

# 7. *Implementation Strategies*

This chapter outlines how the desired land uses and development types, the design guidelines, and the preferred streetscape improvements described in this document can be implemented over time and through transitions in City staff, elected officials and local, state and federal funding cycles. The Implementation Matrix (Table 7.1) is intended to aid in the process of incremental implementation of the project goals. Organized into specific action items categorized by type, the matrix identifies the responsible party, initial indications about possible funding sources for implementation, and an estimated time horizon for each measure (subject to funding availability and private development opportunities).

Action Items critical for the success of the South Area Development Strategy:

1. Help property owners understand the development potential of their site(s) and the overall corridor (Action Group 1.1). The City is encouraged to put together a brochure that outlines and illustrates the development potential of the Corridor and the goals of the South Area Development Strategy and its individual components, including the Corridor Concept Plan, the Design Guidelines, and the Streetscape Improvements. The City could also assist property owners by facilitating site assembly and working to attract suitable developers.
2. Use redevelopment set-aside funds for affordable housing to assist in developing the desired mixed-use development projects.
3. Adopt the East 14th Street South Area Design Guidelines and associated zoning regulations

(including parking requirements and preferred land uses) to ensure that all future development contributes to implementation of the community's vision for the Corridor.

4. Develop a façade improvements program to improve the appearance of properties that are otherwise unlikely to redevelop in the foreseeable future.
5. Improve the streetscape between Maud and 150th Avenue (Action Group 3.1). Developer interviews stressed the importance of investment in the public right-of-way. These improvements include not only visual improvements to the corridor but also the suggested pedestrian crosswalk and sidewalk improvements. The City effort to underground utilities in this area should be considered a first step in improving the appearance of the street.

Among the suggested additional studies required for implementation of the proposed transportation and streetscape improvements, the following should be considered as high priority. Applications for grants from some potential funding sources may be more successful with the additional analysis already completed. Such additional studies include:

1. Traffic analysis of at least one intersection north of Estabrook Street to make a final determination about the suggested reconfiguration of lanes proposed in this document,
2. Traffic analysis of corridor operations under addition of traffic signals suggested for incremental implementation.

Also, Caltrans suggests the submittal of a Project Study Report (PSR) to move forward with the recommended streetscape and transportation improvements (including widening of sidewalks, bulb-outs, tree-lined medians, crosswalk improvements and additional traffic signals). The above-mentioned additional studies should be completed prior to or as part of the preparation of a PSR, which marks the formal start of any project involving Caltrans.

San Leandro E14th Street South Area — Implementation Matrix				
Action Item	Action Type	Timing	Responsible Party	Funding Source
	<u>Program</u> : City to adopt program to implement Action Item	<u>Near-term</u> : within 2 yrs.	Indicates key responsible party(ies) for implementation of Action Item.	Possible funding source for implementation of Action Item.
	<u>Organizational</u> : City to adjust existing practice to implement Action Item	<u>Mid-term</u> : 2 to 5 yrs.		
	<u>Policy</u> : City to adopt new policy to implement Action Item	<u>Long-term</u> : 5 to 10 yrs		
	<u>Investment</u> : City commitment of funds in order to advance particular Action Item.			

**Goal Set 1: Desired Uses and Quality of Development**

**Goal 1-A:** Attract high-quality uses that include retail, residential and appropriate mixed use developments and encourage these uses to locate within appropriate Districts along the Corridor.

**Goal 1-B:** Create a mixed-use, transit supportive Corridor.

**Goal 1-C:** Attract high quality housing to increase the demand for new retail services desired by the community.

**Action Group 1.1: Work with Property Owners to facilitate future development**

1.1a	Work with property owners to help them understand the development potential of their site. This could include facilitating further site assembly as necessary and assisting property owners in attracting suitable developers.	Organizational / Investment	Near-Term	City Staff and Property Owners	City and Property Owners
1.1b	Identify and contact/pursue developers and non-profit organizations that are known for high quality residential and mixed-use projects.	Organizational	On-going	City Staff	
1.1c	Provide prospective developers with marketing materials about the East 14th Street South Area Corridor.	Organizational/ Investment	Near-term/On-going	City Staff and Consultant	City and Grants
1.1d	Inform and educate developers about intent of South Area Development Strategy Design Guidelines with handouts and through personal assistance during the application process.	Organizational / Investment	Near-term/On-going	City Staff	City
1.1e	Designate a staff person to assist developers in pursuing State grants for transit-oriented housing, mixed-use development, and site clean-up of "grey field" sites.	Organizational	Near-Term	City Staff and Developers	State
1.1f	Target redevelopment set-aside funds for affordable housing to assist mixed-use development projects.	Organizational / Investment	Near-Term	City Staff and Consultant	City Redevelopment
1.1g	Explore funding incentives to facilitate mixed-use developments. These funds could be used for gap financing, loan guarantees, or other mechanisms to reduce the perceived risk of mixed-use development. In addition, develop incentives for developers such as impact fee waivers or reductions, or fast track permitting in exchange for desired development types.	Organizational / Program	On-going	City Staff	

Table 7.1: Implementation Matrix

East 14th Street South Area Development Strategy

	Action Item	Action Type	Timing	Responsible Party	Funding Source
1.1h	Through the implementation of the Strategy, Design Guidelines, Zoning Code, and Redevelopment Agency Policies, encourage residential developers to build quality attached housing projects (including senior housing) on East 14th Street as desired by the community.	Organizational	On-going	City Staff	
1.1i	Encourage businesses and property owners in the International/Cultural District to implement a joint marketing and events program.	Organizational	On-going	City with Property and Business Owners	Property and Business Owners
1.1j	Work with business and property owners in the various districts (I.e. the International/Cultural District) to raise awareness of the potential for Business Improvements Districts.	Organizational / Program	Mid-term	City with Property and Business Owners	
1.1k	Develop shared parking standards or other parking programs for mixed-use development	Policy	Near- to Mid-Term	City	City
<b>Action Group 1.2: Create a Cohesive Land Use Mix as Defined in the Plan.</b>					
1.2a	Encourage new community and recreational facilities to locate within a 1/4 mile of activity centers and transit stops.	Policy	On-going	City	
1.2b	Encourage new local-serving businesses to locate in the identified activity centers along the corridor.	Organizational	On-going	City and Developers	
1.2c	As major retailers approach the City regarding appropriate locations in the general vicinity of the East 14th Corridor, if appropriate, staff will direct them towards sites in or near the identified activity centers in the corridor. Staff will also provide assistance in negotiations with property owners.	Organizational	On-going	City and Chamber of Commerce	City and Chamber of Commerce
1.2d	In cooperation with property owners, adopt a resolution that declares appropriate portions of the East 14th Street South Area as infill opportunity zones under the recently enacted law #SB 1636.	Policy	Near-Term	City	
1.2e	Include adequate park and recreational space for new residential projects within the corridor.	Policy	On-going	City Staff	Developer
<b>Goal Set 2: Corridor and District Character</b>					
<b>Goal 2-A: Create a distinctive overall design for the East 14th Street Corridor, its public right-of-way, and public open spaces.</b>					
<b>Goal 2-B: Create a distinctive design for each District along the East 14th Street Corridor that is consistent with and respectful of the character of adjacent neighborhoods.</b>					
<b>Action Group 2.1: Implement the South Area Development Strategy Design Guidelines</b>					
2.1.a -1	Adopt the South Area Development Strategy Design Guidelines and zoning ordinance revisions to create sub-districts that emphasize different land use and visual character along East 14th Street.	Policy		City	
2.1.a -2	Educate responsible City staff about the intent and appropriate interpretation of the South Area Development Strategy Design Guidelines.	Organizational	Near-Term	City Staff	
2.1.a -3	Enforce the South Area Development Strategy Design Guidelines through the plan approval process to guide the quality and appearance of new development and remodel projects.	Policy	On-going	City Staff	

Table 7.1: Implementation Matrix  
(continued)

	Action Item	Action Type	Timing	Responsible Party	Funding Source
2.1.b	Support transit use by considering AC Transit's "Designing with Transit" guidelines as part of the plan approval process. The program is independent from the Bus Rapid Transit proposal for East 14th Street.	Policy	On-going	City Staff	
2.1.c	Consider a commercial façade improvement program to support the remodeling of building façades of businesses and residential buildings along the East 14th street Corridor.	Organizational / Program	On-going	City	
2.1d	Work with the Parks and Recreation Commission and use their needs assessment study to look at the opportunities for a neighborhood-serving park in neighborhoods adjoining the East 14th Street South Area.	Investment	Mid-term	City	City
2.1e	Require site and landscape improvements program that supports the implementation of treatments that reduce the visual impact of auto-oriented uses adjacent to sidewalks. Require conformance with landscape setbacks per the Zoning Code.	Policy	On-going	City	Developer

**Action Group 2.2: Achieve Public Art in the Corridor**

2.2.a	Consider allocating public funds or seeking grants to install public art along the East 14th Street Corridor and include public art component with streetscape improvement projects.	Investment	Mid-Term	City	
2.2.b	Establish a requirement for the incorporation of public art for private development projects that include a pedestrian plaza on East 14th Street.	Policy	Mid-Term	City	

**Goal Set 3: Streetscape and Transportation**

**Goal 3-A: Ensure a safe, attractive and efficient design of transportation facilities within the East 14th Street Corridor that balance the needs of all modes of transportation.**

**Goal 3-B: Enhance the access for East 14th Street businesses and improve access for all types of transportation to better serve businesses and residents, while protecting adjacent neighborhoods from overflow traffic and parking.**

**Goal 3-C: Create a safe and attractive pedestrian-oriented streetscape environment along East 14th Street that will better link East 14th Street to adjacent neighborhoods, help attract desired businesses and services, and beautify and enliven the street overall.**

**Action Group 3.1: Make Improvements to East 14th Street**

3.1a	Implement plans to underground overhead utilities along East 14th Street within the South Area and closely coordinate this effort with the streetscape improvements suggested in this plan to avoid conflicts and create maximum efficiency.	Investment	Mid-term	City	City
3.1b-1	Pursue funding for and prepare design development plans, Project Study Report (PSR), and construction documents for street improvements throughout the entire East 14th Street Corridor.	Planning / Investment	Near-term	City	MTC funding programs, City CIP, and Caltrans Grants
3.1b-2	Pursue funding for and construct street improvements between Blossom Way and Maud Avenue.	Organizational / Investment	Mid-term	City	MTC funding programs, City CIP, and Caltrans Grants
3.1b-3	Pursue funding for and construct priority pedestrian safety improvements at key crossing locations to the South of the San Leandro Boulevard intersection.	Organizational / Investment	Mid-term	City	MTC funding programs, City CIP, and Caltrans Grants

	Action Item	Action Type	Timing	Responsible Party	Funding Source
3.1b-4	Pursue funding for and construct (possibly in phases) the new road cross section from Blossom Way south to 150th Avenue (including a tree-lined raised median and wider sidewalks south of San Leandro Boulevard and curb extensions, and other streetscape improvements).	Organizational / Investment	Mid- to Long-term	City / AC Transit	MTC funding programs, City CIP, and Caltrans Grants
3.1c	Implement street furniture and public art improvements incrementally in conjunction with private development; supplement with additional funding sources as necessary.	Planning / Investment	On-going	City and Developers	City and Private Funding
<b>Action Group 3.2: Improve Transit as a Viable Mode of Transportation</b>					
3.2a	Work with AC Transit and their "Designing with Transit" program to implement the private development, streetscape, and bus stop improvement recommended in the South Area Development Strategy to support the use of transit. The program is independent from the Bus Rapid Transit proposal for East 14th Street.	Policy	On-going	City, AC Transit, Developers	
3.2b	Study cost and benefit of introducing a shuttle bus service and a car share program in conjunction with development activities along East 14th Street, and implement program, if found feasible.	Organizational/ Investment	Long-term	City, Program Participants	City, Program Participants
<b>Action Group 3.3: Provide Efficient Parking</b>					
3.3a	Adopt and enforce the parking strategies and reduced requirements included in the South Area Development Strategy Design Guidelines.	Organizational	On-going	City Staff, Developers	
3.3b	Explore public/private partnerships for implementing shared parking facilities.	Organizational	On-going	City, Developers	
3.3c	Implement shared/public parking facilities as warranted by development and land use mix along the corridor.	Investment	On-going	City, Developers	City, Developers
3.3d	Explore the institution of a parking-in-lieu fee program to fund the creation of consolidated parking facilities.	Organizational	Mid-term	City	
3.3e	As new residential development occurs along the corridor, review the potential impact of new development on parking in adjacent neighborhoods. Staff may make adjustments to the parking standards or other initiate other appropriate approaches based on the findings of the monitoring effort.	Organizational	On-going	City Staff	
3.3f	Work with neighborhoods adjacent to the corridor to implement permit parking as needed and desired by the neighborhoods.	Program	On-going	City Staff and Neighborhoods	

Table 7.1: Implementation Matrix  
(continued)