jose nightlife. In 1997, the City Council approved the Entertainment Zone Policing Plan to address public safety during the nighttime hours Downtown.

The "dot-com bubble" burst in 2000 created a high office vacancy rate. At the same time competition from the newly developed Santana Row added additional stress to the Downtown economy. As a result, some entertainment venues began catering disproportionately to a younger demographic, 21 to 25 year olds. Additional police resources were

devoted to the Downtown Entertainment Zone to address public safety issues. Some entertainment venues perceived the increase in officers as detrimental to their business. In an effort to make Downtown a place where people want to spend time the City has invested in various family-friendly events and cultural attractions as well as large developments such as the HP Pavilion. At the same time, the San Jose Police Department (SJPD) has taken the lead in improving safety Downtown.

In late 2005, the Responsible Hospitality Institute (RHI) was identified as a source of information and strategies. A November 2005 Networking Conference hosted by RHI in Hollywood, California, and attended by ten San Jose representatives, set in motion a series of activities to refocus attention on seeking workable strategies to anticipate the impacts and change from the new high density residential blended into the high intensity nightlife district.

In 2006, the SJPD instituted initiatives to deter the historically present Downtown car "cruise" down Santa Clara Street, address youth curfew problems, actively enforce public nuisance laws and regulate entertainment permits more closely. The SJPD worked in partnership with the business community, other City departments, and other Downtown stakeholders, to address public safety concerns. As a result, most of the serious crime issues have been abated in the downtown core. Although San Jose is now consistently ranked one of the safest large cities in the nation, the city is still seeking to overcome lingering perceptions surrounding safety Downtown during the late night hours.

Groundbreaking on new high-rise residential development generated concerns among some that the high intensity nightlife might be a deterrent to the new resident profile, and a methodology was sought to improve the mix of dining and entertainment businesses and minimize the public safety risks and disturbances.

The San Jose Downtown Association developed a white paper on the night culture in April 2006, incorporating the lessons learned in Hollywood with specific needs or vision for Downtown. An Urgency Ordinance, empowering the police chief to take swift action against a night club posing an immediate threat to public safety, led to the development of a task force that proposed action items to improve Downtown's nighttime environment. This task force evolved into the Downtown Working Group, which also created a set of recommendations presented to the City Council in March 2007.

At about the same time, the Responsible Hospitality Institute (RHI) was invited to submit a proposal to conduct a Hospitality Zone Assessment, as well as provide technical assistance on the implementation of a 90 day extended hour pilot program to mitigate impacts and conflicts generated by crowds at closing time.

A steering committee of community leaders was formed to assist in recruitment of key stakeholders for four Roundtables representing hospitality, safety, development and community perspectives. Two hour facilitated discussions were held the week of August 13 2007 with each group. Sixty-two individuals participated. An additional roundtable with ten participants, specifically geared to non-Downtown residents, was held in September 2007.

This report is a summary of current status, and short and long term objectives for six core elements of a safe and vibrant hospitality zone as well as a summary of the common themes of the roundtable discussions and five primary action steps toward developing a stronger nighttime economy, with specific tactics and milestones for each.

SIX ELEMENTS FOR A SUCCESSFUL HOSPITALITY ZONE

There are six core elements generally associated with an active and successful hospitality zone. Overall there was a great deal of consensus about issues, resources and gaps from the four RHI facilitated roundtable discussions.

These summaries are organized into three sections. First, a general summary of current status developed through observations and discussion from each of the four Roundtables; second, a defined vision for the future, and third, how to achieve the vision.



Music and Entertainment

Singles, Mingles (young adult friends and couples), Families and Jingles (retirees and business travelers with disposable income) demand lifestyle appropriate venues, as well as a variety of music, entertainment, food and beverage choices.

Music and Entertainment

Current Status

- **Downtown Hospitality Zones:** Downtown San Jose's primary destinations for dining and entertainment are located in dispersed pockets of development with varying levels of intensity and activity type.
 - The SOFA district used to host vibrant daytime and nighttime activity, however in recent years its daytime economy declined, as illustrated by numerous empty storefronts. It now primarily services late-night bar and club patrons and houses the majority of Downtown's art galleries as well as the Institute of Contemporary Art, Quilt Museum and the California Theatre. With several planned housing developments in the works, however, the SOFA district is expected to re-emerge with greater activity during the day and late-night.
 - Currently, developed districts such as Santa Clara Street (Almaden to 4th street), the Historic District (1st and 2nd streets between Santa Clara and San Fernando Streets), and San Pedro Square are the most popular hotspots for daytime and nighttime vibrancy as well as pedestrian activity. While the Historic District and Santa Clara Street play host to the majority of bar, nightclub and restaurant/entertainment establishments, San Pedro Square is primarily a dining destination with relatively fewer bars and nightclubs.
- **Downtown Market:** Participants reported that the late-night bar and club scene is geared primarily to young singles, while the 18-20 year olds and 30+ markets are not adequately addressed. Interest was expressed in social opportunities for Mingles, Jingles and families to incorporate more multi-generational, female-friendly environments and offer more culturally diverse options for socializing, music and entertainment. However, a prevalent notion is that Downtown currently lacks the critical mass it needs for venues that do not cater to the young adult population to survive, as illustrated by the short-lived jazz club that opened in SoFA and closed shortly thereafter.
- **Expected Impact of New Residents:** With the influx of high-rise housing units planned for development throughout Downtown, participants anticipate tensions between new residents and existing commercial businesses, especially late-night venues. They expressed concern that the City will eventually "cave to the pressure from residents" to shut down nightclubs that predated residential units instead of seeking ways for the two to coexist.
- **Demand for Live Music:** Although there is high demand for live music and entertainment, participants commented that this market is not adequately addressed by current establishments.

- **Reverse Commuters:** A large number of individuals, particularly minority groups, who live and work in San Jose commute to other dining and entertainment destinations in the Bay Area, the most commonly cited of which include: Santana Row, Los Gatos, Palo Alto, Mountain View, as well as Oakland and San Francisco.
- **Venue Trends:** Interviewees noted that in San Jose and other regional Bay Area destinations. Once dominant "singles clubs" are being replaced by lounge environments.
- **Special Events:** San Jose has experienced great success with free outdoor events and festivals such as Downtown Farmer's Market, the Music in the Park series, Cinema San Pedro, the Jazz Festival, Tapestry Arts Festival, etc. in bringing a family-oriented and multigenerational audience Downtown and contributing to daytime and early evening vibrancy.
- **Gap in Weekend Activity:** Participants identified weekends without festivals or special events as an opportunity to enhance daytime activity beyond regular activity at Downtown restaurants.

Defining the Vision

- **Shift from Night clubs to Nightlife:** Participants suggested that the City diversify its late-night activity by shifting focus from solely bars and clubs to creation of a thriving overall environment for nightlife by developing a mix of uses, encompassing late-night dining as well as vibrant street activity.
- **"Drop-in Nightlife":** Some roundtable attendees commented that late-night music and entertainment activities often had to be planned in advance. Ideally, however, diverse entertainment options would be consistently provided so that one could simply "drop in to listen to some music after dinner" on any given night.
- **Diverse Venues for a Multigenerational Market:** When hospitality zones incorporate a variety of venues that accommodate the interests of diverse demographic groups in the same concentrated area, it often leads to social controls for patron behavior and reduced focus on bar and club saturation as the root of impacts. Creation of venues for 18-20 year olds and 30+ patrons could help make San Jose a destination for diverse markets, thereby potentially alleviating impacts.
- **Preserve Authenticity:** San Jose plays host to a wide range of cultural, ethnic and age groups that provide a great asset for the City's multi-cultural and multi-generational appeal. In addition to providing social opportunities for the City's diverse population, preservation of the City's historical architecture through mechanisms such as adaptive re-use is also key to maintaining a sense of authenticity.

Achieving the Vision

- **Promote Existing Options:** Due to the dispersal of development in Downtown San Jose, residents and visitors alike report difficulty in locating available amenities and retail shops. In addition, many may not be aware of Downtown's existing dining, entertainment and sociability options. Local media, such as Metro Newspaper, can help promote Downtown and reorient patrons to the new vision for the nighttime economy.
- **Incentivize Music, Arts and Entertainment Development:** Participants identified the need to redirect and/or re-allocate resources (e.g. from transit occupancy tax revenue) to support the arts as an "authentic hook" for the City, as well as to help live musicians and music venues thrive and grow. Creation of city-wide incentives such as utility cost discounts for live entertainment venues and specifying loading zones for musicians to load and unload equipment can help contribute to a support infrastructure for music, arts and entertainment.
- **Ombudsman to the City:** Establishing one direct contact to the City for hospitality business owners can streamline communication and problem resolution. Hospitality business owners report difficulty in opening live music venues in particular. Providing assistance to help businesses not only open but remain in compliance can provide a cultural asset to the City.
- **Hospitality Business Orientation (HBO) for New Businesses:** An orientation for applicants seeking to open a hospitality business can educate them about rules and regulations, policies and training to guide management and staff, and involvement in peer associations and neighborhood activities. Fliers promoting the HBO process can be located in all relevant regulatory, permitting and licensing department offices as well as community and resource centers. Striving to make the orientation mandatory for businesses seeking health permits, entertainment permits or liquor licenses can lead to better self regulation and less need for enforcement.



Community Policing in Hospitality Zones

Community policing in hospitality zones is a collaborative partnership among police, enforcement agencies, businesses, community organizations and residents, each with something to offer and something to take. The purpose is to reduce risk to public safety and impacts on quality of life through traditional law enforcement, prevention, problem-solving and community engagement.

Community Policing

Current Status

- **Overcoming Lingering Perceptions:** Although San Jose has made great strides in improving safety and is considered one of the safest large cities in the nation, San Jose still struggles with negative perceptions surrounding safety during the evening hours in Downtown.
- **More Inter-agency Collaboration Needed:** Participating safety representatives identified the need to establish regularly scheduled inter-agency communication among the police department, fire department, health department, alcohol beverage control and other relevant agencies to ensure that consistent education and enforcement action is conducted.
- **Police Presence:** A perception among some participants is that the large police presence Downtown detracts rather than enhances the sense of safety. Those participants expressed concern that the high visibility of police officers during the nighttime hours may contribute to the perception that Downtown is unsafe, unwelcoming and further, that it discourages a broader range of clientele from patronizing Downtown. Some participants commented that they did appreciate the police presence as it made them feel safer.
- **Entertainment Permits:** The current entertainment permit viewed by some as an ineffective tool to intervene with businesses engaged in high risk or disruptive practices, limiting the capacity of city enforcement and compliance agencies. The alcoholic beverage license can incorporate conditions recommended by the city, and the entertainment permit can be used to establish baseline standards, but there is a perception that these tools are inadequate. However, roundtable participants from the business community expressed frustration with the inconsistencies in regulations and requirements from one city department to the other and from one permit to another.
- **Police Staffing:** The current system of staffing requires the large majority of police officers, needed to control nighttime activity, to work overtime to monitor the late-night crowds and exiting. The San Jose Police Department currently utilizes seven officers and a supervisor that are assigned full time to the "Downtown Services Detail." This detail coordinates and assigns the additional 27- 48 officers that are working in an overtime capacity. The overtime officers consistently work the Entertainment Zone. Some roundtable participants expressed concerns about the additional risks associated with officers working an intense shift, like the Entertainment Zone, after having worked a full 10-hour shift.

Although some participants view this method of policing the Entertainment Zone as creating additional costs to the city, the current police administration believes it is the most cost effective and practical way to ensure public safety given current constraints. This model was put in place in 1997 after working with the community, other city departments and the City Council. In 2007, some of the same stakeholders feel the current overtime policing model needs to be reviewed.

With the soft closing pilot program, city staff expects overtime costs to increase, though the businesses believe the burden on police will be reduced and they expect there will be less need for police. The City is proposing a partial "cost recovery" be assessed to Downtown entertainment venues to contribute to the costs of policing the Entertainment Zone.

Defining the Vision

- **Shift from Crime Prevention to Safety Enhancement:** The difference is subtle, but enhancing safety sets a more positive tone than preventing crime, for the latter implies a risk while the former sets a goal. The goal should be to create an environment that is welcoming to all ages, cultures and ethnicities, where each group can collectively feel safe and where police presence can discourage potential offenders while reassuring responsible patrons that they are there to protect them.
- **Change in the "Success Mindset":** Utilizing a mindset that has success as its primary goal can help to reorient the City to the social, cultural and employment benefits of a thriving and popular Downtown.
- **Entertainment Zone Officers:** Officers with a balance of skill sets ranging from a service orientation to a high competence in communication with intoxicated persons and conflict resolution are key to successful management and enforcement in hospitality zones, particularly at closing time. Keeping these characteristics in mind when assigning police officers to the Entertainment Zone in addition to requiring some form of training specific to hospitality zones can enhance their ability to police the Entertainment Zone.
- **Multiple Points of Communication:** The dispersed locations for nightlife in San Jose creates strains on limited policing resources and indicates a need to ensure a community policing approach that incorporates various on-going communication. Coordination of policing staff with venue management and security through shared communications can be an efficient approach to share information about street closures, emergencies and special operations to encourage safety management within individual venues and the district as a whole.

Achieving the Vision

- **Last Drink Data:** Data collection on DUI arrests can help determine which venues and/or districts are at the highest risk for over-service and intoxication, providing focus for hospitality management education and enforcement. Focusing on problem businesses to ensure compliance promotes good business practices.
- **Early Assistance Team:** This program provides coordinated and direct assistance to intervene with at-risk dining, entertainment or event businesses before more extreme regulatory and administrative action is required. Members can include representatives with direct involvement with the businesses such as beat police officers, agency inspectors, neighborhood organizations and local hospitality association representatives. Current or former business owners with a good track record can serve as mentors to new and at-risk businesses. Peer-to-peer interventions often prove the most effective.
- **Collect Data on Top Violation Types:** By collecting data on the most frequent violation types for hospitality businesses, regulatory agencies can determine whether gaps in compliance are caused by lack of knowledge and understanding or due to high-risk operators, and proceed accordingly by helping them connect to resources and/or by de-incentivizing risky business practices.
- **Resource Directory:** The agencies involved in safety enforcement in hospitality zones (e.g. police department, fire department, health department, code enforcement, alcohol beverage control) can each draft a top 10 list of recommendations on how to remain in compliance and provide phone numbers for emergency contacts. This information could be presented in a directory at the Hospitality Business Orientation and Hospitality Business Roundtables.
- **Liaisons to Hospitality Industry:** Encouraging more direct interaction among hospitality business owners, landlords, property owners/managers and insurance agents specializing in risk management and liability can help establish more effective lines of communication and facilitate proactive problem solving due to the direct influence and financial connection with business owners in the City.
- **Police Visibility:** Officers should present a friendly attitude and one of service delivery, which is accomplished by talking to and greeting people on the street. It is also helpful that officers are familiar with the entertainment venues, parking locations and transportation services so they can assist in directing people to the places or services they are trying to locate. Additionally, more casual attire, such as the attire worn by bicycle officers and using alternative modes of transportation might be considered.



Security, Service and Safety

With an increasing number of young adults seeking places to meet and socialize, there is increased pressure for licensed beverage establishments to better regulate sales and service to underage and intoxicated persons, as well as assure the safety of patrons leaving their establishments.

Security, Service and Safety

Current Status

- **Soft Closing Pilot Program:** Select Downtown establishments have opted to participate in a soft closing pilot program in which hours are extended until 3 a.m. in order to provide a 'cool down' period in which patrons can socialize while sobering up. Furthermore, by allowing patrons to gradually trickle out of Downtown, operators aim to provide a better customer experience, reduce the number of police needed and mitigate noise impacts and inappropriate conduct associated with a uniform, district-wide closing-time. However, business owners report that relatively few patrons stay past the end of alcohol service, possibly indicating the need for better publicity and public education of the extended hours program.
- **Overcrowding:** One area of particular concern is the need for greater enforcement of venue capacity to prevent overcrowding, a factor that has been linked to increased probability for over-service of alcohol as well as aggressive and violent behavior.
- **Access to Qualified Labor:** Participants report that San Jose has a large labor pool for servers, however finding qualified door security with an aptitude for conflict resolution without the use of physical force has proven to be more of a challenge. The police department has been working with entertainment venues to educate them about licensing club security officers through the Proprietary Private Security Officer Act.

Defining the Vision

- **Goals of the Soft Closing Program:** Long-term goals of the program include development of a closer working relationship with the police officers assigned to the Entertainment Zone, better customer satisfaction, reduction of police overtime expenses and increased autonomy and self-regulation of business operators.

Achieving the Vision

- **Hospitality Business Roundtable (HBR) for Existing Businesses:** The HBR provides a linking forum for government agency representatives to interact with existing hospitality businesses to disseminate regulatory and community updates, identify emerging issues and problem areas, and encourage cooperative problem solving. Outcomes include increased trust between business and regulatory, improved communication and greater business success and regulatory compliance.



Multi-use Sidewalks

The role of the sidewalk has expanded from a mere pathway for pedestrians to a new and vibrant venue that serves various social and cultural functions. The sidewalk of modern times, the 'multi-use sidewalk', offers unique opportunities for dining, street entertainment, vendor shopping, and most importantly, people watching.

Multi-use Sidewalks

Current Status

- **Dead Zones:** The four out of five roundtable groups identified Downtown's dispersed commercial development as a major obstacle to overcome. Areas with vacant property and empty storefronts often lack connectivity lighting, contributing to perceptions of lack of safety. Participants also report that these dead zones discourage pedestrian traffic from one pocket of development to another, a feature necessary for achieving a walkable Downtown. Further, surface parking lots detract from the overall ambience. As one attendee commented, "Downtown is so hit or miss. Parts of it look great, feel great, then the next block is dead as a doornail."
- **San Pedro Square a Model for Success:** Participants indicated that San Pedro Square is the most walkable, pedestrian-friendly part of Downtown San Jose, offering live outdoor entertainment as well sidewalk seating for cafes and restaurants.
- **Focus on First Street:** Participants reported that there is a plan to make First Street, specifically the SoFA district more pedestrian-friendly.
- **Outdoor Seating:** The City's current codes and ordinances do not allow venues that serve alcohol and have entertainment permits to utilize sidewalk cafes. Since many restaurants that provide entertainment are required to have an entertainment permit, these regulations severely limit the ability to create a vibrant and engaging nighttime streetscape. The current ordinance is being reviewed and City staff's proposal is to allow entertainment venues, that also function as restaurants, to have sidewalk cafes until 10 p.m.

Defining the Vision

- **Walkable, Active Street Life:** As the Downtown core becomes denser through both population growth and development, there is greater demand for pedestrian-friendly streets and sidewalks with a perception of safety during both the daytime and evening. Providing clearly defined connections between destinations while Downtown works to fill in gaps and vacancies is essential to keeping patrons Downtown so that they can discover and ultimately patronize existing dining, entertainment and retail amenities with greater frequency.

Achieving the Vision

- **Weather as a Resource:** Few cities in the nation are fortunate to have temperate weather patterns similar to those in the Bay Area. Taking advantage of the opportunity to host sidewalk cafes as well as outdoor seating areas and entertainment provides the City with an enhanced level of appeal to both visitors and prospective residents.
- **Block-by-Block Development:** Targeting particular blocks for development in a 'block-by-block approach' may help focus pedestrian flow and vibrancy.
- **Fill Dead Zones with Light and Activity:** A short-term approach to enhancing dead zones caused by vacant properties is to install pedestrian-level lighting, fill empty storefronts, improve empty facades and strategically position kiosks and vendors to guide pedestrian flow, increasing 'eyes on the street' and thereby improving the perception of safety. Participants also suggested relocating utility and traffic control boxes to improve streetscapes.

- **Review Zoning Code on Street Vendors:** Determine how to increase opportunities for street vendors and/or kiosks that can be utilized to provide certain products to meet the needs of an urban dweller. For instance, a flower vendor/kiosk, convenience items (e.g. medications, shampoo, toothpaste), pet supplies (e.g. food, Kitty litter, toys), breakfast items, etc.
- **Review Zoning Code on Street Entertainers:** Determine how to incorporate street entertainers into the mix of activities and designate areas for performance throughout Downtown. Establishing an auditioning system as well as time and place restrictions can also help regulate performance activity once greater supply is achieved.



Late-night Integrated Transportation System

Planning for a comprehensive network of transportation services that complement and maximize the safety of each, cities can ensure safer and more efficient access and exiting of the hospitality zone for those who socialize and work there, and reduce alcohol-related crashes.

Late-night Integrated Transportation

Current Status

- **Coordinated Taxi Stands:** Hospitality business owners and patrons have indicated that taxicabs are unresponsive to late-night calls for service Downtown. Transportation representatives report that this is primarily due to the perception that Downtown is difficult to access with the persistent use of roadblocks, that it is difficult to locate the customers requesting taxi service, and further, that customers often take another taxi if the one they called has not yet reached them. A plan is in the works to coordinate taxi stands and service by providing additional taxi stands and launching an education campaign to inform the public about their locations.
- **Daytime-oriented Transport Options:** Downtown San Jose offers a variety of daytime transportation options such as bus service, light rail and shuttles.

Defining the Vision

- **Late-night transportation options:** This item is key for successful management of a hospitality zone. When cities offer a myriad of alternative transportation options, there is more efficient egress from the hospitality zone, leading to fewer noise impacts and violent incidents caused by lingering patrons or patrons fighting over rides home. Further, coordination of these options can result in reduced reliance upon the personal automobile, thereby lessening the risk of impaired driving and DUIs.

Achieving the Vision

- **Establishment of a transportation task force:** The task force should meet on a quarterly basis to review trends, assess the success of various transport methods and identify new issues surrounding transportation can provide important insights to City stakeholders and other relevant groups such as the taxi companies, DUI prevention organizations, parking facilities, and public transportation organizations.
- **Expanded Dash Shuttle:** There is currently a Downtown shuttle supported by local businesses and San Jose State called the Dash shuttle that takes visitors and residents from Diridon Station to the Downtown core weekdays between 7a.m. and 7p.m. If Dash were to operate during weekday evenings and late nights in addition to the weekends, it would be an asset for alternative transportation to and around Downtown. Alternative transportation strategies such as shuttles may be a worthy investment if they can help new customers discover Downtown's amenities and social opportunities. Furthermore, they could help bridge the gap between locations until dead zones caused by vacant properties are filled or are made to be more pedestrian-friendly.

- **Retail Shuttle:** Due to the dispersed commercial development Downtown, a shuttle that makes stops at hidden or unknown retail locations among Downtown's several hospitality zones may help promote options for shopping in addition to illustrating the wide variety of dining and entertainment venues.
- **Extend Light Rail Hours:** Offering consistent late-night light rail service could help relieve pressure on parking lots and reduce noise impacts by facilitating fast and efficient egress from Downtown hospitality zones.
- **Parking Lots:** A new area of concern for at-risk drinking and intoxication, the underage are particularly likely to party in parking facilities, as they are prohibited from the majority of late-night venues. Parking facility owners can collaborate with community partners to enhance monitoring and intervention opportunities in order to prevent impairment and underage drinking
- **Encourage Alternative Transportation:** Creation of bike lanes in addition to provision of bike racks and areas to store other non-motorized modes of transportation such as scooters can help encourage greater patronage of Downtown shops and stores instead of using automobiles to reach specific locations.



Quality of Life

Mixed-use development places residents and commercial businesses in close proximity and raises new issues for policymakers, managers, businesses and residents. Impacts include noise, deliveries, trash, litter, public urination, traffic and vandalism, as well as unintended outcomes of smoking bans.

Quality of Life

Current Status

- **Late-night Impacts:** Whether from patrons returning to cars parked in residential neighborhoods or patrons walking home, residents are experiencing impacts at closing hours, including noise from loud conversations, disorderly conduct, public urination and vomiting, vandalism, theft and property damage, as well as litter and trash.
- **Anticipated Influx of New Residents with High Expectations:** With the simultaneous development of several high-rise condominium projects, there will be a large influx of new residents set to move into Downtown San Jose in the near future. Attracted to the convenience of Downtown amenities, these residents may not be expecting the quality of life impacts of an urban lifestyle, in which housing units are located in close proximity to late-night commercial uses such as bars, nightclubs and restaurants. Anticipating concerns will be key to proactive conflict resolution.

Defining the Vision

- **Striving to Achieve Balance:** Part of what makes Downtown living attractive is convenient access to unique cultural, arts and entertainment opportunities. However, when vibrancy is not well managed or regulated, it can become a nuisance for surrounding residents, which detracts from their quality of life and may even lead to fears for their personal safety. Through identification of impacts and subsequent coordination of resources, San Jose is set to achieve the necessary balance between safety, quality of life and vibrancy to the benefit of current and future residents.

Achieving the Vision

- **Disclosure Statements:** Requiring developers and property managers to disclose the level of intensity and associated impacts in rental or sales agreements can help prospective residents make a realistic decision about whether Downtown living is right for them.
- **Urban Living Guidelines:** Orienting new residents from a suburban to an urban lifestyle (e.g. not leaving valuables in the car) can help reduce safety risks as they make the transition to Downtown living.

- **Design Standards:** Requiring various design standards such as use of sound proofing materials in new and existing residential and commercial buildings, use of double or triple paned glass for windows, and placing bedrooms away from the street or existing commercial structures can help limit sound impacts.
- **Trash Management:** Requiring hospitality businesses to provide a trash management plan can help ensure standards for food storage are met to avoid odors and pests. Further, designating strategic locations for trash placement in residential and commercial areas with particular loading zones for retail, dining and entertainment, as well as coordination of an integrated garbage hauling system can help alleviate noise impacts derived from trash pick-up. Specially designed trash compactors with increased holding capacity can help lessen litter impacts from overflowing bins and reduce the frequency of trash pick-up.

ACTION PLAN

In addition to the six core hospitality zone areas previously outlined, the following action steps are based on the discussion that occurred and priorities that were identified in the five Roundtable meetings. Additionally, these recommendations are based on best practices identified by RHL.

1 Diversify Music and Entertainment Options

San Jose has successfully established itself as a destination for multi-generational public space events in the daytime, early evening and on weekends. With the changing demographics brought about by high-rise residential development, expansion of San Jose State University enrollment and Downtown presence, and other driving forces, there is an untapped opportunity to apply the same technology and resource coordination to development of a more active and diverse nighttime economy centered around live music, entertainment and street performances.

1. Unite the traditional music, art and entertainment organizations with entertainment media, promoters, evening and late-night venues, non-profit venues (i.e. churches, libraries, museums) musicians and performers to centralize communication and coordination of resources.
 - a. Improve methods for centralizing a calendar of evening and late-night entertainment.
 - b. Evaluate use of resources from the transit occupancy tax and other public and private sources to support musicians, artists music education, venue development and collaborative marketing, including support for facilities and spaces for artists and musicians.
 - c. Review the methods and impact of promoters on Downtown's image, public safety and security, and formulate strategies to better regulate the relationship among venues, promoters and public safety.
2. Review the current process for entertainment, conditional use and all other entertainment establishment-related permits and recommend modifications to achieve desired outcomes.
 - a. Develop recommendations on methods to enhance and coordinate street entertainment and performances.
 - b. Facilitate improvements in outdoor seating for both dining and late-night socializing while minimizing negative impacts.
 - c. Formulate recommendations on sound mitigation strategies for entertainment venues, street activity and late-night traffic.

Milestone:

- Bring together representation from existing stakeholder organizations as well as those not currently involved (month two)
- Production of a directory of all current references to music and entertainment, venues, schedules, etc. in media, by organizations, on websites, and through advertising. (first quarter)
- An audit of venues offering entertainment to track occupancy and hours of service, demographic groups served, and gaps in schedule and focus (second quarter)
- A code of conduct or permitting process for promoters and venues (second quarter)
- Recommendations on improving the permitting process to encourage more diverse entertainment.

Resources: A staff person to supervise and facilitate the process. Student interns could be used to collect and organize the information. Funds for industry research, provide meeting space, copy and distribute materials.

2 Better Pedestrian and Downtown Living Experiences

Transitioning from a suburban or neighborhood lifestyle to an urban high-rise lifestyle can be both exciting and challenging, especially in an emerging area such as Downtown San Jose where some of the traditional amenities in a more mature, densely populated center city are lacking. Experiencing an active nightlife or early morning transition to a business/office economy may create disturbances or conflicts, such as crowds leaving establishments, conversations of smokers outside of clubs, early morning trash and delivery trucks. For new residents not familiar with basic rules and schedules of city life, they may have expectations that cannot be met, or to accommodate the mixed use of districts as they change, procedures may need to change. Creating a road map and welcome process to support the transition will enhance the experience, and the potential for local businesses to meet the needs of new residents.

1. Survey primary hospitality zones to identify "dead zones" and "missing teeth" areas that might inhibit increased evening and late-night pedestrian traffic.
 - a. Organize a survey team representative of Downtown residents and visitors and walk the areas at night during primary activity.
 - b. Prioritize areas with the most potential improvement with the least resources required.
2. Make recommendations to appropriate organizations – Redevelopment Agency, property owners, businesses, etc. Convene current property managers, rental agents and neighborhood organization representatives.
 - a. Brainstorm a list of the most common complaints, requests, and concerns of residents.
 - b. Identify products and services most often needed, i.e. dry cleaner, pet supplies and vet, flowers, essentials, pharmacy, breakfast location, public transportation, parking etc.
 - c. Map the location, walking distance, driving distance, taxi fee to access the most common products and services and organize into a welcome wagon kit, including any coupons or benefits offered by the stores or services listed.
 - d. Consult with police on common safety risks and organize a quick checklist to be distributed to residents about reducing exposure – i.e. leaving items on car seat, responding to panhandlers, etc.

Milestone

- Map and directory of essential services in the downtown (first quarter)
- Safety guide and flyers to be posted or distributed in common areas of residential buildings, office buildings and other public spaces. (month six)
- Map of district with dead zones identified, recommendations for improvements, timeline and budget (month six)

Resources: Staff to facilitate the process. Funds to design, produce and distribute materials, as well as to create the maps and materials.

3 Facilitate Communication to Streamline Permitting and Compliance

San Jose continues its recovery from the post dot com bust, overcoming its history of blight and crime in Downtown, with an emerging shift to more concentrated residential housing, increased tourism and convention trade, and the concurrent demand for more dining and entertainment options. To conform to the demands for both quality and safety by residents and visitors, the city, county and state regulatory and enforcement agencies need to improve communication and coordination amongst themselves, as well as create a more open and informative communication system and licensing process for businesses.

1. Convene safety and risk management organizations, including police, fire, health, alcohol beverage control, code compliance, city attorney, insurance, and security agencies.
 - a. Compile a list by each organization of the most common violations by dining, entertainment and event businesses, and present simple compliance procedures by each organization.
 - b. Compile the "top ten" list from all agencies and organizations of information developed into a Resource Directory, with a listing of all contact information, inspection procedures, and references.
 - c. Present the information to the business community, solicit additional information on procedures for compliance not identified by the agencies, and incorporate into a final Directory.
 - d. Collect last drink data and use to identify at-risk businesses for early assistance and intervention.
 - e. Organize regular and compulsory training for all police and other agency field officers working the Entertainment Zone and inspectors as well as all new business owners and managers.

- Milestone:**
- Convene representatives from participating organizations (month one)
 - Top Ten list developed and submitted by each organization (month three)
 - Draft Resource Directory. Prepare and present to business owners (month four)
 - Finalize Resource Directory (month five)
 - Compulsory training schedule established for all field staff, new business owners and managers (month six)

2. Convene permitting and licensing agencies and organizations including planning, redevelopment, health, alcohol beverage control, fire, code compliance, IRS, employment, as well as architects and other private sector organizations.
 - a. Collect all forms required to obtain permits, licenses, certificates and signage to operate a dining, entertainment or events business and organize into a directory.
 - b. Establish a detailed flow chart (see Philadelphia example) of the sequence and timeline for opening a business
 - c. Organize a focus group with business owners and their representatives who have recently opened or made major improvements to their business and present the flow chart to assess how accurate it is to their experience, and what they would recommend to streamline the process.

Update the flow chart and process to incorporate into recommendations on any code or system modifications.

- Milestone:**
- Convene representatives from participating organizations (month one)
 - All forms submitted by each organization (month three)
 - Draft directory and flow chart prepared and presented to meeting with business owners (month five)
 - Present recommendations to agency directors and/or city council (month six)

Resources: Staff person to supervise and facilitate the process. Leadership within each stakeholder group. Formation of appropriate training curriculum. Funds to contract (or receive pro-bono) development of the flow chart and summary of information into the directory. City staff assigned to the project as part of their duties.

3. Establish a Hospitality and Entertainment Business Ombudsman

- Milestone:**

position within the Small Business Ambassador program to staff an ongoing commission or entertainment advisory council.

- a. Establish a new commission or advisory council with representation from primary stakeholder groups – hospitality, safety, community, and City of San Jose.
- b. Obtain resources required to staff the Ombudsman position.
- c. Ombudsman will be available to the Small Business Ambassador staff or other agencies or organizations to assist in resolving conflicts, clarifying inconsistencies in procedures, or intervention with dining, entertainment or event businesses impacting public safety or quality of life.
- d. Commission or advisory council to utilize information gathered from the Ombudsman to analyze trends and identify patterns that might require changes in policy, education or resource allocation.

- Identify commission/advisory council representatives (month one)
- Identify resources for staffing the Ombudsman position (month three)
- Develop job description for Ombudsman position (month four)
- Hire person as Ombudsman (month six)

Resources: Identification of commission/advisory council representatives. Identification of the employer or contracting organization to hire and supervise the person serving as Ombudsman. Funding for salary and overhead expenses.

4 Asset Based Documentation of the Nighttime Economy

With a greater focus on quality experiences and development of better dining and entertainment options, downtown will be more desirable place for businesses, residents, visitors. Shifting to an asset-based documentation of the nighttime economy could create incentives for an investment in positive change and create new talking points about Downtown. There seems to be a prevalent pattern of identifying negatives, highlighting risk and dangers, and encouraging avoidance as a tactic of control. While it is important to report violations it may be as important to highlight compliance.

1. Collect and organize information about the economic, employment and social contributions of evening and late-night businesses.
2. Document the occupancy of businesses and average monthly number of people served.
3. Establish a process for businesses to document collection of false identification, intervention and calls for transportation for impaired persons.
4. When reporting on minor decoy stings report number of businesses in compliance as well as those with violations – i.e. 25 businesses successfully checked the ID's of underage decoys, while 7 failed and were cited.
5. When reporting on inspections by fire, health and other agencies, report success, i.e. 90% of food businesses in Downtown San Jose maintain high standards of food safety procedures, 95% of Downtown nightclubs passed fire safety inspections.
6. Use a comparison for incident reports – i.e. police responded to five calls for service in June, down from twenty the same month last year. While 4,000 people patronized Downtown dining and entertainment establishments on Friday, police reported only minor violations for traffic safety and public disturbances.
7. Security comparison – the city of San Jose provides fifty police officers to maintain safety on the weekends, nightclubs employ 150 trained security staff to monitor crowds and control disturbances.

Milestone

- Inventory of dining and entertainment businesses in Downtown and data about contributions (first quarter)
- Strategy for positive reporting of compliance to the responsibilities and tactics developed by Safety Alliance (action item 2) (first quarter)
- Press release, news stories, public presentations demonstrating asset based documentation
- Evaluate the relative cost and overall contribution to public safety by the city and by the establishments.

Resources: Staff to facilitate and supervise. Contract with research firm or San Jose State University to collect and organize the information. City staff assigned to collect and organize information and incorporate into a central database.

5 Transition from Night Clubs to Nightlife and Establish a New Branding Campaign

As the economy shifted over the past five years, office occupancy declined and Santana Row opened, Downtown dining and entertainment businesses experienced a more difficult and competitive environment, forcing some to shift to a younger, more alcohol-oriented clientele. As a result, the perception of Downtown remains one of nightclubs oriented to youth, with substantial police enforcement and an unsafe and disruptive environment.

Investment by the Redevelopment Agency in storefront improvements, enhanced streetscapes, and major development in Downtown along with the introduction of the Soft Closing Pilot Program and concurrent Code of Conduct and security training by the nightclubs are changing the potential markets and opportunities.

The development of a more coordinated late night transportation plan, converting loading zones to taxi stands, developing better signage and public notice, and educating taxi drivers about changes are additional actions to enhance the efficiency and convenience of accessible safe transportation in the evening and late-night.

Transformation from nightclubs to nightlife will require ongoing efforts to change perceptions – capitalizing on momentum already created by the Redevelopment Agency and Downtown Association – and long-range strategic planning to create common messages incorporated into all marketing and branding materials, and new methods of communication by public and private organizations.

1. Utilize www.sjdowntown.com portal and messaging to continuously improve nightclub perceptions
2. Convene representation from the Convention and Visitors Bureau, Chamber of Commerce, Downtown Association, Redevelopment Agency, property owners and developers, and other stakeholders to determine timing and start of long-term branding campaign:
 - a. Secure funding commitments.
 - b. Complete brand audit questionnaire to determine competitive strengths/weaknesses and to identify marketing attributes that are honest, brand-able, and defensible over time. Audit results will be developed into market position statement that all stakeholders can agree to.
 - c. Review as a group existing and previous slogans, branding messages and campaign themes to determine whether any capture the market position established in the brand audit.
 - d. Compile market positioning statement, creative brief outlining anticipated use of brand/slogan, and any available data on target audiences. Documents will be reviewed by branding professionals who will be asked to take part in a facilitated brainstorming session.
 - e. Branding panel facilitator presents 2 to 3 recommendations to stakeholder group for consensus around one message/brand.
 - f. Establish a unified marketing campaign and budget to introduce the new brand/slogan. Identify funding opportunities.
3. Monitor the transportation improvement plan for increasing taxi service, shuttle service and parking lot security.

Milestone

- Representatives meet, agree upon a decision-making process and contribute resources for staffing and material development (month two)
- A formal presentation of the evolution of San Jose's image campaigns is made (month four)
- A common theme is finalized (month five)
- A coordinated marketing plan, budget and resources established and implemented (month six)
- Report on usage of taxi stands, improved availability and reduction in waiting time (month six)

Resources: Staff to facilitate the process. Funds (or collaborative in-kind contribution) to contract with technical expertise on development of the marketing plan and supporting graphic design, product development and distribution.

APPENDIX 1: HZA PARTICIPANTS

This is a list of all individuals participating in the four primary Roundtables, and a fifth roundtable for non-downtown residents. Those on the steering committee are denoted with an asterick (*); those who participated in the Leadership Summit are in blue; those who attended the Leadership Summit are marked in green.

Name	Representing	Roundtable
1. Milan R. Balinton	African American Community Service Agency	Community
2. David Bird	Trinity Cathedral	Community
3. Vickie Johnson	Realty World Premier Properties	Community
4. Walker Kellogg	University Neighborhoods Coalition	Community
5. Jeff Moore	Silicon Valley NAACP	Community
6. Lynn Morison	Bill Wilson Center	Community
7. Mona Onstead	Downtown Resident	Community
8. Dan Pulcrano	Metro Silicon Valley	Community
9. Michael Reandeanu*	South University Neighborhood	Community
10. Marianne Salas	Downtown Resident	Community
11. Ben Soriano	South First Street Billiards	Community
12. Kim Vu	Technology Credit Union	Community
13. Richard Berg	Property Owner	Development
14. Bill Ekern	San Jose Redevelopment Agency	Development
15. Mike Enderby	City of San Jose – Planning, Building, Code Enforcement	Development
16. Suzanne Frontz	Cinnabar Winery	Development
17. Jody Hansen	San Jose/Silicon Valley Chamber of Commerce	Development
18. John Mukhar	City of San Jose – Environmental Services	Development
19. John Salah	Hewlett Packard	Development
20. Kathryn Sedwick	City of San Jose – Planning, Building, Code Enforcement	Development
21. Kim Walesh*	City of San Jose – Economic Development	Development
22. Melvin Weisblatt	Probus Business Sales	Development
23. Nanci Williams	San Jose Downtown Association	Development
24. Geri Wong*	Ritchie Commercial	Development
25. Charles Young	MESA Development, LLC	Development
26. Seth Bland *	Wilson Meany Sullivan	Development
27. Tamara Alvarado	Movimiento de Arte y Cultura Latino Americana	Hospitality
28. Lyndia C. Bannister	Hotel De Anza	Hospitality
29. Greg Casella	Catered Tool	Hospitality
30. Peter Cogan	San Jose Tied House	Hospitality
31. John Conway*	Britannia Arms Downtown	Hospitality
32. Chris Dobie	The Grill on the Alley	Hospitality
33. Marisa C. Dorcich	A.P. Stump's Chop House	Hospitality
34. Margaret Elkins	Morton's The Steakhouse	Hospitality
35. Janelle English	Britannia Arms Downtown	Hospitality
36. Chris Esparza	Giant Creative Services	Hospitality
37. Dan Fenton*	San Jose Convention & Visitors Bureau	Hospitality
38. Margaret Handyside	Britannia Arms Downtown	Hospitality
39. Cyril Isnard	The Fairmont Hotel	Hospitality
40. Greg Mauldin	Hotel Montgomery	Hospitality
41. Pat McElroy*	A.P. Stump's Chop House	Hospitality
42. John McKay	Britannia Arms Downtown	Hospitality
43. Mauricio Mejia	Vault Ultra Lounge	Hospitality
44. David Powell*	San Jose Bar & Grill	Hospitality
45. John Price	The Grill on the Alley	Hospitality
46. Tony Valenzuela*	San Jose State University	Hospitality

47.	Marianne Alvarez	San Jose State University – Police	Safety
48.	Barbara J. Attard	City of San Jose – Independent Auditor	Safety
49.	William Coker	San Jose State University - Police	Safety
50.	Robert Davis*	City of San Jose – Police	Safety
51.	Richard Fuchs	County of Santa Clara – Health	Safety
52.	Dave Hober	City of San Jose – Police	Safety
53.	Brian Kneis	City of San Jose – Police	Safety
54.	Suzann Mathers	Community Insurance Agency	Safety
55.	Karyn Nielsen	State of California – Alcohol Beverage Control	Safety
56.	Ted Nixon	All Coast Security	Safety
57.	Irene Ray	City of San Jose – Office of Cultural Affairs	Safety
58.	Summer J. Robertson	State of California – Alcohol Beverage Control	Safety
59.	David Schoonover*	City of San Jose – Fire	Safety
60.	Ricardo Morgan Suito	California Highway Patrol	Safety
61.	Catherine J. Wayne	California Highway Patrol	Safety
62.	Tim Wilson	City of San Jose – Police	Safety
63.	Ruben Dominguez	District 8 Representative	Resident
64.	Rose Whitcomb	District 4 Representative	Resident
65.	Alex Fraser	Distict 10 Representative	Resident
66.	Matt Freeman	District 2 Representative	Resident
67.	John McEnery	Mayor's Office Representative	Resident
68.	Mary Zellem	District 6 Representative	Resident
69.	Cora Tomalinas	District 7 Representative	Resident
70.	Kathy Sutherland	District 10 Representative	Resident
71.	Jona Benz-Hamilton	District 2 Representative	Resident
72.	Brian Do	District 4 Representative	Resident

APPENDIX 2: PRIORITIES

At the conclusion of the four roundtable discussions held with representatives from hospitality, safety, development and community perspectives, participants were asked to identify their top priority item to move positive progress forward in San Jose. Below is a summary of the priorities per group in addition to the cumulative top 10 priorities, demonstrating consensus areas across the four groups.

Top 10 Priorities	
1.	Develop unified marketing message. (13 votes)
2.	Friendlier police and change in the policing approach. (8 votes)
3.	Streamline permitting and licensing process for new business development. (5 votes)
4.	Greater inter-agency collaboration, cooperation and information sharing on a regular basis. (4 votes)
5.	Offer economic incentives to local entrepreneurs and small business owners. (4 votes)
6.	Utilize a "block-by-block" approach to development to concentrate vibrancy and fill in vacancies and dead zones. (4 votes)
7.	Greater accessibility between Districts through pedestrian-friendly walkways and diverse transport options. (4 votes)
8.	Retail opportunities/investment. (3 votes)
9.	Better education on how business owners can be successful and remain in compliance. (3 votes)
10.	Utilize Last Drink Data. (2 votes)
Hospitality Priorities	
1.	Friendlier police. (6 votes)
2.	Unified marketing message. (6 votes)
3.	Retail opportunities/investment. (3 votes)
4.	Walkability and accessibility between Downtown districts. (2 votes)
5.	Live music development. (1 vote)
6.	Fill in vacant properties and dead zones. (1 vote)
7.	Concierge government approach. (1 vote)
Safety Priorities	
1.	Greater inter-agency collaboration, cooperation and information-sharing on a regular basis. (4 votes)
2.	Utilize Last Drink Data. (2 votes)
3.	Better education for business owners and venue security. (2 votes)
4.	Research on available markets, such as current homeowners and San Jose State students. (1 vote)
5.	More teeth to police's ability to enforce violations and revoke permits. (1 vote)
Development Priorities	
1.	Streamline permitting and licensing process for new business development. (5 votes)
2.	Develop uniform marketing strategy that sells the 'Downtown San Jose package' and informs visitors and residents of upcoming events. (5 votes)
3.	Create a greater public vision to be achieved Downtown that looks at the big picture. (1 vote)
4.	Educate businesses on how they can be successful. (1 vote)
5.	Help facilitate bringing new tenants Downtown. (1 vote)
6.	More activities for young adults under 18. (1 vote)
Community Priorities	
1.	Offer economic incentives to local entrepreneurs and small business owners. (4 votes)
2.	Utilize a "block-by-block" approach to development to fill in vacancies and concentrate vibrancy (3 votes)
3.	Friendlier police and a change in the policing approach. (2 votes)
4.	More transportation options (2 votes)
5.	Unified marketing message to promote existing options (2 votes)

**DOWNTOWN HOSPITALITY ZONE ASSESSMENT
DRAFT WORK PLAN**

	STRATEGIES AND ACTION ITEMS	IN PROCESS	NEAR TERM 2008-2009	MID-TERM 2009-2010	LONG TERM, 2010-2012	AREA OF RESPONSIBILITY
	Successful Hospitality Zone Elements					
Pg 6	MUSIC & ENTERTAINMENT					
	1 Promote Existing Options					SJDA, SJRA, CONVIS, OED
	2 Incentivize Music, Arts & Entertainment Development					SJDA, SJRA, CONVIS, OED
	3 Ombudsman to the City					SJRA, CMO
	4 Hospitality Business Orientation for New Businesses					SJDA, SJRA, CONVIS, OED
Pg 8	COMMUNITY POLICING					
	5 Last Drink Data					SJPD, CHP
	6 Early Assistance Team					SJDA
	7 Collect Data on Top Violation Types					SJPD, CHP, ABC
	8 Resource Directory					SJPD, CHP, ABC, SJRA, SJDA, OED
	9 Liaison to Hospitality Industry (same as 3)					SJRA, CMO
	10 Police Visibility					SJPD
Pg 10	SECURITY, SERVICE & SAFETY					
	11 Hospitality Business Roundtable for Existing Businesses					SJDA
Pg 12	MULTI-USE SIDEWALKS					
	12 Host Sidewalk Cafes and Outdoor Seating Areas and Entertainment					OED, PBCE, SJPD, SJRA
	13 Target Block-by-Block Development					SJRA, PBCE, OED
	14 Fill Dead Zones with Light and Activity					SJRA, SJDA
	15 Review Zoning Code on Street Vendors					OED, SJRA, SJPD
	16 Review Zoning Code on Street Entertainers					OED, SJRA

	STRATEGIES AND ACTION ITEMS	IN PROCESS	NEAR TERM 2008-2009	MID-TERM 2009-2010	LONG TERM, 2010-2012	AREA OF RESPONSIBILITY
Pg. 13	LATE-NIGHT INTEGRATED TRANSPORTATION SYSTEM					
17	Establish a Transportation Task Force to Review Trends & Identify Issues					DOT
18	Expanded Dash Shuttle					SJDA, DOT
19	Create a Retail Shuttle					SJDA, DOT
20	Extend Light Rail Hours					DOT, VTA
21	Enhance Monitoring of Parking Lots					DOT
22	Encourage Alternative Transportation					OED, DOT, SJDA
Pg. 14	QUALITY OF LIFE					
23	Require Disclosure Statements					SJRA, PBCE, DEVELOPERS
24	Develop Urban Living Guidelines for New Residents					SJRA, PBCE, DEVELOPERS
25	Consider Design Standards to Limit Sound Impacts					PBCE, SJRA
26	Require Venues to Provide Trash Management Plan					PBCE, SJRA
	TOP INITIATIVES ACTION PLAN					
Pg. 16	(1) DIVERSIFY MUSIC AND ENTERTAINMENT					
27	Centralize Communication and Coordinate Resources					SJDA, COVIS
28	Develop a Calendar of Evening and Late-Night Entertainment					SJDA, CONVIS
29	Evaluate of Resources to Support Musicians					OED
30	Review Impact of Promoters					SJPD
31	Review Current Process for Entertainment, CUP and Other Entertainment-Related Permits					PBCE, SJPD
32	Enhance & Coordinate Street Entertainment and Performances					OED, SJRA, SJDA
33	Improve/Facilitate Outdoor Seating for Dining & Entertainment (minimize negative impacts)					OED, SJRA
34	Formulate Sound Mitigation Strategies for Late-Night Venues, Street Activity & Traffic					PBCE, SJRA

	STRATEGIES AND ACTION ITEMS	IN PROCESS	NEAR TERM 2008-2009	MID-TERM 2009-2010	LONG TERM, 2010-2012	AREA OF RESPONSIBILITY
Pg. 17	(2) BETTER PEDESTRIAN AND DOWNTOWN LIVING EXPERIENCES					
35	Identify "Dead Zones" & Develop Recommendations for Improvement					SJRA, SJDA
36	Develop Map & Directory of Essential Services					SJDA, SJRA, OED
37	Develop & Distribute Safety Guide & Flyers					SJPD, SJDA
Pg. 18	(3) FACILITATE COMMUNICATION TO STREAMLINE PERMITTING AND COMPLIANCE					
38	Convene Safety & Risk Management Organizations					SJRA, OED, SJPD, PBCE, ABC
39	Compile List of Most Common Violations					SJRA, OED, SJPD, PBCE, ABC
40	Develop Top Ten List of Things an Entertainment Business Should Know					SJRA, OED, SJPD, PBCE, ABC
41	Develop a Resource Directory					SJRA, OED, SJPD, PBCE, ABC
42	Collect Last Drink Data and Use to Identify At-Risk Businesses for Early Assistance					CHP, SJPD
43	Organize Regular Training for Safety Agencies and Business Owners					SJPD, SJDA, SJRA
44	Convene Organizations with Permitting Authority For Better Coordination					OED, SJRA
45	Collect & Facilitate All Forms Required to Operate					CMO, OED, SJRA
46	Establish a Detailed Flow Chart for Sequence and Timeline for Opening a Business					PBCE
47	Organize Focus Group to Review Flow Chart and Develop Streamlining Recommendations					PBCE, SJRA, OED, SJDA
48	Establish a Hospitality and Entertainment Business Ombudsman to Staff Advisory Group					OED, SJRA, CMO
49	Established Advisory Group with Representation of Public and Private Organizations					OED, SJRA, CMO
Pg. 20	(4) ASSET BASED DOCUMENTATION OF THE NIGHTTIME ECONOMY					
50	Collect and Organize Information About Economic Employment and Contributions of Late-Night Businesses					OED, SJDA, SVCC
51	Document Occupancy of Businesses and Monthly Customer Base					OED, SJDA, SVCC
52	Establish a Process for Businesses to Document Collection of False ID, Intervention and Calls for Transportation					SJDA, SVCC
53	Mention Businesses in Compliance as Well as Those in Violation When Reporting on the Nighttime Activity					SJPD, FIRE, PBCE
54	Consider Positive Spin While Reporting on Inspections & Use Comparisons for Incident Reports					SJPD, FIRE, PBCE