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Cc: [Rood, Timothy](#); [Burnham, Nicole](#); [Zenk, Jessica](#)
Subject: Internal workshop to plan for next round of Diridon engagement (part 2)
Attachments: [Desired Outcomes - 2018 Engagement Report.pdf](#)
[Key Themes - 2018 Engagement Report.pdf](#)
[Internal Coordination Meeting 081720 - PRELIMINARY DRAFT.PPTX](#)

Participants: Project Managers, Communications staff, 1-2 reps from the Raimi/Plan to Place team, Vanessa

Purpose:

- * Review the objectives and game plan for outreach/engagement in the September-November timeframe (Part #1 – Monday, Aug 17)
- * Identify the specific feedback we are seeking this fall (Part #2 – Monday, Aug 24)
- * Determine next steps (Part #2)

To make it the most productive, I'm requesting that you spend some time preparing. I've attached the draft powerpoint for context. Questions to think through in advance (focusing on your project/topic, of course):

1. What did you find most interesting about the feedback received this spring/summer?
2. What have you done with the recent input?
3. What big internal decisions do you have left to make this fall?
4. What would you like to know more about from the public? From specific stakeholders?
5. What are the most common questions have you been getting lately?
6. Would you recommend any changes to the Key Themes and Desired Outcomes identified in the 2018 Diridon Engagement Report to reflect community input gathered since then (2019-20)? i.e., How has thinking evolved? Any new common concerns or ideas? Additional nuance? Are these still the top themes, or would you re-frame them?
7. How has your project/plan/component considered and reflected these themes over time?
8. What updates are needed to the information currently available at www.diridonsj.org/resources <<http://www.diridonsj.org/resources>> (Fall 2019 Boards and Handouts)?

Zoom info:

- * <https://zoom.us/j/7743852409>
- * 1-669-900-6833 (or find your local number: <https://zoom.us/u/akVULhT00>)

* Meeting ID: 774 385 2409

Housing and Displacement | **Desired Outcomes**

The following Desired Outcomes reflect a nearly universal concern for the housing crisis; however, there was a wide range of nuanced perspectives about how to meaningfully address it and the implications for the potential Google development in the Diridon area.

General Principles

- Everyone involved takes responsibility to address the housing crisis, including but not limited to the City, Google, and other companies/developers.
- The City adopts more and stronger tools to help fight displacement, supplementing the existing programs and policies.
- More affordable housing is generated throughout the city, focusing on high density housing in Urban Villages
- The strategy for addressing housing issues integrates homeless services.
- The ultimate goal is no direct/indirect displacement from San Jose, and no increase in homelessness.

Development of the Diridon Station Area

- The Diridon Station Area has dense, affordable housing across all incomes for current and future residents and workers.
- At least 25% of housing units are offered at below-market rates for lower-income households (ranging from extremely low to moderate).
- Developers build inclusionary Housing units on-site or within the Diridon Station Area, rather than pay in-lieu fees or build outside of the area.
- There is no direct and indirect displacement of existing lower-income residents from the Diridon Station Area and nearby neighborhoods due to gentrification spurred by this development.
- New development provides compensation and relocation assistance if redevelopment of existing housing occurs.

Citywide Impacts and Benefits

New resources generated by Google and other companies/developers go to:

- Affordable housing development, focusing on areas well-served by transit (including within the Diridon Station Area itself);
- Acquiring, rehabilitating, and preserving the affordability of existing multi-family housing properties in neighborhoods at the greatest risk of gentrification;
- Community ownership models to increase homeownership opportunities (e.g., Community Land Trusts, etc.) – when building new housing or preserving existing housing; and
- Organizations that provide legal assistance and education to tenants, which includes the legal defense of low-income Santa Clara County tenants facing eviction proceedings.

Jobs, Education, and Economic Development | **Desired Outcomes**

As reflected in the following Desired Outcomes, Community Members want to enhance educational and economic opportunities for all residents of San José, with a range of perspectives on prioritizing social equity and leveraging Google's strengths to support access to jobs in tech.

General Principles

- New development offers quality jobs that pay living wages (i.e., cover the cost of housing in San Jose).
- New development helps diversify San Jose's economy such that residents of all skills and educational levels have more opportunities.
- There are strong career pipelines that help existing residents and youth get good jobs in the tech industry and other higher-paying sectors.
- Local schools are supported with additional resources and innovation to provide quality education to local youth.
- New development protects, supports, and involves local, small businesses and non-profits.

Development of the Diridon Station Area

Google and other companies/developers in the Diridon Station Area:

- Adhere to responsible contracting standards and use Project Labor Agreements to ensure fair and safe working conditions for contract and construction workers.
- Partner with small, local businesses in both the construction and operation phases (such as through procurement policies, catering, events, etc.)
- Provide worker retention to ensure service workers retain their jobs and do not face mass layoffs if building owners or future tenants change.
- Adopt a local hiring policy.
- Reduce barriers to employment based on race, gender, immigration status, and previous incarceration.

Citywide Impacts and Benefits

New resources generated by Google and other companies/developers go to:

- Early childhood education and childcare for lower-income households.
- Local job training in high growth sectors, such as construction, IT, manufacturing, healthcare, and business (such as pre-apprenticeship and apprenticeship programs in trade industries).
- Local, existing schools to use as the school district sees fit.
- Restorative justice programming in schools.
- Partnership/mentorship programs through San Jose State University (SJSU) and local community colleges.

Land Use, Design, and Parking | **Desired Outcomes**

There was strong agreement among community members for the following Desired Outcomes, reflecting general support for a well-designed, high-density, mixed-use station area that integrates with Downtown, incorporates historic features and public art, and is sensitive to the surrounding neighborhoods.

Land Use

New development in the Diridon Station Area:

- Optimizes development density to take full advantage of the transit investments.
- Includes a complementary mix of commercial, office, and residential uses, with emphasis on affordable housing.
- Incorporates ground floor retail in strategic locations and amounts.
- Incorporates public spaces, including open space along the creeks.
- Has a coherent development pattern that is varied and interesting, yet has a consistent feel.
- Is an extension of the Downtown core, rather than a separate district, with a strong sense of place.

Design

- The design of buildings and public spaces are oriented to the human-scale to support an active street life and accessibility for abilities.
- Tech campuses are open, permeable, and integrated with surroundings such that employees support local businesses and that the public has access to amenities.
- New development has an appropriate interface with existing neighborhoods and mitigates impacts, such as those related to traffic, parking, transit routes, and noise.
- Public art and historic/cultural preservation are integrated early into project design and plan implementation to enhance and protect existing character and identity.
- New buildings create an interesting Downtown skyline.

Parking

- The supply of parking is proactively managed to adapt to changes in travel patterns overtime and to support goals for reduced car travel.
- Existing parking plans and programs that were developed with community input form the foundation for parking management in the Diridon Station Area.
- Parking structure are future-proof (i.e., designated to allow for re-purposing if no longer needed).
- The amount of land dedicated to single-use parking is minimized, and parking is not a visually prominent aspect of the built environment.
- There is a shared parking district for private development, transit users, and the SAP Center.
- There is sufficient parking for modes other than cars.
- Parking impacts on neighborhood streets are minimized.

Public Space, Creeks, and Trails | **Desired Outcomes**

The following Desired Outcomes had the highest level of agreement among community members, who seek a safe, accessible, and connected public realm that reflects San José's unique identity.

The following outcomes mainly apply to development within and surrounding the Diridon Station Area.

- Parks, open space, plazas, and trails in the Diridon Station Area are safe, visible, well-maintained, and accessible to everyone.
- The area has a range of public space types at a variety of scales (e.g., pocket parks, green roofs, plazas, community gardens, etc.) and opportunities for accessing nature.
- There is a signature plaza near Diridon Station and Santa Clara Street that provides space for community gathering and special programming, in addition to circulation functions.
- Public spaces are activated through temporary and permanent programming such as public art, pop-up retail, and events.
- Partnerships with the business community and neighborhood groups advance projects, implement programming, and help keep spaces maintained.
- There is an interconnected network of "green fingers" with inviting pedestrian and bicycle facilities.
- The Guadalupe River and Los Gatos Creek trail systems are linked.
- Los Gatos Creek is daylighted at Park Avenue, with restored habitat and a continuous off-street trail.
- Riparian habitat along the creeks is enhanced.
- New development faces creeks and other open spaces.

Transportation and Transit | **Desired Outcomes**

There was very strong agreement among community members for the following Desired Outcomes, reflecting the significant interest in making the area supportive of transit use and safer for pedestrians and bicyclists, while also proactively managing vehicle traffic, parking, and emerging modes of travel.

The following outcomes mainly apply to development within and surrounding the Diridon Station Area.

- There are pedestrian-friendly streets with small blocks, safe crossings, wide sidewalks, and amenities such as street trees and benches.
- There are direct street, trail, and bike connections to Diridon Station, Downtown, adjacent neighborhoods, and the regional network – with emphasis on improved east-west links.
- The safety of major intersections is improved, especially the Bird Ave/280 interchange.
- Traffic congestion is minimized during construction and on adjacent residential streets.
- The Diridon Station Area greatly exceeds citywide targets for reduced car travel.
- The transit system is high quality, affordable, convenient, and frequent.
- The capacity of the transit system is designed for future growth, and the transportation system as a whole is flexible and adaptable.
- Transit infrastructure is designed to avoid impacts to homes, parks, businesses, and community facilities.
- The various modes of transit that intersect at Diridon Station are inter-connected.
- Bus routes and the light rail system provide direct connections to Diridon Station from the airport and neighborhoods throughout the city, including South San Jose and Berryessa.

Environmental Sustainability | **Desired Outcomes**

The following Desired Outcomes were added following review of the Draft Report to fully capture the community's interest in integrating nature, enhancing habitat, using innovative green building techniques, and minimizing pollution.

The following outcomes mainly apply to development within and surrounding the Diridon Station Area.

- New development minimizes adverse environmental impacts, including contributions to global climate change.
- New development serves as a model for eco-district planning, design, and implementation.
- New development adheres to Climate Smart San José pillars and strategies and LEED Gold or Platinum standards for green building.
- Creeks and other natural resources are integrated early into projects, using principles of healthy ecosystem design.

3 Key Themes

Overview

This chapter summarizes the key themes from the engagement process. The key themes are based on input from the Station Area Advisory Group (SAAG) and analysis of the frequently made comments through the other public engagement methods.

This chapter begins with an overview of the top Issues and Opportunities raised by participants most frequently. This includes topics for consideration, existing problems, concerns about the future, and opportunities created by a master planned Google development in the Diridon Station Area.

The next section lists the top Desired Outcomes. Desired Outcomes are high-level statements of the desired end state and generally include the hopes, aspirations, visions and goals expressed by community members. The Desired Outcomes are organized by topic: Housing and Displacement, Jobs, Education, and Economic Development; Land Use and Design; Public Space (including Creeks and Trails), and Transportation (including Transit and Parking). The full range of Desired Outcomes are presented with an indication of where there is general agreement and where there is not.

The next chapter lists the Potential Solutions, or ideas for how to achieve the Desired Outcomes provided by community members. These include actions, mechanisms, policies, programs, projects, or partnerships. Some are highly specific, others are general. The full range of suggestions raised by community members are presented without analysis. See the Appendix for a complete collection of comments received, organized by engagement method.

These categories of input (Issues, Desired Outcomes, and Potential Solutions) align with the questions asked throughout the process. The initial phase of outreach asked the SAAG and general public about their hopes for a Google project, vision for the Diridon Station Area, concerns/fears about the potential

development, and ideas for how to address the challenges and take advantage of opportunities.

This community dialogue generated a wide range of input—from high level to detailed, from focused on the station area or surrounding neighborhoods to having a citywide or even regional implications, and from urgent to far in the future. While some input was intended to be specific to the relationship with Google, many of the comments could apply to other developers and companies located in the Diridon Station Area. These distinctions were made where applicable. Chapter 4 describes how the community input may apply to future implementation and planning efforts that go beyond the Google project and Diridon Station Area.

Issues

The following sections summarize these top 10 issues and opportunities:

1. Housing and Displacement
2. Revitalization of Downtown and the Diridon Station Area
3. Job Opportunities and Social Equity
4. Expectations of Google and Others
5. Community Benefits
6. Growth Impacts and Public Services
7. High Speed Rail Impacts
8. Safety and Homelessness
9. Environmental Sustainability
10. Effects on San Jose's identity

Housing and Displacement

Housing and displacement was the dominant topic of SAAG discussions and of public comments. The SAAG talked extensively about the housing crisis currently facing San José and the region, as well as concerns about escalated housing costs for the future if Google were to locate a major office development in the Diridon Station Area. They also pointed out opportunities presented by a Google development to add housing, support affordable housing, and reduce displacement. Here is a summary of the key issues raised during these discussions:

- There is a significant lack of affordable housing relative to the high demand created by the booming economy. Lower-income service workers are particularly affected, but moderate-income professionals are also struggling to afford housing. In response, more and more households are either living in overcrowded conditions, falling into homelessness, or leaving the city. Cities in the region have failed to support housing growth commensurate with the demand driven by tech industry job growth. Resources and policies dedicated to providing affordable housing and preventing displacement have been insufficient. While the City has some programs and policies to help with the affordable housing crisis, many SAAG members called for more and stronger tools.
- It is assumed that new office development by Google would generate both high-paying tech jobs and lower-paying service jobs. New tech workers would drive up housing prices even more, while service workers may not get paid enough to afford housing in San José. This will worsen the housing shortage and affect neighborhoods citywide, including the east side. Increased housing costs would force people to work more and/or move farther away – leading to longer commutes, adverse environmental impacts, and lower quality of life. The number of people experiencing homelessness could increase.
- There could be widespread redevelopment and property turnover in the Diridon Station Area and adjacent neighborhoods, leading to direct and indirect displacement of existing residents. Lower-income residents are more likely to be people of color, so their displacement could make San José less diverse over time. In addition, redevelopment of older buildings and historic resources within and surrounding the Diridon Station Area could result in the loss of existing character and heritage.
- This project presents opportunities to generate affordable housing within the Diridon Station Area and throughout the City if Google commits to providing funds through an impact fee. As a master developer, they may be able to deliver on more housing and amenities compared to a collection of smaller developers and more than required by the current DSAP. Implementation of the Diridon Station Area Plan would increase housing opportunities near a major transit hub, which supports strategies for accommodating housing demand.

Through the public engagement methods, many people provided personal accounts of the housing crisis: long commutes, financial strain, loss of neighbors to displacement, anxiety from the threat of losing their own home, seeing or experiencing homelessness, etc. There is an overall concern about the ability to

afford housing and fear of being pushed out of San José, particularly from neighborhoods close to future public transit. People often referred to the home price increases and displacement of residents in Mountain View. There were consistent calls for the engagement process to focus more on housing issues and for there to be a city plan to address housing demand, displacement, and homelessness. There is a strong sense of urgency and desire to do more now to mitigate displacement pressures.

Revitalization of Downtown and the Diridon Station Area

When asked about hopes at the initial SAAG meetings, much of the input reflected the desire to think big and do something bold—to design a distinctive, world-class development and to make Diridon a model for sustainable, equitable, and resilient development. Several SAAG members emphasized the potential for supporting local businesses, catalyzing downtown development, and strengthening Downtown as a desirable place to live and a vibrant, dynamic cultural hub.

The SAAG generally sees a master development by Google as a major opportunity to implement the Diridon Station Area Plan and help achieve its vision for transforming the area into a mixed use, walkable neighborhood—integrated into Downtown and sensitive to adjacent residential uses. The Desired Outcomes for Public Space, Transportation, Creeks/Trails, Land Use, and Design are generally consistent with the adopted Diridon Station Area Plan, as described in the following section.

The opportunity for revitalization could resolve existing issues with “dead zones” (i.e., areas of inactivity that feel unsafe and unwelcoming). The project is an opportunity to activate the neighborhood through redevelopment and new amenities as well as programming such as art, events, and temporary features in the short-term. Also related to place-making are the opportunities for preserving historic resources and culturally significant features, for capitalizing on Los Gatos Creek as a focal point for community gathering and amenities, and for designing new development with environmental stewardship in mind.

Several SAAG members representing neighborhood groups thanked Google for reaching out and listening, and look forward to working with them to make the potential development a reality.

Job Opportunities and Social Equity

Throughout the process multiple SAAG members emphasized the potential for the development to generate a significant amount of local jobs, support local small businesses, and catalyze economic opportunities beyond just the Diridon Station Area.

With respect to Jobs, the SAAG expressed an overall concern about the social equity effects of Google coming to San Jose, including concerns about new service jobs not paying enough for workers to afford living in San José, impacts on citywide housing prices and subsequent displacement of lower income households, and the potential for the benefits to bypass long-time residents. Currently, many residents, particularly on the east side, are “job patching” - or needing to piece together income from a variety of jobs and business ventures. There are also concerns about the quality and mobility opportunities of subcontracted jobs, as contracting out certain work is a common business practice among Google and other tech companies. Some community members also expressed concerns about racial inclusion at Google, which has low shares of Latino employees relative to San José’s population.

The SAAG discussed the links between jobs and housing and recognized the need to provide more affordable housing—allowing lower-wage workers to live near their place of employment and reducing displacement pressures so that existing residents could stay and benefit from the investments and opportunities presented by a Google development in the Diridon Station Area.

During the public engagement process, community members frequently expressed concern over the well-being of lower-income people and vulnerable populations. Some talked about growing inequity and the increasing resentment between the “haves” and “have nots”. There were also concerns about equitable funding for public schools and school closures due to declining enrollment caused by displacement of low-income families.

These concerns for social equity reflect an overarching goal to create a San José that is better for all people.

Community Benefits

The term “community benefits” was raised consistently throughout the process, mainly in the context of affordable housing, job training, educational programs, transportation improvements, and/or public space. There is general agreement that Google should provide some benefits to San José beyond the project itself

and that agreements with Google should set forth a plan for this contribution. There is desire to begin work on citywide issues now and not wait until Google buildings are built and occupied.

(Note: The City Council's intent is for a Community Benefits Plan to be a part of the Development Agreement, which would be negotiated by the City and Google during the development review process and be subject to City Council approval. Community engagement will continue throughout the development review process. Refer to Chapter 4 and the FAQ's in the Appendix for additional information).

Several members of the SAAG view the land sale as having significant leverage to negotiate community benefits with Google and would prefer to have Google commit to clear requirements as part of—or before—the land sale. They have advocated for a Community Benefit Agreement (CBA) as the specific tool for ensuring the Google project results in citywide benefits and mitigates impacts.¹ They state this is needed due to the lack of applicable City policies, such as a commercial linkage fee that would generate funds for affordable housing and anti-displacement efforts. They want the CBA to require Google to contribute to an affordable housing fund and commit to other benefits. They suggest that the value of these benefits should take into account the value of the Google development with the transit improvements in place, any requested up-zonings, and other policy decisions that add value (“value capture”). They also suggest that a committee of community, labor, and faith leaders should lead the negotiation of the CBA and oversee its implementation and enforcement. Proponents of this approach suggest that a CBA would provide strong enforceability (because they can be legally binding and enforceable by the community signatories) and increase community support.

Other mechanisms for generating community benefits raised at SAAG meetings include Commercial Linkage Fees, Tax Increment Financing, special assessments, and dedicating revenues from the sale of land.

Expectations of Google and Others

The SAAG discussed whether Google should be treated similarly to other employers, versus having different expectations of Google as a large organization

¹ According to Silicon Valley Rising's Report, *Envisioning Community*, a CBA is a project-specific contract (or set of contracts) resulting from substantial community involvement, and signed by community groups and a real estate developer. This report provides additional information on the potential advantages and examples of other largescale projects that involved a CBA, such as the Oakland Army Base and Facebook expansion in Menlo Park.

with a large development proposal. In general, the SAAG wants the City and Google to think big and the community should ask for what they want. They want Google to be a partner in addressing existing issues, mitigating impacts, and maximizing benefits to San José. The arguments for treating Google differently than a typical development include: the public's role in this project (i.e., major transit investments and the sale of public land for a portion of the master plan), anticipated City Council legislative decisions (i.e., plan amendments and rezoning to increase development capacity); the large scale of the project; research on the impacts of tech-driven growth on working families; the different economics for Google as a user-developer compared to traditional real estate developers; and Google's willingness to offer community benefits to Mountain View.

Several SAAG members, however, questioned the ability, desirability, and fairness of the City to request or demand different requirements or extra fees from Google, noting that it does not seem like the City would do this for other developers, land owners, or companies that are planning to locate in San Jose. They questioned the implications of treating Google in this manner. While some suggested that the Desired Outcomes should set a standard for all businesses looking to locate in San José, there is also concern about unintended consequences of requirements on small, local businesses.

There was much discussion among the SAAG and public about the role of Google in addressing the housing crisis. Many recognize the housing crisis as a regional/statewide issue, and believe that Google cannot be expected to solve it. While there is strong desire to set the bar high for Google and the City with respect to mitigating displacement, this sentiment is balanced with a desire to set attainable goals. Some community members want to make sure that the City balances housing needs with job growth goals, and does not push "too much" such that San José misses out on the net benefits of a Google project or worse, has to deal with the negative effects of Google locating somewhere else without the positive fiscal impacts of the local jobs. A suggestion is to focus on the delta of how Google project could amplify existing challenges, and avoid the expectation that they will solve every existing problem. On the other hand, some community members do not want Google to assert "too much" influence over the City and for the City to give up "too much" to Google. They do not want to end up with weak or unenforceable agreements. They want accountability—for Google and the City to fulfill their commitments. They call for transparency in this decision-making process to ensure that decisions are made in the public interest. The Potential Solutions offered by community members with these concerns often echoed the suggestions from some SAAG members on Community Benefit Agreements and related mechanisms.

There was recognition that, in the past decades, San Jose has at times needed to incentivize or subsidize development to come to San José, and questions about whether the City will give subsidies to Google or other developers. (Note: the City Council has directed no subsidy of Google and Google has not asked for subsidies.) There were also some concerns about selling public land to Google. Some community members want the City to lease the land or otherwise keep it for public use over the long-term. Some say that given the housing crisis, the best use of the land is for affordable housing. As a philosophy, some feel that publicly-owned land should not be sold for private development.

(Refer to the FAQ's in the Appendix for additional information on the negotiation process).

Growth Impacts and Public Services

The SAAG discussions and public comments typically recognized the benefits and rationale of high density development in the Diridon Station Area as part of a transit-oriented growth strategy. Some see the specific benefits of concentrating office space next to Diridon Station, noting the opportunity for people to commute by transit from all over the greater Bay Area, and support improving transit service to strengthen the links to affordable housing in other areas.

However, some community members reacted to the prospect of a major master planned development by Google with strong concerns about job and population growth in San Jose in general. Community members with this reaction often co-referenced traffic congestion, parking shortages, the loss of open space, and general sense of over-crowding as concerns. Some expressed concern about housing prices going up too much, but do not want more housing construction in San Jose. There were multiple comments that recognize the possibility for growth impacts but still support investment in the Diridon area.

Many community members discussed public services, including fire, police, roads, libraries, community centers, public open space, and schools. There are concerns about the potential impact of new development on these services. There are also concerns about the quality of existing services throughout San José and the recognition that new commercial development can increase revenues for the City to improve services.

High Speed Rail Impacts

Another consistent theme is related to the construction of High Speed Rail tracks and increase in train service through residential neighborhoods. Neighborhood representatives consistently raised concerns about the potential loss of homes, businesses, and public open space. Several members of the public reinforced concerns about high speed rail impacts, such as increased noise.

Safety and Homelessness

An underlying theme of many of Issues and Desired Outcomes discussed is safety. It was often raised in the context of the transportation network, homelessness, accessibility, and/or the use of public spaces. For example, there is concern about the safety of roadways for pedestrians, especially at major intersections and in construction zones. Some people explained that using Diridon Station felt unsafe at certain times of the day and called for more security. Similarly, many community members said they avoid the creek-side parks and trails because they are often occupied by homeless people.

There was a general desire to humanely address homelessness, in part to make creek trails and public spaces feel more welcoming to families, in addition to the concerns summarized under Housing above. As described under Revitalization, development of the Diridon Station Area, including redevelopment of parking lots and vacant industrial properties, is seen as an opportunity to increase use of public spaces and improve the security of the area.

Environmental Sustainability

One of the strongest reactions to the Draft Report was the lack of focus on environmental sustainability, including green building, eco-district planning, habitat enhancement, and integration of nature into development. While this was not a major topic of early conversations, there was an emerging desire by the SAAG and public to ensure that the Google project and the Diridon Station area incorporate cutting-edge sustainable design. Residents see an opportunity for new development to increase people's connection to nature and the creeks.

In addition, many of the comments received throughout the process are related to desires for improved connectivity, walkability, and transit services —leading to reductions in auto-oriented trips, less pollution, and mitigation of related growth

impacts. Overall, the comments addressed the desire to be good stewards of natural resources and to plan for resiliency.


In response to this substantial public comment and SAAG feedback, a new topic was added to the Desired Outcome list in the following section.

San Jose's Identity

At the heart of many of the SAAG discussions and public comments is the effect of new growth and development on San Jose's collective identity. Currently, many community members take pride in San Jose's ethnic diversity and unique quality of life. Some cite its history as a welcoming place for new immigrants and the working class to live and organize. There are concerns about the negative impact that a major development by Google could have on the community fabric and sense of place – mainly due to displacement from San Jose due to rising housing costs but also with respect to the tech company's relationship to the Diridon Station Area and city in general.

Many community members conveyed desires for Google to be integrated into the neighborhood (not isolated); for development to reflect an understanding and respect for San Jose's history; for the area to convey a sense of welcoming and belonging for all through its small businesses, art, events, and design; and for the decision-making process related to the Google project to involve impacted communities. Ultimately, the project should help preserve – and not undermine – San Jose's cultural diversity.

For some community members, the fear of widespread displacement leads them to oppose to the sale of City-owned lands to Google and to the potential Google project in general. An organized group of San José community members consistently attended civic engagement events to express this opinion, as well as their distrust in Google and the decision-making process. This included protests at two Station Area Advisory Group meetings, in addition to participation in small group discussions at the Community Forums and Community Meetings.



Diridon Station Area Community Engagement

Internal Coordination Meeting

AUGUST 20, 2020

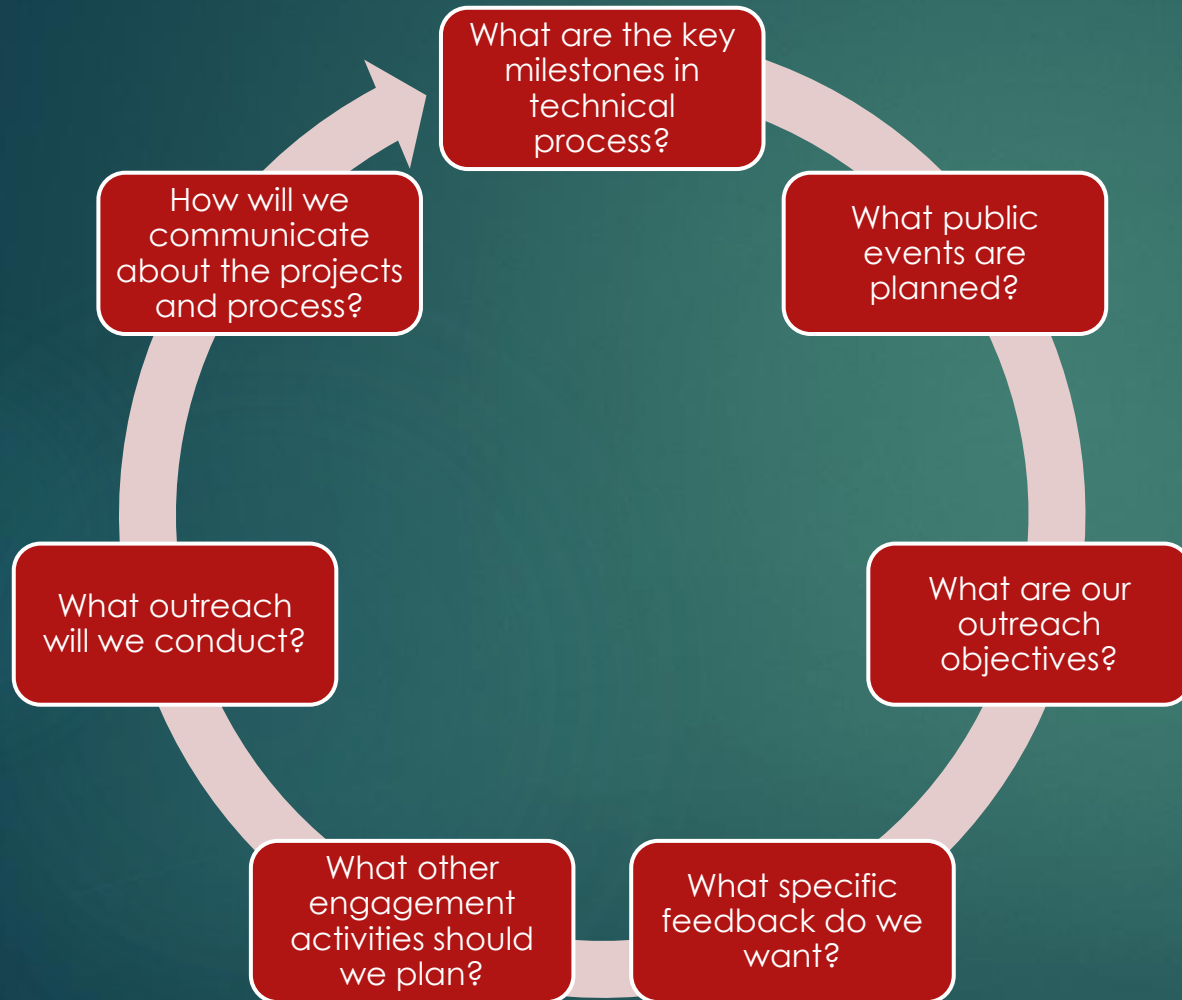
Agenda

1. Introductions, meeting purpose (10 min)
2. Review the key milestones, objectives, and game plan for outreach/engagement in the September-November timeframe (20 min, including discussion)
3. Next Steps (10 min)

Next week:

1. Discussion → Identify the specific feedback we are seeking this fall (40 min)
2. Determine next steps; assign responsibility to action items (20 min)

Thought process



- Goals?
- Timing constraints?
- Direction?
- Best practices?
- Lessons learned?

Diridon Program

Transit Projects

VTA's BART Phase 2 Extension

Caltrain Business Plan

High-Speed Rail

Diridon Integrated Station Concept Plan

Google's Downtown West Project

Development Review

Environmental Review

Development Agreement (including Community Benefits)

Diridon Area

Diridon Station Area Plan (DSAP) Amendment

Affordable Housing Implementation Plan

Diridon Area Parking Study

Infrastructure Financing Strategy

Citywide Efforts

Anti-Displacement Strategy (Residential)

Anti-Displacement Strategy (Small Business)

Commercial Linkage Fee

Downtown Plans

Downtown Transportation Plan

Public release of Key Documents

Google's Downtown West Project

- Draft Design Standards and Guidelines: September 8 (specific comment period?)
- Draft Environmental Impact Report (DEIR): September 8 through October 23 (45-day public review period)

Diridon Station Area Plan (DSAP) Update

- Amended Draft: October
- Housing study: mid-September
- Parking Study: mid-October
- Infrastructure Financing Strategy: TBD
- Environmental review: TBD

Virtual Public Meetings

- ▶ Sept. 16: Station Area Advisory Group (SAAG) Meeting
- ▶ Sept. 24: City Council Study Session
- ▶ Oct. 14: Planning Commission Study Session
- ▶ Community Meeting on Downtown West:
 - ▶ Oct. 15: Background Presentation (discuss more at end)
 - ▶ Oct. 19: Gather feedback
- ▶ October (TBD): Community Meeting on DSAP
- ▶ January: Station Area Advisory Group (SAAG) Meeting – Draft DA, maybe one other before that?

Other tools

- Website:
 - Background information, handouts, and updates
 - Meeting summaries, including recordings of all SAAG meetings and summary of Virtual Office Hours input
 - **Comment forms connected to Virtual Office Hours**
 - **General Comment form**
- Email updates
- Social media blasts
- Stakeholder meetings (e.g., DANG)

DRAFT Objectives for Fall Outreach

1. **Inform:**

- ▶ Decision-making and community engagement process: completed + next steps
- ▶ What is currently being proposed (new project elements)
- ▶ How community input has influenced the direction and details of the projects

2. **Get focused feedback for consideration:**

- ▶ Specific reactions to draft documents?
- ▶ Opinions about how the projects are reflecting the range of concerns, ideas, and visions expressed by community members → suggestions for improvement?
- ▶ Other details that would help the projects benefit all people?

3. **Increase participation by under-represented populations (e.g., online survey)**

Key Principles of Inclusive Engagement

- a) Make engagement opportunities accessible (reduce logistical barriers to participation), consider COVID constraints
- b) Use targeted outreach methods (e.g., via community leaders)
- c) Use fun and interesting engagement methods
- d) Communicate information clearly (e.g., avoid jargon, use visuals)
- e) Paraphrase, often: do not expect info to sink in after explaining something once verbally
- f) Avoid redundancy in events, **acknowledge previous input**, coordinate with other processes
- g) **Make it relevant to issues people care about**
- h) **Ask questions that matter (i.e., their responses can influence the outcome)**
- i) Build trust through transparency and accountability: set clear expectations about decision-making process, **report back on how input influenced the process**, make info available online, be available for follow-up

Community Partner Role - Summary

- **Inclusion:** Help increase participation by groups that are typically under-represented in planning processes
- **Outreach:** help drive participation at City-planned events and increase awareness of available information
- **Engagement:** co-host activities to facilitate discussion and gather input
- **Communications:** provide feedback on how we communicate concepts to better resonate with community members

Community Partner Activities

At least 7 events in the September-November timeframe...

- ▶ Incorporate into existing programming (LatinX by Prosperity Labs and Friends of Caltrain)
- ▶ 2 Cafecitos (SOMOS – may partner with LatinX)
- ▶ Virtual discussion (Trinity – may partner with others)
 - ▶ Social media campaign
- ▶ 2 Virtual workshops in multiple languages (Catalyze SV)
 - ▶ Vietnamese (with VAR)
 - ▶ Artists (with SJ Jazz? **Design focused to inform Draft DWDSG?**)
- ▶ AACSA?

Recommended supplemental tools

- Short Surveys (Online and Paper)
- Make a flyer for Fall 2020 outreach
 - Mail out with paper survey and legal notice for DT West
 - Distribute through essential service providers
 - Several booths at grocery stores and other high traffic areas
- Online tool for getting input on Draft DWDSG?
- Social media campaign?
- 2 small group discussions for SAAG in October/November?

Potential Coordination with DTP

- ▶ Virtual Office Hours (Listening Sessions)
- ▶ Small Business Focus Groups?
- ▶ Cross advertise for events, such as the DTP Speaker Series
 - ▶ Posters/A-frames around Downtown
 - ▶ Emails and websites
 - ▶ Partner outreach
 - ▶ Pop-ups?
- ▶ Friends of Caltrain event?

Specific Feedback this fall?

Project-based:

1. Downtown West
2. DSAP Amendments
3. DSA Parking Study
4. DSA Affordable Housing Implementation Plan
5. DSA Infrastructure Financing Strategy
6. Separate but related efforts like the DISC

Topic-based:

1. Land use and Design
2. Transportation
3. Parks and Open Space
4. Affordable Housing, Displacement Prevention
5. Jobs, Education, and Small Business
6. Environmental Sustainability

Specific Feedback this fall?

Theme-based:

- What we heard (top 10 key themes or Desired Outcomes)
- What we did with that input (high level plus 2-3 examples)
- Remaining feedback
 - How well did we do in balancing the variety of perspectives and considerations?
 - Suggestions for improvement?
- Is there anything else that would help the projects benefit all people?
(equity-oriented)

Next SAAG Meeting

- Virtual Zoom Webinar tentatively scheduled for September 16, 2020
- DRAFT Agenda:
 - Revised Project Timeline
 - Downtown West: brief overview of Draft DWDSG and DEIR, Development Agreement update
 - Parks: present ideas under consideration for Downtown West
 - Affordable Housing: present highlights of the draft 25% Affordable Housing Plan
 - SAAG Member Discussion
 - Public Comment

Purpose of meetings

- Study Sessions:
 - Provide update on progress of Downtown West project and the DSAP update (staff analysis, consultant studies, community feedback)
 - Oriented to the Council/Commission
- Community Meetings:
 - Detailed information, framing for discussion
 - Oriented to the general public (neighbors, developers, property owners, etc.)
- Partner Events:
 - Focused information
 - Oriented to target audiences

Discussion prompts for Next Week

1. What did you find most interesting about the feedback received this spring/summer?
2. What have you done with the recent input?
3. What big internal decisions do you have left to make this fall? Trade-offs you are grappling with?
4. What are the most common questions have you been getting lately?
5. What would you like to know more about from the public? From specific stakeholders?

Discussion prompts for Next Week

6. Would you recommend any changes to the Key Themes and Desired Outcomes identified in the 2018 Diridon Engagement Report to reflect community input gathered since then (2019-20)? Are these still the top themes, or would you re-frame them?
7. How has your project/plan/component considered and reflected these themes over time?
8. *What updates are needed to the information currently available at www.diridonsj.org/resources (Fall 2019 Boards and Handouts)?*

Next Steps

1. Prepare for discussion next week
 - a) Survey questions
2. Confirm timeline and outreach plan with Directors
3. Prepare game plans for each event
4. Start content for September events
 - a) Identify FAQs and responses
5. Follow up with SAAG members
 - b) Update handouts
6. Support partners in planning activities
 - a) Next Meeting: Aug 27?
 - b) Review desired feedback
7. Develop ideas for social media campaign