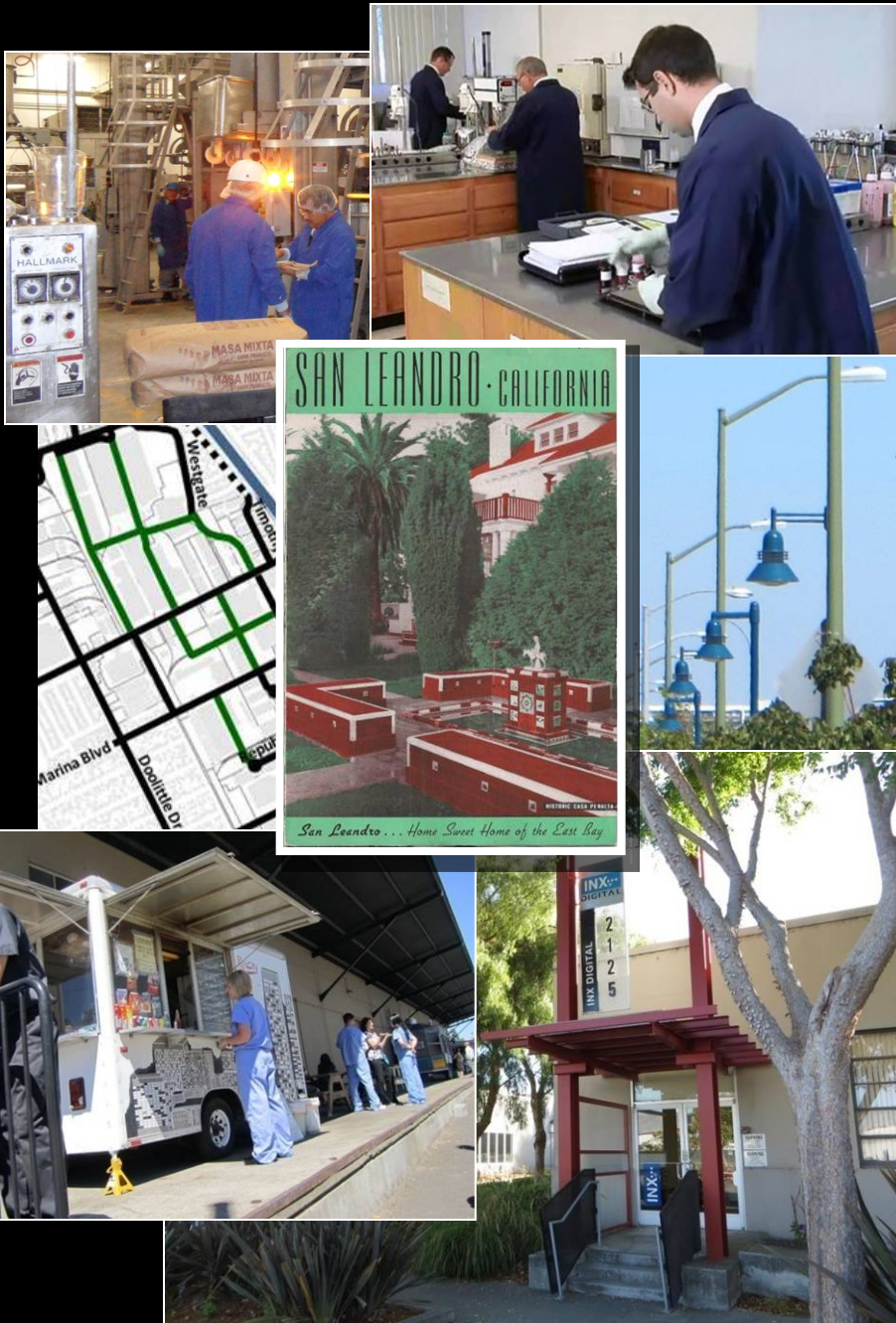


# Agenda

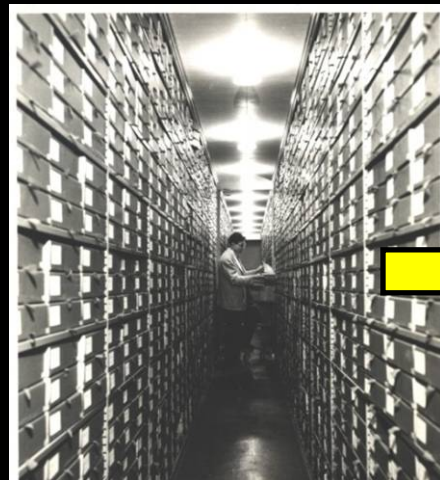
1. Introduction (Tom Liao)
2. Presentation of Next Generation Study (Gregory Tung/Rod Stevens)
3. Next Steps (Cynthia Battenberg)
4. Questions & Answers (City Council)
5. Public Comments

# Next Generation Workplace District Study

City Council Work Session  
September 9, 2013



# The Digital Revolution

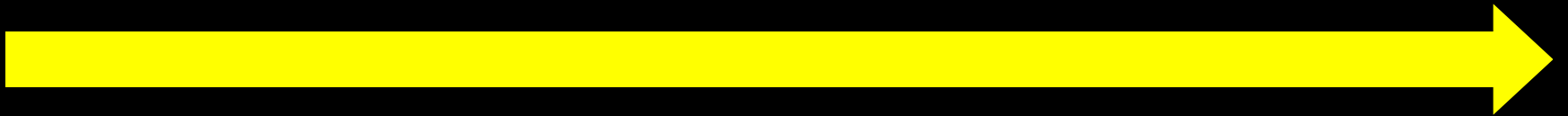


# Workplaces today bring people together to collaborate and exchange ideas.



- Shop and the lab.
- Skype and LogMeIn.
- Cafes, bars and restaurants.
- Fewer cubicles, more meeting rooms.
- The water cooler as communication post.

# From 20<sup>th</sup> to 21<sup>st</sup> Century Business



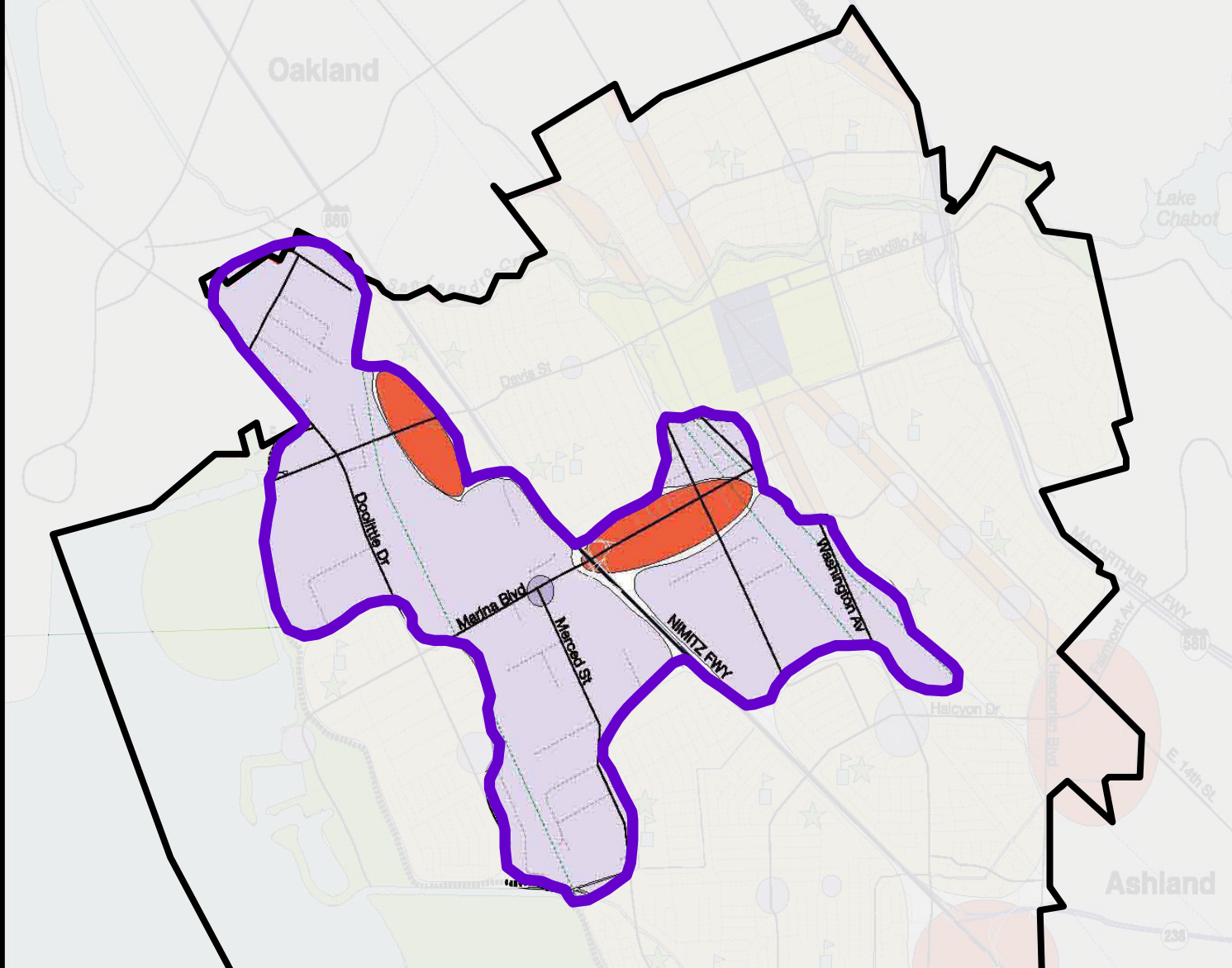
## Then...

1. Mass production
2. Attract clusters of firms
3. Suburban commuting
4. Sheds for machines

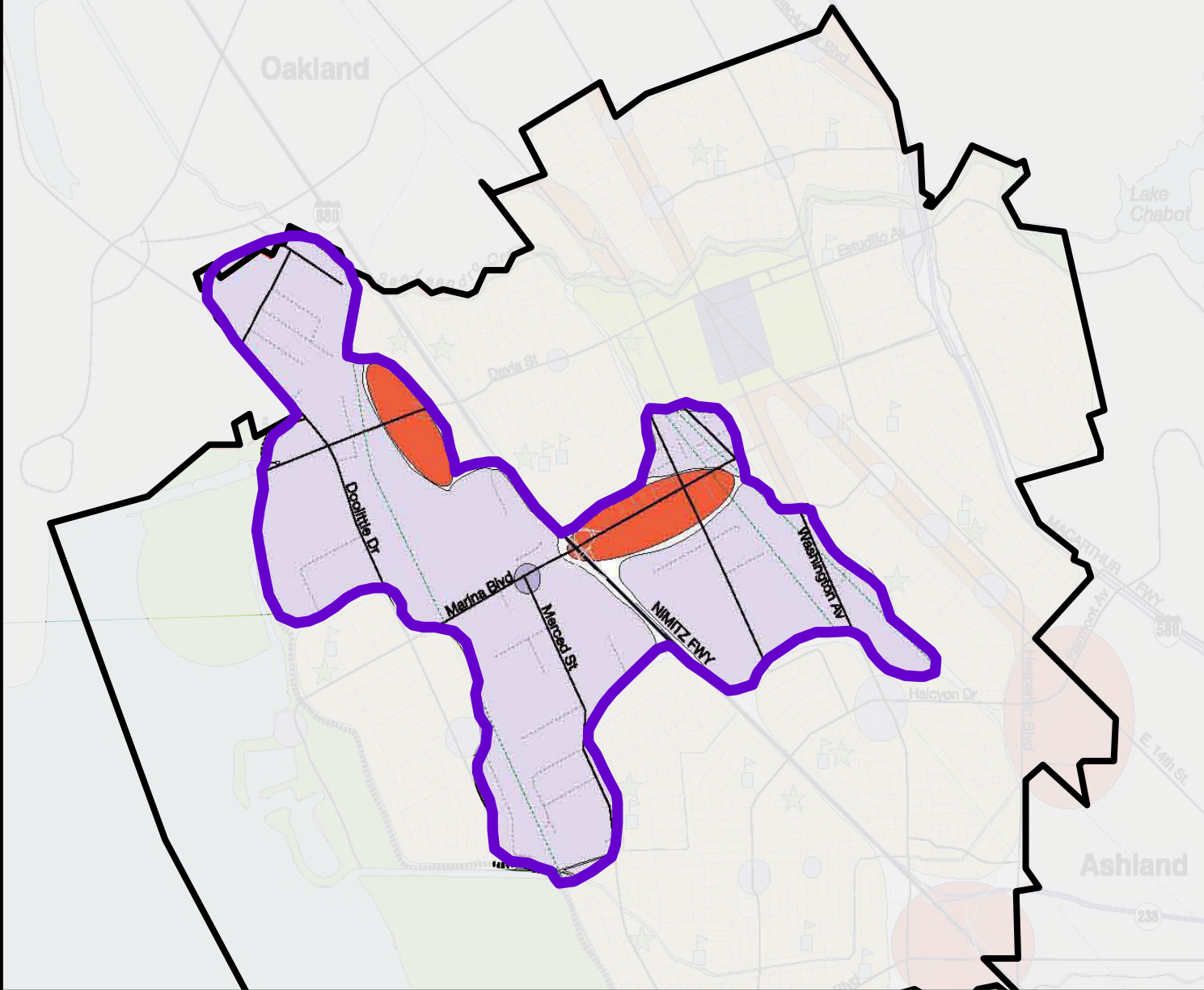
## Now...

1. Specialty production
2. Grow ecosystems
3. Live-work balance
4. Places for people



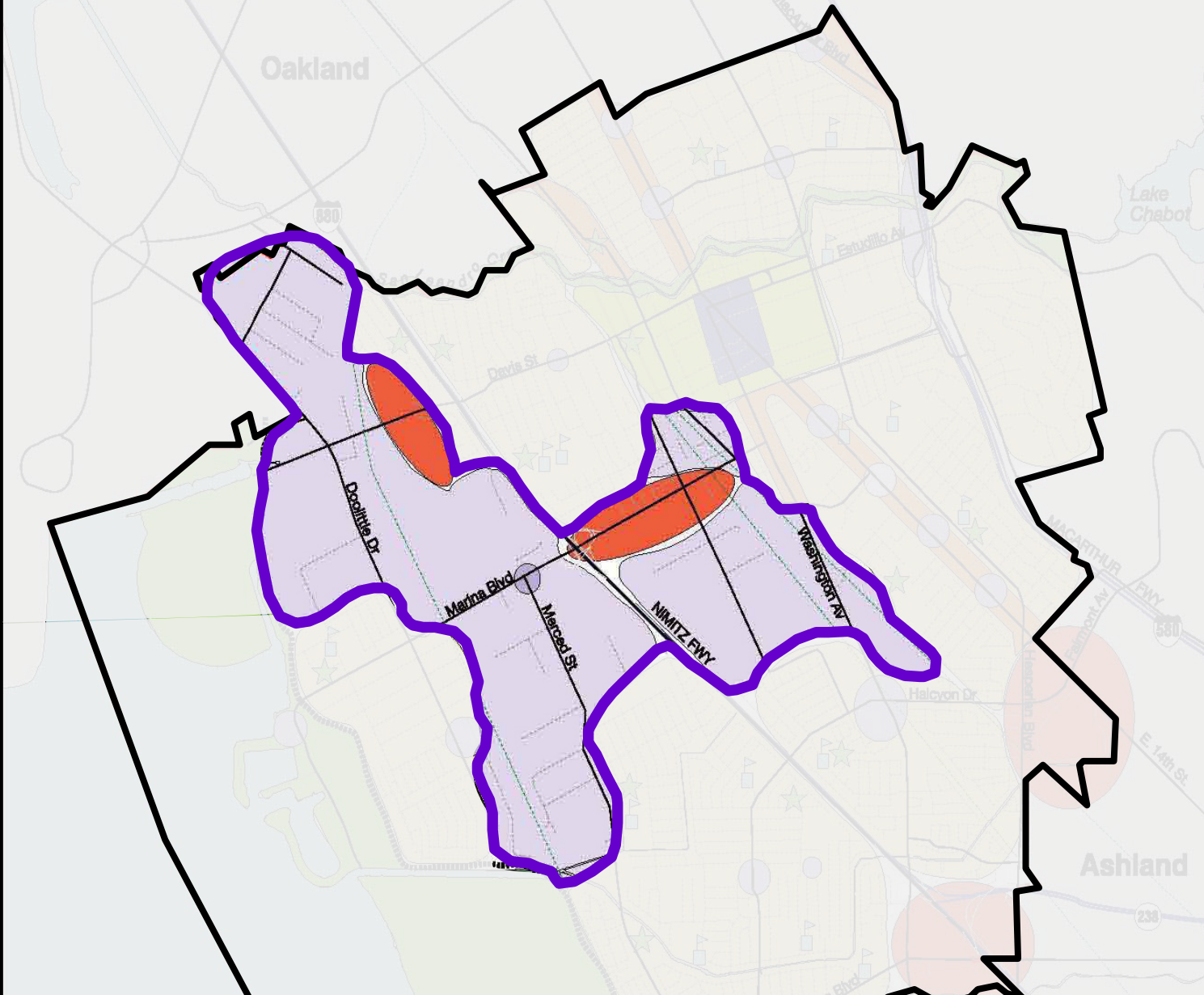


**The industrial areas take up nearly a quarter of San Leandro - around 2000 acres.**

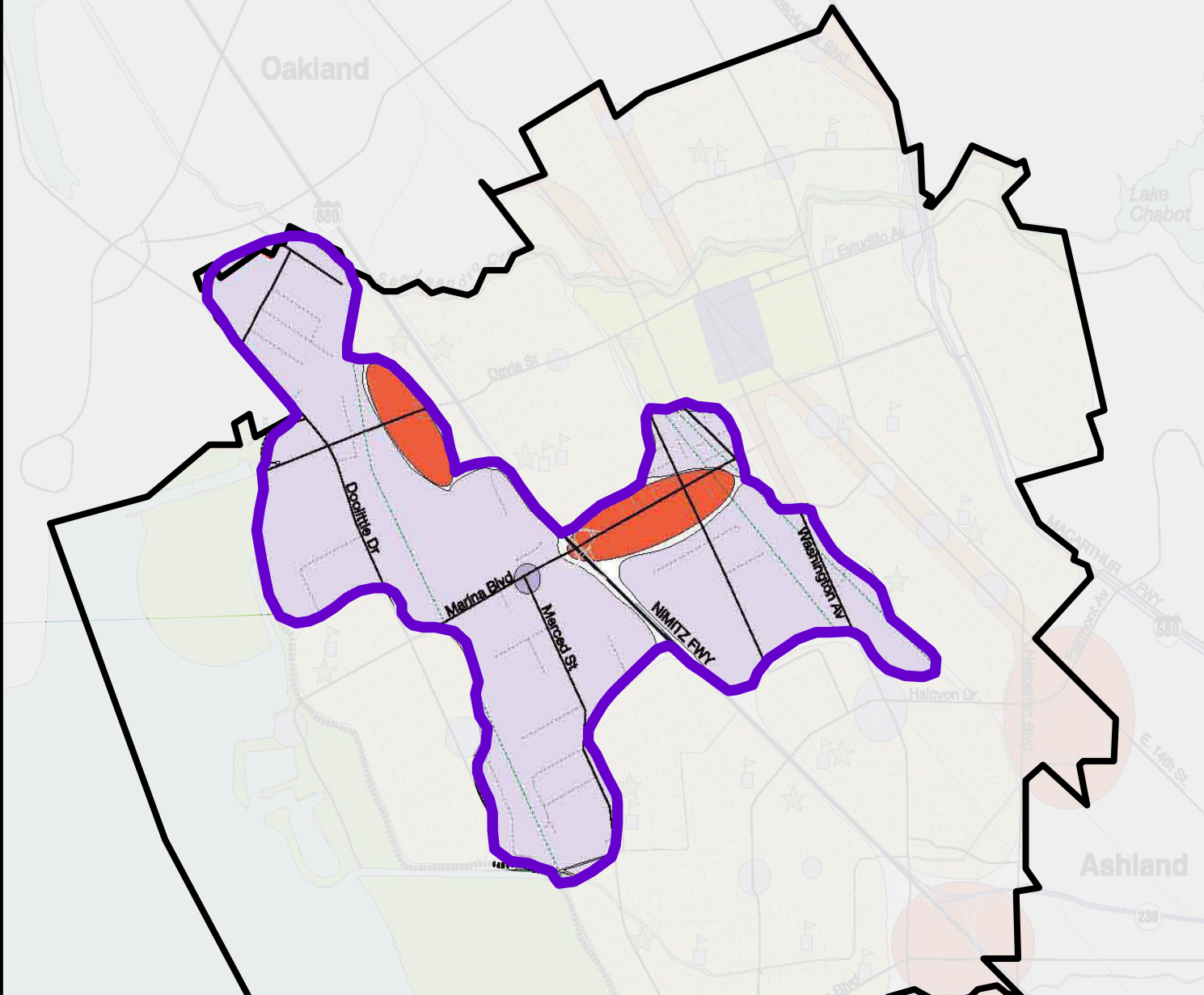


**The industrial areas provide 2/3rds of your jobs.**

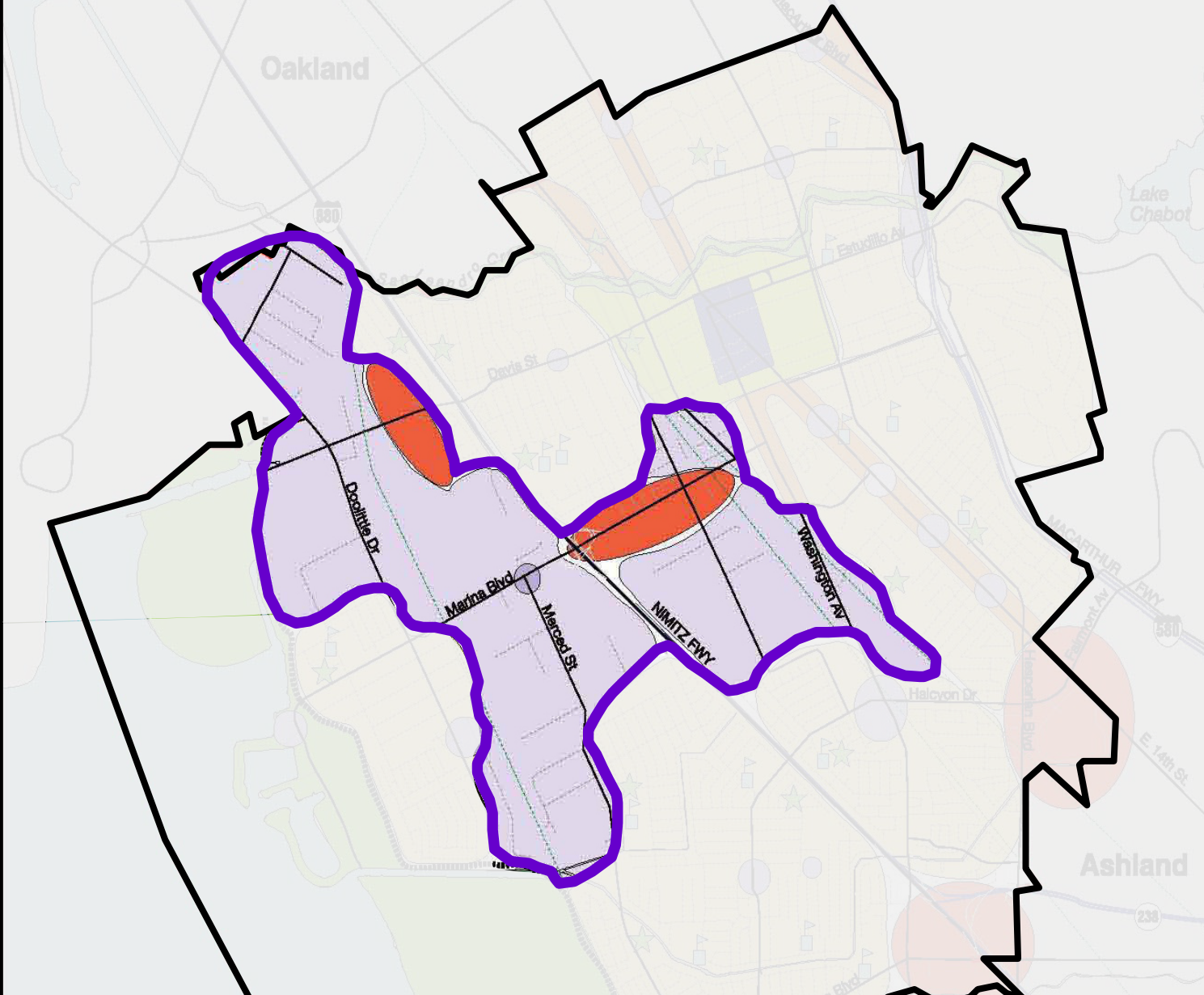




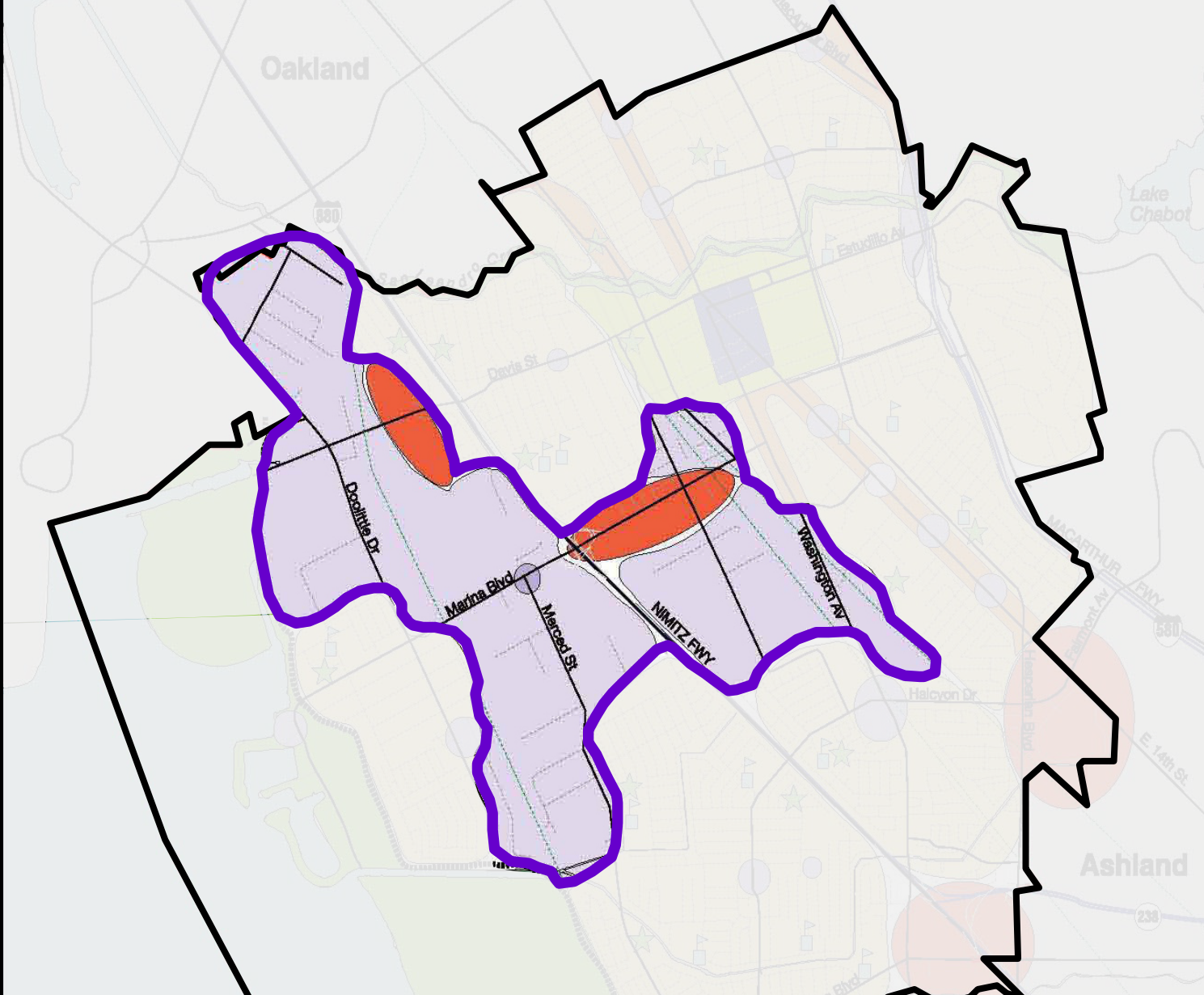
**For 880 drivers, this is the front door to your city.**



**This has been a major source of tax revenue.**



**Vacancy rates are less than 5%.**



**If it ain't broke, why fix it?**



**This is why you can't go home yet (sorry!)**



This place was an  
engine of prosperity.

# 20<sup>th</sup> Century Manufacturing



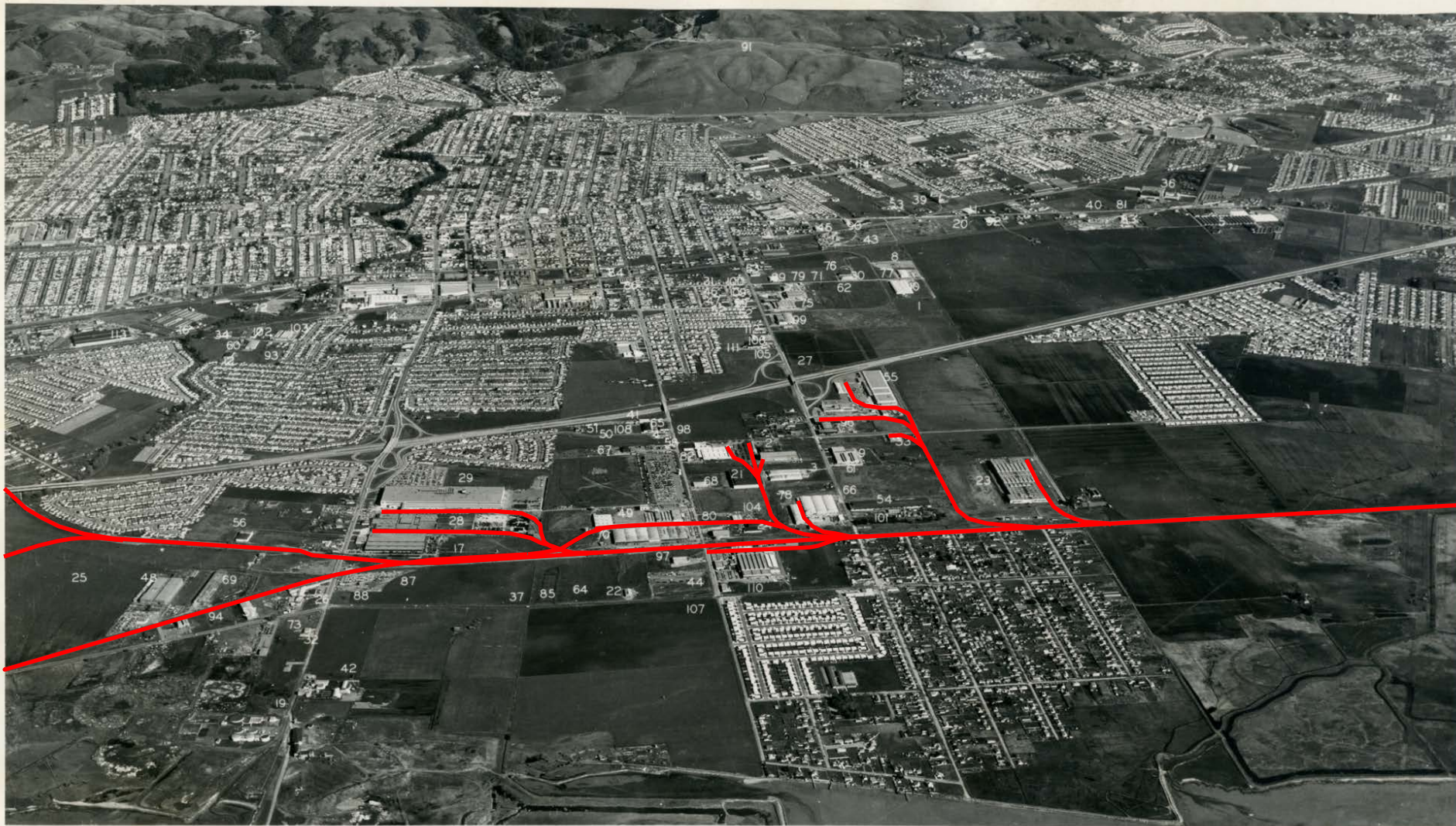
Caterpillar Tractor Co. (1935)

Chrysler Corp. – Dodge Plant (1950s)





# In 1953, railroads shaped the district.



from "San Leandro Industries" - 1953



17  
 28  
 29  
 37  
 41  
 48 KAISER MFG.  
 49 KELLOGG  
 50 LAUREL PLUMBING - SITE  
 51 LE-BRUN INDUSTRIAL TRACT -  
 10 SITES SOLD  
 52 LIVELY MFG.  
 53 LUCAS NURSERY  
 54 LLOYD FRY ROOFING  
 55 LUCKY STORES  
 56 McKESSON & ROBBINS  
 57 MALABAR  
 58 MERIT MACHINE  
 59 MODEL MFG.  
 60 MODERNAIR  
 61 MONADNOCK MILLS  
 62 MONTAGUE STOVE  
 63 NAHM CO., SPENCER  
 64 NATIONAL CYLINDER GAS - SITE  
 65 NEW ENGLAND LEAD BURNING

67  
 68  
 69  
 70  
 71 PACIFIC TEL & TEL  
 72 PAXTON TRUCK  
 73 PELTON WATER WHEEL  
 74 PETERBILT TRUCKS  
 75 PETERSON TRACTOR  
 76 PETTIT PAINT  
 77 PILLAR FURNITURE  
 78 PIONEER FLINTKOTE  
 79 POLLARD, FRANK L., CO.  
 80 PUREX  
 81 REMAR - SITE  
 82 REPUBLIC SUPPLY  
 83 RHODES - JAMIESON  
 84 RIDGE FOUNDRY  
 85 RIDGE FOUNDRY - SITE  
 86 RODDISCRAFT  
 87 ROBERTSON TRUCK-A-WAYS  
 88 ROBERTSON TRUCK-A-WAYS -  
 SITE

89  
 90  
 91  
 92  
 93  
 94 SPEEDMASTER ENGINEERING  
 95 STENZEL PICKLES  
 96 ST. REGIS PAPER  
 97 SUPERIOR CONCRETE  
 98 TAY-HOLBROOK - SITE  
 99 TEA GARDEN PRODUCTS  
 100 THOR TOOL & DIE  
 101 TRUMBULL ASPHALT  
 102 UMPHRED'S  
 103 UNITED ENGINE & MACHINE  
 104 UNIVERSAL FORM CLAMP  
 105 UTILITY TRAILERS - SITE  
 106 WEBB PAINTING  
 107 WESTERN ELECTRIC &  
 P. T. & T. - SITE  
 108 WESTERN MOLDED PRODUCTS  
 109 WESTERN SEALANT  
 110 WESTERN WAXED PAPER  
 111 WORKMAN PACKING

**Today: 60% of space has become warehouses.**



This place can do  
more for you.

How can you  
compete?



# “S.W.O.T.” Analysis

- S** - *Strengths* of the area itself.
- W** - *Weaknesses* of the district itself.
- O** - *Opportunities* in the general market.
- T** - *Threats* from other competitors.

# San Leandro Strengths:

- **Proximity** – Oakland Airport & Bay Bridge.
- **Ease of Business** - San Leandro vs. others.
- **Fiber loop** – LitSanLeandro.
- **3 distinctive business clusters** – grown from San Leandro history and experience.



# Some of the distinctive companies:

## Food:



## Metals and Machining:



## Instruments and Process Control:



## Other, Including Plastics and Power:



## Instruments and Control

ERI: purification & heat exchange systems.  
G4S Technology: industry security systems.  
Garfield Center: clinical design for the Kaiser.  
MID Labs: ophthalmic surgery equipment.  
Oceanic Worldwide: dive instruments & equipment.  
Pasteurization Tech. Group: water purification systems.  
PhaseSpace: motion-capture systems  
QED Environmental: remediation pumps & controls.  
Production Robotics: automated machining systems.

## Where they are...

## Metals and Machining

ACCO Engineered Systems: HVAC design/build.  
Applied Fusion: CNC metal machining & laser welding.  
Castco: aluminum castings.  
General Foundry: aluminum castings.  
Halus Power Systems: wind turbine remanufacturing.  
Kennerly-Spratling: plastic injection molding.  
Koffler: marine motor & generator overhauls.  
Mar's Engineering: screw machine products.  
McIntyre Coil: corrosion-resistant cooling coils.  
Olson Steel: steel fabricators & erectors.  
PCC Structurals: super-alloy casting & machining.  
Poly Tek: cast urethane parts molding.  
Scandic Spring: fine-tolerance stamped parts.

## Food

Aidell's Sausage: all-natural sausages.  
Bakery Street: premium cakes & pastries.  
Bay Cities Produce  
Bimbo Bakeries: Oroweat, Francisco & other brands.  
Brewmaster: home-brew & wine-making supplies.  
Buenos Dias Coffee: coffee roaster.  
Coca Cola: bottling plant  
Drake's Brewing: microbrewer.  
Ghirardelli: premium chocolate.  
Peter James Coffee Co.: small coffee roaster.  
Kraft.  
Loard's Ice Cream.  
Mi Rancho Tortilla Co.: flexible manufacturing.  
Nestle Dreyers.  
Otis Spunkmeyer: frozen cookie dough.  
Pavel's Yogurt.  
Saag's Products: sausages & specialty meats.  
San Francisco Foods: private-label pizza & calzone.  
Santos Spices: importer.  
Will's Fresh Foods.  
Williams-Brewing: equipment sales.

## Other

Alameda Applied Science: pulsed power  
Atomic Productions: full service video production.  
Borden Lighting: Specification-grade commercial lighting.  
Columbia Cosmetic Manufacturing: private label manufacturers.  
Dependable Furniture: made-to-order commercial office furniture.  
iHear Medical: hearing aid patents & products.  
INX Digital: R&D lab for digital printing inks.  
Labcorp: medical lab branch office.  
L-3 Applied Technologies: more pulsed power.  
Simmons: Mattress manufacturing.  
Sunlink: Mounting systems for solar panels  
Somerset Studios: theater seat rebuilder.

Mile



KATERVA 2012  
CATEGORY  
AWARD WINNER  
MATERIALS & RESOURCES



# A case in point:

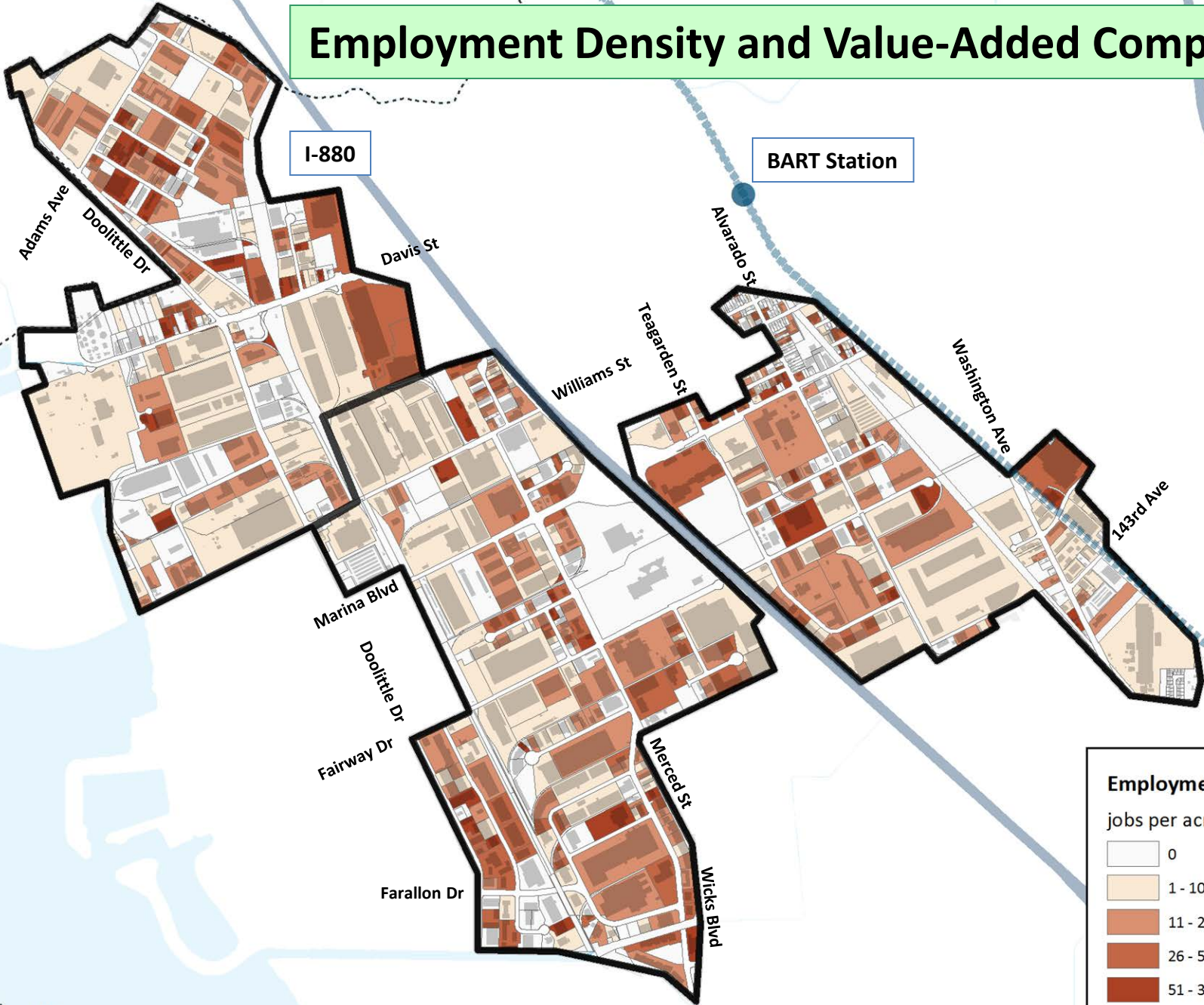


**INX...<sup>®</sup>**  
**DIGITAL**

## **Area Weaknesses:**

- Few value-added activities.
- Legacy: Obsolescent buildings.
- Legacy: Connectivity challenges.
- Legacy: Few services and amenities.
- Weak sense of place/regional image.
- A number of disengaged businesses.

# Employment Density and Value-Added Companies



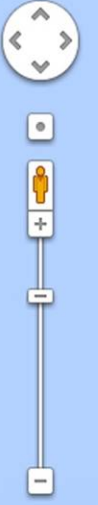
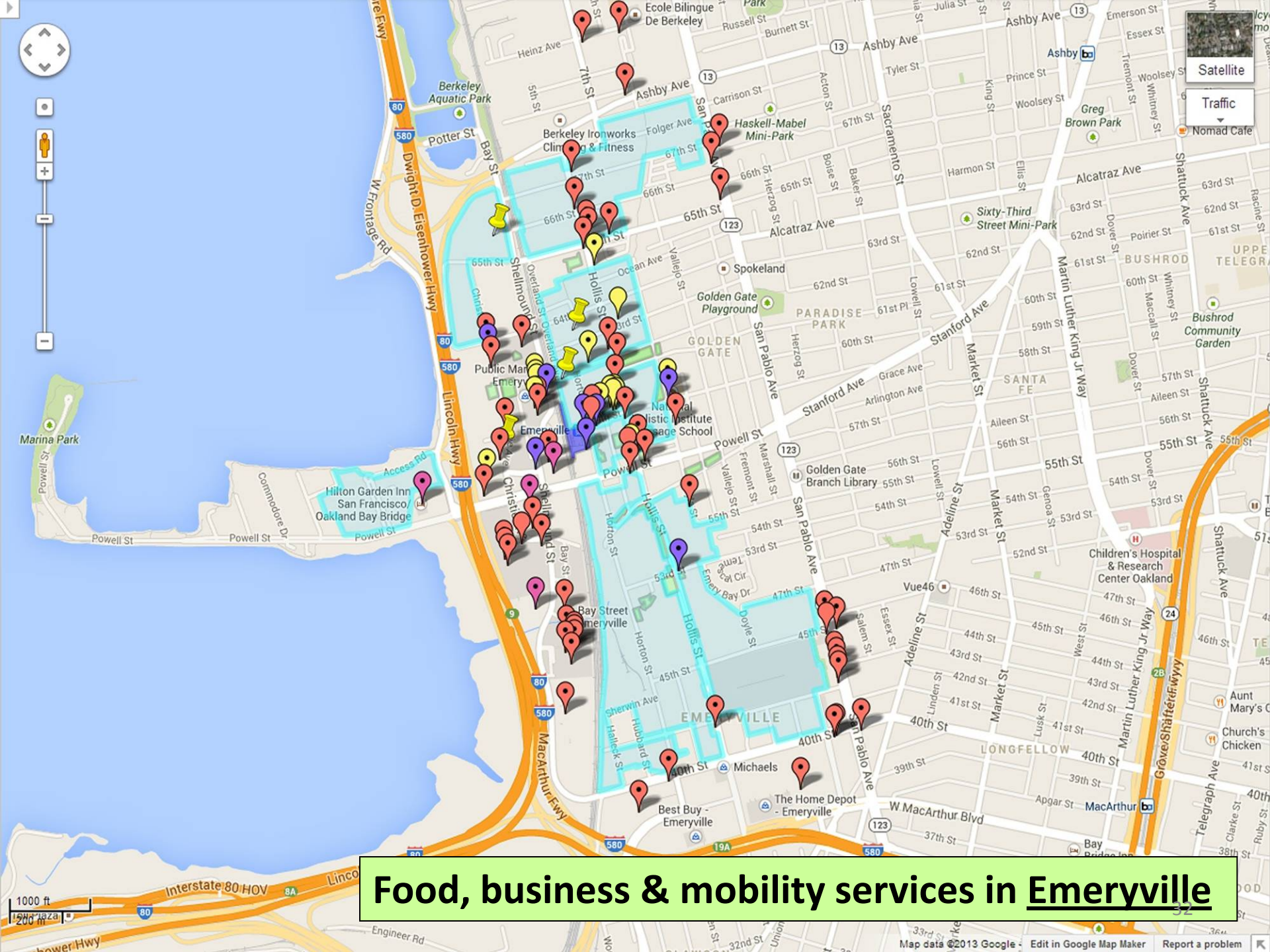
## Employment Density

jobs per acre (by parcel)

- 0
- 1 - 10
- 11 - 25
- 26 - 50
- 51 - 346
- Existing Buildings

**User Friendliness: Few services**

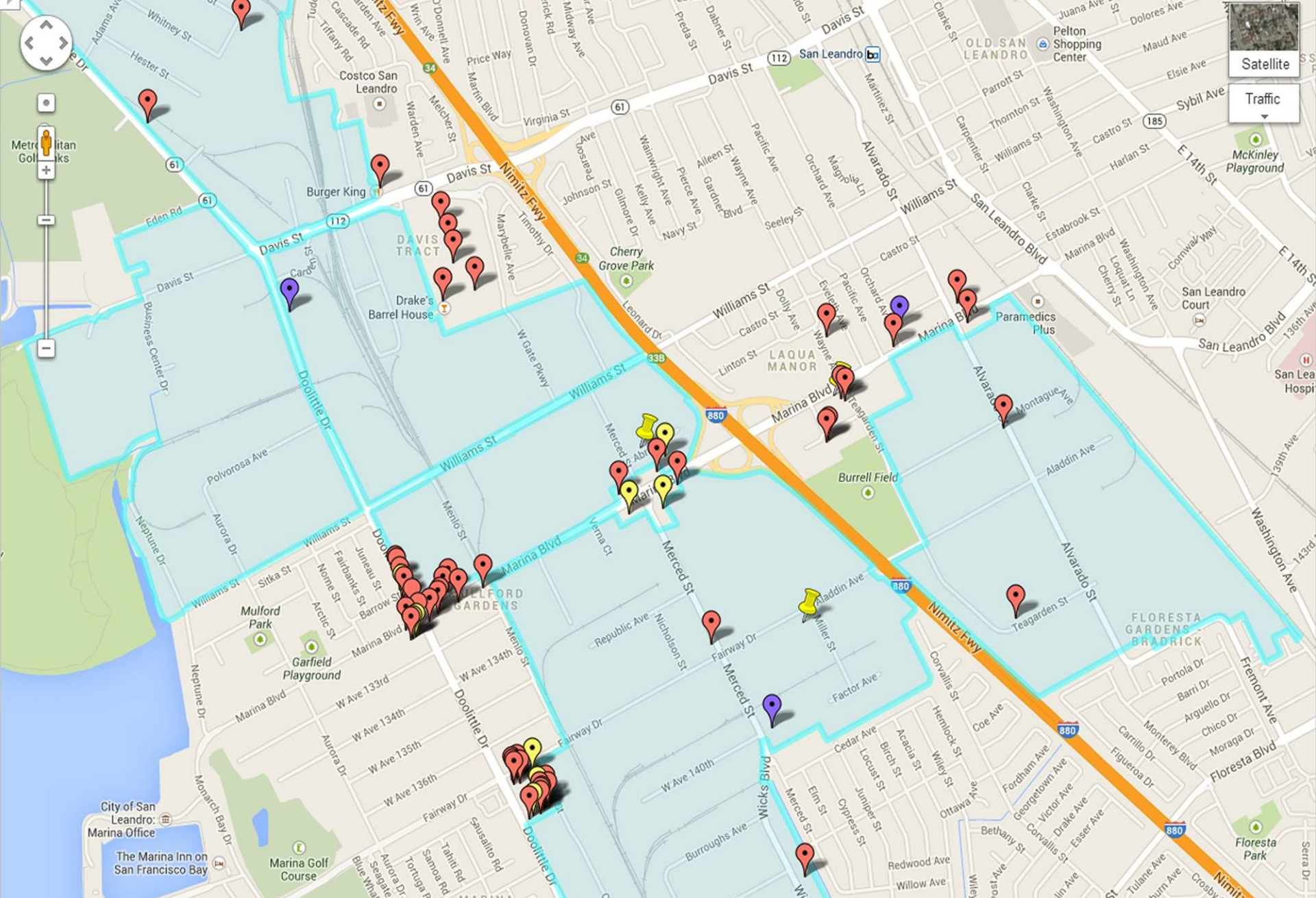




# Food, business & mobility services in Emeryville

1000 ft  
200 m





**Food, business & mobility services in San Leandro**

Because of the superblocks, major corridors back up.



# The streets are not appealing for walking or biking.



# It can be a long, slow ride to BART.



## **Area Opportunities:**

- Advanced manufacturing is growing.
- Emeryville and Berkeley are tight on manufacturing space.
- Kaiser's opening creates a marketing window.



## Threats /Competing Places

- Fremont, Milpitas, Livermore
- Oakland Army Base, Jingletown & Alameda
- Hayward
- San Francisco

# Three Strategies

1. **Boost** value-added companies.
2. **Engage** existing customers.
3. **Humanize** the place.





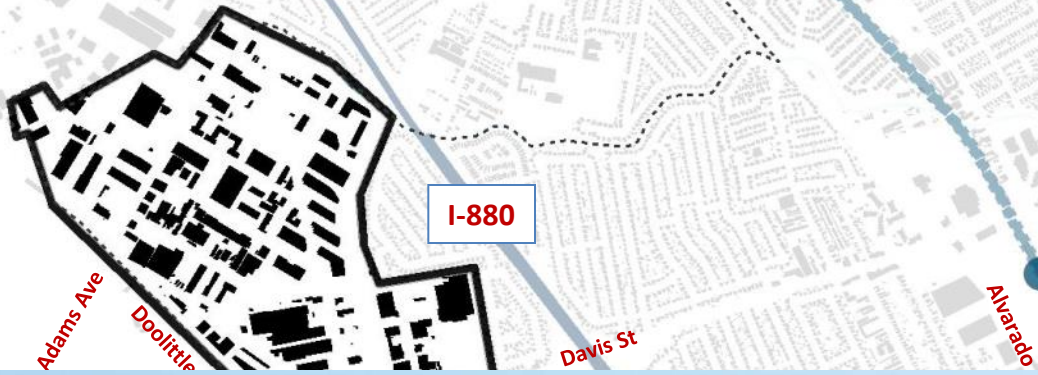
# Three Strategies

1. **Boost** value-added companies.
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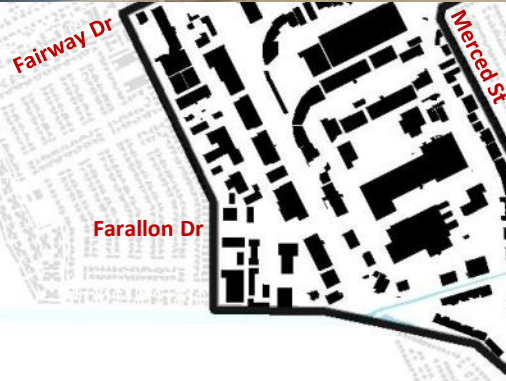
# Humanize the place.

1. Create an investment focus – a *spine* of activity, amenity and value.
2. Infill a district business center.
3. Seed the back streets.

# Building Footprints



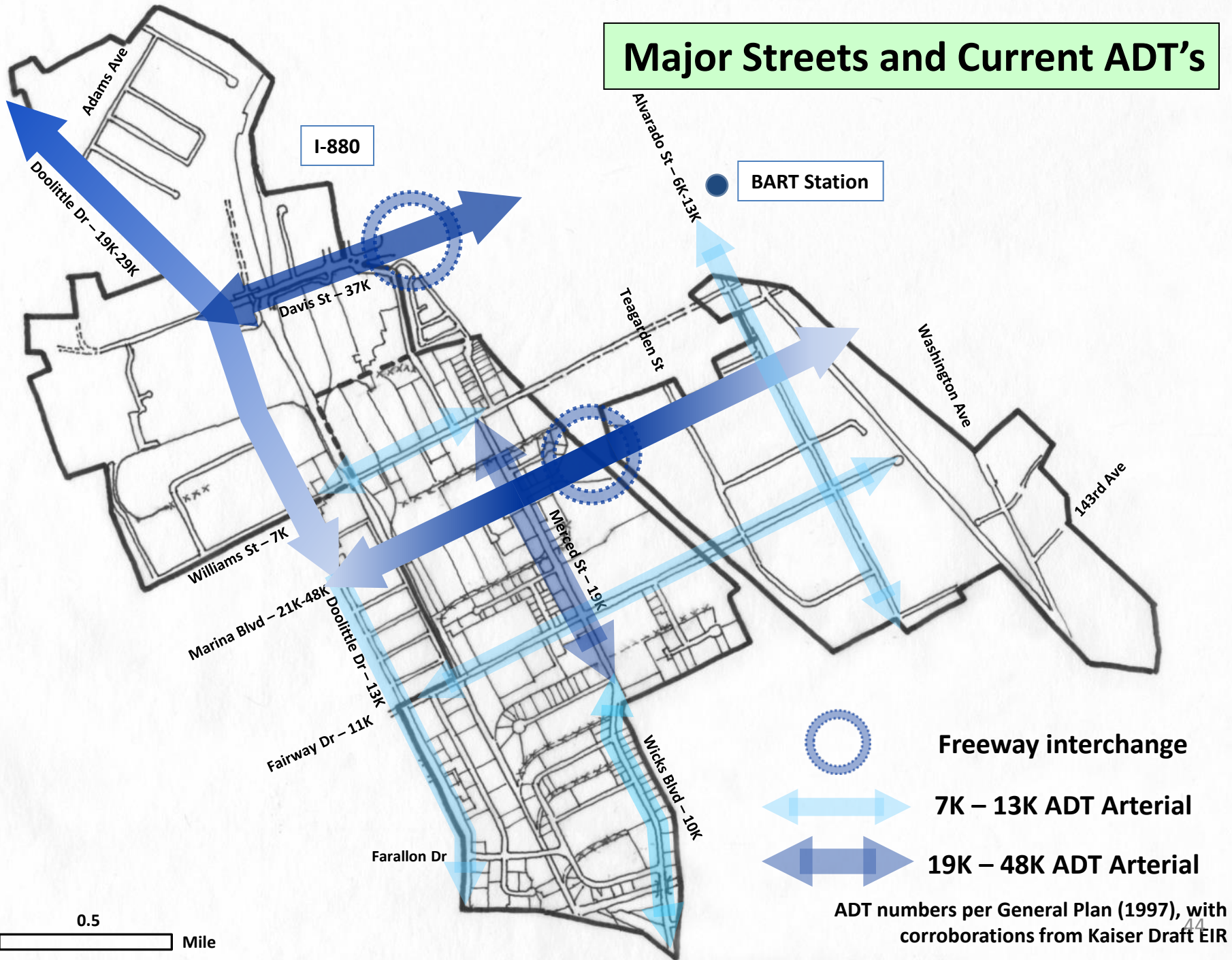
BART Station



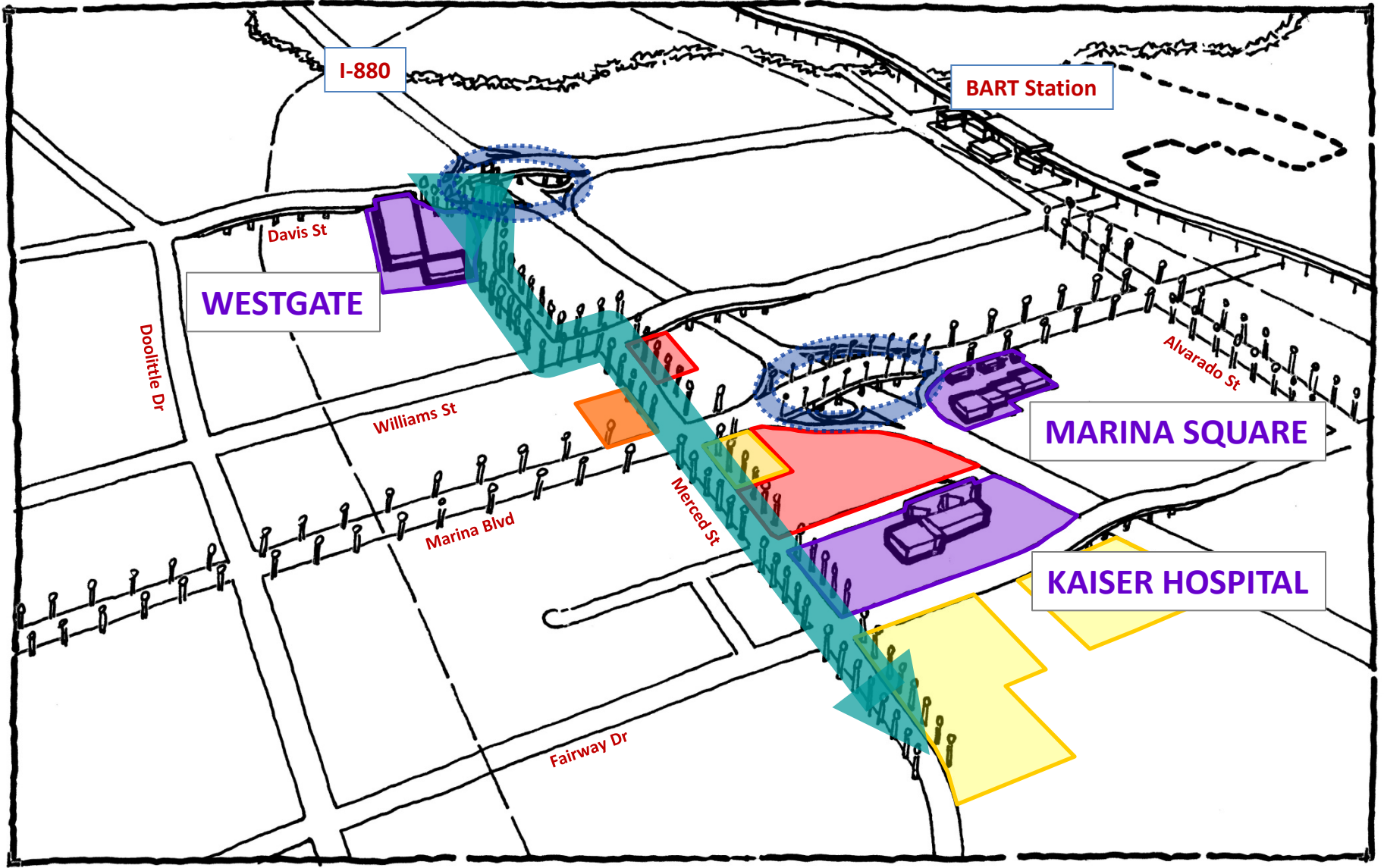
0.5  
Mile

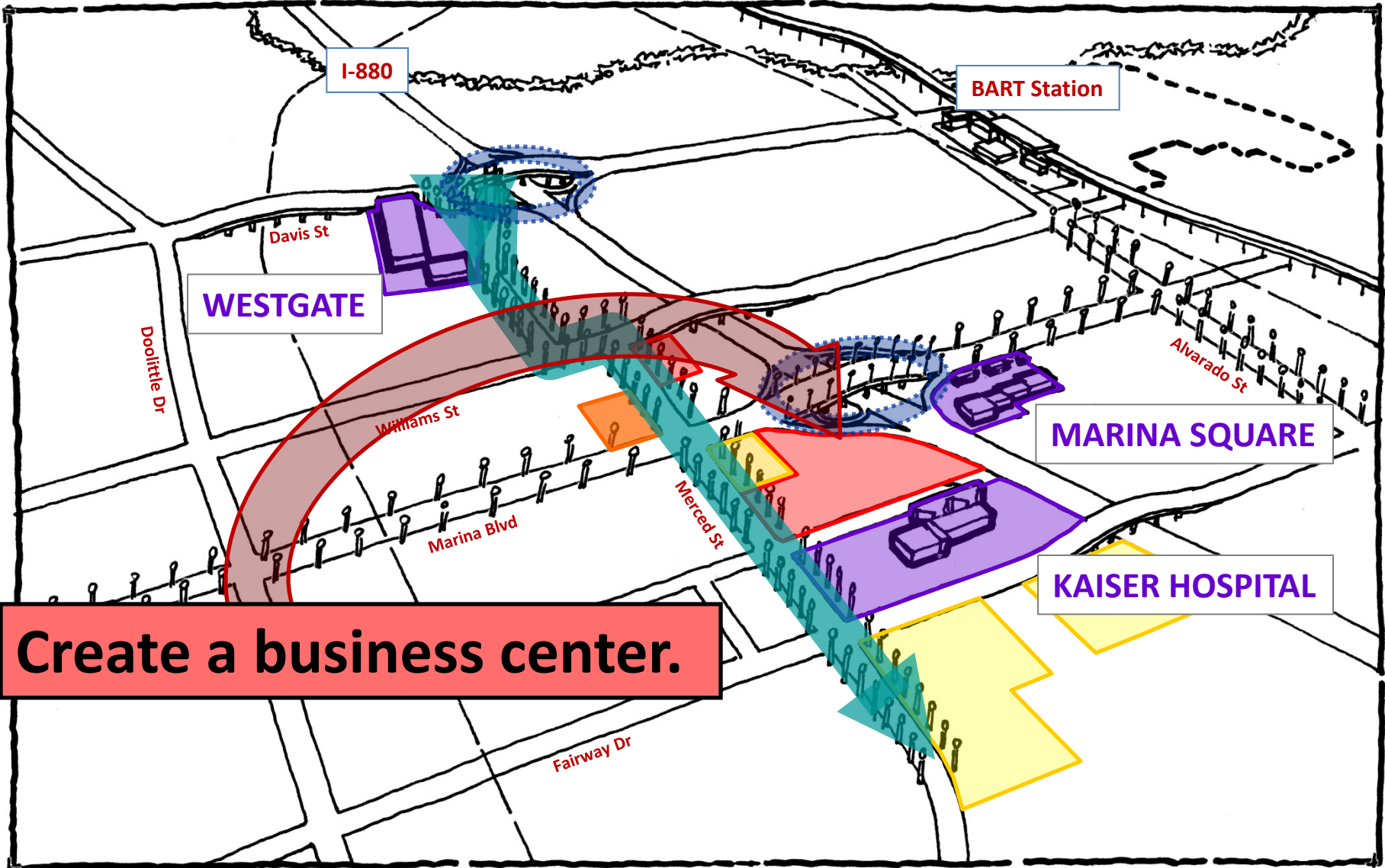
43  
Buildings

# Major Streets and Current ADT's



# Spine Concept: "Connect the Dots"





**Create a business center.**

# What's in a business center?



Kinko's and Starbucks.



Deal making.  
"Let's do lunch."



Outside,  
away.



Transit, anything but  
being stuck in traffic.



Faces & beer.



A definable center.

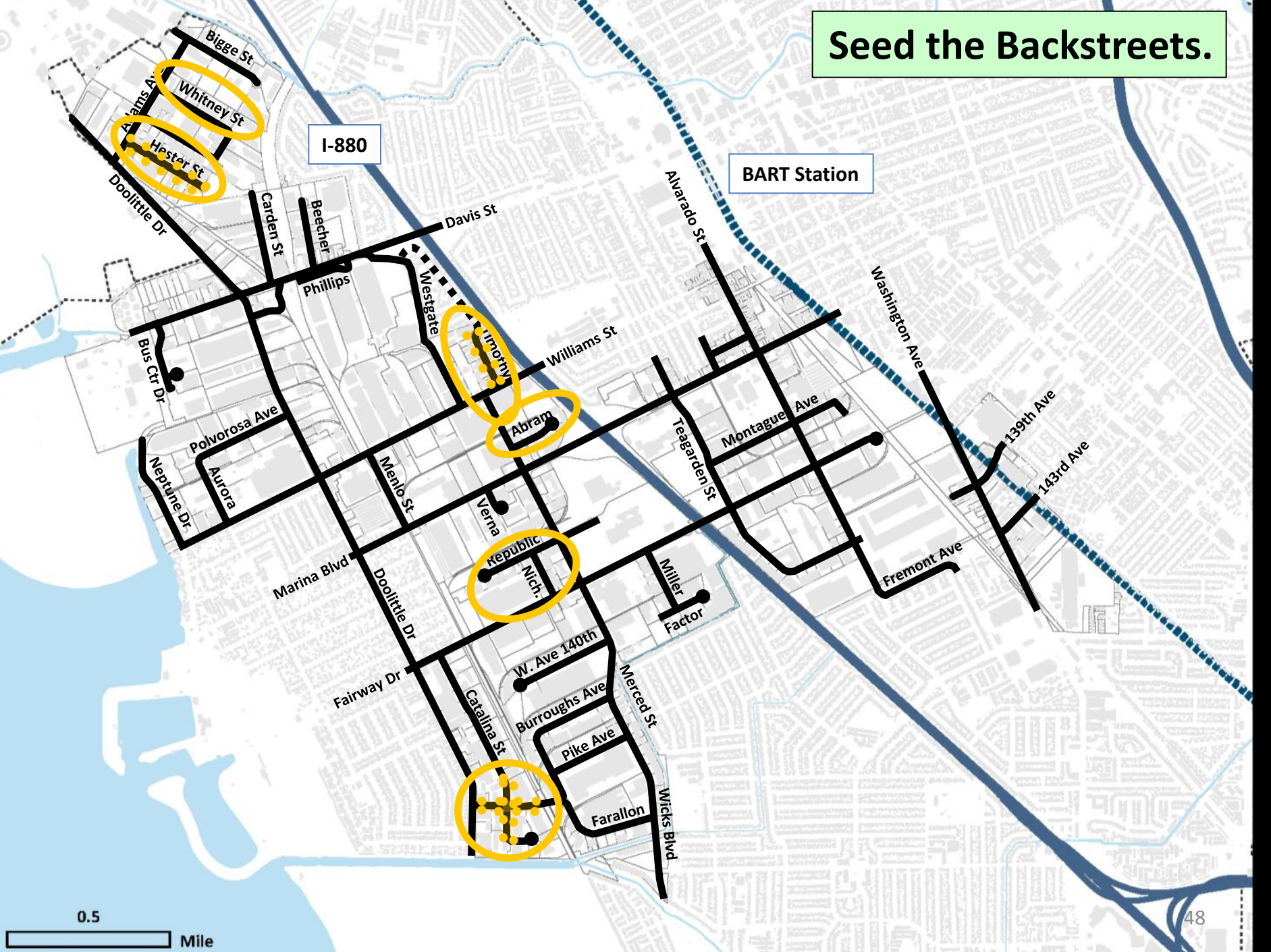


Services, the  
human touch.



A good night's rest.

# Seed the Backstreets.



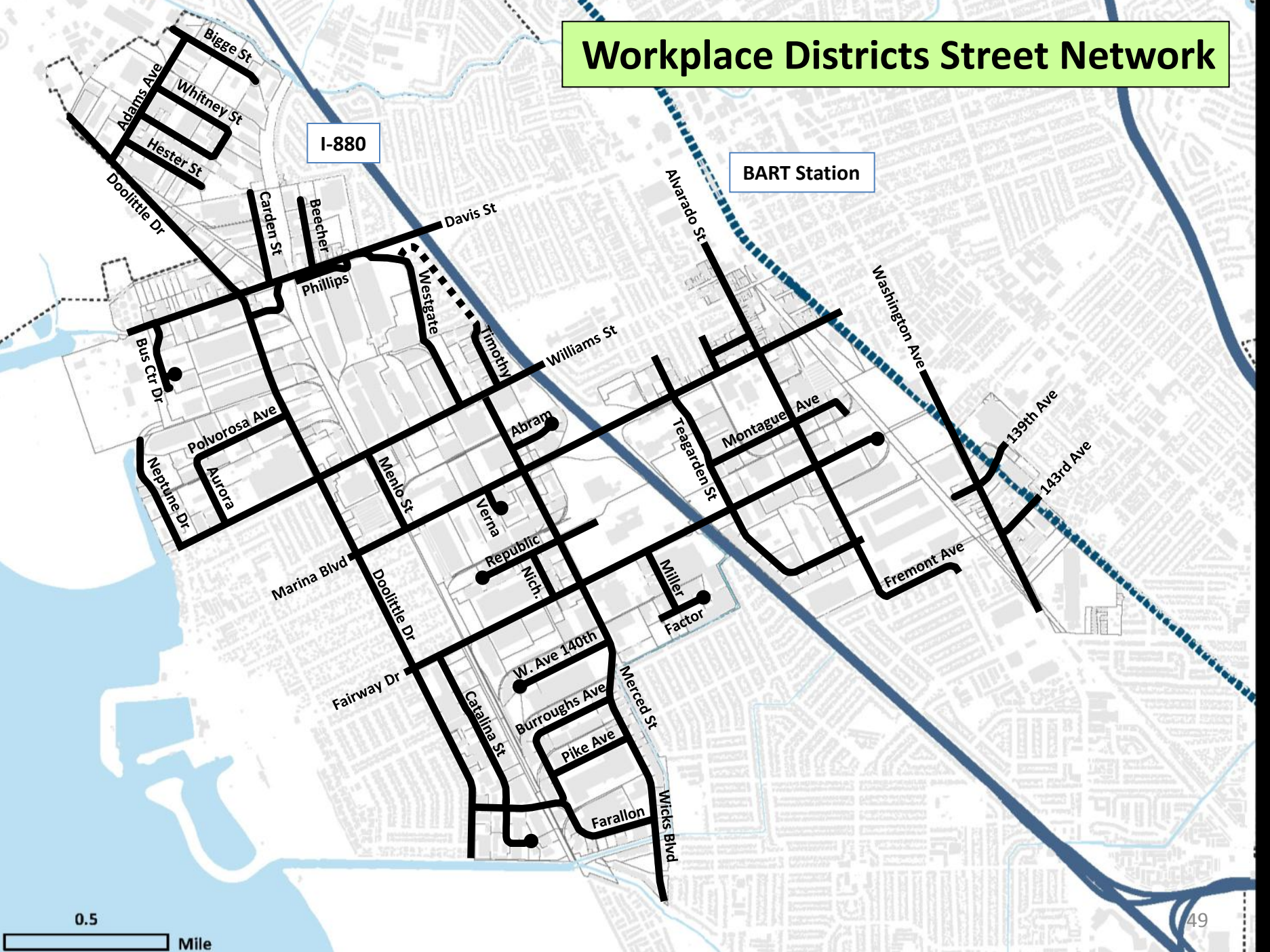
I-880

BART Station

0.5 Mile



# Workplace Districts Street Network

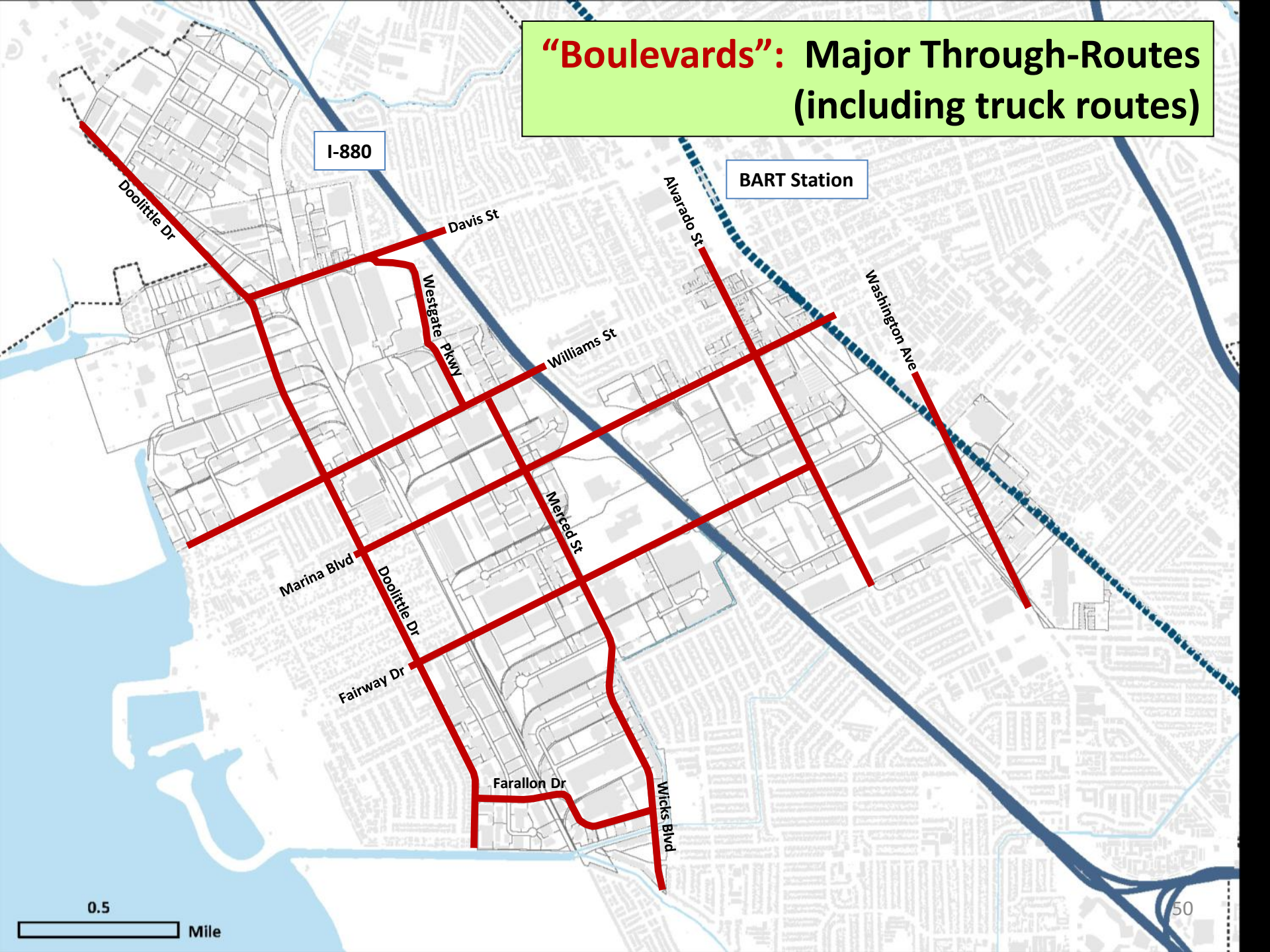


I-880

BART Station

0.5  
Mile

**“Boulevards”**: Major Through-Routes  
(including truck routes)



I-880

BART Station

Doolittle Dr

Davis St

Alvarado St

Washington Ave

Westgate Pkwy

Williams St

Marina Blvd

Merced St

Fairway Dr

Doolittle Dr

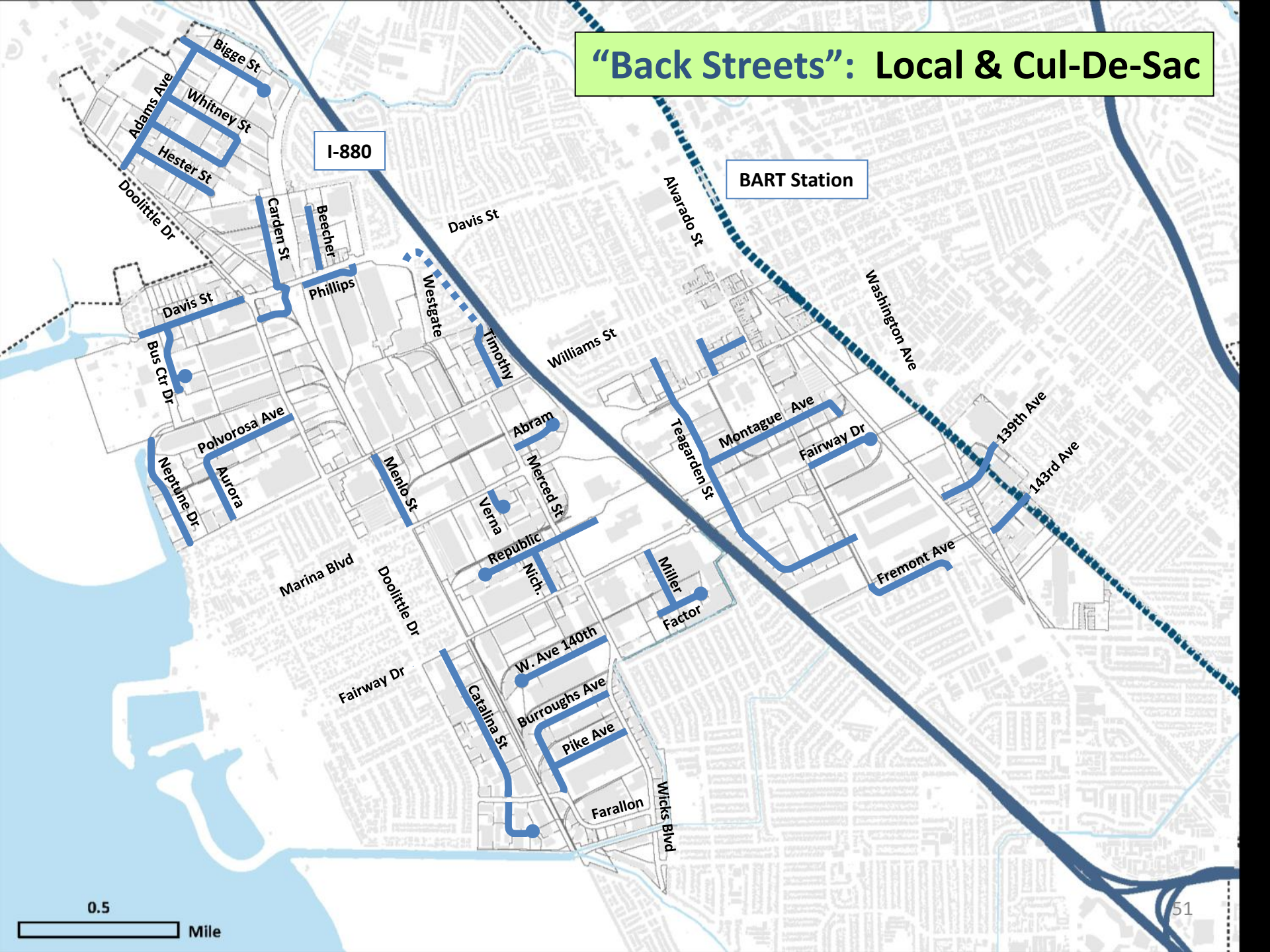
Farallon Dr

Wicks Blvd

0.5 Mile

50

# “Back Streets”: Local & Cul-De-Sac

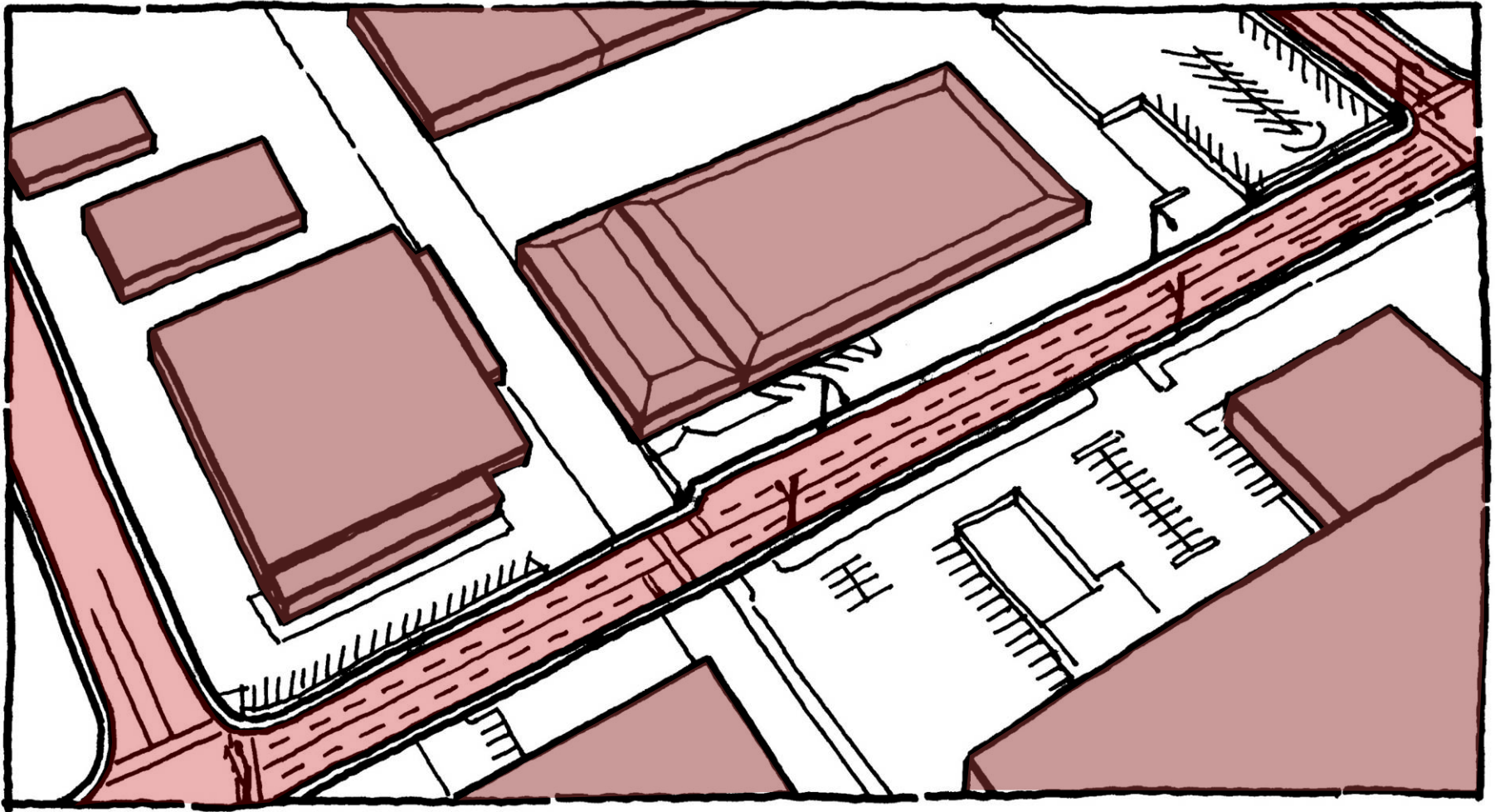


I-880

BART Station

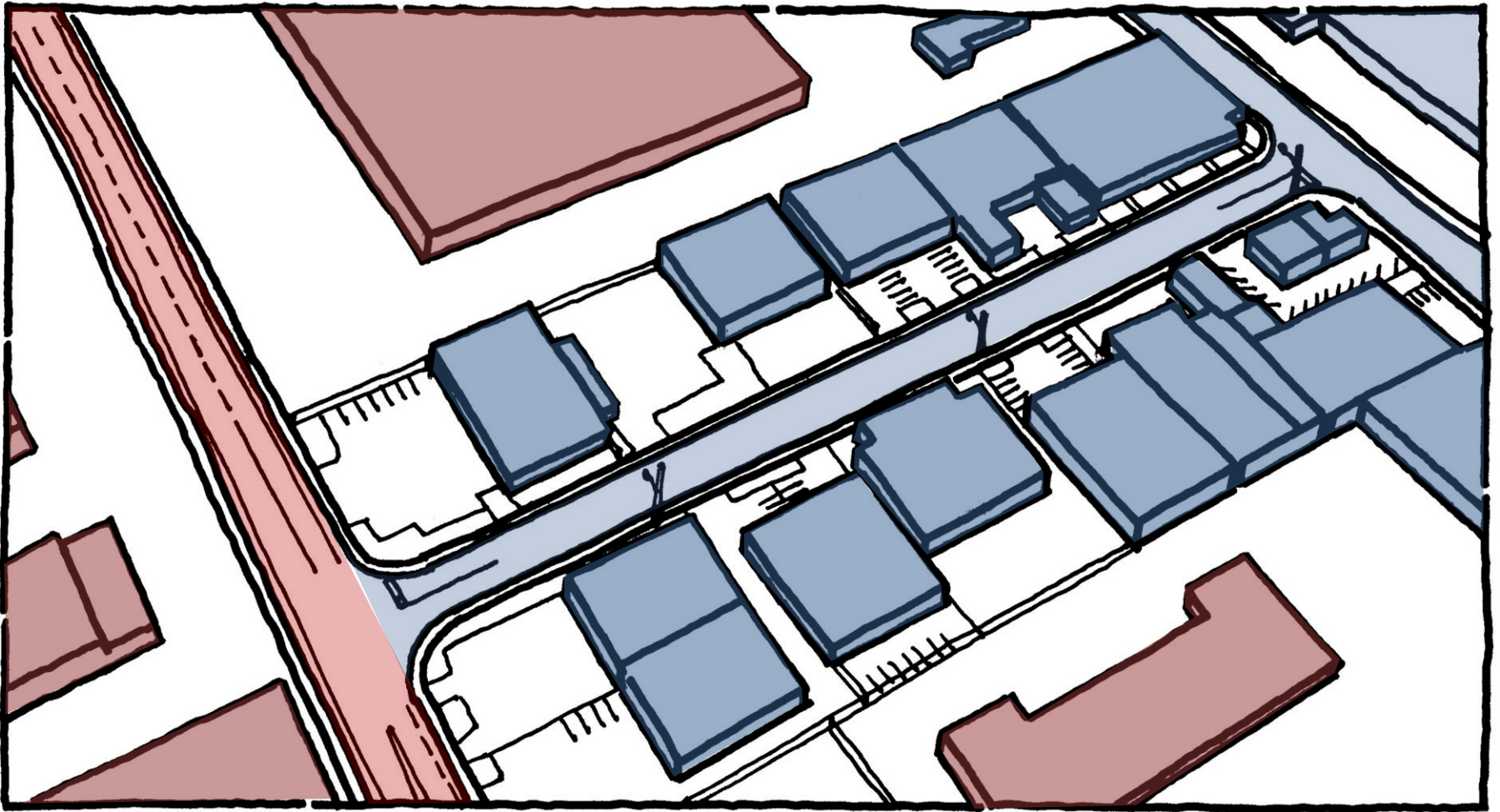
0.5 Mile

## “Boulevards”: Major Through-Routes



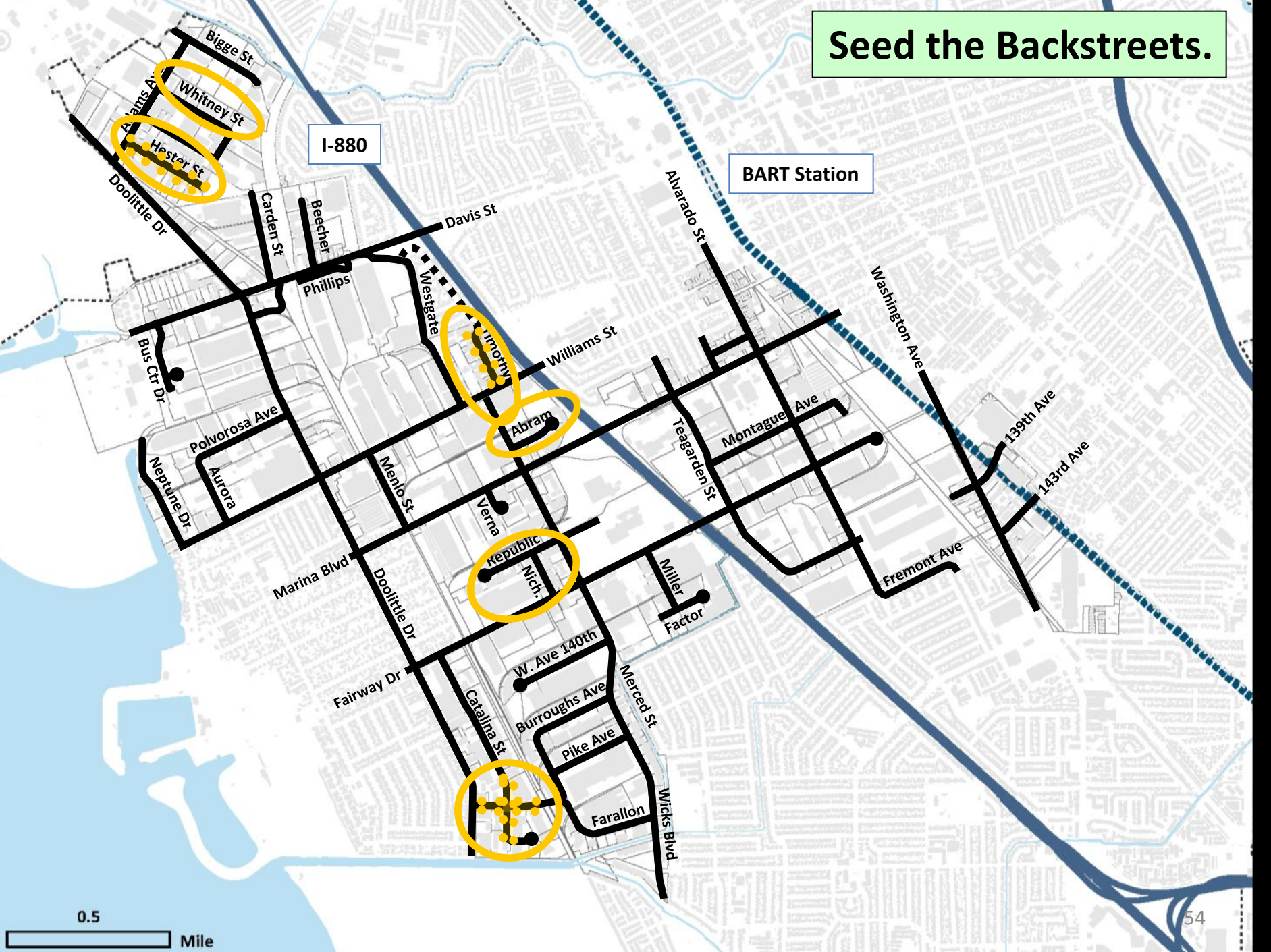
Larger Buildings & Sites

## “Back Streets”: Local & Cul-De-Sac



Smaller Buildings & Sites – Incubation & Flexibility

# Seed the Backstreets.



I-880

BART Station

0.5 Mile

# A menu of low-cost physical improvements:

- Food pods (\$\$)
- Pedestrian lighting (\$\$)
- Bus seating or shelters (\$\$)
- Bike lane & parking stall striping (\$)
- Way-finding signs (\$)
- Crosswalk markings (\$)
- Corner bulb-outs (\$\$\$)
- Industrial-themed public art (\$\$)

# Create food pods (\$/\$\$)



Portland, OR



Philadelphia



# Learn from local precedents



Example: Proxy Development on City land at Octavia Blvd. in SF 57

# Add pedestrian lighting. (\$\$)



+



=



Add to existing poles to start.

“Do-able” with existing wiring, if done with LED upgrade.

1/3 of district workforce is women; lighting matters.

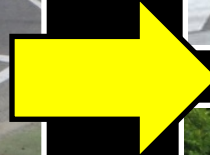
# Add seats or bus shelters (\$\$)



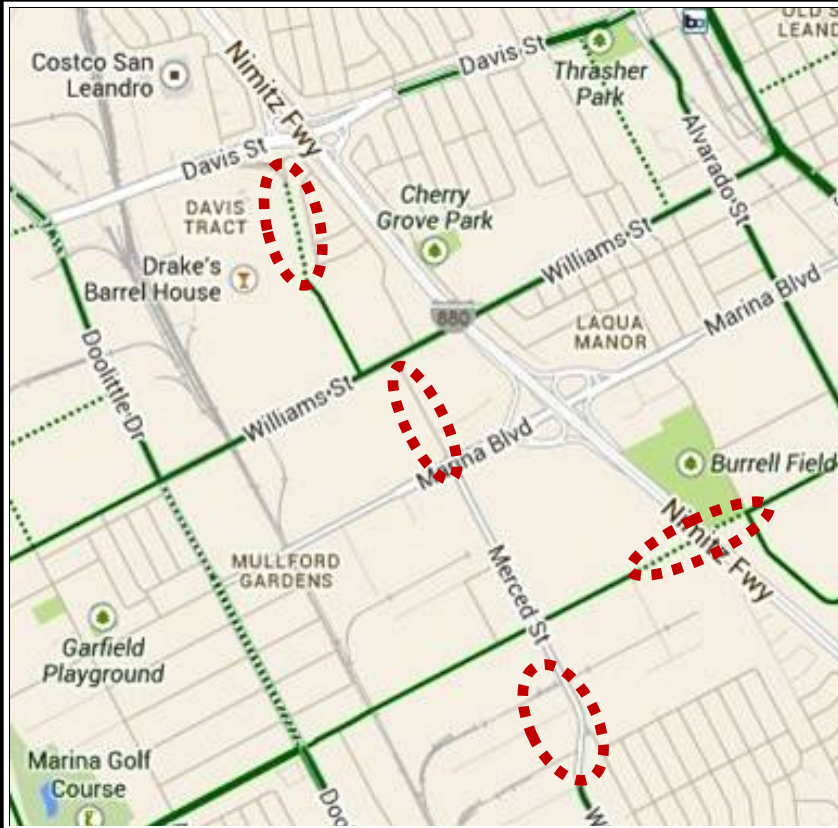
# Mark the crosswalks (\$)



Marina/Merced

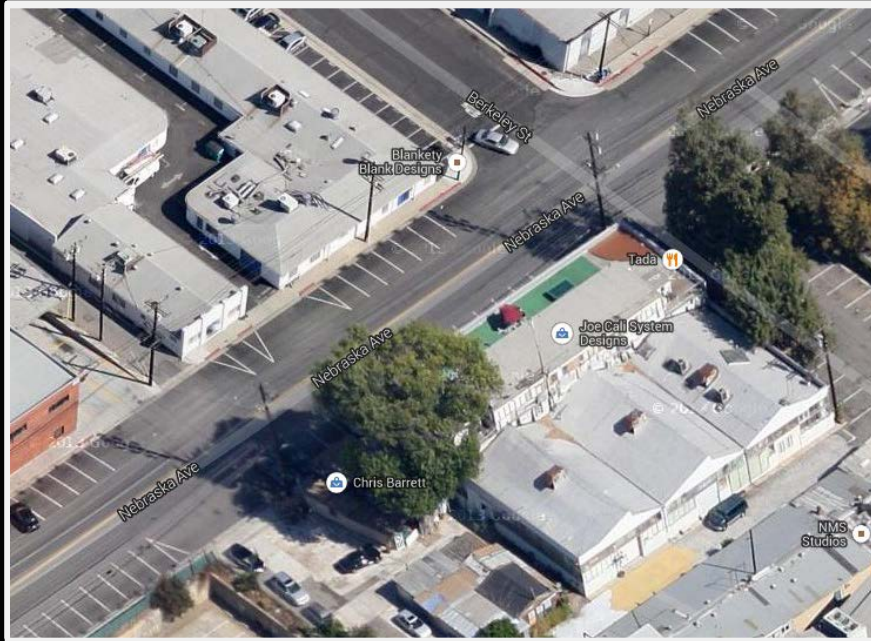


# Increase bikeability (\$)



- Complete bike master plan's links. (\$\$)
- Shift excess lane width to bike lanes buffers with striping. (\$)

# Maximize on-street parking (\$)



Nebraska Avenue, Santa Monica



66<sup>th</sup> Street, Emeryville

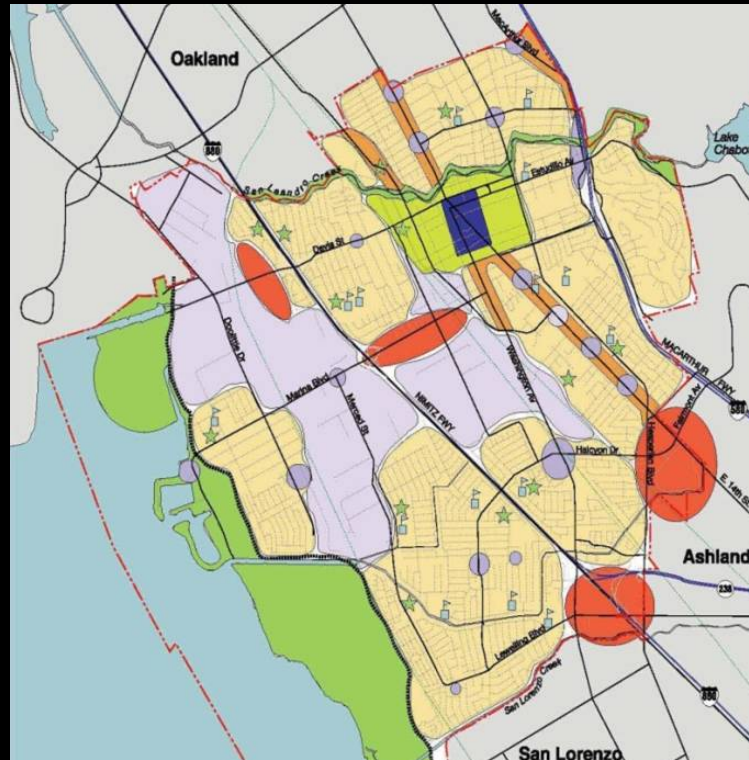
# Make BART more convenient



Compact BART Shuttle Route Concept

0.5  
Mile

# Update the workplace districts vision in the General Plan update.





# Put form-based codes in place.



Development incompatibility = lack of investment reliability

# Promote and Reward good design.



**Improve learning and training opportunities.**

**Brand your city effectively.**



# Re-capping: Three Strategies

1. **Boost** value-added companies.
2. **Engage** existing customers.
3. **Humanize** the place.

**Community Presentation:**

# Next Generation Workplace District Study

**Date:**

Wednesday

October 2, 2013

4:00 PM

**Location:**

Zero Net Energy Center

14600 Catalina Street

(at Farallon Drive)