

BUSINESS AND INDUSTRY



A. OVERVIEW

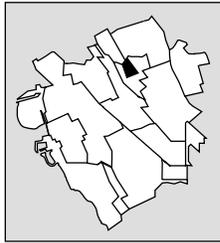
San Leandro has a well-balanced economy, with a diverse mix of manufacturing, wholesale and distribution facilities, retail and service businesses, health care industries, and “new economy” uses such as technology and internet firms. Almost a third of the City’s land is used for industrial and commercial purposes, including about 1,800 acres of industrial land and 900 acres of commercial land. Industry and commerce provide thousands of jobs, millions of dollars in annual sales and property tax revenues, and many critical services to San Leandro residents. The City is committed to keeping its economy healthy, maintaining a competitive edge within the region, and staying attractive to established and emerging businesses.

The Business and Industry Sub-Element provides a policy framework that allows each of the City’s business districts to evolve and change, while still maintaining the diversity that makes San Leandro’s economy strong. It maximizes the private sector’s ability to take advantage of new and emerging opportunities without compromising the vision described in the General Plan.

The Sub-Element begins with a profile of San Leandro’s business environment and the major planning issues relating to business and industry in the City. Following this discussion, goals, policies, and actions provide guidance for future economic development and planning decisions. Because most of the City’s business districts have been identified as Focus Areas, appropriate sections of the General Plan are cross-referenced for further guidance.

B. EMPLOYMENT DISTRICTS

Employment districts in San Leandro include Downtown, industrial and office areas, shopping centers, commercial corridors, and the Marina. Specific land use recommendations for these areas are contained in the Focus Area section (beginning on P. 106). The emphasis in the Business and Industry section is on the overall economic development objectives for each area.



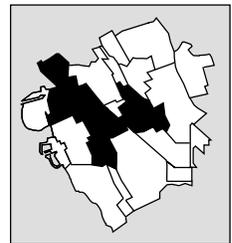
Downtown

San Leandro includes a mix of traditional “mom and pop” businesses, conventional shopping plazas and national chains, restaurants, offices, and services. The area’s role as the City’s major center for shopping and services has been diminished over the past half-century by outlying shopping centers and changes in consumer shopping patterns. However, there are signs that the tide is turning and that Downtown is once again becoming a magnet for new shopping, dining, cultural, and civic activities.



To succeed in the East Bay’s highly competitive retail market, Downtown San Leandro needs to distinguish itself from other retail centers in the region. Rather than trying to compete with regional malls, neighborhood shopping centers, and big box outlets, the emphasis should be on specialty businesses, particularly those that can thrive in a unique, pedestrian-oriented environment. The area is well situated to serve a growing population of office workers in Downtown buildings and in the BART Station area. It offers unique opportunities for restaurants and entertainment venues, as well as new mixed use projects which combine housing, office, and retail uses. The street environment should define Downtown as “the” place in San Leandro where people want to be—a place to shop, eat, and relax.

Specific land use recommendations for Downtown are contained on Page 106.



Industrial Districts

Industrial activities have played an important role in San Leandro’s economy since the 1860s, when Baker and Hamilton began manufacturing agricultural plows on East 14th Street. By 1960, there were more than 15,000 industrial jobs in the City. That figure remains about the same today, although the nature of industry has been transformed over the last 40 years. Most of the heavy manufacturing enterprises are gone, replaced by warehousing and distribution facilities, light manufacturing operations, and business service firms.

In 2000, San Leandro had about 14 million square feet of leasable manufacturing space, 16 million square feet of leasable warehouse space, and almost a million square feet of leasable research and development space. These assets make San Leandro one of the major industrial centers of the East Bay. During 2000, the vacancy rate was very low, hovering between one and two percent for manufacturing space and below three percent for

warehouse space. San Leandro rents were generally lower than rents in Berkeley, Emeryville, and Fremont, and were comparable to those in Oakland, Richmond, and Hayward.

San Leandro's industrial areas benefit from a strategic location with excellent transportation access, relatively affordable real estate, and a strong identity within the region as a manufacturing center. The City has one of the most central locations for business and commerce in the Bay Area. Proximity to Oakland International Airport, the Port of Oakland, and three freight rail lines present excellent opportunities for emerging industries serving Pacific Rim markets. San Leandro is well positioned to capture the overflow demand from the higher priced Berkeley-Emeryville market and the high tech corridor along Interstate 880 in Milpitas and Fremont. The City is also a desirable location for continued growth in the wholesaling, warehousing, and distribution sectors.

To take full advantage of the City's economic potential, older industrial buildings and sites will need to be adapted for contemporary uses. Redevelopment project areas have been formed in most of the City's industrial districts to facilitate this process. Redevelopment and economic assistance programs have already begun to reshape the areas around the Downtown BART Station and along Marina Boulevard. In other areas, the emphasis has been on adaptive reuse. For instance, the former Kaiser Aerotech plant has been adapted for long-term airport parking, and the former Aluserve plant on Davis Street has been adapted for cotton processing. Similar opportunities exist at the Kellogg's plant on Williams Street, and at several other former manufacturing sites. In some cases, interim uses of such buildings may take place until market conditions justify more comprehensive reuse of the sites.

While economic diversification is encouraged in San Leandro, the existing industrial base should also be strongly supported. Proposed changes to zoning, design review requirements, fees, taxes, and other ordinances must be carefully evaluated for their impacts on established businesses. Programs to nurture existing businesses, such as one-stop permitting, business development assistance funds for renovation, utility tax and personal property tax rebates, and design assistance should be sustained

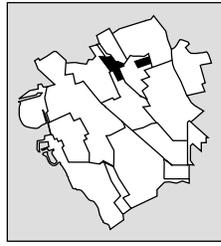


in the long run and expanded as funds allow.

One of the highest priorities related to economic development in the City is to encourage business to business relationships among local industries. Such relationships have a multiplier effect on the local economy, bolster corporate citizenship and stewardship, and help small businesses grow and succeed. Business transactions which involve the sale of goods to other businesses also generate sales tax revenue for the City. Historically, these transactions have been a very important component of municipal revenue in San Leandro. In the future, the City will facilitate business to business links through a variety of measures, such as tax incentives for businesses who purchase goods from local suppliers, business links through the City's website, and sponsorship of groups like the Industrial Roundtable.

Each of the City's major industrial districts—West San Leandro, South-of-Marina, and the Mid-Washington Corridor—has been designated a Focus Area and is covered at length later in this chapter.

Office Districts



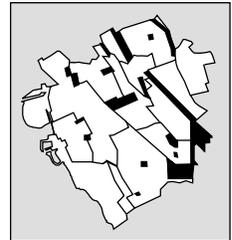
Historically, San Leandro has not been a major regional office center. Most offices are local-serving, providing space for medical and professional firms, banks, finance and insurance companies, and other small businesses. The greatest concentration of offices is in and around Downtown and along Davis Street. However, small office buildings exist along many of the City's thoroughfares and in the area immediately east of Downtown. There is also a growing inventory of office-flex space within the City's light industrial districts.

San Leandro will establish a clearer identity as an office market in the future. This will not only enable the City to attract higher-quality jobs, it will also allow growing local firms to remain in San Leandro. Although there are several potential locations in the City where a regionally recognized office district might be established, the Downtown BART Station area offers the best prospect. The completion of the 200,000 square foot Creekside Plaza office complex at Davis Street and San Leandro Boulevard will reinforce the area's role as an office hub. Additional office development in this area would capitalize on the availability of public transit as well as the proximity to Downtown San Leandro shopping and services.

With relatively affordable rents and a large inventory of light industrial buildings, San Leandro will also continue to have a dynamic office-flex market. Both the West San Leandro and South-of-Marina areas are well suited to meet the needs of this market. The inception of BART shuttle service between these areas and the Downtown BART Station may act as a catalyst for additional office-flex development.

Elsewhere in the City, smaller and more locally-oriented offices will continue to be incorporated in mixed use projects along corridor streets such as East 14th and MacArthur. The area around San Leandro Hospital has significant potential to become a center for medical offices. In the area east of Downtown, existing office buildings should be upgraded over time to make them more appealing to prospective tenants. The area's proximity to BART and smaller office configurations makes it appealing for start-ups and smaller companies.

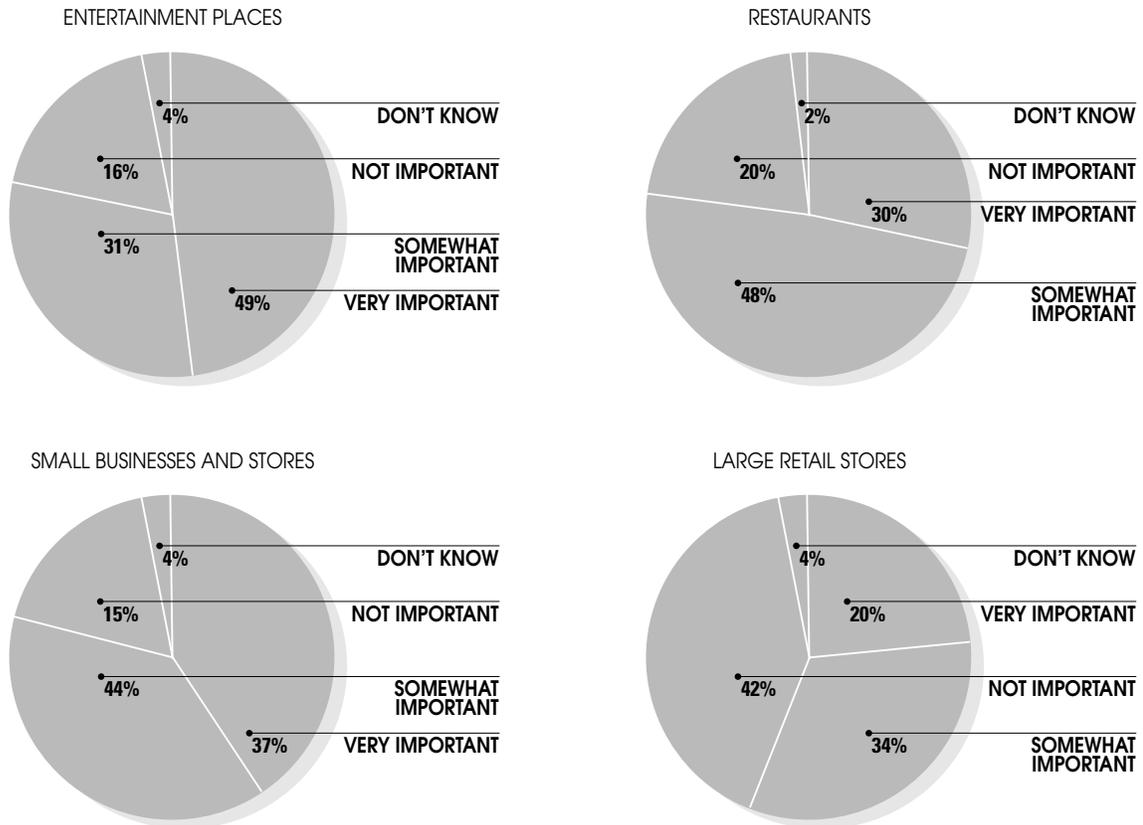
Retail, Service, and Entertainment Districts



Retail and service uses represent a major part of San Leandro's economy. In 2000, over 20,600 persons worked in the City's retail and service sectors. Most of San Leandro's retail/service businesses are located in regional, community, and neighborhood shopping areas, and along commercial corridors such as East 14th Street. General Plan policies seek to establish a stronger identity and market niche for each retail/service area, thereby bolstering their economic performance. Figure 3-4 identifies the major retail/service districts in the City.



Q. How much do you think the following types of development are needed in San Leandro? (440 Responses)



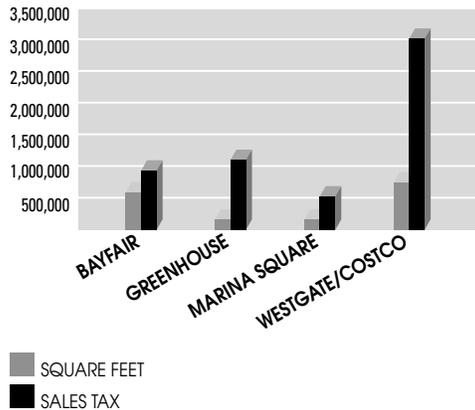
Source: General Plan Citywide Survey, 1999

Regional Centers

Regional shopping areas in San Leandro include Bayfair, Marina Boulevard, Westgate, and Greenhouse. Each of these centers draws patrons from throughout the East Bay. Bayfair includes an enclosed mall of about 750,000 square feet as well as smaller shopping plazas and commercial uses on its perimeter. Marina Boulevard includes the Marina Square shopping center and the Auto Mall to its north and east. The Westgate area includes “big box” stores on former industrial sites, including Walmart, Home Depot, and Costco. Greenhouse includes the Greenhouse Marketplace Shopping Center, as well as adjacent commercial uses along Washington Avenue, Lewelling Boulevard, and Hesperian Boulevard.

Policies in the General Plan support expanded regional retail activity in each of these locations. Marina Square, Westgate, and Greenhouse provide maximum exposure to the large volume of traffic on I-880. Their location at the freeway interchanges minimizes the need for out-of-town shoppers to travel on neighborhood streets and thoroughfares. Bayfair Mall, meanwhile, is undergoing major changes to better establish its market niche and recover from the loss of several major tenants during the 1990s.

CHART 3-2 Characteristics of San Leandro's Major Retail Centers



Community and Neighborhood Centers

Community and neighborhood shopping centers are distinguished from regional centers by their size and market draw. The **community centers** typically draw patrons from throughout San Leandro. These centers include conventional shopping plazas such as the K-Mart on Floresta Boulevard, and service businesses such as lumberyards and building supply stores. The **neighborhood centers** primarily serve the surrounding residential areas, usually within a radius of a mile or two. They typically include small-scale food stores, video rental stores, dry cleaners, and other convenience services. Neighborhood centers include auto-oriented plazas, such as Windsor Square and Marina Faire, and pedestrian-oriented districts such as Bancroft/Dutton.

The quality of the community and neighborhood shopping centers can have a significant effect on the perception of nearby residential areas and the City as a whole. Shopping centers that are attractive and busy can be a valuable amenity for the neighborhoods in which they are located. Conversely, shopping centers that have high vacancy rates or that look dated or neglected can contribute to blight. Zoning and business development programs should emphasize the updating of the neighborhood centers and accommodate businesses which respond to local needs.

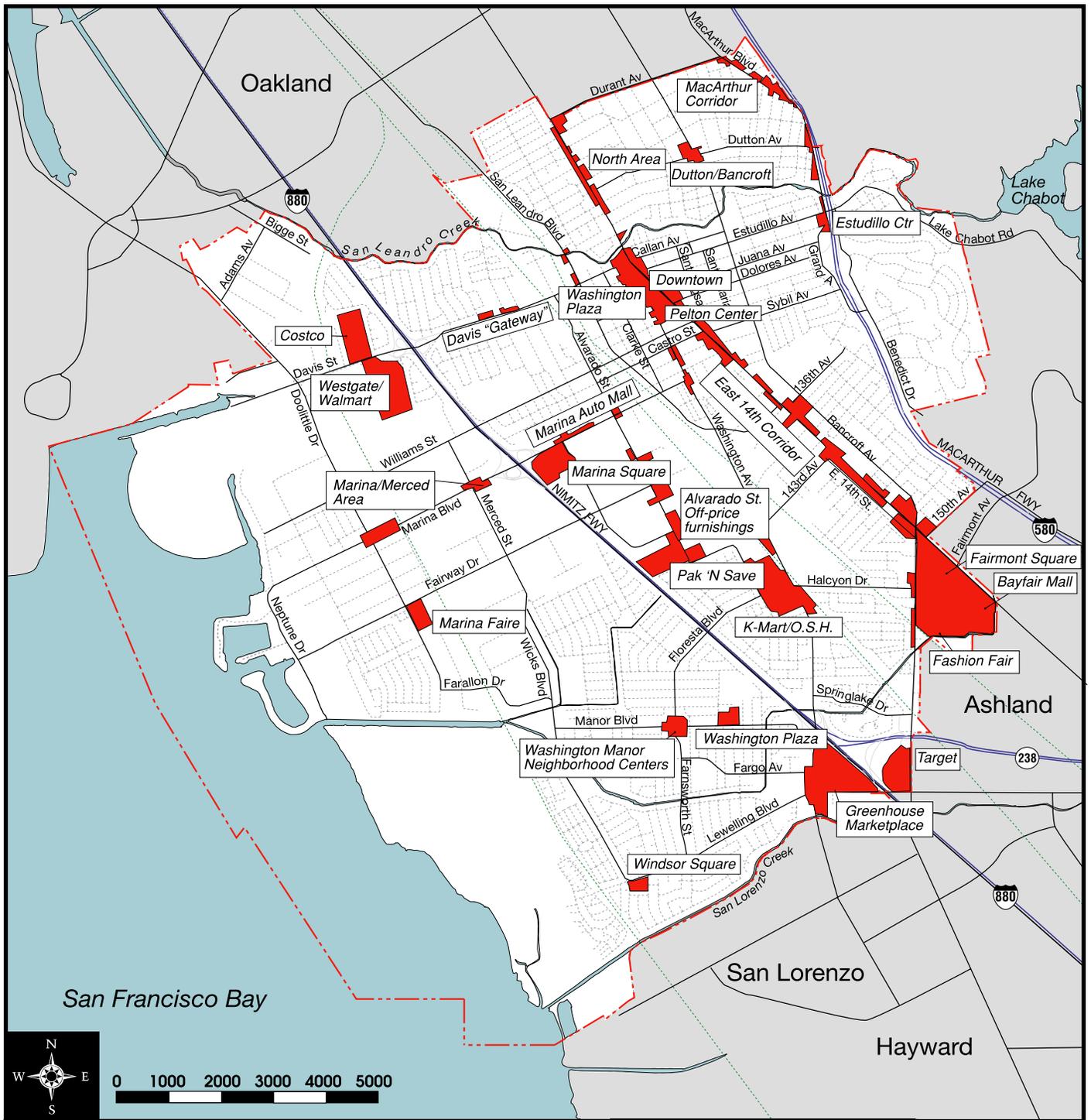
The neighborhood shopping centers provide an opportunity to cultivate specialty businesses and nurture local entrepreneurial talent. These centers can provide affordable starting places for small businesses, cafes and restaurants, and even shops serving San Leandro's growing market for multi-cultural goods and services. Such independent businesses can contribute to the overall sense of identity in the neighborhood centers and help contribute to economic diversity and self-sufficiency. Small neighborhood businesses have always been valued in San Leandro and will continue to be valued in the future.

Although none of the neighborhood shopping centers are anticipated to close at this time, it is possible that market conditions may prompt their replacement with new uses during the life of this General Plan. It is also possible that these centers may be redesigned, or may be complemented by new uses such as housing. Such changes should be encouraged where they would be compatible with and enhance the surrounding neighborhood.

Corridors

San Leandro has several major thoroughfares which have historically been zoned for commercial uses. These include East 14th Street, MacArthur Boulevard, Hesperian Boulevard, and several blocks of Davis Street, Washington Avenue, and Marina and Lewelling Boulevards. Over the past 50 years, strip commercial corridors have evolved along these thoroughfares, with retail and service businesses, shopping centers, gas stations, restaurants, car dealerships, auto body shops, and other auto-oriented commercial uses.

The commercial corridors present some of San Leandro's biggest land use challenges. The strategy for the East 14th and MacArthur corridors is to more clearly define "districts," creating a greater sense of identity and making the streetscape more attractive. Other corridors may continue to be auto-oriented in the future. Many of the services provided on the corridors, such as car dealerships and equipment rental do not lend themselves as well to pedestrian-oriented districts. These services are also important to the community and the economy, however, and should be retained.



LEGEND

■ Areas of concentrated commercial uses

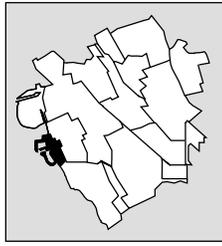
Note: Map shows concentrations of commercial uses only and does not show every commercial parcel in the City. Although some office parcels are mapped, most areas above contain retail uses.

RETAIL/SERVICE DISTRICTS

FIGURE 3-4

San Leandro General Plan Update, 2002

San Leandro Marina



Like Downtown, the Marina is one of the places that distinguishes San Leandro from other cities in the East Bay. It is a community focal point and gathering place, offering a unique combination of recreation and visitor amenities. The policies in this Element encourage the City to take advantage of the area's setting and location by accommodating additional hotels, restaurants, and conference facilities. These additions should be made with care so that the Marina's essential function for recreation and open space is not compromised.

Additional detail on the Marina's future is contained later in this chapter.

C. PLANNING ISSUES

Although many issues were raised during the discussions of the GPAC's Business and Industry Subcommittee, several stood out as being particularly important. These issues are addressed in the section below, and are specifically covered by goals, policies, and actions in the General Plan.

Land Use Compatibility

Buffering and Design

One of San Leandro's top land use priorities is improving the interface between business districts and adjacent residential neighborhoods. In some parts of the City, the lack of separation between homes and industry has resulted in conflicts associated with noise, odors, and other off-site impacts. Aesthetics also may be an issue in these areas, for example, where outdoor storage or bulky warehouses abut single family backyards. The need for better buffering was a recurring theme when the West San Leandro Plan was prepared in 1999 and remained a major issue during the update of the

General Plan. General Plan workshops indicated overwhelming support for the creation of buffer zones along the edges of the industrial districts.

Business and Industry policies ensure that San Leandro businesses are good neighbors to the residential areas they adjoin. Strategies for improving land use compatibility include special zoning standards to address off-site impacts and establishing conditions of approval when new business projects are approved. Other strategies include landscaping and fencing requirements, and special parking and access provisions. As older properties and obsolete buildings along the residential-industrial interface are vacated or sold, the City will encourage their reuse with activities that can co-exist with either industry or housing. Such uses might include offices, light industry, open space, and live-work space. Many of the existing uses along the edges of the industrial district already fit this description. These activities, which include landscaped light industrial and parcel-processing buildings, should be sustained and supported in the long-run.

The Land Use Diagram (Figure 3-2) establishes a light industrial buffer zone along the perimeter of the West San Leandro industrial district. It also designates most of the area south of Marina and east of I-880 for light industry. Zoning within this area should encourage businesses with minimal off-site impacts. Standards for new developments should require more extensive screening and should establish appropriate limits on operations where there might otherwise be impacts to nearby homes.



In some locations, large manufacturing plants may remain near residential areas for many years to come. While the continued success of these industries is supported, long-term strategies to mitigate potential impacts on nearby homes should be developed. These strategies might include additional insulation for mechanical equipment, lights directed away from residential backyards, and landscaping or sound walls along property lines.

Land use compatibility issues also exist where commercial uses abut housing, particularly along corridor streets such as MacArthur Boulevard and East 14th Street. Overflow parking, noise from bars and restaurants, and other impacts may disturb nearby neighbors. Zoning regulations and conditional use permit procedures should ensure that new commercial activities can be appropriately integrated into their surroundings. Special care should be taken in the development of new projects which combine housing and retail uses. The commercial activities in such projects will need to be carefully selected to ensure that they can peacefully co-exist with residential uses.

While the predominant buffering issues have been directed at industry, there are also concerns about the potential impacts of new housing on established industrial and commercial uses. When new housing is proposed near industrial areas, the task of buffering and noise attenuation should fall on the residential developer rather than the adjacent industries. Disclosure notices should inform prospective homebuyers of the presence of established industries. Ordinances should be considered to ensure that industry retains the right to operate after nearby housing is developed.

Encroachment of Non-Industrial Uses in Industrial Areas

Non-industrial uses have already made inroads into some of San Leandro's traditional manufacturing areas. As heavy industry declined during the 1970s and 1980s, several manufacturing plants and warehouses were converted to big box shopping centers, furniture stores, and offices. A number of older industrial sites were cleared and redeveloped with housing. The outcome of these changes has generally been positive, resulting in more productive use of the land, reinvestment in the

community, and new jobs and tax revenues for the City. However, unbridled conversion of industrial uses could eventually erode San Leandro's manufacturing base and make it more difficult for industry to operate. Such industrial "gentrification" may be logical in some locations, but should be strongly discouraged in others.

The areas most suitable for conversion to non-industrial uses are those located adjacent to existing housing, or in areas which lack the amenities to meet the needs of modern industry. Such areas exist along San Leandro Boulevard, Alvarado Street, and Marina Boulevard. In the case of the discount furniture stores along Alvarado Street, the market has changed to the point where some may be converted back to industry; this time, for technology uses or office-flex space rather than warehouses.

This General Plan confirms a commitment to maintain some parts of the City, particularly the General Industrial areas shown on Figure 3-2, as industry-only zones. In such areas, commercial uses should be limited to those that are linked to manufacturing or which provide services to businesses and the local workforce. "Class A" type office buildings like those envisioned around the BART Station should be discouraged in these areas. Retail uses that appear to attract customers from outside the area likewise should be discouraged. This will benefit San Leandro's commercial districts, by concentrating future retail and service growth within established shopping districts.

In a Nutshell...

The San Leandro Economic Development Strategy and Work Program

The City of San Leandro adopted an Economic Development Strategy and Work Program in 1997. The Program was the culmination of a two-year analysis of San Leandro's economy and an evaluation of the City's strengths and weaknesses in the regional and national marketplaces. The analysis reached four basic conclusions:

- San Leandro has a strong and diverse economy that is well positioned to sustain continued job growth.
- The City can best accommodate this growth through efficient reuse of existing commercial and industrial areas.
- The local sales tax revenues which are crucial to funding local public services were declining due to losses in non-retail sales transactions (recent evidence shows that this is no longer the case).
- San Leandro needs to continue focusing on improving the local quality of life so that the City remains an attractive place to live and do business.



With these conclusions in mind, the City developed a vision for future economic growth, emphasizing a sustainable community, a diversified economy, vibrant local serving commercial areas, and a strong educational system. At the heart of the Economic Development Strategy is a work program to achieve this vision.

One of the strongest recommendations of the Strategy is to promote business to business relationships in San Leandro and to build links between the City and existing or prospective businesses. The Strategy also includes actions for reinvesting in vacant and underutilized commercial and industrial real estate. It identifies specific programs to enhance the local tax base, particularly through retail recruitment. Finally, the Strategy includes actions to improve community life by bolstering Downtown and by maintaining a highly respected school system.

Major recommendations of the Strategy have been fully integrated into the General Plan and appear throughout the document, particularly in the Business and Industry policies and actions.

Business Image

Over the years, San Leandro has developed a reputation as a “can do” city, dedicated to promoting local reinvestment and job growth. The City's business development efforts have been highly successful, helping San Leandro retain some of its major retailers, attract a 16-screen multi-plex to Bayfair, and bring several high-profile manufacturing firms to the community. It is important that San Leandro's reputation as a smart location for business be sustained in the long run through strong leadership—not only by City officials, but also by School Boards, City staff, and local business and civic organizations.

The City is working to establish a positive civic image through marketing and special events. Business outreach materials, such as media advertisements, direct marketing, factory tours, and trade fair displays, are part of this effort. A “Made in San Leandro” marketing program has also been launched. The City has a number of special events such as the Cherry Festival which provide opportunities for positive media coverage and visibility.

Another aspect of business image addresses quality of life. Although many factors come into play, the two that stand out most in defining the perception of San Leandro as a good place to do business are education and public safety. Continued reinvestment in San Leandro’s schools and a commitment to educational quality are essential to retain a healthy business climate. These themes run throughout the General Plan. Partnerships between the City, the School Districts, and the private sector should be encouraged to maximize the resources available to the education system. Continued public information and on-going efforts to deter crime are needed to dispel negative perceptions regarding safety and build San Leandro’s image as a safe place to live, shop and work. A proactive approach which incorporates input from the business community as well as residents is essential to these efforts.

Jobs-Housing Balance

San Leandro has a favorable balance between jobs and housing and has done a good job maintaining equilibrium between employment growth and household growth during the past 40 years. With the recent surge in housing costs, the City now faces the challenge of promoting a better match between the types of housing available and the types of jobs the community offers.

Historically, San Leandro had a large number of mid-level manufacturing jobs requiring relatively high skills and offering reasonable pay. Today, a growing share of jobs are in the retail and service sectors, which offer wages that are not adequate to obtain housing in the City. In the future, the City will endeavor to provide additional housing that is more affordable to working families in the retail and service industries. The City will also strive to attract higher paying jobs that are suitable for local residents.

D. GOALS, POLICIES, AND ACTIONS

Goal: Downtown Revitalization

6

Foster the development of Downtown San Leandro as the geographic and social heart of the City.

POLICIES AND ACTIONS

IMPLEMENTATION STRATEGIES

6.01

DOWNTOWN PLAN

In accordance with the adopted Downtown Plan and Urban Design Guidelines and the Downtown San Leandro Transit Oriented Development Strategy, ensure that new Downtown Development is attractive and creates an image conducive to revitalization.

- Development Review Downtown
- Plan and Urban Design Guidelines
- Downtown San Leandro TOD Strategy

Action 6.01-A: Downtown Plan Implementation

Implement the policies contained in the Downtown Plan and follow the priorities and strategies established in that document. On a continuing basis, require that development proposals are consistent with the Downtown Plan and Urban Design Guidelines. Review and update the Plan on a periodic basis to reflect future conditions and opportunities.

Action 6.01-B: Downtown Zoning Changes

Update the Zoning Code to incorporate the recommendations of the Downtown Plan and Urban Design Study and to ensure that the goals and policies in the General Plan can be successfully implemented.

Action 6.01-C: Downtown Capital Projects

Include public projects as defined by the Downtown Plan and Urban Design Guidelines and the Central BART Area Revitalization Plan in the City's annual Capital Improvement Program. These projects include restoring and maintaining the traditional street grid, re-establishing the historic plaza at Washington Avenue and East 14th Street, and establishing a pedestrian network throughout the Downtown and between Downtown and BART. Recommended projects should maintain strong forward momentum to facilitate Downtown's restoration as the commercial and social center of San Leandro.

6.02

RETAIL-SERVICE IMPROVEMENTS

Develop and implement business development strategies that improve the mix of retail and service businesses Downtown, with an emphasis on higher-end retail shops, sit-down restaurants, and entertainment uses.

- Development Review
- Business Development Programs
- Zoning Code

6.03

FINANCE AND BANKING

Support the Downtown area as San Leandro's financial and banking center, working with the banks to identify creative re-use options for vacant bank buildings.

- Business Development Programs
- Public/Private Partnerships

6.04

BART ACCESSIBILITY

Maintain and strengthen pedestrian and transit connections between the BART Station, Downtown, and nearby neighborhoods.

- BART Area Plan
- Capital Improvement Program
- Intergovernmental Coordination

Action 6.04-A: BART Area Streetscape Improvements

Pursue streetscape improvements in the BART Station area which promote pedestrian circulation and enhance the connections between the BART Station, Downtown San Leandro, and the South-of-Marina area. These improvements should include the upgrading of West Juana and Estudillo Avenues.

Action 6.04-B: San Leandro Boulevard Changes

Implement a comprehensive redesign of San Leandro Boulevard along the east side of the BART Station to add a landscaped median, widen the sidewalks, provide an easier pedestrian crossing, and improve the visual quality of the BART-to-Downtown gateway. A traffic impact study should be required before implementing any change which reduces the capacity of the street.

6.05

PEDESTRIAN-FRIENDLY ENVIRONMENT

Provide public and private improvements that create a safe, friendly, and pleasurable environment for pedestrians in Downtown.

- Capital Improvement Program
- Development Review
- Downtown Plan and Urban Design Guidelines
- Zoning Code

6.06

URBAN DESIGN

Promote quality Downtown architecture that is well articulated, enhances the pedestrian setting, preserves the City’s architectural heritage, and fits in with the scale and texture of existing historic structures. Discourage “franchise architecture” that will distract from creating a unique and distinctive Downtown setting.

- Development Review
- Downtown Plan and Urban Design Guidelines

6.07

PARKING

Ensure that parking for Downtown businesses remains convenient, but take steps which de-emphasize surface parking lots as a dominant feature of the Downtown landscape. Establish satellite parking areas, including attractively designed parking structures, accessed by well-defined and inviting pedestrian passageways.

- Capital Improvement Program
- Development Review
- Redevelopment Project Funding

Action 6.07-A: Downtown Parking Structure

Study the feasibility of developing an attractively designed Downtown parking structure or expanding and redesigning the existing city-owned Downtown parking garage.

6.08

COORDINATION

Fully involve and coordinate with local business owners, property owners, adjacent residents, and business organizations such as the Chamber of Commerce and Downtown Association in all planning and development activities within the Downtown area.

- City Operating Procedures
- Business Development Programs
- Public/Private Partnerships

6.09

BUSINESS PARTNERSHIPS

Support public and private efforts to enhance and market Downtown San Leandro. Encourage partnerships between the City, Redevelopment Agency, the Chamber of Commerce, the Downtown Association, and private entities (such as property owners, tenants, developers, etc.).

- Public/Private Partnerships

Action 6.09-A: Downtown Business Improvement District

Support the Downtown Business Improvement District (BID) and review the goals and programs of the District annually.

6.10 BART STATION AREA REVITALIZATION

Foster the development of the BART Station area as a mixed use “transit village,” with a full complement of office, high-density residential, and retail uses, along with pedestrian plazas, open space, BART parking, and other transit facilities (possibly including a Capitol Corridor rail station).

- Grants
- Intergovernmental Coordination
- Redevelopment Project Funding
- Downtown San Leandro TOD Strategy

Action 6.10-A: Downtown BART Parking Lot

Pursue the relocation of the BART parking lot on the east side of San Leandro Boulevard to a new parking garage on the west side of the station. Work with BART to facilitate the redevelopment of the vacated parking lot site with quality high-density housing or mixed use development. A minimum density of 60 units per acre should apply to the housing site, and provisions for ample open space and landscaping should be included in the project’s design.

Action 6.10-B: Redevelopment West of BART Station

Promote the development of vacant sites west of the BART station with office, high density residential, retail, and mixed uses and accompanying public plazas and open space. Development on these sites should be designed and oriented to encourage transit use, promote pedestrian activity, respect the scale of nearby neighborhoods, and create a safe, attractive street environment.

Goal 7

Industrial and Office Districts

Continue to develop a strong and healthy industrial and office employment base in the community.

POLICIES AND ACTIONS

IMPLEMENTATION STRATEGIES

7.01

INDUSTRIAL ASSETS

Build on the strengths of the City's existing industrial base, transportation infrastructure, and proximity to Oakland International Airport in the City's business development efforts.

Action 7.01-A: Communication and Networking

Promote communication and networking among local businesses organizations through focus groups, roundtables, special events, newsletters, and other methods of sharing information and discussing business needs and priorities.

Action 7.01-B: Hotels in Industrial Zones

Amend the zoning code to allow hotels as a conditional use within appropriate General Industrial areas, including the Oakland International Airport gateway area along Doolittle Drive. Ensure that hotels are only permitted where they would not adversely impact adjacent active industrial uses.

- Business Development Programs
- Zoning Code

7.02

ECONOMIC DIVERSITY

Promote economic diversity and the growth of new and emerging industries. Target businesses that will provide higher-paying jobs for San Leandro residents.

Action 7.02-A: Economic Data Collection

Maintain and regularly update data on local economic activities, sales and property tax trends, the characteristics of the local business community, and development opportunity sites.

- Business Development Programs



Action 7.02-B: Economic Development Strategy Updates

Periodically update and revise the City's Economic Development strategies in response to changing market conditions and economic trends.

7.03

SUSTAINABLE MANUFACTURING

Promote environmentally sustainable manufacturing practices by San Leandro businesses and focus business attraction efforts on clean, environmentally-friendly businesses.

- Business Development Programs

7.04

TECH-SECTOR RECRUITMENT

Attract and retain technology (“high tech”) companies by improving technology infrastructure, targeting such companies through marketing, supporting incubator and start up firms, and maintaining development regulations which facilitate the adaptive reuse of older industrial buildings.

- Building Code
- Capital Improvement Program
- Business Development Programs
- Zoning Code

Action 7.04-A: Technology and Industry Roundtable

Support the efforts of a technology and industry roundtable to foster a dialogue on the needs of technology companies and to promote the expansion of this sector in San Leandro.

Action 7.04-B: Technology Incubator

Support the establishment of a high-quality private or non-profit technology incubator to attract start-up companies to the City.

7.05

REDEVELOPMENT

Use the financing and incentive mechanisms available through the Redevelopment Agency to achieve business development goals, including better transitions between industrial and residential uses.

- Redevelopment Project Funding
- Specific Plans

Action 7.05-A: Business Assistance

Provide City Staff assistance and outreach to existing businesses, potential new businesses, real estate brokers, and business organizations in the City.

7.06

ADAPTIVE REUSE

Encourage private reinvestment in vacant or underutilized industrial and commercial real estate to adapt such property to changing economic needs, including the creation of flex/office space.

Action 7.06-A: Renovation Assistance

Develop new programs and continue existing programs that assist local businesses in upgrading or renovating industrial and commercial buildings.

Action 7.06-B: Market-Oriented Zoning Review

Regularly review the Zoning Code to respond to real estate market and development trends, as well as changes in technology.

- Building Code
- Business Development Programs
- Zoning Code

7.07

TAX BASE ENHANCEMENT

Encourage business development that improves the City's ability to provide the public with high-quality services and which minimizes increases in the tax burden for existing businesses and residents.

Action 7.07-A: Business-to-Business Relationships

Develop mechanisms to encourage the formation of business relationships between San Leandro companies.

- Business Development Programs
- Fiscal Impact Studies

7.08

TELECOMMUNICATION INFRASTRUCTURE

Coordinate with the School Districts, the private sector, and local business organizations to upgrade and expand telecommunications infrastructure in San Leandro, including fiber optics, cable, DSL, and other emerging forms of information technology.

Action 7.08-A: Fiber Optics

Complete the City fiber optics network now under construction in San Leandro and develop strategies for the use of surplus capacity, including assessments of future market demand. Ensure that fiber optics is used effectively as a business development tool and information resource for San Leandro businesses and an educational resource for its schools.

- Capital Improvement Program
- Intergovernmental Coordination
- Public/Private Partnerships

7.09

WEST SAN LEANDRO BUSINESS DISTRICT

Build upon the locational strengths and transportation features of West San Leandro to support the area’s continued development as a major industrial, technology, and office employment center. In accordance with the West San Leandro Plan, limit the encroachment of incompatible residential and retail uses into the area, and promote additional development and redevelopment with manufacturing, technology, warehouse and distribution, office/flex, and similar uses.

- Capital Improvement Program
- Development Review
- Business Development Programs
- Redevelopment Project Funding
- Zoning Code

Action 7.09-A: Doolittle Gateway

Pursue streetscape improvements along Doolittle Drive between the Oakland city limits and Marina Boulevard that upgrade the appearance of this important gateway from Oakland International Airport. Improvements should include landscaping of the public right-of-way, higher design standards for properties along the corridor, and re-use of vacant or underutilized properties with higher quality uses. Where consistent with Airport Land Use Compatibility restrictions, these uses could include hotels, offices, and other activities that capitalize on the street’s proximity to Oakland Airport.

Action 7.09-B: West Davis/Eden Road

Continue to allow general industrial uses along the west end of Davis Street (west of Doolittle Drive), but establish development standards and use regulations that improve the appearance of the area from adjacent streets. Encourage a long-term transition to higher value industrial uses in this area.

Action 7.09-C: Hobener Property

Support the reuse of the Hobener property with an industrial or office/flex use that enhances the economic base of the City, creates quality jobs, minimizes impacts on nearby neighborhoods, and is compatible with the uses on adjacent properties.

Action 7.09-D: Timothy Drive Neighborhood Improvements

Implement measures to address airport and freeway noise, access and circulation constraints, and conflicts between industrial, commercial, and residential uses within the Timothy Drive neighborhood. These measures should include landscaping and buffering, and could also include additional sound insulation for homes, and redirecting business traffic to non-residential streets. The proposed Westgate Parkway extension should be designed to mitigate truck traffic and noise impacts on the Timothy neighborhood. Extensive participation by area residents should be actively encouraged for any strategy impacting this area.

(See also Policy 10.03 and Action 10.03-A on buffering between industrial, residential, and commercial uses throughout San Leandro)

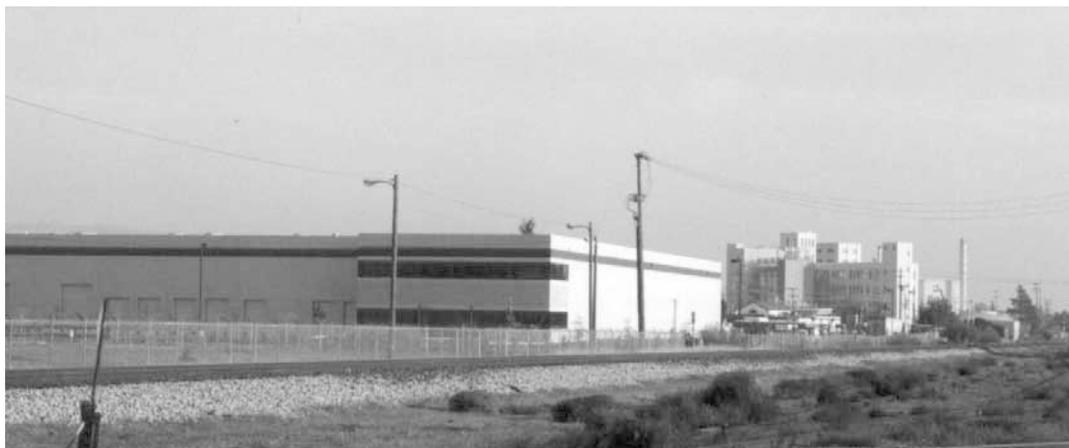
7.10 SOUTH OF MARINA BUSINESS DISTRICT

Facilitate the gradual transition of the South-of-Marina (SOMAR) area into a cohesive light industrial district characterized by light manufacturing, office/flex, research and development, bio-medical, e-commerce, and similar uses, along with complementary business services and employee amenities.

- Development Review
- Business Development Programs
- Redevelopment Project Funding
- Zoning Code

Action 7.10-A: SOMAR Area Plan

Prepare an Area Plan for the SOMAR area, including land use and development standards, design themes and guidelines, and an implementation program. The Plan should include measures to limit the displacement of, or creation of hardships for, the existing general industrial uses within this area. It should also identify the landscaping, streetscape, transportation, and infrastructure improvements necessary to promote SOMAR's transformation into a high-quality business park environment.



Action 7.10-B: Burrell Field

Explore a range of options for the Burrell Field athletic complex. One option would be to enter into a partnership agreement with the San Leandro Unified School District and the private sector to upgrade the field and develop additional facilities on-site. Another would be to maintain the Field as is and develop additional facilities elsewhere in the City. In the event that relocation of the field is considered as an option, sale of the existing site shall not proceed until a suitable replacement site has been secured and a firm, contractual commitment to improve the replacement site with athletic facilities has been made. Regardless of which option is selected, the Field should remain operational and should receive a high level of maintenance.

7.11 MID-WASHINGTON BUSINESS DISTRICT

Promote a combination of public and private improvements to the Washington Avenue corridor between San Leandro Boulevard and Halcyon-Floresta which improve the aesthetic quality of the street and provide a more unified design identity. As property in this corridor becomes available for reuse, pursue additional light industrial, office, or commercial service (e.g., lumberyards, building materials, etc.) development on vacated sites or in vacated buildings. Such development should adhere to high standards of landscaping and screening. Zoning and design standards should be consistent with the long-term vision of this corridor as a more attractive gateway to Central San Leandro.

- Development Review
- Business Development
- Programs
- Redevelopment Project Funding
- Zoning Code

Action 7.11-A: Rezoning Mid-Washington Avenue to Light Industrial

Following adoption of the General Plan, rezone the mid-Washington Avenue corridor (San Leandro Boulevard to Halcyon-Floresta) from Community Commercial (CC) to Light Industrial (IL).

7.12 SAN LEANDRO BLVD CORRIDOR BUSINESS DISTRICT

Promote the continued transition of the San Leandro Boulevard Corridor from older industrial and heavy commercial uses to attractively designed, pedestrian-oriented mixed use and light industrial development.

- Development Review
- Business Development
- Programs
- Redevelopment Project Funding

Action 7.12-A: Alvarado at San Leandro Creek

Encourage the development of vacant and underutilized land along Alvarado Street just south of San Leandro Creek with high-quality mixed use or high-density residential development, consistent with the San Leandro Downtown TOD Strategy. Provisions for creekside park and open space, including a proposed Environmental Education Center, should be made in future development plans.

Action 7.12-B: Park Street Island

Encourage the gradual transition of the 8-acre “island” between Park Street and San Leandro Blvd to mixed use development. Future residential uses in this area should be oriented along Park Street, while the San Leandro Boulevard frontage should be used for non-retail commercial uses. Streetscape improvements, including undergrounding of utilities, should be pursued to beautify San Leandro Boulevard as a City gateway in this area. Siempre Verde Park should be maintained and enhanced as a neighborhood open space.

Action 7.12-C: Alvarado Commons

Pursue the gradual transition of the area roughly bounded by Orchard, Thornton, Marina, and San Leandro Boulevard into a neighborhood of light industrial and incubator businesses, live-work space, multi-family housing, small professional offices and artist/craft studios, and compatible uses.

Action 7.12-D: Hudson Lumber Site

Support the reuse of the Hudson Lumber site with a wide variety of uses consistent with a “Light Industrial” General Plan designation. These uses could include a full complement of telecommunications, research and development, office, work-live space, and similar uses. Opportunities for park and recreational uses should also be pursued on the site if public funding can be secured.

Action 7.12-E: Estabrook Parcel Assembly

Encourage the assembly of parcels along Estabrook Street to create through-lots to Marina Boulevard. In the event that such parcels are created, re-use with commercial development fronting on Marina (rather than light industrial uses fronting on Estabrook) should be promoted.

Action 7.12-F: San Leandro Boulevard Corridor**Park and Public Facility Sites**

Seek opportunities within this area for new parks or other public facilities, including a linear park along San Leandro Creek and new neighborhood or community parks within future development areas.

Goal: Retail and Service Districts

8

Establish excellent community and neighborhood-serving retail and entertainment uses.

POLICIES AND ACTIONS

IMPLEMENTATION STRATEGIES

8.01

RETAIL HIERARCHY

Maintain a range of retail uses in the City, consisting of:

- Regional shopping concentrated around the existing centers at Bayfair, Marina Square, and Westgate;
- Community retail uses centered in Downtown San Leandro, reinforcing the area's image as the City center; and
- Neighborhood shopping districts located within subareas of the City, providing basic goods and services within easy access of neighborhood residents.

- Business Development Programs
- Zoning Code

8.02

RETAIL DIVERSITY

Encourage a diverse range of commercial uses in the City, offering goods and services that fully meet the needs of San Leandro residents and businesses. The City should recruit new businesses that: (a) fill gaps in the range of goods and services currently available; and (b) act as catalysts for attracting other retailers to the City.

- Business Development Programs

Action 8.02-A: Retail Prospectus

Continue retail recruitment efforts through the City's Business Development Department, including preparation of a retail real estate prospectus and updated demographic and market information.



8.03

AESTHETICS

Upgrade the City’s commercial corridors by building upon their existing strengths and improving their aesthetic qualities. The City should implement programs to underground utilities, abate weeds and graffiti, eliminate litter, improve buffers to adjacent residential uses, control excessive signage, and provide streetscape amenities and landscaping along the corridors.

- Annual Budget
- Code Enforcement
- Redevelopment Project Funding

8.04

MIXED USE COMMERCIAL

Pursue the following land use and development principles in those areas designated “Corridor Mixed Use” on the General Plan Map:¹

- An emphasis on pedestrian- and transit-oriented site design, rather than auto-oriented or “drive-through” design.
- An emphasis on mixed use infill projects which incorporate upper story office or residential uses and ground floor retail uses (the General Plan should be consulted for further description of the balance between residential and non-residential uses within each mixed use area).
- A shift toward higher value neighborhood-serving retail uses and higher-density housing.

- Design Guidelines
- Development Review
- Redevelopment Project Funding
- Zoning Code

Action 8.04-A: Mixed Use Zoning

Revise the San Leandro Zoning Code to create two Corridor Mixed Use zoning districts—one emphasizing a mix of commercial uses and the other emphasizing upper floor residential and ground floor retail uses. The Districts could be patterned after the existing NA-1 and NA-2 districts and would replace these districts upon adoption. Development standards for the Districts should minimize the possibility for conflicts within projects that contain both residential and commercial uses.

8.05

NEIGHBORHOOD SHOPPING CENTERS

Promote reinvestment in the City’s viable neighborhood shopping centers, with an emphasis on new retail uses that serve the adjacent neighborhoods and contribute to the overall vitality of the centers.

- Business Development Programs
- Redevelopment Project Funding

Action 8.05-A: Neighborhood Shopping Center Revitalization

Undertake a neighborhood shopping center enhancement and conversion strategy in which selected neighborhood shopping centers are targeted for improvements, while marginal or obsolete centers are targeted for redevelopment with non-retail uses.

¹ The Corridor Mixed Use areas are: East 14th Street, MacArthur Boulevard, Washington Avenue (north of San Leandro Boulevard), and San Leandro Boulevard (from Davis Street to the Oakland city limits).

8.06

COMMERCIAL USES WITH AN INDUSTRIAL CHARACTER

Maintain areas in the City that are appropriate for lumberyards, construction suppliers, automotive repair shops, and other commercial uses that are industrial in character or that typically locate in industrial areas. While development standards in these areas should respect the operational characteristics of these uses, they should still promote aesthetic improvements, adequate buffering for nearby uses, traffic safety, and a more positive visual image.

- Design Guidelines
- Zoning Code

8.07

CULTURAL ARTS AND ENTERTAINMENT

Provide additional opportunities for cultural, recreational, and entertainment uses in the City, including cinemas, theaters, live-performance venues, sports facilities, and art galleries.

- Business Development Programs
- Zoning Code

8.08

VISITOR SERVICES

Aggressively pursue the development of additional hotels, lodging, and conference facilities in the City.

- Business Development Programs

8.09

EAST 14th STREET

Facilitate the transformation of East 14th Street from an unbroken commercial “strip” into a series of distinct mixed use neighborhood centers, each with a unique design identity and mix of uses. The land use pattern should emphasize a more attractive and human scale of development throughout the corridor, with pedestrian-oriented buildings, streetscape and transit improvements, and a lively mix of higher density residential, commercial, and civic uses.

- Development Review
- Business Development Programs
- Redevelopment Project Funding
- Zoning Code
- Follow-Up Plans/Studies

Action 8.09-A: North Area Plan Implementation

Continue implementation of the North Area Plan along East 14th Street, with the intent of eliminating blight, providing new housing and retail opportunities, and bringing the quality of this area up to par with the high quality of adjacent residential neighborhoods.

Pedestrian-oriented retail activities along East 14th in the North Area should be clustered near Broadmoor Boulevard and in the area from Dutton Avenue south to City Hall.

Action 8.09-B: South East 14th Area Activity Centers

Pursue the development of a series of activity centers or “districts” along East 14th Street between Downtown and Bayfair Mall. These centers should include a

predominantly residential area between McKinley School and 136th Avenue, a “Health and Wellness Center” between 136th and 139th Avenues, an “International Marketplace” between 141st and 145th Avenues, and a “Cultural Arts Center” around the Bal Theater. Zoning regulations and local business development programs should support the types of uses envisioned in each area. Catalyst projects, such as re-use of the Bal Theater and redevelopment of the Islander Motel, should be pursued to spark private reinvestment and begin the transition to new uses.

Action 8.09-C: East 14th Street Zoning Changes

Pursue zoning code changes along East 14th Street which enable the desired development pattern to be gradually achieved. Zoning for the East 14th corridor should provide incentives for mixed use development, such as density bonuses and allowances for shared parking.

Action 8.09-D: East 14th Streetscape Plan

Prepare and implement an urban design and streetscape plan for East 14th Street. The plan should address both the public right-of-way and development on adjacent private parcels and should cover the entire corridor from the Oakland city limits to Bayfair Mall.

8.10

BAYFAIR MALL

Promote the revitalization of Bayfair Mall and its environs by introducing new and compatible uses, including new shops, services, community facilities, restaurants, entertainment venues, and offices.

- Development Review
- Business Development Programs
- Public/Private Partnerships
- Zoning Code

Action 8.10-A: Bayfair Area Urban Design Improvements

Pursue improvements to East 14th Street in the Bayfair area to make the area more attractive, distinctive, and friendly to pedestrians, bicyclists, and transit users.

Action 8.10-B: Bayfair BART Connections

Improve the pedestrian and bicycle connection between the Bayfair BART Station, adjacent transit waiting areas, and Bayfair Mall.

8.11

MACARTHUR CORRIDOR

Encourage mixed use development along the MacArthur Corridor, with an emphasis on:

- local serving commercial uses between Durant and Broadmoor, Victoria and Superior, and Dutton and Estudillo.
- Residential and office uses between Broadmoor and Victoria.
- Civic, office and non-retail commercial uses between Superior and Dutton.

Zoning for the corridor should be flexible enough to allow a full spectrum of residential and commercial uses in all areas, with the conditional use permit process and other regulatory tools used to promote the desired mix, provide incentives for mixed use development, and buffer adjacent residential areas.

Action 8.11-A: MacArthur Boulevard Streetscape Plan

Implement the MacArthur Boulevard Streetscape Plan, providing improvements which create a more appealing environment for pedestrians and mitigate the negative effects of the I-580 Freeway.

Action 8.11-B: MacArthur Community Planning Process

Undertake a community planning process for the MacArthur Corridor, with the objective of developing more specific standards and guidelines for the mix of uses along various segments of the corridor.

Action 8.11-C: Rezoning of MacArthur Corridor

Pursue zoning changes along MacArthur Boulevard which promote mixed use development. The zoning designations should reflect the desired mix of uses described in Policy 8.11 for different segments of the corridor.

- Development Review
- Business Development Programs
- Redevelopment Project Funding
- Zoning Code

8.12

MARINA BOULEVARD

Encourage the continued improvement of Marina Boulevard between I-880 and San Leandro Boulevard as a major City gateway, shopping area, and regional auto mall. Additional shopping opportunities for San Leandro residents should be encouraged here, with a focus on high-quality retail uses and higher-end auto dealerships. Particular care should be taken in this area to relate development approvals to road capacity and to minimize further congestion as development takes place.

- Development Review
- Business Development Programs
- Redevelopment Project Funding
- Zoning Code

Goal: Marina and Shoreline

9

Recognize and take advantage of the unique business amenities offered by the San Leandro Marina area.

POLICIES AND ACTIONS

IMPLEMENTATION STRATEGIES

9.01

NEIGHBORHOOD IMPACTS

Maintain an ongoing dialogue with residents of neighborhoods adjacent to the Marina to address traffic, noise, and other issues associated with Marina operations and future development. Early and frequent opportunities for neighborhood input should be provided in Marina development decisions.

- City Operating Procedure
- Follow-Up Plans/Studies

9.02

GENERAL ENHANCEMENT

Enhance the San Leandro Marina area as a distinguished recreational shoreline, with complementary activities that boost its appeal as a destination for San Leandro residents and visitors.

- Annual Budget
- Capital Improvement Program
- Business Development Programs

Action 9.02-A: Marina Development Opportunities

Pursue the development of a new hotel at the Marina, along with complementary uses such as restaurants and ancillary retail, office, and conference facilities. These uses should be limited to the area designated as “Commercial” on the General Plan map and should be developed in a manner which mitigates impacts on traffic and community services, and minimizes impacts on the surrounding neighborhoods and park areas.

Action 9.02-B: Long-Range Planning for the Marina Area

Prepare long-range plans for the Marina area, including the park, lagoon, golf course, and surrounding shoreline neighborhoods and open spaces. Plans for the Park area should consider new recreational uses that complement existing uses, such as windsurfing, a swimming beach and paddle boat rental.

9.03

WATER-ORIENTED DEVELOPMENT

Capitalize upon the Marina’s potential to attract and support water-oriented development. Future projects should be compatible with the area’s scenic and recreational qualities.

- Design Guidelines
- Design Review

9.04

REVENUE GENERATION

Encourage future uses and activities at the Marina which provide the revenue necessary to enable continued operation and maintenance of the boat berthing, basin, channel, landside, and other related facilities. These activities could include ferry service between San Leandro and other cities around the Bay.

Action 9.04-A: Marina Revenue Sources

Pursue a variety of sources to augment the Marina Enterprise Fund and secure additional funds for dredging. These sources could include additional development and leases, berthing fees, and state and federal grants. The feasibility of a dual fee schedule for berthing space at the Marina (with a higher fee charged to non-San Leandro residents) should be studied.

- Business Development Programs
- Grants
- Zoning Code

9.05

MARKETING AND PUBLIC RELATIONS

Promote the scenic, recreational, and locational assets of the Marina and surrounding parklands in City marketing and business development strategies.

- Business Development Programs

9.06

GATEWAY IMPROVEMENTS

Encourage “gateway” improvements which enhance the approach routes to the Marina while minimizing the impacts of increased traffic on area neighborhoods. Improvements could include new signage, streetscape enhancement along Marina Boulevard and Fairway Drive, entry monuments and landscaping at the Marina itself, and longer-term circulation changes.

Action 9.06-A: Marina Area Roadway and Transit Improvements

Pursue roadway, transit, intersection, and signage improvements which beautify the entry to the Marina, make it easier to travel to the Marina without a car, and more evenly distribute Marina-bound trips between Marina Boulevard and Fairway Drive.

- Capital Improvement Program
- Grants

9.07

URBAN DESIGN

Encourage cohesive urban design and high-quality architecture at the Marina. Buildings should be oriented to maximize water views and shoreline access. Architecture, signage, lighting, street furniture, landscaping, and other amenities, should be coordinated to achieve an integrated design theme.

- Design Guidelines
- Development Review

POLICIES AND ACTIONS *(Marina and Shoreline continued)*

IMPLEMENTATION STRATEGIES

- | | | |
|--------------------|--|---|
| <p>9.08</p> | <p>PEDESTRIAN AND BICYCLE CIRCULATION
Promote improvements at the Marina which enhance pedestrian and bicycle circulation through the area, including public shoreline walkways and trail connections to adjacent regional parklands and neighborhoods.</p> | <ul style="list-style-type: none">● Capital Improvement Program● Grants● Intergovernmental Coordination |
| <p>9.09</p> | <p>SPECIAL EVENTS
Promote special activities, such as golf tournaments, farmers markets, and community events, in the Marina area as a means of drawing residents to the shoreline and increasing awareness and appreciation of the Marina as a community resource.</p> | <ul style="list-style-type: none">● City Operating Procedures● Program Development |

Goal: **Land Use Compatibility**
10 Ensure that commercial and industrial projects are attractively designed and are sensitive to surrounding areas.

POLICIES AND ACTIONS

IMPLEMENTATION STRATEGIES

- | | | |
|---------------------|---|--|
| <p>10.01</p> | <p>REUSE OF OLDER BUILDINGS
Support the reuse of underused, vacant, or obsolete industrial buildings with higher value uses that are consistent with the goals and policies of the General Plan.</p> <p>Action 10.01-A: Adaptive Reuse
<i>Continue to implement zoning procedures for the re-use of older industrial buildings that specifically address parking requirements, traffic, seismic retrofitting, landscaping and building design standards, and other aspects of site development.</i></p> <p>Action 10.01-B: Design Guidelines
<i>Develop design guidelines for new development in commercial and industrial areas to promote aesthetic improvements in these areas.</i></p> | <ul style="list-style-type: none">● Building Code● Development Review● Zoning Code |
| <p>10.02</p> | <p>OFF-SITE IMPACTS
Consider the setting and context of each site when evaluating proposals for development in industrial areas. The potential for impacts on adjacent uses, including the potential for land use conflicts and increased parking demand and truck traffic, should be a key consideration.</p> | <ul style="list-style-type: none">● CEQA● Development Review |

10.03	<p>BUFFERING</p> <p>When new development takes place in the transitional areas between industry and housing, use a variety of buffering measures including land use restrictions, landscaping and screening, sound walls and insulation, and limits on hours of operations and activities to promote land use compatibility. The City’s zoning regulations should continue to contain development and design standards that minimize the potential for conflicts between industrial and residential uses, and between commercial and residential uses.</p> <p>Action 10.03-A: Industrial-Residential Buffering Standards</p> <p><i>Continue to implement zoning provisions for buffering along industrial/residential interface areas. These provisions—which include performance standards and lower thresholds for site plan review—should continue to ensure that land use changes are adequately reviewed and that appropriate steps are taken to avoid land use conflicts when new projects are proposed. They are not intended to apply retroactively to existing industrial uses.</i></p>	<ul style="list-style-type: none"> ● Development Review ● Zoning Code
10.04	<p>INDUSTRIAL SANCTUARY</p> <p>Protect the City’s major industrial areas from encroachment by uses that are potentially incompatible with existing viable industrial activities, or which may inhibit the ability of industry to operate effectively.</p>	<ul style="list-style-type: none"> ● Development Review ● Zoning Code
10.05	<p>RETAIL ENCROACHMENT</p> <p>To protect the City’s industrial land supply, limit the further expansion of “big box” retail and other large footprint retail uses in the City’s industrial areas. Conversion of industrial land for big box uses should only be permitted in the vicinity of the existing concentrations of such uses at I-880/Davis Street and along Marina Boulevard.</p> <p>Action 10.05-A: Retail Uses in Industrial Zones</p> <p><i>Consider zoning code amendments that limit the encroachment of incompatible uses into industrial areas. Such amendments could require that new retail uses in industrial areas primarily serve local businesses or meet the needs of area employees.</i></p>	<ul style="list-style-type: none"> ● Development Review ● Zoning Code

10.06

LIGHT INDUSTRIAL BUFFERS

Use the “Light Industrial” General Plan designation to create buffers between industrial and residential areas, and to facilitate the transformation of specific heavy commercial and general industrial areas to more attractive uses such as business parks.

- Development Review
- Redevelopment Project Funding
- Zoning Code

Action 10.06-A: Conditions of Approval

On an ongoing basis, establish conditions of approval for new commercial and industrial development located adjacent to residential areas, and for new residential areas located adjacent to commercial and industrial areas, which ensure that the potential for future conflict is minimized.

10.07

RELOCATION

Where land use conflicts cannot be reasonably mitigated, consider the relocation of isolated residences surrounded by industrial uses.

- Redevelopment Project Funding



Goal: Business Image

11

Preserve and enhance the qualities that make San Leandro a desirable place in which to do business, while promoting a positive image of the City to the region and the world.

POLICIES AND ACTIONS

IMPLEMENTATION STRATEGIES

11.01

BUSINESS ASSISTANCE

Promote San Leandro's image as a business-friendly community. Maintain programs that expedite permitting, create incentives for renovating and improving buildings, and provide a supportive environment for local businesses.

Action 11.01-A: Favorable Business Climate

Provide an array of programs that create a favorable environment for businesses in the City, including loans, land assembly, site location assistance, one-stop permitting, and other financial instruments and business development incentives.

Action 11.01-B: Internet Links

Establish additional links between the City of San Leandro's website and the sites of businesses and service providers located within the City.

- Development Review
- Business Development Programs
- Redevelopment Project Funding

11.02

BUSINESS TARGETS

Implement economic development and marketing programs that attract new businesses to the City, with particular emphasis on companies which enhance business-to-business sales, and which complement and support established businesses in the community.

Action 11.02-A: Business Directory

Work with the Chamber of Commerce and Industrial Roundtable to prepare a directory of San Leandro firms and the products or services they provide. The directory should be used as a tool to promote business-to-business sales, and should ultimately be placed on the internet and linked to company websites.

- Business Development Programs
- Public/Private Partnerships

11.03

TECHNOLOGY/TELECOMMUNICATION RECRUITMENT

Implement programs to attract businesses in economic sectors that are emerging or underrepresented in San Leandro. This should include the development of infrastructure to facilitate the growth of technology and telecommunication firms within the City.

- Business Development Programs

11.04

PUBLIC SERVICES

Support local business development efforts by maintaining the City’s high quality public services, and by working with local businesses, residents, the Chamber of Commerce, and the school districts to improve the quality and image of San Leandro’s schools.

Action 11.04-A: Educational Partnerships

Promote mentorships, internships, job training programs, and other partnerships between the City, school districts, and business community to enhance and complement local educational resources.

- Impact/In-Lieu Fees
- Intergovernmental Coordination
- Public/Private Partnerships

11.05

QUALITY OF LIFE

Promote the amenities needed to attract and retain a healthy business community, including an attractive Downtown, a strong commitment to education and public safety, and improved shopping, recreational, and housing opportunities.

- City Operating Procedures
- Business Development Programs
- Intergovernmental Coordination
- Public/Private Partnerships

11.06

CULTURAL AND HISTORIC RESOURCES

Preserve and enhance the City’s cultural and historic resources, and encourage and acknowledge their contribution to the City’s economic development.

- Downtown Plan and Urban Design Guidelines
- Public Education and Outreach
- Historic Preservation Ordinance



11.07	<p>INTERNATIONAL TRADE</p> <p>Assist San Leandro businesses in expanding their international trade activities. The City should create an environment that is favorable for companies seeking to establish or expand international trade operations, taking particular advantage of the proximity to the Port of Oakland.</p> <p><i>Action 11.07-A: Foreign Trade Zone</i> <i>Evaluate the feasibility of creating a foreign trade zone in the City, or pursuing partnerships with other jurisdictions to improve the viability of foreign trade in San Leandro.</i></p>	<ul style="list-style-type: none"> ● Business Development Programs
11.08	<p>PUBLIC RELATIONS</p> <p>Establish and maintain an aggressive public relations program in coordination with the Chamber of Commerce and the Industrial and Technology Roundtable. A variety of media, including the internet, should be used to publicize San Leandro's excellent climate, the quality of its neighborhoods, and its unique business assets and advantages.</p> <p><i>Action 11.08-A: Cable Television</i> <i>Expand the use of local access cable television broadcasting in San Leandro, including coverage of public meetings and other city events.</i></p> <p><i>Action 11.08-B: Made In San Leandro</i> <i>Initiate a "Made in San Leandro" product labeling, marketing, and publicity campaign.</i></p>	<ul style="list-style-type: none"> ● City Operating Procedures ● Program Development
11.09	<p>MEDIA MANAGEMENT</p> <p>Promote positive media coverage, image-building and marketing campaigns, and special events that build civic pride and create a favorable City image.</p>	<ul style="list-style-type: none"> ● City Operating Procedures ● Program Development

Goal: **Jobs-Housing Balance**

12

Maintain a balance between jobs and housing in San Leandro.

POLICIES AND ACTIONS		IMPLEMENTATION STRATEGIES
12.01	<p>LAND SUPPLY</p> <p>Ensure that land in San Leandro is zoned to accommodate a diverse mix of industrial, commercial, and residential development.</p>	<ul style="list-style-type: none">● Zoning Code (Map)
12.02	<p>REGIONAL COORDINATION</p> <p>Advocate for regional solutions to address the imbalance between jobs and housing in the San Francisco Bay Area. Work with other communities to achieve greater equity in the provision of affordable housing.</p> <p><i>Action 12.02-A: Regional Coordination</i> <i>Participate in regional forums and discussions addressing the need to improve the jobs-housing balance in the San Francisco Bay Area.</i></p>	<ul style="list-style-type: none">● Intergovernmental Coordination
12.03	<p>JOB OPPORTUNITIES FOR RESIDENTS</p> <p>Promote opportunities for San Leandro residents to find suitable employment within the community. Explore ways to better match new job opportunities with the skills and needs of San Leandro residents.</p> <p><i>Action 12.03-A: Local Hiring and Job Training</i> <i>Support programs that encourage San Leandro employers to hire local residents and provide job training and recruitment programs aimed at San Leandro residents.</i></p>	<ul style="list-style-type: none">● Business Development Programs
12.04	<p>LONG-TERM APPROACH</p> <p>Approach the balance between jobs and housing as a cumulative, long-term goal rather than something to be achieved through project-by-project review.</p>	<ul style="list-style-type: none">● City Operating Procedures

FOCUS AREAS

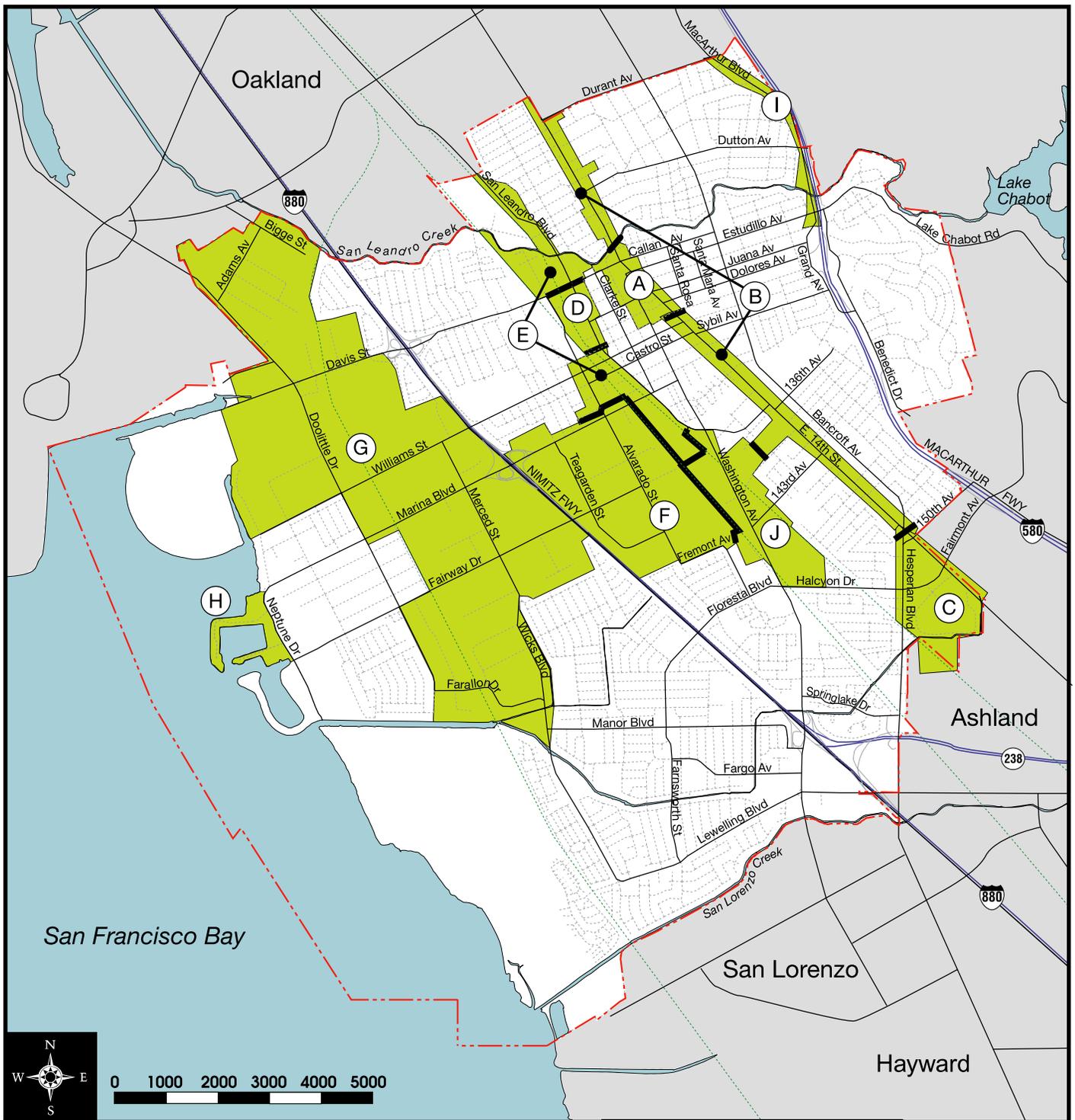


This section of the General Plan provides direction for 10 “Focus Areas” within San Leandro (see Figure 3-5). Each Focus Area has unique issues that require more detailed discussion than is provided in the rest of the General Plan. Some of the Focus Areas have been targeted for immediate land use changes or gradual transition during the next two decades; others have special challenges related to land use, resource conservation, transportation, urban design, and other planning issues.

The Focus Area discussion includes a description of the area and relevant issues, keyed to specific General Plan policies and action programs addressing each area. In some instances, preparation of more detailed plans has been recommended to provide further direction for the Focus Areas.

A. DOWNTOWN

Downtown is the heart of San Leandro and has been a hub of commerce and employment for more than 140 years. It includes the City’s largest concentration of historic structures, its tallest buildings, its densest housing, and its most pedestrian-oriented street environments. Yet, while Downtown is San Leandro’s most “urban” area, its role as the city center has diminished during modern times. Much of the development that took place during the 1960s, 70s, and 80s sought to reshape Downtown San Leandro based on suburban development principles. This approach had mixed results. Although a number of attractive and highly functional buildings were added, many of the qualities that made Downtown San Leandro unique were lost.



LEGEND

- (A) Downtown
- (B) East 14th Corridor
- (C) Bayfair
- (D) Downtown BART Area
- (E) San Leandro Blvd Corridor
- (F) Marina Blvd and SOMAR
- (G) West San Leandro
- (H) San Leandro Marina
- (I) MacArthur Corridor
- (J) Washington Corridor

FOCUS AREAS

FIGURE 3-5

San Leandro General Plan Update, 2002

In a Nutshell... The Downtown Plan and Urban Design Guidelines

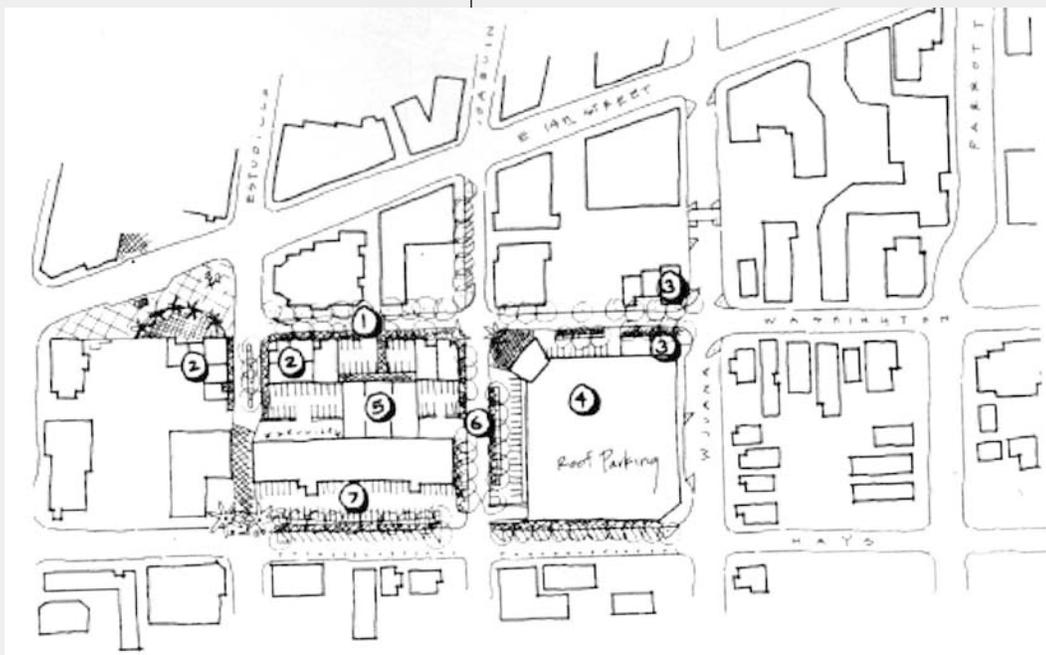
The Downtown Plan and Urban Design Guidelines, adopted in February 2001, are intended to guide the future growth and development of Downtown San Leandro. The Plan's recommendations focus on the area bounded by East 14th, Davis, Hays, and Thornton Streets. Its aim is to promote economic vitality, improve aesthetics, and provide for Downtown's long-term maintenance. A 20-member Advisory Committee developed the major planning concepts and strategies.

Two major components are included: an Economic and Marketing Strategic Plan and an Urban Design Plan. The economic component defines Downtown's strengths and weaknesses and lists the steps needed to spur revitalization. Downtown is identified as having strong potential for higher-end neighborhood goods and services, eating, drinking and entertainment uses, and special events with citywide appeal.

The urban design component emphasizes a return to traditional development patterns Downtown. This includes partial restoration of the street grid that was disrupted when the

Washington Plaza shopping center was developed in the early 1980s. Renovation of the historic plaza at the north end of Washington Avenue is recommended, and ultimately, Washington Avenue may be restored as a traditional street. Various improvements to West Joaquin and Estudillo Avenues, including new street lighting and landscaping, are recommended to improve the connections to BART and re-orient Downtown businesses toward pedestrian-friendly streets rather than large parking lots.

The Urban Design Guidelines call for a heightened sensitivity to the traditional scale and architecture of Downtown. New development will be expected to respect the historic grain of the area's older buildings and avoid the bulky, coarse styles of the past few decades. Rather than presenting large blank walls to the sidewalks, the Plan encourages new facades that create visual interest. The Guidelines also address architectural quality, with specific recommendations on height, width, roof forms, composition, materials, colors, and other aspects of building design.



The Downtown Plan's "vision" includes partial restoration of the original street grid and historic plaza at Estudillo and East 14th Street.

The new millennium has brought with it a desire to restore the elements that once made Downtown the center of civic life in San Leandro. A new vision is articulated in the *Downtown Plan and Urban Design Guidelines*, a planning document which lays out economic development and urban design principles for the area's revitalization as well as specific projects to be completed during the coming years (see text box). The Downtown Plan seeks to promote economic vitality, improve aesthetics, protect and restore historic resources, and provide for the long-term maintenance of Downtown investment.

Specialty retail shops, restaurants, and other community retail activities are envisioned Downtown, particularly those that would benefit from the unique ambiance offered by a pedestrian-friendly location. Offices, civic uses, and upper story residential uses (above retail space) also are envisioned. Key to the strategy are activities which increase the daytime and evening population of Downtown, creating a more lively street environment and providing a strong market for new businesses. Innovative ideas such as the use of a horse-drawn BART shuttle could be considered, providing practical benefits while honoring the City's historic past.

Beyond the traditional core of Downtown, complementary uses and activities will be encouraged. The area to the immediate west is especially critical, as it provides linkages to the BART Station, contains several historic landmarks, and has the most substantial development opportunities in Central San Leandro (this area is a separate Focus Area and is discussed on Page 115). To the north and south, neighborhoods on the perimeter of Downtown will be maintained and enhanced. As in Downtown, the historic scale and form of these areas should be retained and compatible infill development should be encouraged. Washington Avenue and East 14th Street in particular offer opportunities for beautification and improvement. A combination of public and private investment along these streets would make them more attractive gateways into Downtown while creating a stronger sense of identity for the surrounding neighborhoods.

The area east of Downtown presently contains a concentration of small professional and medical office buildings, including some in converted homes. The area also includes the San Leandro Public Library and several multi-family housing developments. Additional housing, office development, and related office services should be encouraged here, with an emphasis on small scale, local-serving projects. Stronger pedestrian connections between this area and Downtown should also be encouraged.

(Please consult Goal 6 and related policies and actions for additional guidance on Downtown San Leandro)

B. EAST 14TH CORRIDOR

East 14th is San Leandro's "Main Street." It is the City's major commercial spine and has a 150-year history as a transportation route linking the cities of the East Bay. The East 14th Corridor is home to many of the City's retail shops, its largest hospital, its largest shopping center, numerous local service businesses, and even City Hall. At the same time, the Corridor is one of San Leandro's most persistent urban design challenges. Much of the street is visually stark and lacks a strong sense of identity or character. Shallow, narrow parcels and close proximity to residential uses make large-scale redevelopment difficult. During the coming decade, the City will pursue strategies and programs to improve the image and competitiveness of the Corridor so that it becomes a viable destination not only for nearby neighborhoods but for residents from throughout San Leandro.

Prior to World War II, East 14th was a two-lane highway with an electric streetcar operating down the median. Much of the development in the Downtown area and points north dates from the streetcar era, with pedestrian-oriented shops sited close to the street and little or no parking provided on-site. By contrast, most of the area between Downtown and Bayfair Mall was developed in the post-war era. This section of the street was developed for convenient auto access, with buildings set back a considerable distance from the street, prominent signs, and large parking lots. With little design control or coordination, the area had evolved into a quintessential commercial strip by the late 1950s.

Both the pre-war and post-war sections of East 14th Street entered a period of transition in the 1960s and 70s as competition from larger suburban shopping centers and changes in consumer behavior made retailing more difficult. Some of the buildings deteriorated and some were replaced by newer auto-oriented uses. Although the street continued to function as a viable shopping area, there was a growing emphasis on drive-through type businesses, and automotive service and repair uses. These land uses, coupled with signs of disinvestment and neglect in some areas, have perpetuated a negative image of the street within nearby neighborhoods.

Despite these challenges, East 14th Street is poised for change. As the busiest local transit route in the East Bay, the street provides an opportunity for new housing and pedestrian-oriented retailing. North of Downtown San Leandro, this effectively means going “back to the future” by encouraging the reuse of older structures and infill development that harks to the streetcar era. South of Downtown, this means reshaping the existing pattern by encouraging new mixed use and transit-oriented development and establishing more clearly defined neighborhood centers.

The City has already begun moving in this direction Downtown and in the North Area (the area between Oakland and San Leandro Creek). In 1991, an Area Plan and Revitalization Manual were prepared for the North Area (see text box). This document continues to reflect the City’s aspirations for this section of East 14th and its implementation will continue.



Within Downtown San Leandro, the Downtown Plan and Urban Design Guidelines strive to fill vacant storefronts with new shops and restaurants, provide an interesting and inviting street environment, and close the gaps in the street frontage with new development. Streetscape improvements, such as benches, landscaping, fountains, and renovation of the Downtown Plaza, will enhance the area’s appeal and restore its image as the city center.

In a Nutshell... The North Area Plan and Revitalization Manual

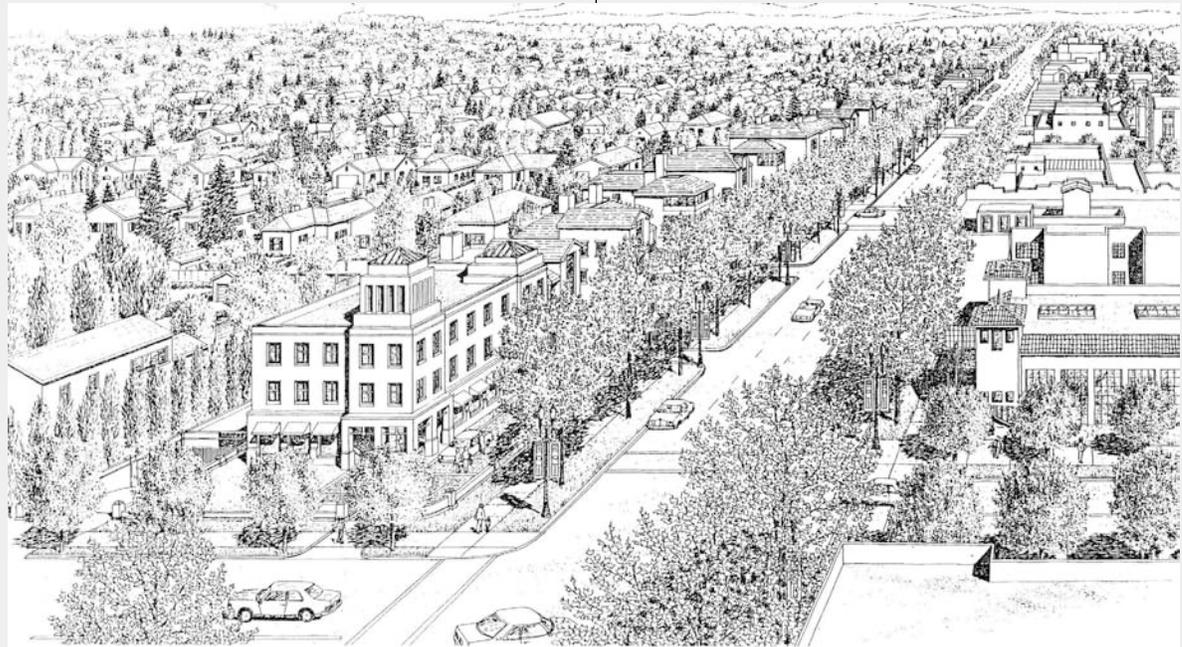
The North Area Plan was adopted in 1991 to guide the continued development and revitalization of neighborhoods in northeast San Leandro. The Plan's focus is on the commercial districts along East 14th Street (north of Downtown), Bancroft Avenue, San Leandro Boulevard, and MacArthur Boulevard. City officials, merchants' associations, and area residents collaborated to develop recommendations for these areas.

The Plan's stated objective is to put the high quality of the adjacent residential areas "on display" by improving the visual quality of the commercial corridors. A slightly different approach is taken on each corridor, with goals, objectives, and policies relating specifically to each area.

One of the most important parts of the North Area Plan is a set of standards and guidelines for buildings, sites, and signs. These correspond to "retail and service clusters," "transition districts," "residential enhancement districts," and "residential preservation districts." The Plan identified the Dutton/ East 14th intersection as a retail and service cluster and suggested that development of similar scale and quality be extended toward the City Hall area.

Along East 14th Street, two zoning districts have been created to facilitate implementation of the Plan (NA-1 and NA-2). Both explicitly encourage pedestrian-oriented mixed use projects combining residential and commercial uses. The General Plan incorporates the findings of the North Area Plan and promotes continued renovation and infill in the future. The new Carlton Plaza assisted living facility and the refurbished Mission Bell building are indicative of the scale and form of development that is envisioned.

The 1991 North Area Plan envisioned the transformation of East 14th Street into a landscaped boulevard lined with mixed use development.



A VISION FOR THE DISTRICT

South of Downtown, the long-range vision is to create a series of “activity” centers between the Pelton Center and Bayfair Mall. These centers are:

- *A higher density residential and mixed use area located in the vicinity of the Islander Motel and Trailer Haven.* Preliminary concepts for this area were developed through a design workshop sponsored by the City in 1996. Two- and three-story residential buildings, some with ground floor retail space, would provide new housing opportunities for seniors, persons with special needs, and working individuals and families. Social services, such as non-profit offices and child care facilities, could complement the uses in this area.
- *A Health and Wellness activity center located in the vicinity of San Leandro Hospital.* The cluster of businesses at this location would capitalize on the established presence of the Hospital. Medical offices, laboratories, health clubs, and similar uses are envisioned, along with restaurants, other businesses serving hospital employees (i.e., dry cleaners, florists, card stores, etc.), and neighborhood-serving retail uses.
- *An International Marketplace activity center located in the vicinity of 143rd Avenue.* This area has already proven itself as a successful location for businesses serving the local Latino and Asian communities. Infill development which carries this theme to new development should be encouraged, along with marketing of this area as a regional center for ethnic foods, restaurants, clothing, and other products.
- *A Cultural activity center located around the Bal Theater at 148th Avenue.* A 1998 design workshop for the Bal looked a variety of reuse options for the 800-seat theater and its environs. The workshop suggested that the theater be reused as a cultural or performing arts center, surrounded by complementary businesses such as cafes, restaurants, and galleries. Should the concept of a cultural district prove infeasible, the Bal area remains a logical location for a more concentrated neighborhood-serving retail district. In either case, opportunities to provide off-street parking supporting the area’s businesses should be pursued.

- At the southern end of the corridor, close to 150th Avenue, neighborhood-serving commercial uses which capitalize on the area’s proximity to Bayfair will be encouraged. Additional residential and mixed use development also will be encouraged in this area.

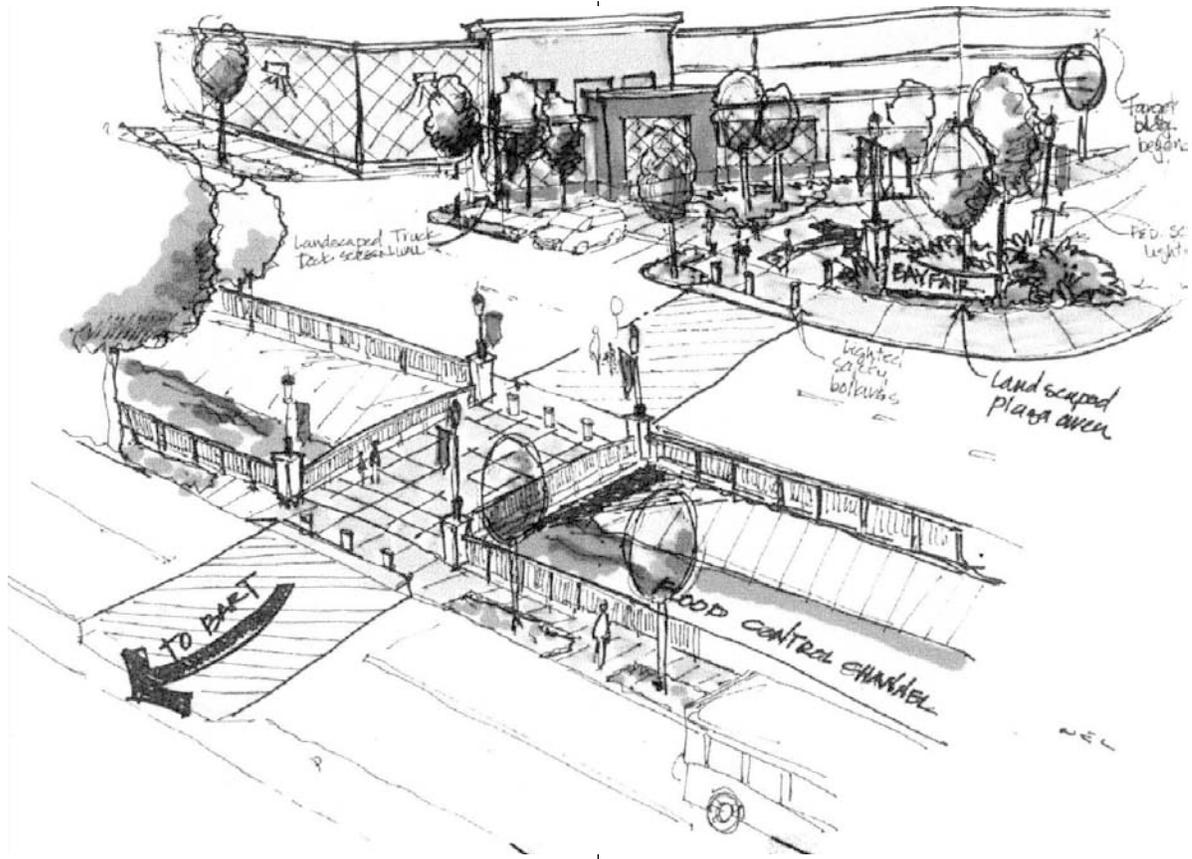
In between the activity areas identified above, attractive infill projects should create a more cohesive development pattern and coherent design theme. Wherever feasible, parking for such projects should be located to the rear of the property, creating a more suitable environment for pedestrians and providing a better buffer to adjacent neighborhoods. City redevelopment and business development activities should support this goal by assisting in streetscape enhancement, façade and site improvement, and tenant recruitment. Undergrounding of utilities is a key component of this strategy.

One of the key objectives in reshaping East 14th Street is to improve the transition between the “strip” and adjacent residential neighborhoods. As land redevelops, careful attention must be paid to edge conditions. Zoning should allow for close review of noise, odor, glare and other potential nuisances and should establish standards for fences, setbacks, height, landscaping, lighting, and outdoor activities. Measures to mitigate traffic impacts on adjacent neighborhoods should be pursued as projects are approved. In some locations, it may be appropriate to limit uses with high traffic generation to avoid neighborhood impacts.

The overriding emphasis should be on eliminating nuisances, reducing potential land use conflicts, improving visual quality, and providing uses which benefit nearby neighborhoods and the community as a whole. A comprehensive streetscape plan and a cohesive economic development strategy will help achieve these broad objectives, as well as the more specific objectives for the various activity centers along the street.

Please consult the following policies and actions for additional Guidance on the East 14th Street corridor: Policy 8.09 (East 14th Street) and Actions 8.09-A (North Area Plan Implementation), 8.09-B (South East 14th Area Activity Centers), 8.09-C (East 14th Zoning Changes), 8.09-D (East 14th Streetscape Plan), 15.05-A (East 14th Street transit amenities), 19.01-D (East 14th streetscape improvements), and 44.05-D (East 14th utility undergrounding).

The vision for Bayfair includes reconstruction of the pedestrian bridge between the BART Station and the Mall.



C. BAYFAIR

Bayfair Mall is the largest shopping center in San Leandro and the hub of a 130-acre retail area which extends along East 14th Street, Hesperian Boulevard, and Fairmont Avenue in the southeast part of the City. The Mall was developed in 1957 on the site of a former racetrack. Its land use and development standards are guided by a 1992 Development Agreement which allows substantial expansion and establishes parking requirements based on various potential uses.

Surrounding properties in the Focus Area include the Fashion Faire and Fairmont Plaza (Albertsons) Shopping Centers and a number of freestanding retail and office uses. The Focus Area also includes the Bayfair BART Station and a linear strip of commercial uses along the east side of East 14th Street opposite the Mall. Although the latter area is thought by many to be part of San Leandro, it is actually unincorporated Alameda County.

Like many of the smaller shopping centers along East 14th Street, Bayfair has faced competition from newer suburban malls and big box retailers. Sales tax revenues at Bayfair actually declined during the 1990s as the tenant mix changed and several major tenants departed. Compounded by limited freeway visibility and changing market demographics, these trends have contributed to a negative local public image. The recent opening of a 16-screen multiplex cinema, as well as emerging plans to comprehensively redesign the Mall, are positive signs that Bayfair will successfully adapt to the East Bay's changing retail market.

Flexibility is the key. The traditional model of the regional mall as a single use, inwardly-focused space has changed and will continue to change. Across the United States, malls like Bayfair are being retooled with new, complementary uses such as restaurants, theaters, and housing. Design changes to such centers often emphasize architectural quality and pedestrian amenities over auto convenience and function. Bayfair's location adjacent to a BART Station, at the intersection of two BART lines, and along AC Transit's busiest north-south bus line, make it ideally positioned for such changes.

Additional development in and around Bayfair Mall should promote a synergistic mix of uses, such as retail shops, restaurants, entertainment venues, and offices. New buildings along the Mall's East 14th frontage near Fairmont Avenue could reduce the visual image of the Mall as a "fortress" surrounded by parking. Pathways or promenades could create a more inviting environment for pedestrians. Similarly, additional mixed use development should be encouraged along the east side of East 14th Street. A County Specific Plan for the Ashland-Cherryland Business District provides additional direction for uses in that area.

Several capital improvements are planned for the Bayfair area, hopefully providing a catalyst for revitalization. In 2000, Alameda County received a \$2.2 million grant to improve the pedestrian and transit connections between Bayfair Mall, the BART Station, East 14th Street, and nearby neighborhoods. The project includes an enhanced pedestrian walkway between the transit station and the Mall, with the existing circuitous pathway replaced by a landscaped promenade and new bridge. Also planned are improved lighting, signage, and bus transit facilities, along with landscape improvements to the Flood Control Channel.

Additional improvements are planned along East 14th Street in an area extending from 150th Avenue south three miles to the Hayward city limits. These improvements, which will be sponsored and paid for by Alameda County through its participation in the Joint City-County Redevelopment Project, include utility undergrounding, street tree planting, new street lights and street furniture, gateway monuments, planted median strips, and wider sidewalks at intersections. A unified identity is called for in the Bayfair area to enhance perceptions of the area. Palm trees, themed signs, and public spaces are proposed along East 14th Street. In addition to improving safety and aesthetics, these changes should stimulate revitalization and improve economic vitality.

Similar improvements could be considered along Hesperian Boulevard and Fairmont Avenue. Stronger pedestrian connections between the Mall and the surrounding shopping centers should be considered, along with improved transitions between the retail areas and the nearby residential neighborhoods.

Please consult the following policies and actions for additional Guidance on Bayfair: Policy 8.10 (Bayfair Mall), and Actions 8.10-A (Bayfair Area Urban Design Improvements), and 8.10-B (Bayfair BART Connections).

D. DOWNTOWN BART STATION AREA

The Downtown BART Area includes the San Leandro BART Station and the surrounding blocks in the Station vicinity. In 2007, the City adopted a Transit-Oriented Development Strategy for this area and for the area to the east, including Downtown San Leandro. The Strategy included land use, circulation, and design recommendations to facilitate transit-oriented infill development. The area was subsequently rezoned with six new "Downtown Area" (DA) zoning districts which implement the principles of the TOD Strategy (see text box on next page). The TOD area is expected to have a more urban character than the rest of the city, with taller buildings, denser housing, and more vibrant street life.

Although the Station area is relatively compact, it lacks a strong identity today. Large surface parking lots, vacant lots, and physical obstacles such as railroad tracks and wide thoroughfares create an environment lacking in character and form. Changes in this area should include a redesign of the BART Station itself, which has not been significantly updated since its construction in the late 1960s. Although its design and layout are functional, the Station has a utilitarian quality. The Station should be a more attractive public space, integrated into the fabric of the surrounding neighborhoods and linked to the nearby Downtown area. A variety of changes are proposed to the bus loading and unloading areas, the passenger drop off/pick-up areas, and the parking areas.

A key part of the strategy for this area is to strike a better balance between the needs of cars, buses, bicycles, and pedestrians. San Leandro Boulevard currently acts as a barrier between the Station and Downtown San Leandro. Narrowing the street from seven to five lanes and the addition of a landscaped median within the "reclaimed" right-of-way is proposed. This change would make it safer and easier to cross the street at Juana and Estudillo

In A Nutshell... The Downtown San Leandro Transit Oriented Development Strategy

In 2007, the City adopted a Transit Oriented Development (TOD) Strategy for a roughly 300-acre area including Downtown San Leandro and the BART Station vicinity. This area is projected to accommodate more than two-thirds of the city's growth between 2010 and 2030. Recommendations for the TOD area were shaped by a 27-member Citizens Advisory Committee and several large community workshops.

The TOD Strategy establishes a land use framework, circulation system, and development guidelines addressing building design, heights, and streetscapes. The document also identifies the capital improvements, open spaces, and public amenities that should accompany private development. The Strategy seeks to increase transit ridership and enhance Downtown San Leandro as the retail, civic, and cultural hub of the city.

Most of the development opportunities in the study area are associated with 39 parcels (or groups of parcels) located on scattered sites along East 14th Street, Washington Avenue, Davis Street, Alvarado Street, and San Leandro Boulevard. These parcels have been grouped together into eight "Special Policy Areas" and are the subject of specific land use and building massing recommendations in the strategy document.

The TOD Strategy projected a cumulative capacity of 3,430 housing units, 719,000 square feet of office space, and 121,000 square feet of retail space on the 39 sites. Development will occur within a broader land use framework which segments the TOD area into a:

- "Retail" district in the heart of Downtown
- "Multi-use Infill" and "TOD Transition Mixed Use" area adjacent to the retail core
- "TOD Residential Mixed Use" area where more dense development is allowed
- "TOD BART Mixed Use" area immediately adjacent to the station where the most intense development is allowed; and an
- "Office" mixed use area along Davis Street.

A future open space framework also was created, including new plazas, a linear park along San Leandro Creek, and improved streetscapes throughout the area.



Avenues. Ornamental street lights, new street trees, and other improvements along West Estudillo and West Juana will make these streets more inviting and will provide pedestrian links to Downtown and greater visibility for historic landmarks like the Casa Peralta and Daniel Best Home.

Land use changes are the most pivotal part of the strategy for the BART station area. These include the relocation of a 320-space surface parking lot at Juana and San Leandro Boulevard to a new parking structure on the west side of the station. This will create a transit-served development site on the former parking lot, currently planned for 200 condominiums.

To the immediate west of the station, a vacant 7-acre site is proposed for approximately 500 units of housing with ancillary ground floor retail and service uses. At one time, this site housed the Del Monte Cannery. Today, it provides an ideal location for a high-quality project that takes full advantage of the extensive public transit system at its front door. The TOD Strategy also includes provisions for a civic park and greenway, office and mixed use development along Davis Street, and high density residential development along San Leandro Boulevard and the north end of Alvarado Street. Further intensification also may take place along Alvarado Street, where warehouses, one-story office buildings, and older industrial land uses may ultimately be replaced by mid-rise offices and residential mixed use projects.

Additional changes are also envisioned to give this area cohesion and enhance access to BART. Bicycle and pedestrian paths are proposed throughout the area, serving not only the new development but also the neighborhoods and employment areas beyond. Open spaces and plazas are strongly encouraged. The feasibility of a commuter rail (Capitol Corridor) platform along the UP Railroad tracks will be explored. The cumulative effect of these changes will be to provide a stronger market for new restaurants, services, and retail stores in the adjoining Downtown retail area.

Please consult the following policies and actions for additional guidance on the Downtown BART Station Area: Policies 6.04 (BART Accessibility) and 6.10 (BART Station Area Revitalization), and Actions 6.04-A (BART Area Streetscape Improvements), 6.04-B (San Leandro Boulevard Changes), 6.10-A (Downtown BART Parking Lot), 6.10-B (Redevelopment West of BART Station), and 38.04 (Old San Leandro Historic District).

E. SAN LEANDRO BOULEVARD CORRIDOR

The San Leandro Boulevard Corridor Focus Area extends from the San Leandro BART Station to the north and south for approximately one-half mile in each direction. The corridor is in the midst of a large-scale transition. At its northern end, 354 homes are under construction on former industrial, greenhouse, and nursery sites. At its southern end, the former Hudson Lumber and Yokota Nursery sites represent one of the largest development opportunities in San Leandro. Between and alongside these areas is an eclectic mix of small industrial uses, commercial and automotive services, and older single family homes. There is tremendous potential and promise for positive change.

The Corridor has a rich and interesting history, dating back to the late 1800s, when it was the industrial center of San Leandro. Its proximity to the railroads and location on what was then the edge of town made it a logical location for the City's first factories. By 1890, the area was home to harvester and plow manufacturers, grain cleaners, a paint and varnish works, and a foundry. Following San Leandro's explosive growth during the post-war era, the City leaped west of this area and the industrial base shifted to West San Leandro. The construction of BART and restructuring of the Bay Area economy rendered many of the older industrial uses obsolete.

North of Davis Street

Today, the northern end of the corridor is comprised of a strip of older commercial and industrial uses along San Leandro Boulevard, including mini-warehouses, a nursery, several auto body and tire shops, a restaurant, and Siempre Verde Park. Given the proximity of this corridor to the BART station and Downtown, its position as a City gateway, and market trends in the area, the existing pattern of uses may soon be in transition.

The north end of Alvarado Street presents the most immediate development opportunity. About 10 acres on both sides of the street just south of the Creek are currently vacant or underutilized. An Environmental Education Center and Natural History Museum is planned on a small site beside the creek, but most of the land is available for

redevelopment. The TOD Strategy and related zoning call for high density mixed use development here, with an emphasis on housing. Densities should be between 60 and 100 units per acre. The design of new structures should take advantage of the creekside setting while encouraging pedestrian access to the nearby BART station. Office uses are envisioned to the south of this area along Davis Street, reflecting existing uses as well as the desire to create transit-oriented workplaces near BART.

Along San Leandro Boulevard, the shift to higher value uses is expected to be more long term. A mixed use development pattern is ultimately envisioned, with an emphasis on office, commercial service, and compatible residential uses. North of San Leandro Creek, the Park Street “Island” should transition to uses that provide a more compatible edge to the nearby Farrelly Pond neighborhood. These uses could include residential and live-work uses along Park Street, and low-impact commercial uses (such as medical and professional offices, artists studios, and business services) facing San Leandro Boulevard. General retail uses are not envisioned, although a limited amount of neighborhood shopping serving the adjacent residential areas may be appropriate.

South of Leandro Creek, shallow parcels limit the feasibility of large offices, so service businesses and other uses which complement the nearby Creekside Office Center should be encouraged. The TOD Strategy designates this area as “Office Mixed Use,” making it an ideal location for smaller scale local-serving offices, live-work and other activities that capitalize on proximity to BART. Streetscape improvements should enhance the image of this area as a City gateway.

South of Williams Street

The landscape south of BART between Alvarado Street and San Leandro Boulevard is also in transition. Some sites, such as the San Leandro Business Park on Alvarado north of Williams, have recently redeveloped with more contemporary uses. Other sites retain pre-war industrial buildings.

The 30-acre area between Williams and Marina contains a jumble of land uses on small parcels, with numerous property owners and a large number of marginal industrial uses. Single family homes sit side by side with automotive repair shops, metal foundries, and similar uses, with little or no

buffering between them. Most of the homes in this area date from the early 20th century and are simple wood-frame cottages, many in poor or deteriorating condition. The commercial and industrial uses are generally concrete block buildings or metal barns with few architectural details. Along the railroad, substantial areas are used for the storage of wood palettes, scrap items, and vehicles. Although many of the businesses in the area are viable and offer needed services to the community, the overall image is eclectic at best and conveys a negative visual impression. This has become even more apparent as surrounding areas have been redeveloped.

Future development in this area should phase out the land use conflicts that now exist and improve overall visual quality. Light industrial and live-work uses are called for along both sides of Alvarado Street from Castro to Marina. Existing residential uses in the area should gradually be phased out. To the extent feasible, homes with historic significance could be converted to offices or relocated to more suitable sites. Upgrading of the existing industrial and heavy commercial uses in this area will be encouraged, along with replacement of blighted industrial structures with more attractive and well landscaped buildings. As in the area north of BART, new uses that take advantage of the BART station’s proximity, consolidate small parcels, and make better utilization of these key transit-served development sites should be promoted.

The northern part of this area is regarded as suitable for live-work development, offices, and office/flex space. This is an ideal location for incubator space and other small-scale employment uses which do not “fit” in the more intensive industrial areas west of I-880. In the southern part of this area, particularly along Estabrook Street, opportunities to assemble parcels to create larger development sites should be explored. New development in this area could capitalize on the proximity to the emerging auto mall on Marina Boulevard and provide a centralized location for auto-related services.

Further south, the recently cleared Hudson Lumber site and the adjacent former Yokota Nursery provide additional opportunities for development. This 23-acre area is designated for light industrial and commercial uses on the General Plan Map. The Hudson site is large enough to establish a campus environment for light industrial, research and development, or corporate office uses. The site could also potentially support an easterly extension

of Aladdin and/or Montague Streets, providing a circulation link to the SOMAR Area and alleviating traffic pressure on Marina Boulevard. The Yokota site is planned for additional auto dealerships along Marina Boulevard.

Given the central location of the former Hudson Lumber site and the limited supply of comparable parcels in the City, redevelopment with uses providing broader community benefits also could be considered. Such uses would be contingent on the City's ability to purchase the land, and could include parks, community facilities, child care or senior services, and similar uses. While the City should explore innovative approaches to acquiring parkland in this area, it will not use eminent domain as the implementing tool.² Moreover, the City's interest in developing public uses here should not preclude the approval of private development on these sites, in the event that projects consistent with the General Plan are proposed before public funding can be secured.

During the early deliberations of the General Plan Advisory Committee (GPAC), the possibility of a "land swap" between Hudson Lumber and the School District/City athletic complex at Burrell Field was discussed at length. Most GPAC members believed that the Field was well situated for regional commercial uses, while the Hudson Lumber site had several constraints to private development (i.e., rail lines on both sides) and could be considered for a new sports complex. Such a swap would require a coordinated effort by the San Leandro Unified School District, the City, and the private sector. A sports complex on the Hudson site could address the unmet need for recreational facilities in the City and ultimately become a very desirable public amenity. While the General Plan Land Use Map does not explicitly show this land transfer, it would be consistent with the overall vision for this area, and with the other goals and policies in the Plan.

Please consult the following policies and actions for additional guidance on the San Leandro Boulevard Corridor: Policy 7.12 (San Leandro Boulevard Corridor Business District) and Actions 7.10-B (Burrell Field), 7.12-A (Alvarado at San Leandro Creek), 7.12-B (Park Street Island), 7.12-C (Alvarado Commons), 7.12-D (Hudson Lumber/Yokota Nursery), 7.12-E (Estabrook Parcel Assembly), and 7.12-F (Park and Public Facility Sites).

² On February 5, 2001, the San Leandro City Council and Re4development Agency adopted Resolution 2001-93, stating that the City would refrain from exercising the powers of eminent domain on the Yokota Nursery.

F. MARINA BOULEVARD AND SOUTH-OF-MARINA (“SOMAR”)

This Focus Area includes the Marina Boulevard corridor east of I-880 and a 300-acre area of mostly industrial and warehouse/distribution uses extending from Marina Boulevard south along Alvarado and Teagarden Streets. Located at the geographic center of San Leandro, this area has excellent access to the regional freeway system, Downtown, BART, the Union Pacific Rail lines, and several of the City’s major thoroughfares. It is the “crossroads” of San Leandro and a major gateway to the City.

Marina Boulevard

The City adopted a Special Overlay Zoning District for Marina Boulevard in 1998. The District established design standards and special design review procedures for development fronting Marina and called for streetscape improvements, undergrounding of utilities, and landscaping of the public right-of-way. The public improvements have now been completed, greatly enhancing the appearance of the street and creating an attractive gateway into San Leandro.

One of the key objectives of the Marina Boulevard Overlay District was the redevelopment of marginal industrial sites with more lucrative commercial uses. This trend began with the redevelopment of Pacific High School as Marina Square Shopping Center in the early 1990s and has continued with the development of several new car dealerships during the past five years. The replacement of the vacant Safeway Preserves Plant and General Motors training facility with auto dealerships should establish a stronger identity of this area as a regional auto center. Meanwhile, Marina Square has emerged as a retail powerhouse, drawing shoppers from throughout the East Bay and providing a strong anchor for complementary retail uses along this corridor.

Continued development of the Marina Boulevard frontage with new auto dealerships and regional retail uses is recommended. Uses should capitalize and build on the success of Marina Square and the existing dealerships, particularly along the south side of the street where the parcels are deeper and

can accommodate larger footprint buildings. Restaurants and other retail uses which serve the nearby business community and area residents would be desirable here. An emphasis on higher-end establishments, quality design, and landscaping is imperative, as this area provides the first impression of San Leandro for many visitors. Signage, banner, and design standards for auto dealerships must be strictly enforced.

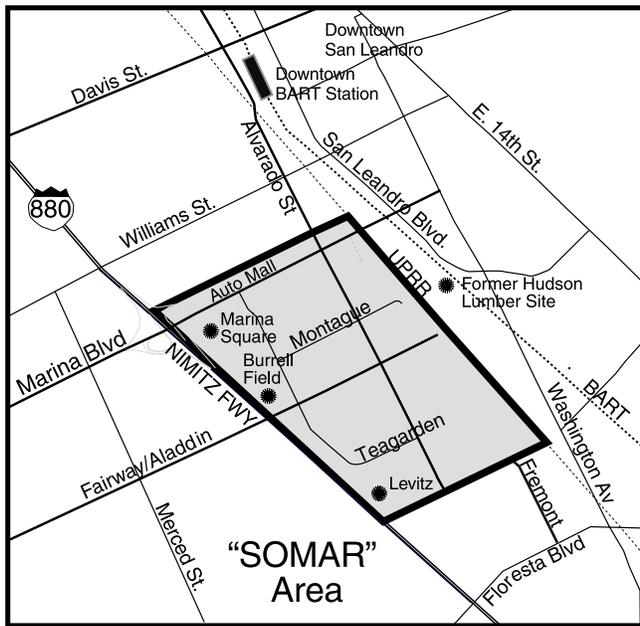
Close attention must be paid to the traffic impacts of any development along Marina Boulevard, given the potential for congestion at the signalized intersections and the I-880 ramps. Widening of the thoroughfare from four to six lanes is recommended from Orchard Avenue east to San Leandro Boulevard, along with improvements to the I-880 on-ramps. Specific mitigation measures such as turning lanes should be incorporated in new projects where appropriate.

East of Alvarado Street, the visual quality of Marina Boulevard declines and the landscape becomes semi-industrial. The uses in this area include open storage yards, mini-warehouses, a nursery, and even an old chicken processing plant. The smaller parcel sizes in this area and its proximity to the railroad create constraints to redevelopment with retail uses. If these constraints can be sufficiently addressed, reuse with additional auto dealerships or higher value commercial uses would be appropriate. This area’s location at a City gateway warrants much higher standards of design and landscaping than presently exist.

South-of-Marina (SOMAR)

The “SOMAR” area is home to some 2,000 jobs in the transportation, distribution, storage, and wholesale sectors, and an additional 2,000 jobs in manufacturing, food-related industry, and high-tech industry. Most of the area was developed between 1940 and 1970; its location on the I-880 corridor between Oakland and San Jose and its easy access to the freeway has made it a desirable location for trucking and warehouse businesses for the past half century.

Despite its locational amenities, the South-of-Marina Area (SOMAR) currently lacks a distinct image. The district has a more transitional quality than the expansive industrial area west of I-880, with



By the year 2015, SOMAR is envisioned as an energetic and attractive area of high-quality light industrial and research and development (R&D) buildings. A new identity for the area—characterized by attractive low-rise (one to three-story) buildings, campus-style green spaces, and pedestrian walkways—should be promoted as properties are sold or redeveloped. High design standards should apply throughout the area, with landscaping of street frontages and screening of storage areas. Partnerships with developers and local businesses should be pursued to create gateway monuments, entry features, and other aesthetic improvements within the area.

Complementary uses such as business services, restaurants, and open space would be desirable throughout SOMAR. As the

evidence of encroachment by non-industrial uses in several places. Some of the buildings along Alvarado Street have been converted to discount furniture stores, while others possess an industrial-shopping center hybrid design.

There is ongoing pressure in the SOMAR area to adapt older buildings for new uses and to replace obsolete buildings with office/flex space. The entire area is contained within a joint City-County Redevelopment Project Area, providing the foundation for public investment, land assembly, and reuse. Given its proximity to the freeway, BART, and nearby residential neighborhoods, the area presents an opportunity for a long-term transition away from trucking and distribution toward technology-related activities. Preparation of a Specific Plan or Area Plan to guide this transition is recommended.

District's "front door," Marina Boulevard provides a logical location for these uses. However, further encroachment by off-price retailers along Alvarado, Teagarden, and other SOMAR streets should be curbed so that this area may be preserved for higher-quality jobs. General residential uses are also regarded as inappropriate in this area because of the potential for conflicts with industry. Employer shuttles to BART, bicycle lanes, and other amenities should be promoted, both as a means of stimulating economic development and as a way to reduce the traffic impacts of a more dense employment pattern.

Many of the strategies for SOMAR are long-range. The area's transition will not happen overnight, and many of the existing uses may remain in place for the foreseeable future. Zoning Code changes should be phased in to encourage gradual land use transitions. Redevelopment should be used as a

catalyst to spur private investment in this area, with the City marketing this area and providing outreach to targeted industries.



Please consult the following policies and actions for additional guidance on the Marina Boulevard and SOMAR areas: Policies 7.10 (South of Marina Business District) and 8.12 (Marina Boulevard), and Actions 7.10-A (SOMAR Area Plan), 7.10-B (Burrell Field), 16.02-B (Aladdin Extension), and 16.02-C (Widening of Marina Boulevard).

G. WEST SAN LEANDRO BUSINESS DISTRICT

The West San Leandro Business District encompasses some 1,500 acres west of I-880. It is a working and dynamic industrial district, containing nearly half of San Leandro's jobs and many of its major employers. The District is home to a diverse array of companies, including Albertsons, American National Can, Case Tractor, Coca Cola, Georgia Pacific, Goodyear Rubber, Maxwell Laboratories, and Otis Spunkmeyer. In 1998, the area provided 19,000 jobs, including 5,000 in manufacturing and 4,000 in wholesaling and distribution industries.

West San Leandro's history as an industrial center dates back to the 1940s and 1950s. The area emerged as a major manufacturing and distribution center during the post-war era, with enclaves of residential development on its perimeter. As the regional economy shifted away from heavy industry

in the 1970s and 80s, some of the large manufacturers in this area closed, providing new development opportunities. Several former industrial sites at Davis Street and I-880 were redeveloped as "big box" retail centers. Today, these centers provide an important source of sales tax revenue for the City as well as shopping opportunities for area residents. Other sites have redeveloped with new industrial uses, including electronics manufacturing and food processing. In other cases, land and buildings have remained underutilized. Some of the existing building stock is not well configured for future needs and will need to be replaced as land redevelops.

In 1999, most of the industrial properties in West San Leandro were designated as a Redevelopment Project Area. The designation enables the City's Redevelopment Agency to acquire property, relocate businesses, and issue bonds for infrastructure and public facilities. The intent of the designation was to eliminate blight in the area through a combination

In a Nutshell...

The Report and Recommendations of the West San Leandro Advisory Committee

In 1997, the City Council appointed a diverse committee of 21 residents and businesspersons to develop a strategic plan for West San Leandro. The Committee's recommendations were issued concurrently with the creation of a new Redevelopment Project Area that included most of the West San Leandro industrial district.

The West San Leandro Advisory Committee focused on five key areas: (1) Conflicts between industrial and residential uses; (2) Youth programs and facilities; (3) Noise; (4) Traffic and trucks; and (5) Revitalization of the industrial and business areas. The Committee's Report includes a list of recommendations to direct future City initiatives on each topic.

Actions in the West San Leandro Committee Report were classified as immediate priority, high priority, or moderate priority. The Committee also identified longer-term recommendations for

further study. The immediate priority items included:

- Development of City policies addressing truck traffic issues.
- Improving the access routes to the Marina.
- Extending Airport "gateway" improvements down the length of Doolittle Drive.
- Investigating Zoning Code revisions to address land use conflicts.
- Increasing the number of facilities and activities serving youth.
- Providing sound mitigation in targeted areas.
- Developing a unified strategy to address Oakland Airport impacts.

These recommendations, along with the high and moderate priority recommendations, are reflected in the policies and actions of the General Plan and the Focus Area discussion for West San Leandro. Some of the actions, such as the Zoning Code revisions, have already been initiated.

of public and private investment. As a precursor to the Redevelopment Project Area's formation, a Redevelopment Advisory Committee (RAC) was created to recommend short-term, mid-term, and long-term strategies for the area (see text box).

West San Leandro presents many opportunities for economic development. The area has the potential for new employment-generating uses, particularly general industrial and business service type uses. Opportunities for signature development exist on the vacant site formerly occupied by the Hohener Meat Company (near the west end of Davis Street), and on several sites along the Doolittle Corridor. Significant opportunities for redevelopment also exist along Eden Road, which is presently home to several auto wrecking and scrap metal companies. The entire area is well positioned for development that takes advantage of its proximity to Oakland Airport, major rail infrastructure, and easy access to the I-880 freeway. Future development could encompass a broad range of uses, from hotels and offices to international trade and shipping enterprises.

A number of measures, some already underway, will facilitate the area's revitalization. These include aesthetic and streetscape improvements along the major transportation corridors, assembly of small parcels to create more viable development sites, clean-up of contaminated soil on several sites, and removal of blighted or dilapidated structures. Zoning and land use regulations should provide the flexibility to respond to market trends while ensuring environmental protection, aesthetic improvements, and protection of nearby neighborhoods.

To preserve an environment suitable for industrial and technology activity, new retail and residential uses in the Focus Area should be strictly limited. While live-work uses may be appropriate on the perimeter as a transitional use to nearby neighborhoods and commercial areas, conventional housing development should not be allowed within the industrial area. Likewise, some expansion of the successful shopping hubs at Davis Street/I-880 and Marina Boulevard/I-880 may be appropriate, but retail development elsewhere in the area should be limited to businesses serving area employees.

As redevelopment occurs in West San Leandro, one of the major planning challenges will be mitigating the conflicts that currently exist between industrial and residential uses in the area. Parts of the industrial area are ringed by single family neighborhoods. General Plan policies support improvements to the interface areas through better buffering along residential edges. Higher standards for fencing, outdoor storage, and mechanical equipment should ensure that new industrial uses are properly screened from nearby homes. As industrial properties along the edge areas become available for sale or re-use, development with light (rather than general) industrial and other compatible uses will be required to create a better transition to nearby neighborhoods. Examples of compatible light industrial development already exist within the area, for example, at the east end of Bigge Street and along McCormick Street.

Another key to the revitalization of West San Leandro is the improvement of the area's circulation system. Physical barriers such as railroad tracks present obstacles to through-traffic, aggravating congestion at intersections. The problems could get worse as employment densities in the area increase. A number of specific improvements are recommended to facilitate circulation and direct truck traffic away from residential streets. Better signing of truck routes and improvement of key intersections to accommodate truck turns are recommended.

Please consult the following policies and actions for additional guidance on the West San Leandro area: Policy 7.09 (West San Leandro Business District) and Actions 7.09-A (Doolittle Gateway), 7.09-B (West Davis/Eden Road), 7.09-C (Hohener Property), 7.09-D (Timothy Drive Neighborhood Improvements), 15.03-A (Public-Private Partnerships for Shuttle Service), 16.08-B (Truck Traffic Improvements), and 17.05-A (West San Leandro Street Improvements).

H. SAN LEANDRO MARINA

Located at the west end of Marina Boulevard along San Francisco Bay, the San Leandro Marina is the centerpiece of the City's largest recreation area. It contains a mix of active recreational and commercial uses, including a 466-slip public marina, two yacht clubs, a hotel, and two large restaurants. The Marina was constructed in the early 1960s with fill dredged from San Francisco Bay. Its development was part of a larger shoreline improvement project that included the nearby 18-hole Tony Lema Golf Course, the 9-hole Marina Golf Course (together now known as Monarch Bay), and the 30-acre Marina Park.

The Focus Area is limited to the roughly 40-acre area on the west side of Neptune Drive between Marina Boulevard and Fairway Drive. This area consists of two peninsulas encircling the boat basin and includes the existing El Torito and Horatio's Restaurants and the Marina Inn. Three development opportunity sites totaling approximately 10 acres have been identified within this area. Each site

offers unique opportunities for new commercial uses that take advantage of the waterfront location, panoramic views, and proximity to nearby recreational amenities.

As San Leandro's "window" to the Bay, the Marina offers unique opportunities as a community showcase. The City's objective is to attract a mix of water-oriented uses which are compatible with the Marina's recreational character and which enhance its appeal as a destination for East Bay residents and visitors. There is particular interest in new uses which will accommodate airport-related travelers, including hotels, restaurants, and conference/meeting facilities. Ancillary retail or office uses would also be appropriate. Uses that maximize the City's return on its investment in the Marina and golf courses, provide a funding source for dredging and other Marina operations, and enhance the existing park areas, are strongly encouraged.



Because the Marina is the “crown jewel” in the City’s park system, high design standards will be required as future development takes place. New development should tie together the commercial and recreational uses that are already in place, with clear pedestrian connections provided. Building and landscape design should reinforce the sense of the Marina as a pedestrian-friendly destination. Provisions for public amenities in new projects, such as picnic areas, shoreline walkways, lawns, and entry improvements, should be strongly encouraged.

The City envisions the Marina as a community focal point—a place for family gatherings and celebrations—as well as a haven for business travelers. New activities and special events should be pursued, particularly those with the potential for revenue generation. Farmers markets, golf tournaments, community fairs, and similar events could contribute to the perception of the Marina as San Leandro’s playground. Historic markers that recall the area’s past as an oyster farming and shipping area should be pursued.

The feasibility of ferry service to San Francisco also should be explored, providing an added draw for visitors and increasing foot traffic through the area. Ferries could serve residents, commuters, and visitors. In the latter case, the ferries could link Marina hotels to recreational destinations such as Pac Bell Park and Fisherman’s Wharf, or business destinations such as San Francisco’s Financial District. Feasibility studies for ferry service must consider not only the economics of construction and operation, but landside impacts such as parking and traffic.

One of the most important strategies for this Focus Area relates to the access routes between I-880 and the Marina. The area currently suffers from a number of circulation constraints, including poor visibility from the freeway and proximity to residential areas where traffic impacts are a serious concern. Both Marina Boulevard and Fairway Drive traverse industrial areas as they approach the Marina, providing a less than optimal first impression. Streetscape improvements such as street trees and landscaping should create a more attractive entry.

Ultimately, redevelopment along Marina Boulevard should strive for uses with greater “curb appeal.” Such changes would provide the added benefit of improving the gateway to the Mulford Gardens and Marina Faire neighborhoods. Future signage changes could also route a larger number of Marina-bound trips to Fairway Drive. More substantial changes could be considered in the long-run, including the redesign of intersections or even a new north-south street to direct Marina traffic to Fairway.

The balance between environment, recreation, commerce, and neighborhoods in and around the San Leandro Marina is a delicate one. Future development must be particularly sensitive to potential impacts on nearby wetlands, parks, and residential areas. A comprehensive perspective, starting with a long-range plan for the entire San Leandro shoreline and adjacent neighborhoods, is recommended.

Please consult Goal 9 and related policies and actions for additional Guidance on the Marina area.



I. MACARTHUR CORRIDOR

MacArthur Boulevard extends from the Oakland border south for approximately a mile on San Leandro's northeast side. During the first half of the 1900s, MacArthur was the primary highway linking the Central East Bay with the Livermore Valley and points east. Some of the automotive businesses and vacated storefronts along the street are remnants of that era.

Construction of the I-580 Freeway in the 1960s changed the character and function of the street and rendered many uses along MacArthur obsolete. Bypassed by the Freeway, the northern half-mile of the street experienced a period of general decline and disinvestment. The southern half-mile became a freeway frontage road, with commercial uses along the west side and the imposing wall of the freeway on the east. In both areas, the variable condition of the commercial areas stands in contrast with adjacent residential neighborhoods, which have retained their consistently high quality.

The City adopted a Streetscape Plan for MacArthur Boulevard in February 2001 to improve the pedestrian environment, beautify the street, soften the freeway's presence, and stimulate revitalization of the commercial areas. The recommended urban design improvements should be complemented by land use strategies which reflect the different physical environments along the various sections of the street. While mixed use development is called for along the length of MacArthur, physical conditions suggest that residential uses be emphasized in some areas and commercial uses emphasized in others. This approach is supported by the North Area Plan (see text box on Page 112), which encompasses this area.

Retail and service uses should be clustered in the areas between Durant Avenue and Broadmoor Boulevard, Victoria and Superior Avenues, and along the west side of the boulevard between Dutton and the Estudillo (Rite Aid) Shopping Center. Residential uses should be conditionally acceptable, but should be secondary to the commercial uses (e.g., located above or behind the commercial uses). Conversely, residential and office uses should be emphasized in the area between Broadmoor Boulevard and Victoria Avenue. Between Superior and Dutton, the street grid and freeway ramps make mixed use development problematic. In this area, a range of civic and commercial uses such as small offices and service businesses should be encouraged.

The goal in the Dutton to Estudillo area is to create a “Main Street” environment in which people can comfortably walk to businesses and shops. Locally-oriented businesses should reinforce the role of this area as a neighborhood shopping hub for the Estudillo Estates, Broadmoor, and Bay-O-Vista Districts. New construction should strengthen the character of existing architecture and should be sympathetic to the area’s historic form and scale. Architectural design guidelines for the corridor are set forth in the North Area Plan. These guidelines remain appropriate and should be implemented as new development takes place.

Please consult the following policies and actions for additional guidance on the MacArthur Corridor: Policy 8.11 (MacArthur Corridor) and Actions 8.10-A (North Area Plan), 8.11-A (MacArthur Boulevard Streetscape Plan), 8.11-B (MacArthur Community Planning Process), 8.11-C (Rezoning of MacArthur Corridor).

J. MID-WASHINGTON CORRIDOR

Washington Avenue stretches more than three miles from the Downtown San Leandro Plaza south to San Lorenzo Creek. The street was initially developed in the 1850s as a plank road linking San Leandro to a wharf in San Lorenzo. It later became a major thoroughfare between the north and south sides of the City and is now the primary gateway into Downtown from the Floresta and Washington Manor areas. Although the entire length of the street warrants close attention, the Focus Area is limited to the roughly one mile section between San Leandro Boulevard and Halcyon Drive. More than any other part of the street, this section has the greatest potential for change and the most extensive opportunities for improvement.

This section of Washington Avenue is presently characterized by a mix of commercial services, light industrial uses, and two major industrial anchors—Ghirardelli Chocolate on the north and Kraft/General Foods on the south. Existing uses on the corridor include a bakery outlet store, a trucking company, brick and stone sales, a furniture store, mini-warehouses, a lumberyard, and several auto body and paint shops. The corridor also includes a new 165,000 square foot office/warehouse that is home to K/P Printing.

The Mid-Washington Corridor is expected to retain its light industrial quality over the next 15 years. The Corridor provides an appropriate setting for the types of uses that presently exist there, including construction products sales and automotive repair. The key objective is to improve the visual quality of these uses and make Washington Avenue a more attractive gateway into Central San Leandro. Design standards should ensure that new buildings are attractively designed and landscaped, and that outdoor storage areas are well screened. Public improvements, such as tree planting, banners and gateway monuments, billboard removal, landscaping, and the undergrounding of utilities should also be pursued here.



As sites become available for reuse, the opportunity to replace existing uses with higher value uses should be considered. The light industrial designation could accommodate additional uses like K/P Printing, as well as a limited number of manufacturing uses. Given the proximity of this area to residential neighborhoods, uses that generate large volumes of truck traffic should be discouraged. Future uses could take advantage of the established presence of construction suppliers on this corridor, or the presence of the food processing industries. This could enable this area to develop a regional reputation as a center for such products (i.e., “Contractor’s Row” or “Food Services Row.”) Residential uses are not regarded as appropriate along Mid-Washington Avenue due to the potential for conflicts with industrial uses and the ingress and egress constraints along the street.

See the following policies and actions for additional Guidance on the Mid-Washington Avenue corridor: Policy 7.11 (Mid-Washington Avenue Business District) and Actions 7.11-A (Rezoning Mid-Washington Avenue to Light Industrial) and 16.06-A (Washington Avenue Underpass).