



EVOLUTION

CHAPTER 5.

Revitalizing Neighborhood Districts with Focused Area Plans



Illustration depicting streetscape improvements associated with the Third Street Light Rail Project in the commercial core of Bayview Hunters Point. Courtesy San Francisco Municipal Railway.



Neighborhood families enjoying an event in Bayview's Town Center at Third and Oakdale. Courtesy Bayview Opera House, Inc.

IMAGINE THE FUTURE

Welcome to the year 2020. It is a busy morning in Bayview Town Center. Before hopping on the light rail car to downtown and work, neighbors wave hello as they grab a coffee and pastry at the cafe and a paper from the market. Passengers disembarking at the Muni Oakdale Station are welcomed by a community plaza with beautiful brick paving, trees, comfortable benches, and artworks by the local artist's guild. The posting of community events on the kiosk in the station's plaza reminds them that there will be live music and cultural performances tomorrow evening in the Farmer's Market up Third Street. Other folks are walking the two tree-lined blocks of Oakdale, enjoying the magnolia trees in blossom, on their way to catch CalTrain to the Peninsula.

All along Third Street, parents are dropping off their children at daycare or shepherding them to their neighborhood schools. Bayview high school students are enjoying their new football field, although several have already left to meet their teacher at the technology arts center next to the Bayview Opera Plaza Museum and Conference Center. Meanwhile, community seniors are gathering in neighborhood parks to do some gardening, practice Tai Chi, or just plain socialize with friends who live nearby in their new homes at South Basin Station.

At the end of a busy day, it is easy to take care of errands in the shops around the light rail stations, pick up the kids, grab some groceries, and perhaps fresh flowers for the table. In the evening, neighbors stroll and window-shop along the brightly lit streets of the Town Center after seeing a movie or eating ethnic food at the newest café. Parents ride bicycles with their children down to the waterfront along tree-lined neighborhood streets, and teenagers practice the latest moves at the sports center.

This is the community's vision for Bayview Hunters Point, a visionary plan that is achievable because resources and commitment exist today. As you review the illustrative plans and ideas that follow, imagine the future, work together to make dreams a reality, and keep the faith.

MEETING THE CHALLENGES OF REVITALIZATION PLANNING

Developing a community-based plan for revitalization is often a difficult task. While working on a long-range vision, important social needs and immediate projects proposed by developers or public agencies can demand such attention that the sense of controlling one's future destiny is overwhelmed. Over the course of public discussion and planning studies for Bayview Hunters Point, community efforts often became focused upon specific development proposals without a deeper sense of how they built upon one another. Meanwhile, the marketplace changed dramatically over a short period of time as economic opportunities were explored.

It became clear to community leaders that a method of evaluating current proposals must be developed to determine how each would serve larger social goals while a comprehensive future vision could be created and refined over time. The overall goals developed by the community were strong, but abstract.

While debating various revitalization and development proposals, three major questions were asked repeatedly by leaders, residents, and interested citizens:

- How can this project or program serve as a catalyst for achieving community-wide revitalization benefits?
- How will this project or program build upon community strengths, in turn strengthening the identity and traditions of our community?
- How will this project or program serve to retain current residents and help them share in the prosperity of the future?

These questions led to the PAC's development of the seven revitalization strategies upon which this *Revitalization Concept Plan* is based and which served to define the area-wide policy recommendations seen in the previous chapter. They continue to guide the PAC's and community's discussion and debate today.

How does a proposed project or program:

- Promote local economic and employment development first?
- Improve education, training and employment opportunities for residents?
- Focus coordinated investments in high priority areas?
- Have the greatest visibility and impact?
- Encourage civic participation through interactive public processes and foster cultural development through the arts?
- Conserve existing housing and provide new housing?

- Address environmental problems and identify opportunities that increase the quality of life?
- Improve the physical environment and transportation systems?

Community members must continue to ask these strategic questions of all proposals presented by agencies, developers, community-based organizations or other entities interested in fostering the revitalization of Bayview Hunters Point. The questions are being brought into public meetings and workshops in the form of a worksheet that can be easily used as a tool to evaluate current projects or programs. In the future, they will help prioritize those presented in this *Revitalization Concept Plan*.

PRESERVING COMMUNITY CHARACTER WITH FOCUSED AND STRATEGIC INVESTMENTS

Four key areas within Bayview Hunters Point were identified as important districts to focus energy and resources upon while conducting community analysis. They can generally be characterized as areas with the most opportunities and consequent power to enhance surrounding neighborhoods and achieve overall revitalization goals. They also tend to coincide with areas where redevelopment can potentially be applied as an investment tool, either due to economic or physical conditions or because parcels of land are available for reinvestment but require additional actions the private market cannot provide.

Each of these four key areas was examined in detail to identify opportunities and strengths to build upon with conceptual plans. The process included looking at existing conditions, existing land use zoning, and marketplace characteristics. The community's area-wide recommendations were then reviewed and applied in illustrations looking 20 years into the future to create four *Year 2020 Focus Area Plans*. It is important to note these are conceptual plans only and have the flexibility to change as new opportunities and constraints are identified over time.

The *Year 2020 Focus Area Plans* that follow are as concerned with preserving the positive aspects of existing community character as they are with envisioning new opportunities and future change. Each aspect of these plans and their realization must foster the larger goals of retaining and uplifting current residents, strengthening community traditions, honoring the past, and enhancing the unique character of Bayview Hunters Point. This has become the ultimate strategy: to preserve existing community character and

foster revitalization with focused and strategic investments while building on the community's assets. By focusing upon the existing strengths of community resources and traditions, and building intelligently upon them, the *Year 2020 Focus Area Plans* are meaningful and achievable.

This strategic approach makes practical, economic sense by setting the context for development, identifying locations where public investment can spur private development, and sensitizing the private sector to expectations of the community in advance of proposals. It should again be made clear that these are visionary plans only: they will change, not every parcel within the community has been given a future project or land use, and much that is shown on them is the same as today, only enhanced. Consequently, the *Year 2020 Focus Area Plans* reflect those opportunities and projects upon which the community is currently focusing its energies.

CREATION OF THE YEAR 2020 FOCUS AREA PLANS

The four *Focus Area Plans* illustrate how area-wide program goals and recommendations can be applied at the neighborhood scale in the form of land use relationships, public improvements, and revitalization projects. The plans build upon existing land use and zoning principles outlined by the City's General Plan while visualizing outcomes for vacant land, under-developed areas that are experiencing change, and land where certain land uses should be relocated. Of particular note is that all existing residential neighborhoods are enhanced, but not converted to a different use.

The community has developed these plans to provide guidance on future development and decision-making with technical assistance from the Planning Division of the San Francisco Redevelopment Agency (SFRA). The four Focus Areas, shown on Map 22, include:

- The Town Center
- The Northern Industrial District
- The Hunters Point Shoreline District
- The South Basin District and Candlestick Point Special Use District.

The process for developing these plans followed a circular path. The seven major revitalization strategies served as an evaluation tool for testing development concepts within focus areas at the same time that area-wide policies were being developed and refined. Citizen input was gathered through workshops and other community events. The citizen-elected PAC Committees reviewed the recommenda-

tions specific to each of the four areas to determine how they carried out revitalization goals. Meanwhile, programs proposed by City agencies were reviewed to evaluate how each served to build upon the community's strengths with purposeful actions and commitments.

This simultaneous process has led to a larger understanding of how community-focused revitalization can and will be accomplished over time without displacing valued residents, community institutions, or historic resources. The unique character and best qualities of Bayview evolved over the last 100 years. To look 20 years into the future requires innovative thinking that takes community strengths into account and matches them with current opportunities.

Each of the four *Year 2020 Focus Area Plans* provide the following:

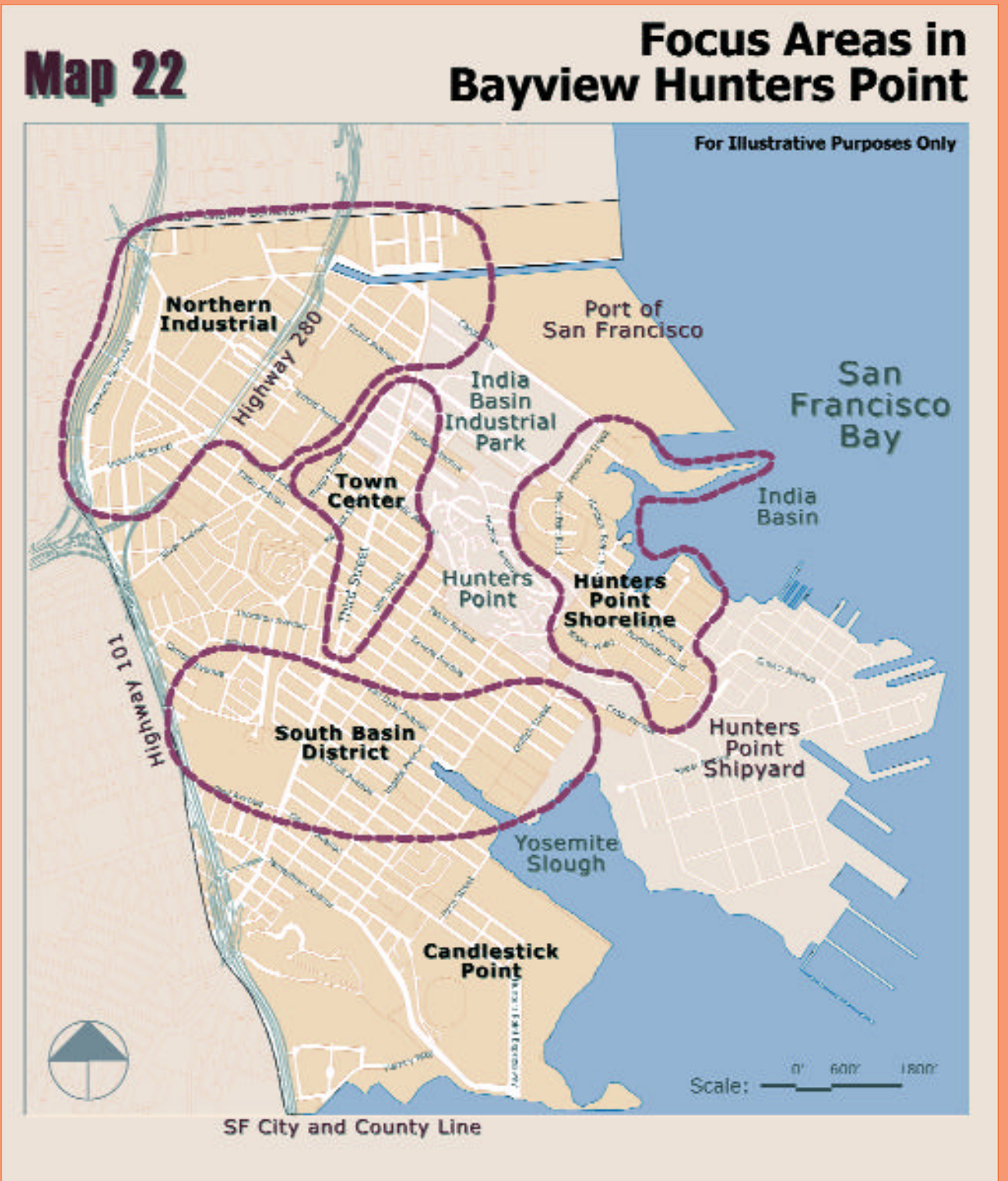
- **Focus Area Description and Opportunities for Revitalization**
Describes the basic boundaries, existing characteristics and assets of the district, including valued community resources, land use opportunities, and challenges.
- **Community Vision for the Year 2020 Focus Area Plan — Building on Our Strengths**
Describes the future vision for each focus area, with an overview accompanied by an illustrated *Year 2020 Focus Area Plan* showing what could be achieved in the next 20 years.
- **Proposed and Potential Projects and Programs**
Describes specific projects discussed by the community that achieve revitalization goals and area-wide recommendations.

THE TOWN CENTER YEAR 2020 FOCUS AREA PLAN

Focus Area Description and Opportunities for Revitalization

The Town Center, particularly in the vicinity of the Bayview Opera House, is often described as the heart of the Bayview Hunters Point community. The most important local shopping area is located along the Third Street corridor, running north to south through the center of the community. The corridor also provides the most concentrated access to civic institutions and public transportation.

The Town Center includes an approximately 14-block retail shopping district extending along Third Street from Evans to Williams. The Town Center also includes civic institutions, mixed-use development, and residential areas generally bounded by the Northern Industrial District to the



north, the CalTrain right-of-way to the west, Silver Terrace to the southwest, and Hunters Point Hill to the east. These community institutions include:

- The Bayview Opera House, which is a major destination for area youth and families that provides a range of cultural activities and serves as a major community meeting space. It is one of the oldest historic structures in the community and is valued with a sense of great pride.
- The Southeast Community Facility, another major community gathering place and a central location for community education through City College, a career center and job training facility. The facility also houses the PAC office and periodically serves as a neighborhood Mini-City Hall with a large meeting room.
- The Anna Waden Library, home to much of the African American and Bayview historical archival collection in San Francisco.
- The Joseph Lee Recreation Center, which provides highly valued after-school activities for youth.
- Community churches, which provide leadership, social stability and identity to the Town Center and neighborhoods, offering programs that serve the entire community. In particular, the All Hallows Church and grounds are a tremendous historical resource and community landmark.
- Non-profit organizations, which have traditionally clustered in the Town Center, providing services ranging from care for the elderly to youth programs.

There is a high degree of diversity in the bulk and heights of buildings in the Town Center, coupled with varied architectural styles and color treatments. The central area of the community, built at various times over the last century, also has the largest number of older Victorian structures intermixed with Art Moderne, Period Revival and San Francisco Townhouse architectural styles. The Third Street Corridor within the Town Center is characterized by one-story to three-story buildings, with retail uses on the ground floor and some residential or office on upper floors. Zoning along the corridor allows buildings up to 40 feet tall. In most cases, buildings front directly onto the street and are built out to the front property line. One exception is Bayview Plaza, a relatively new commercial development set back from Third Street with parking in front, adjacent to the Northern Industrial District.

Bayview Plaza to the north is anchored by a Walgreen's drug store, with smaller businesses around it and upper-story office space. The rest of the Town Center retail area has smaller neighborhood-serving commercial businesses



Third Street neighborhood commercial: a variety of bulk and height, as well as architectural styles and color treatments.

including restaurants, package liquor stores, beauty salons and barbershops, dry cleaners and fast food outlets. Most small businesses are locally owned “mom and pop” operations. Of note are the large number of liquor outlets that have long been identified as a problem by community members, as are vacant and dilapidated buildings along the Third Street Corridor.

Interwoven throughout the Town Center are a variety of social service offices, churches, and civic facilities. Some churches and businesses within residential areas are found in converted residential buildings, typically on arterial streets closer to Third Street. There are several instances where churches are located mid-block and surrounded by single-family townhouses and small apartment buildings, reflecting the intertwined nature of church and community.

Residential areas within the Town Center are bounded by industrial districts and hillside neighborhoods. The regular grid of city streets changes dramatically with dead-end streets or curving collector streets serving Hunters Point and Silver Terrace Hills. There is a mixture of single-family houses, duplexes, and larger individual residential complexes, all generally without side or front yard setbacks. Many have large back yards, some with gardens, and others with outbuildings and rear garages.

Residential field surveys indicate an estimated net density range of 24–36 dwelling units to the acre (du/a). If adjusted for other land uses such as businesses, churches, and other institutions within the block, the “effective net density” increases to 45–65 du/a. Numerous opportunities for small

infill residential development exist on empty lots within residential blocks, with some limited opportunities for larger-scale development on parcels in the northwest.

The existing Town Center possesses a tremendous number of assets that inform the *Year 2020 Focus Area Plan*. These assets include both existing strengths and opportunities provided by proximity to new development and forthcoming public investments. Important assets, coupled with their challenges, include:

1 Proximity to Emerging Multimedia/Research and Development Business Centers

The Town Center is strategically located close to existing and proposed centers for business growth, including Mission Bay. Several businesses are interested in locating here, and the community welcomes them given they provide community resources, link with local job training and education initiatives, and seek sites within the Town Center or other areas that fit larger community goals. In this way, even “dot.com” businesses become neighborhood-serving establishments.

2 Capitalizing on the Third Street Light Rail Line

Third Street is the major commercial street and most important arterial in Bayview Hunters Point. Along it are valued small locally owned businesses, but few of the larger businesses that meet the community's most basic needs. Muni's new Light Rail Transit line will provide three new stations serving the Town Center. While the light rail line provides infrastructure for revitalization, it is not enough to revitalize Third Street in a community-serving manner by itself. Existing business support, new development incentives, reduced parking requirements, and other measures that induce locally owned or desired establishments to locate around transit stations must be comprehensively planned and effectively implemented. Another important need is planning for multi-modal pathways and east-west connectivity to allow residents easy access to the Town Center.

3 Building a Strong Center around Civic Resources

The Town Center is home to many of the community's most treasured resources and civic facilities. Strengthening the Town Center's existing cultural facilities and its historic quality is inseparable from any other plan for the entire community's revitalization. However, most are not linked physically or organizationally with one another. One major block where opportunities abound is anchored by the Bayview Opera House and zoned P, “Publicly Owned.” Other “islands” of public buildings or community centers are scattered throughout. An important priority is linking these institutions and centers through the clustering of community-serving businesses and organizations, and building physical links with a focus on transit and pedestrian access.

4 Strong and Deeply Rooted Local Businesses

The Bayview Merchants Association just celebrated its



Family Day, celebrated annually, brings families out for a day of fun at the Bayview Opera House Plaza, next door to the Joseph Lee Recreation Center. Courtesy Bayview Opera House, Inc.

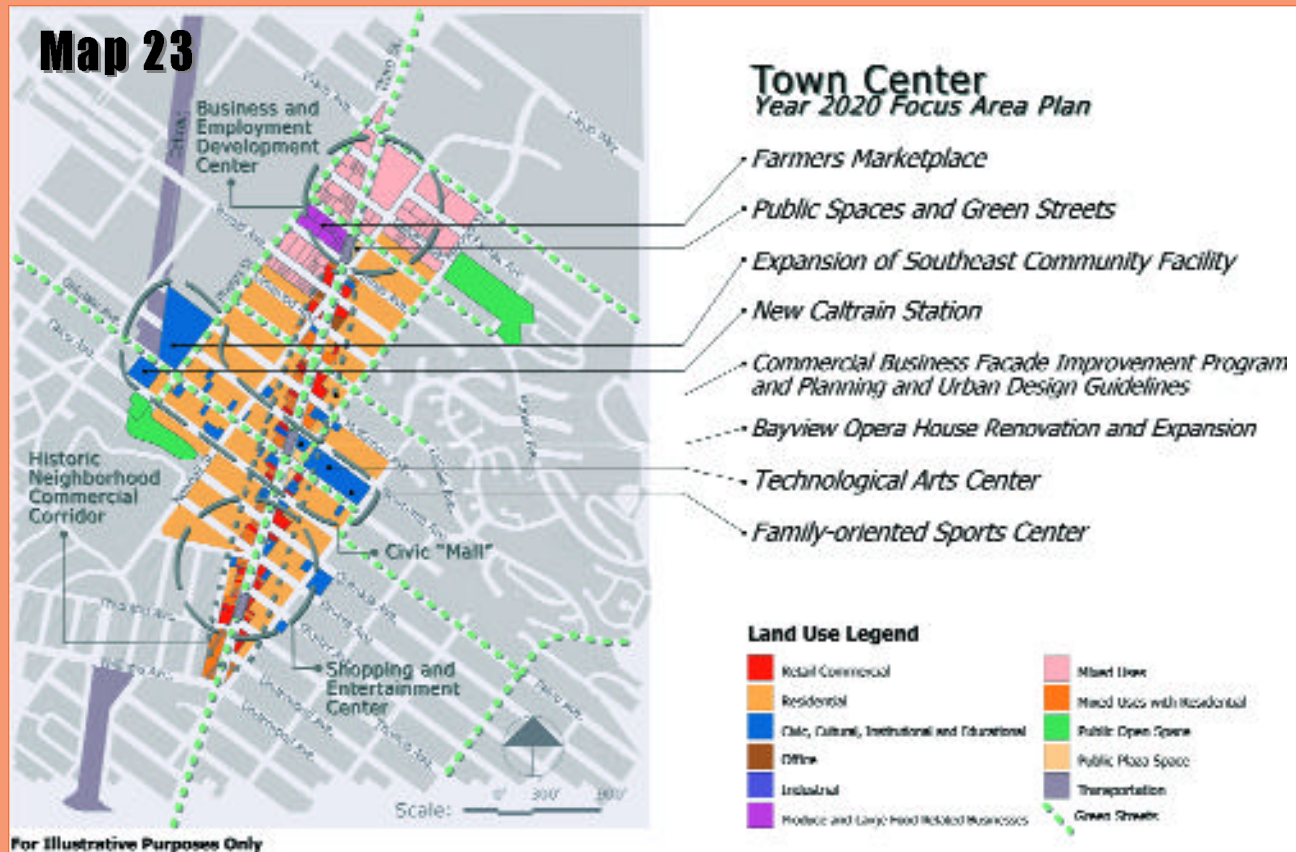
75th anniversary with an event that brought together the community's business owners and others who are dedicated to revitalization. The strengths found in the business community are the foundation upon which to build new economic development. One challenge is ensuring that these important people are brought into the early stages of planning for new development in a meaningful dialogue and that equal efforts are made to support their investments.

5 Creating New Opportunities for Large-Scale Development

Plans to relocate portions of the City's Southeast Water Pollution Control Plant provide new development opportunities, as does the redevelopment of underutilized parcels in the heart of the Town Center. One facility desired by residents that can potentially take advantage of the Southeast Plant's relocation is a new local high school. Several existing industrial uses should also be relocated in other Focus Areas. This not only provides new land for desired facilities and development, but also eliminates many of the current negative environmental impacts on the Town Center.

Community Vision for the Town Center Year 2020 Focus Area Plan — Building on Our Strengths

The community has articulated a vision for the Town Center and the north-central portion of the Third Street corridor as the civic and commercial heart of Bayview Hunters Point. A *Year 2020 Focus Area Plan* has been prepared to illustrate what the Town Center can become over time with dedicated application of the community's development and land use policies. Coordinated investments are



focused in high priority areas, local economic and employment development emphasized, and education and employment opportunities improved.

The *Town Center Focus Area Plan* includes:

- A protected historic residential neighborhood, with a range of new infill housing and transit-oriented mixed-use development focused around light rail stations on the Third Street Corridor.
- Local shopping and entertainment venues on Third Street that incorporates and uplifts existing businesses.
- A major business and employment development center in the northern portion of the Town Center, adjacent to the Industrial Park and anchored by Bayview Plaza.
- Projects and land uses that establish the Town Center as a cultural arts destination, with an emphasis on exceptional public art interwoven with infrastructure and buildings. Community destinations and gathering places are also in the plan—including a Farmer’s Market/Community Marketplace, plazas, and locations for festivals, fairs and community events.
- Transit hubs bringing people to and from Bayview Hunters Point and providing connections to employment, including Muni and CalTrain.

- Civic, educational, and community service facilities brought together to form a “mall” on Third Street and along Oakdale.

Elements of the Plan

Four major development centers within the Town Center emerged after careful study. As shown on Map 23, *Town Center Year 2020 Focus Area Plan*, the four include a business and employment development center to the north, a strong historic neighborhood commercial corridor along Third Street, a central civic/educational mall, and a commercial/entertainment center to the south along the Third Street corridor. All are linked by the Third Street Corridor, with mixed-use development concentrated around light rail stations, including neighborhood businesses, public facilities, and community service organizations. Careful historic preservation of irreplaceable buildings is required while sensitive urban design and comprehensive planning must work to ensure that new development and infrastructure alterations complement the existing urban framework with respect for cultural and historical character.

Looking at the *Year 2020 Focus Area Plan* for the Town Center from north to south, the employment core shown on blocks



New development that compliments Bayview Plaza will help to enliven the northern end of Third Street and create a thriving center for business and employment.

surrounding Bayview Plaza capitalizes upon the current trend for research-based and multimedia businesses seeking to locate in the India Basin Industrial Park. Bayview Plaza itself has been more intensively developed with a presence on Third Street. To the west of Third Street, the City’s water treatment plant will have been upgraded with some or all of its facilities relocated, providing opportunities for new uses, such as a potential high school. Other land uses shown in this employment core serve to buffer residential areas from industrial operations with office uses. A clear truck route provides links to San Francisco Produce Terminal that further protects residences.

Job creation and economic vitality are shown in the transit-supported commercial business areas all along the Third Street Corridor. Existing businesses are interwoven with new “anchor” establishments, while liquor stores are not prevalent. A *Main Street* approach to revitalization has improved façades and storefronts, promoted the district as a destination, and created a true neighborhood-serving mixed-use shopping environment. Major physical and economic improvements for the commercial district include wiring the community for computer-related economic development along length of Third Street. Select historic buildings must be restored and enlarged with new infill added where possible.

In between the employment core and the central civic/educational mall is a possible location for the permanent Farmer’s Market/Public Marketplace on Third Street. This location is in front of a major Muni Light Rail station and is surrounded by small-scale mixed-use retail businesses,

some currently existing today. The marketplace is visualized as a permanent structure with outlets for fresh produce and specialty foods, local artworks, and cultural craft items.

The middle portion of the Third Street Corridor within the Town Center transitions into a mixed-use area leading to a civic and educational “mall.” Existing facilities and institutions have been expanded with amenities and new mixed-use development linked by streetscape improvements. The strategy of fostering cultural development led to a clustering of civic institutions, community-based organizations, and human services within this central area.

The enlarged City College Campus and Southeast Community Facility anchor this civic/educational mall on the east with an expanded historic Bayview Opera House and Technology Center. A new CalTrain station is located adjacent to the campus, connecting Bayview to Silicon Valley. The city-owned block housing the Opera House is also a potential location for a combined parking garage serving the business district. Prominent community institutions are located throughout this central area with several residing in significant historic structures that will be restored.

Finally, the commercial/entertainment area along the Third Street corridor forms the southern end of the Town Center District. This area is visualized as a colorful combination of restored historic commercial buildings housing small neighborhood-serving businesses and offices, with some larger-scale retail stores and entertainment venues. This is where residents and visitors would find cafés and restaurants, a cinema, jazz clubs and other music outlets bringing the evening to life.



The Southeast Community Facility, home to City College’s Southeast Campus, non-profit office space, and community meeting rooms. Courtesy City College, Southeast Campus.

The following overview describes important overall attributes of the *Year 2020 Focus Area Plan* for the Town Center:

Transit-Oriented Development

The cornerstone of all revitalization efforts in Bayview Hunters Point is the creation of a vital, convenient Town Center. Community members feel strongly about preserving the prevailing land use patterns and existing businesses while bringing in desirable new development. The vision builds upon Muni's Third Street Light Rail Project with transit-based, pedestrian-oriented commercial/office development. Civic institutions with community services are clustered around transit stops and links. Building connectivity into the Town Center requires enhanced public infrastructure, and streetscape design for pedestrians and bicyclists with "Green Streets" that connect public facilities and transit centers to residential neighborhoods and the waterfront. A new CalTrain station, linked by Green Street treatments for Oakdale Avenue, is shown adjacent to the Southeast Community Facility. Business centers and industrial areas surrounding the Town Center coexist with residential areas through land use or landscape buffers with newly built, clearly defined routes for truck traffic.

Housing

The strategy of conserving existing and providing new housing is shown in residential neighborhoods within a revitalized Town Center that is lively, safe, and enhanced with public amenities. The vision of an inclusive community includes a well-considered balance of housing types built in the Town Center and around transit stations where appropriate, serving the housing needs of all members in the community. Affordable units should be interspersed throughout. In the case of all development, architectural harmony must be taken into account. The plan seeks to preserve all historic buildings and respect the smaller scale of neighborhood character.

Pedestrian-Oriented Residential Areas

The vision for Town Center neighborhoods includes traffic-calming on residential streets to make pedestrians feel safe and allow residents to reclaim their sidewalks as social areas. Traffic-calming methods include new sidewalks with landscape buffers, street trees wherever possible, and sidewalk bulb-outs where appropriate. The plan shows clearly marked truck routes while requiring enforcement of truck route policies to keep industrial traffic from residential streets. Office land uses and landscaped areas or parks also buffer residential areas to minimize negative impacts of trucks and automobiles. Intersections at the boundaries between residential and

industrial areas will need clearly marked crosswalks and sidewalk modifications to discourage non-local traffic from intruding into residential enclaves and improve the appearance of residential neighborhoods.

Public Open Spaces and Public Art

An important aspect of the Town Center vision is vibrant and artfully designed public open space related to transit stations for events and everyday community gathering. A large number of vacant lots and remnants of land along major streets, most city-owned, provide additional opportunities for expanding the amount of open space throughout the Town Center and along the Third Street Corridor. New schools and daycare centers should be located with connections to both transit stations and community open space. Visualized throughout is public art celebrating the history and cultural character of Bayview Hunters Point, adorning streets, public buildings, parks and plazas.

Proposed and Potential Projects in the Town Center

There is a clear directive to focus first on projects where there are existing assets, such as strengthening existing businesses, expanding civic institutions, and restoring important buildings. The next step is to redevelop key vacant and/or underutilized buildings and parcels in the heart of the community with uses that expand upon and support this existing character.

CIVIC, EDUCATIONAL, AND ARTS OPPORTUNITIES

Bayview Opera House

Renovation and expansion can transform the Bayview Opera House into a full-fledged Performing Arts and Multimedia Training Center, dedicated to the promotion of the visual, performing, musical and literary arts. This expansion would occur on a 2.75-acre, city-owned block defined by Third Street and Newcomb Avenue, and Lane Street and Oakdale Avenue. The historic Bayview Opera House currently serves as a community-meeting hall, film theater and center for training in the performing arts. The building needs a new roof, façade restoration and interior remodeling. By expanding existing program — the community movie theatre, stage technician workshops, and the Bayview Heritage magazine — the Opera House facility will focus on intensively preparing young adults for careers in arts-related fields. Renovation and expansion should be designed to accommodate an arts education academy, expanded community movie theater, modernized recording studio, drama company and dance troupe, and cabaret supper club.



Theater arts classes at the Bayview Opera House. Courtesy Bayview Opera House, Inc.

Technological Arts Center

A state-of-the-art Technological Arts Center will build on the success of the Bayview Opera House Performing Arts and Multimedia Training Center to prepare youth to participate and compete more fully in computer and Internet technology fields. This will be a center that nurtures creativity, inspires exploration, builds on the classroom education, and ultimately empowers youth. One interesting model cited by community members is the Yerba Buena Children's Center located in San Francisco's South of Market area. Another is "Plugged In" in East Palo Alto, a community technology center with a mission to ensure that residents have the opportunity to benefit fully from the information revolution. Plugged In's Greenhouse program is a creative arts and technology studio for children that provides after-school programs, classroom partnerships, and special projects based on educational themes. Partnerships with local schools increase access to technology for all children in East Palo Alto. The Greenhouse also offers special projects with activities including a mural project, field trips to educational sites around the Bay Area, and opportunities to exhibit artwork in local galleries. Plugged In actively compiles and shares its program curriculum via the Internet at www.pluggedin.org.

Family-oriented Sports Center

Expansion of the existing community uses of the Joseph Lee Recreation Center is desired. An improved family oriented sports center concept would expand the current

facility's capacity to include a fitness center with weight training rooms, basketball courts, locker rooms, classrooms, an office suite, and a new, conveniently located daycare facility serving 180 children. New construction must be considered because of the age and extensive maintenance issues of the existing Center and Burnett School building. Whether using a renovation and expansion approach or a new construction approach, the facility should be integrated the Bayview Opera House and its plaza, with the Oakdale/Third Street corner as the main entrance. An integrated parking structure could be shared with visitors and residents who are shopping along the corridor or are going to church.

Southeast Community Facility/City College

This valued facility is a major community resource that should be expanded. Demand for increased educational programs provided by City College, integrated job training programs, community civic office space, and other resources including daycare can be met by bridging the existing facility to adjacent sites with new buildings.

Public Art and Cultural Identity

An art program administered by Muni will enhance the Third Street Corridor light rail stations at LaSalle, Oakdale-Palou and Shafter Avenues with work by local artists including Horace Washington, Frederick Hayes and Joe Sam. The Bayview stations will reflect the community's shipbuilding history, bayside location, and Afrocentric culture, including motifs of African Kente cloth. Building on this effort, additional public art should be incorporated into all public and private projects, emphasizing cultural and historical influences. This includes paving patterns, street furnishings (benches, light standards, tree grates, etc.), fencing and other permanent objects besides the traditional forms of sculpture, murals, and other applied arts. Proceeds from the City's 2% for the Arts ordinance (requiring 2 percent of total project construction cost for civic/public projects be invested in art enrichment) should be invested locally. New structures proposed by the private sector should similarly invest in art enrichment as part of their civic duty to become part of the community.

LOCAL COMMERCIAL AND BUSINESS OPPORTUNITIES

Farmers' Market/Community Marketplace

More than 60 Farmers' Markets are located in the San Francisco Bay Area, offering farm-fresh fruits and vegetables, flowers, artisan breads, locally-produced cheeses and other fresh foods. The community desires the establishment of their own Farmers' Market, eventually building a perma-



Fresh quality food is a must for the Town Center.
Courtesy Stull and Lee.

ment facility modeled upon thriving examples like the Emeryville Public Market. At its beginning, a Bayview farmers' market would meet once or twice a week at an open-air site requiring little or no site improvements such as a plaza, street or parking lot. This allows for low overhead by the project sponsor that in turn are extended to vendors, in order to provide a supportive environment to small and local distributors. Various models include the West Alameda, Jack London Square and Temescal Square Farmers' Markets. With more capital investment, tents or other non-permanent structures would provide general shelter and add visual identity. An unimproved site could eventually become a formal plaza space used for other events and activities. With continued success, a farmers' market might become housed in a permanent structure such as in Emeryville and Rockridge, Oakland. A triangle of land at Third Street and Hudson, already used as a vending spot for barbecue, could become the location for the first open-air farmers' market. Building on its success with visioning, management and promotional efforts, the block across the street could eventually be integrated into a permanent indoor farmers' market.

A permanent facility offers the advantage of bringing a wider variety of foods and products to the community with

on-site refrigeration and more space for short- and long-term leases to craft vendors as well as food outlets. Local community development corporations have built a number of such projects across the country, taking seven years on average to develop fully and requiring public/private grants and low-interest loans. Bayview can work with existing assets and expertise from the San Francisco League of Urban Gardeners (SLUG) and the San Francisco Wholesale Produce Terminal Market. The ultimate goal is to develop a commercial block that includes a public market hall at its core surrounded by restaurants, specialty food stores, and other local businesses.

Commercial Business Façade Improvement Program

Public transportation improvements on Third Street must be accompanied by improvements to existing storefronts and buildings. A Bayview façade improvement program should be implemented immediately, such as the San Bruno Avenue *Pilot Façade Improvement Program* overseen by the Mayor's Office of Economic Development (MOED) and the Department of Public Works (DPW). This *Small Business Façade Grant Pilot Program* provides architectural design assistance and matching grants on a dollar for dollar basis of \$5,000 per storefront for exterior renovations to property and work on business owners' storefronts. The goal of the City is to partner with property and business owners in neighborhood commercial districts to create a vibrant retail corridor that serves the community, increases commercial activity, and beautifies and enhances the districts' streetscapes.

The proposed façade improvement program would be one part of a larger economic development strategy based upon the Main Street Program. The Main Street approach organizes comprehensive revitalization efforts into a four-point framework: organization, promotion, design, and economic restructuring. In 1999, the National Main Street Center estimated that for every dollar a community invests in the operation of its Main Street program, \$38 are reinvested in the district in the way of permanent property values and job creation. This makes Main Street one of the most effective economic development programs in the nation. The state maintains an office, called California Main Street, that focuses on enhancing the economic, social, cultural, and environmental well-being of traditional commercial districts in concert with the national Main Street Center. Since 1985, involved communities have invested \$144 million in public design improvements (402 projects) and \$134 million in private façade and building rehabilitation (2,832 projects). As a result,



Bayview Connections illustrative plan for improvements to the Bayview Opera House Plaza and the creation of a transit plaza across the street at Palou Avenue and Third Street. Project partially funded by the Metropolitan Transportation Commission (MTC). Design support to City staff from Stevens and Associates/Gerson Overstreet.

downtowns and neighborhood commercial districts in the California Main Street network have generated 5,857 new businesses and created 20,399 new jobs.

Local Hiring and Training Requirements for New Development

First Source Hiring, Resident Training and Mentoring program requirements must be negotiated as a part of all new development proposals.

TRANSPORTATION AND PUBLIC SPACE OPPORTUNITIES

Proposed New CalTrain Station

There has been significant interest expressed by community members, city staff, and members of the regional transportation board in moving the Paul Avenue CalTrain commuter rail station to a new location at Oakdale Avenue. This location would anchor the civic/educational "mall," is easily accessible to several Muni bus lines and is a short walk to the Town Center commercial area and light rail line. A station at this location would serve both Bayview Hunters Point and other San Francisco neighborhoods to the west. There is nearly universal support for the relocation, including staff members from the Southeast Community Facility and City College.

Public Spaces and Green Streets

Building on the success of the Bayview Connections streetscape and public plaza project, additional efforts should create a larger series of activated pedestrian-oriented public spaces and an interconnected loop of Green Streets, with transportation improvements to surrounding residential, commercial, cultural and institutional areas. Public plaza spaces should be designed with attractive paving, pedestrian lighting, trees and landscaping, and public art so that they become places to sit and linger. Streetscape improvements should strive to structure clear and comfortable pedestrian routes, especially where they link important community resources, facilities, public parks and employment centers. Improvements should include new pedestrian lighting and infill planting, and striped bike lanes. Center median island elements, improved sidewalks and bulb-outs, Muni shelters, and pedestrian-oriented lighting should be located at appropriate places, and especially at bus stop intersections.

PLANNING AND URBAN DESIGN STANDARDS

Third Street Corridor

The community requires thoughtful design standards for new development. Recent proposals have received wide review and public comment, helping to make them "fit" the community and become better projects. Height limits along Third Street have tentatively been determined at 40 feet, perhaps with some degree of flexibility to achieve more intensely developed areas around transit stations. The desire is to avoid monolithic architecture and design styles, respecting the intimate scale and variable nature of the historic district. Urban design standards along the corridor call for building facades up to the sidewalk, with articulated entrances and windows.



Islais Creek, west of Third Street, looking north.

NORTHERN INDUSTRIAL DISTRICT YEAR 2020 FOCUS AREA PLAN

Focus Area Description and Opportunities for Revitalization

The Northern Industrial District comprises approximately one-third of the entire Bayview Hunters Point community, extending from Bayshore Boulevard and U.S. 101 on the west to the Port of San Francisco waterfront at Piers 80-92.

This expansive industrial valley is clearly visible from the freeways, and forms the gateway into the community from Third Street. Other major gateways to the community are located on Bayshore Boulevard and Oakdale Avenue. The Northern Industrial Area, bordered by Cesar Chavez Street on the north, is located between the southern slopes of Potrero Hill and an inlet of San Francisco Bay called Islais Creek. The residential neighborhoods of Silver Terrace, Central Bayview and Hunters Point Hill define the southern border.

The Northern Industrial District is a flat valley, surrounded by hills and water. Potrero Hill and the Central Waterfront border the north, Bernal Heights to the east, Silver Terrace and Hunters Point Hill to the south, and the San Francisco Bay inlets of Islais Creek and India Basin to the east. The Third Street corridor bisects the entire area from Cesar Chavez Boulevard, where it is flanked with industrial buildings and lots, to Kirkwood Avenue, where it continues into the Bayview Town Center commercial district.

Once a large wetland with a perennial creek winding to the bay, the Northern Industrial Area is zoned for heavy industry and wholesale uses characterized by large blocks developed with a variety of building forms. Despite its largely industrial nature, the area contains sites dedicated to non-industrial uses, such as large auto-oriented commercial uses along Bayshore Boulevard and many small businesses and non-profit organizations located closer to Third Street. Several firms recently locating in buildings initially built for heavy industry include new multimedia and printing businesses. Another non-industrial use of land includes Islais Creek Landing, a public waterfront promenade park

that seeks to reclaim the heritage of the former creek that is beginning to grow on both sides of the inlet channel.

The portion of Third Street within the Northern Industrial District is characterized by a mix of industrial and commercial land use with a variety of building forms. A defunct industrial park borders the western side of Third Street from Kirkwood to Evans that includes recycling operations, trucking firms, and other uses. The India Basin Industrial Park Redevelopment Project Area is a suburban-style, low-density industrial area extending east from Third Street. Once called “Butchertown” due to the large number of slaughterhouses and meat processing businesses historically located here, the area was slated for redevelopment, with a plan adopted in 1969. This designation as a redevelopment project area will end in 2009, after which land use jurisdiction will pass from SFRA to the City’s Planning Department. Currently the area is characterized by large box-like tilt-up concrete buildings, such as the regional U.S. Mail Processing Center, and a streetscape of large grass-covered berms surrounded by surface parking lots.

High demand for land and buildings by multimedia firms has led to SFRA proposing changes in land uses allowed within India Basin Industrial Park. One rationale is to increase land use intensities adjacent to the Muni Third Street Light Rail line. SFRA is currently working to amend the plan to allow for these multimedia office uses along the Third Street Corridor and within India Basin. The amendment is coupled with “First Source” hiring and job training/mentorship program requirements for businesses to provide employment opportunities for community residents.

The existing San Francisco Produce District occupies the majority of the west-central area. Large shed-style buildings with trucking bays front the streets. Roadway infrastructure is increasingly in need of repair due to heavy truck traffic. Many of the facilities are becoming obsolete for competitive business practices. The community highly values the Produce District and supports its particular revitalization.

Along the western length of the Northern Industrial District and east of the US-101 freeway is the Bayshore Boulevard

corridor. This corridor is dominated by large-scale commercial uses oriented to automobile access. Before the construction of the freeway, Bayshore Boulevard was the main highway between San Francisco and San Jose. Existing large-scale commercial facilities along the corridor were built mainly in the ‘40s and ‘50s including wholesale centers, restaurants, auto repair facilities and other uses capitalizing on proximity to the highway. More recently, drive-through fast food chains and auto-oriented retail establishments have developed along the corridor, reflecting its auto-intensive character and adjacency to the freeway.

The existing Northern Industrial District possesses a tremendous number of assets and characteristics that inform a 20-year vision. These assets, coupled with their challenges, include:

1 Proximity to Emerging Multimedia/Research and Development Business Centers

The eastern portion of this large area is strategically located near existing and proposed centers for business growth, including Mission Bay. Several businesses are interested in locating here, and the community welcomes them, given they seek sites within the Town Center or other areas that fit larger community goals, provide community resources, and link with local job training and education initiatives. In this way, even “dot.com” businesses become neighborhood-serving establishments.

2 Capitalizing on the Third Street Light Rail Line

Muni’s Third Street Light Rail Transit line will provide new stations serving the center of the Northern Industrial Area. Development incentives should include reduced parking requirements and other measures to increase transit-reliance. This includes shuttles and car-sharing, while recognizing that businesses will not do this on their own without strict requirements coupled with monetary assistance. Planning for multi-modal access and east-west connectivity is key.

3 Strengthening the San Francisco Produce District

The Produce District was relocated here when downtown began expanding in the 1960s. Today, much of the infrastructure of streets, truck bays and other buildings has become worn or increasingly obsolete. The community wants to see necessary improvements and new construction expedited to ensure the Produce District’s vitality in the future. Another initiative is to link the district’s businesses with the Farmers’ Market/Community Marketplace envisioned for the Town Center.

Community Vision for the Northern Industrial District Year 2020 Focus Area Plan — Building on Our Strengths

By means of community workshops and town hall-style meetings, Bayview residents and business people have agreed on a common vision and revitalization strategy for this northernmost sector of the community. This vision includes:

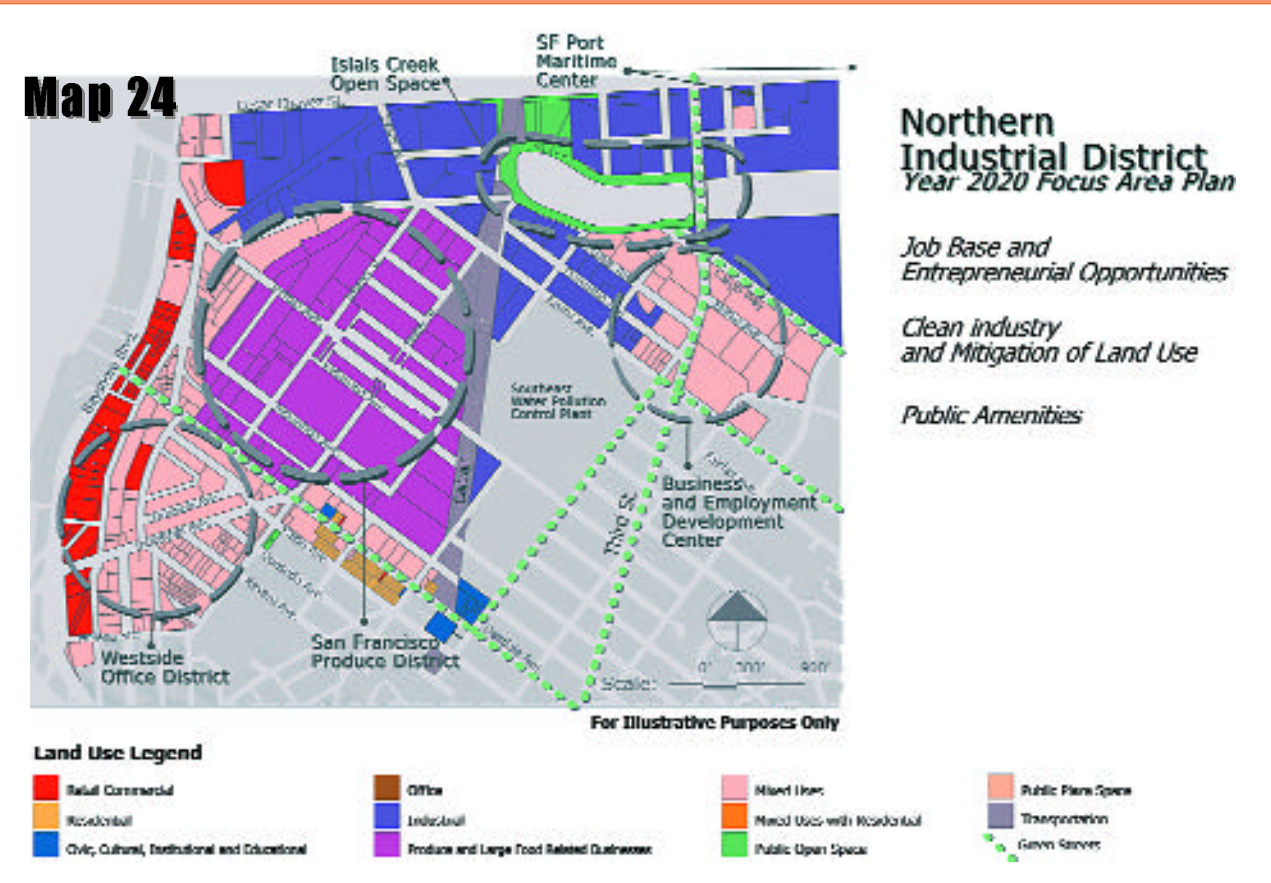
- Maintaining and expanding industry within the area to increase the job base and support the development of entrepreneurial opportunities. Economic development with an ecological emphasis should be the focus; housing development or live-work should not be allowed in industrial areas.
- The promotion of policies and land use decisions that provide job-training, employment and business opportunities to local residents.
- Economic development that fosters clean industry and facilities to improve the quality of life for area residents and workers. Eco-industrial park development and operations principles are called for.
- Public amenities that facilitate transit, truck and pedestrian travel through the area, beautify the streetscapes, maximize access to open space and the waterfront, and buffer housing, schools, parks or other “people places” from industrial uses.

Elements of the Plan

Six major development centers, each with its own character, are visualized within the Northern Industrial Area as shown on Map 24, *Northern Industrial District Year 2020 Focus Area Plan*. These six centers include a Port Eco-Industrial and Maritime Industrial Park, Islais Creek Landing waterfront



Finishing up lunch, a Potrero resident enjoys Bayview’s newest open space and waterfront access: Islais Creek Promenade.



open space, a “new” Third Street/India Basin Industrial Business Park, an enhanced San Francisco Produce District, the “Westside” Business Park, and Bayshore Boulevard Commercial Retail Corridor to the west.

Job creation and economic vitality are shown in both the important industrial areas and transit-supported commercial uses along the Third Street Corridor. Select historic commercial facilities should be retained wherever possible and reflected in new development proposals. Infill development should be monitored to ensure it is in character with the neighborhood. Major physical and economic improvements include significant investments in public infrastructure, including commercial truck routes, Green Streets and pedestrian-related improvements of intersections throughout the district.

Reviewing the *Northern Industrial District Year 2020 Focus Area Plan* from north to south, the Port of San Francisco’s Eco-Industrial and Maritime Industrial Park is a mixed-industry area that emphasizes the use of cargo facilities along the waterfront and clustering of eco-industrial facilities. Those parts of the area not amenable to maritime uses due to distance from the water provide an opportuni-

ty for alternative uses, and can provide land for a major public park with playing fields and other resources.

Crossing from east to west is major community asset, Islais Creek Landing. This waterfront promenade is surrounded by a mix of office and housing on the northwest quarter, business parks in the southwest quarter, waterfront trails within parkland on the Port-side, and the India Basin “New” Industrial Park in the southeast quarter. The promenade has accessible waterfront walkways, benches, historical displays and recreational fishing areas that provide residents and workers with an invaluable amenity enhancing the quality of life in Bayview Hunters Point. The result is a continuous, accessible greenbelt around Islais Creek with multiple access points.

Just south of the Port land and below Islais Creek is the “New” India Basin Industrial Park. The Industrial Park of the future is more densely developed, with a people-mover shuttle system linked to light rail stops on Third Street reducing the need for huge employee parking lots. Multimedia is an integral part of the mix of businesses thriving here. Eco-industrial procedures have formed new dependencies between businesses, allowing

for innovative production techniques. Along Third Street, a mix of office and commercial uses linked to transit forms a corridor anchored by community gateways, enhancing the natural landmark of Islais Creek Landing. The architecture here is sleek and modern, evoking a sense of the bay and the shipbuilding history of Bayview. Parking is incorporated into buildings or located at the rear of lots, creating a true streetscape and sidewalk presence at the ground floor. Increased transit use and housing will bring more pedestrians and the character of the street, in turn, will become more pedestrian-oriented. Easy access from the train to local businesses will create a more pedestrian-friendly, lively, urban environment throughout.

The San Francisco Produce District dominates the west-central portion of the area. Food-related businesses, produce terminals, and other wholesale markets are knit together with improved infrastructure and efficiently designed truckways. Automobile traffic is restricted to the business district while trucks are directed to the west towards Bayshore Boulevard and the interstate access points. Gateways integrated with checkpoints define the boundaries of this vital commerce area.

Adjacent to the west, the “Westside” Business Park provides opportunities for a large variety of businesses and facilities including light-industry, shipping, wholesale, and other business operations.

Finally, the Bayshore Boulevard commercial retail corridor defines the western border of the community. Future development here is visualized as “super retail,” appropriate to the auto-intensive character of the area and its adjacency to the freeway.

The following issues are of great importance to the community:

- **Clean Industry Standards and Appropriate Siting of Facilities**
Business centers and industrial areas should not pol-

lute the environment and should make use of the best technologies and production processes available. Community members feel strongly about seeing city and Port policies established that make incentives for unified eco-industrial development using programs established nationally. The Northern Industrial District should become a progressive model for the rest of the state and nation.

- **Access and Enhancements to the Waterfront**
The waterfront should be opened up and restored for public use. Industry and economic development can coexist and benefit from this public good. Facilities that pollute the air and water should be relocated to land away from the waterfront. Land that can be dedicated to a large public open space should be considered as not only a service to the southeastern part of the City least endowed with parks, but planned as an inducement for certain types of businesses to locate around it.
- **Links between Industry and the Community**
While the focus is often upon building links through job training and local employment programs, many other community “goods” can and should be provided by businesses seeking to locate in the Northern Industrial District. These include public space, public art, and co-generation of community facilities. An example of such a proposed link is a partnership between the San Francisco Produce District and a Farmers’ Market/Community Marketplace in the Town Center.

Proposed and Potential Projects in the Northern Industrial District

Existing assets to work with immediately include the Muni Light Rail line to be constructed along Third Street, with opportunities to encourage the development of office buildings that house small cafés or provide some other type of mixed use. Buildings should reflect the maritime heritage, industrial history and landscape characteristics of the area to retain and/or emphasize the unique character of the historic industrial district.



Looking east at Port of San Francisco property from Cargo Way and Third Street.

JOB BASE AND ENTREPRENEURIAL OPPORTUNITIES

Transit Oriented Development Along Third Street

Office and commercial development along the Northern Third Street Corridor will provide increased employment and entrepreneurial opportunities. Conversely, businesses locating here should emphasize transit use for employees and visitors.

Increase Local Hiring and Training Requirements

First Source Hiring, Resident Training and Mentoring program requirements must be negotiated as a part of all new development proposals.

Increase Job Development in Redevelopment Areas

Amend the India Basin Industrial Park and the Bayview Industrial Triangle to allow for more office and commercial uses.

Expand the San Francisco Produce District

Projects that will encourage renovation and expansion of the San Francisco Produce District and related uses include entry gateways, new truck routes and improved streets, and reinvestment into docking and other truck-related facilities.

CLEAN INDUSTRY AND MITIGATION OF LAND USE CONFLICTS

Southeast Water Pollution Control Plant Improvements

The Southeast Treatment Plant has considerable impacts on neighborhoods surrounding it, including foul odors. The utility has plans to relocate the southern “digesters” section of the plant that will reduce most odors. However, the community remains concerned about the City’s reliance on this facility to serve a broad segment of San Francisco and that planned developments such as Mission Bay and the UC campus may overtax it. The Coalition for Better Wastewater Solutions suggests that this issue be studied further for long-term sustainable solutions. The Public Utilities Commission (PUC) is engaged in a one-year study regarding alternative improvements to the Sewer Treatment Plant.

Port of San Francisco Eco-Industrial Park

The Port has indicated a resource/waste-sharing eco-industrial park could potentially be developed in the upland area or “backlands” of the Port Property on Cargo Way.

Industrial Protection Zones (IPZs)

New zoning controls should be established to prohibit residential development and allow office development with conditional approval in industrial zones. Transition zones adjacent to residential districts should be established to allow only commercial or less noxious uses (no hazardous materials, and low-noise/low-odor-generating uses).



The history of Bayview's waterfront, like the waterfront itself, should be accessible to all.

Physical Buffers

Streetscape improvements should be made where existing land use conflicts exist. These projects can include parkway designation, widened sidewalks, and rows of trees that can buffer existing industrial uses from residential uses or pedestrians from traffic.

PUBLIC AMENITIES

Streetscape Improvements

Additional streetscape improvements along the length of Third Street that are not currently in the MUNI budget should be considered for simultaneous implementation with the light rail construction. Improvements to other key pedestrian linkages as “Green Streets” should also be provided for as key investments.

Islais Creek Access and Public Improvements

Bordered on three sides by industrial uses, continuous access around the perimeter of the creek and links with the Bay Trail should be made with pedestrian and bicycle paths.

Community Gateways and Markers

Community markers should be established at Islais Creek Landing, Cesar Chavez, and/or Oakdale at Bayshore to identify the community.



View of Hunters Point Shoreline looking northwest from Hunters Point Hill.

THE HUNTERS POINT SHORELINE DISTRICT YEAR 2020 FOCUS AREA PLAN

Focus Area Description and Opportunities for Revitalization

The Hunters Point Shoreline District is located in the northeastern portion of Bayview Hunters Point. Its close proximity to San Francisco Bay and location at the northern access point to the Hunters Point Naval Shipyard present a number of opportunities for revitalization. The area has great potential to serve the diverse needs of current and future residents on Hunters Point Hill who currently have little access to commercial development and services.

The district is bordered by residential areas on Hunters Point Hill to the west, the Northern Industrial District and Port of San Francisco to the north, India Basin Park shoreline to the east, and the Hunters Point Naval Shipyard to the south/southeast. Significant existing land uses and facilities include the Pacific Gas & Electric (PG&E) power plant site, the Westbrook and Hunters View public housing developments, the Northridge Coop Housing development, India Basin Shoreline Park, and Pier 98. Notable historic landmarks include Our Lady of the Lourdes church and Avion Springs water company. Interspersed throughout the residential areas closest to the shoreline and adjacent to the Northern Industrial District are a number of small-scale light industrial businesses, a few commercial businesses, and several vacant parcels of land.

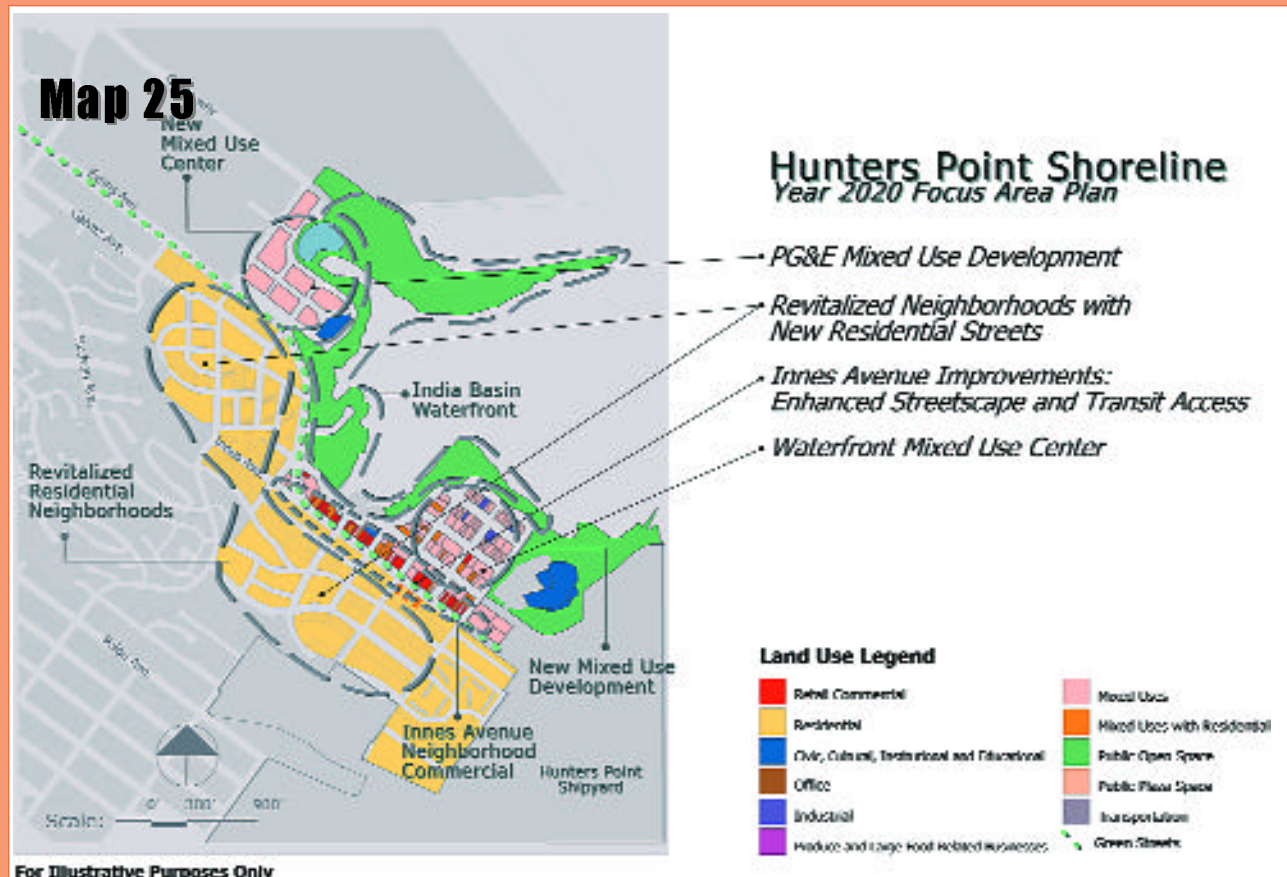
The major road through the district is Evans Avenue, which turns into Hunters Point Boulevard and Innes Avenue, connecting Third Street and the Town Center to the Hunters Point Naval Shipyard. The current street pattern in residential areas on the hill is curving collector streets with cul-de-sacs, while most of the rest of the district has a slightly warped grid of streets draped over the hilly topography

sloping to the waterfront. There are several steep escarpments along Hunters Point Boulevard that have created a generally negative disconnection of the residential neighborhoods to the waterfront and adjacent areas.

The Westbrook and Hunters View public housing developments on Hunters Point Hill are under the aegis of the San Francisco Housing Authority, providing desperately needed affordable housing. However, the buildings are former wartime housing units intended to provide temporary housing for shipyard workers during World War II that have become increasingly impacted by age and use. These two developments are bordered to the west by newer suburban-style housing built by SFRA during the 1970s and 1980s. For the most part, these residential areas are disconnected from each other.

The shoreline area includes several wetland restoration projects and public open space projects at Pier 98 and around India Basin. The Port of San Francisco and SFRA are engaged in parallel planning studies to revitalize the shoreline areas of the Hunters Point Shoreline District. Both agencies have established community advisory boards for this purpose and hold open public meetings to discuss proposals and projects. India Basin Shoreline Park is an 11.4-acre park that features community amenities and pathways throughout that link to the Bay Trail. A large amount of wetland restoration within the park has taken place and the India Basin Shoreline Open Space project sponsored by the City's Recreation and Park Department, the Trust for Public Land, and several local non-profits are planning to add 5.7-acres that feature additional amenities. The park and open space areas are not yet well used due to disjointed pathways, limited accessibility through adjoining land, and a lack of visibility to the rest of the community.

Abundant assets within the existing Hunters Point Shoreline District, including current revitalization activities and alliances, have informed the creation of the *Year*



For Illustrative Purposes Only

2020 Focus Area Plan for the Hunters Point Shoreline District. These assets and their challenges include:

- 1 **Proximity to the Waterfront**
India Basin Shoreline Park is currently being expanded with opportunities to create new links along the waterfront with the Bay Trail. Multiple agencies and community organizations have banded together to achieve common goals, offering the opportunity to continue joint revitalization efforts. Public participation has been a large part of current efforts, from planning to actual implementation through volunteer activities that can be built upon for future efforts. One major challenge is the cost of cleaning up polluted public land and financing planned improvements. Privately-owned land, including the small marina within the center of the shoreline park, also needs assistance to remediate pollution and create a vital waterfront through enhanced development.
- 2 **Large-Scale Redevelopment Opportunities**
The Hunters Point Shoreline District includes two major potential development parcels, including the 35-acre PG&E power plant and adjoining facilities to the north, and the 13.5-acre parcel known as the “Ferrari site” to the southeast. These represent two of the largest sites in Bayview Hunters Point available for development. Like other industrial sites, the two parcels will require

cleanup of past contamination prior to new construction or use. In the case of the PG&E plant, full closure for redevelopment cannot occur until the City’s Potrero Plant is upgraded and can provide all the energy needed for San Francisco. At present, this appears possible by 2005.

- 3 **The San Francisco Housing Authority’s Pursuit of Hope VI Grants**
Public housing developments within the district provide affordable housing for the thousands of San Francisco residents who have been impacted by the staggering growth and high rents associated with the new economy. However, this housing is old and increasingly unsafe. Because the original construction was considered temporary, the site is not well designed. However, this provides a great opportunity to redevelop the housing with a more compatible neighborhood form. A grant application was created this year for the revitalization of the Westbrook Housing Development, replacing dilapidated housing with new, well-designed townhouses and apartments, reconnecting the neighborhood with a woven grid of new streets, and including a host of desired public spaces, facilities, and civic services. Although the U.S. Department of Housing and Urban Development (HUD) did not approve the grant in this year’s cycle, there is

great need and desire to refine the proposal and resubmit it next year. Further revitalization efforts for this desperately needed affordable housing will require additional help from federal, state, and city government agencies to rehabilitate the other public housing developments in the community.

- 4 **Proximity to the Hunters Point Shipyard**
There is a great desire and opportunity to create a thriving neighborhood commercial center within the blocks bordered by Hunters Point Boulevard and Innes Avenue that will serve adjacent residents and capitalize upon proximity to the Shipyard. This area is located on a shelf of land that can capitalize on views to the waterfront. Current Shipyard plans include the development of the “Bay Area Cultural Arts and Technology Center” (BAYCAT) that will serve to anchor the southeastern end of the commercial area and provide a major community benefit with training programs.

Community Vision for the Hunters Point Shoreline District Year 2020 Focus Area Plan — Building on Our Strengths

The community has identified the Hunters Point Shoreline District as playing a major role in the revitalization of Bayview Hunters Point, in large part because of its shoreline frontage and large underdeveloped parcels. A Year 2020 Focus Area Plan has been prepared to illustrate what can be accomplished by utilizing these existing strengths and assets.

The plan includes:

- Water recreation along the India Basin Shoreline and public access to the waterfront.
- Rehabilitated public housing that ties in physically and archi-



Hunters Point Boulevard curves into Innes Avenue, home to a small neighborhood commercial strip with a mix of uses: residential, light industry, a small boat yard, a cafe, non-profit offices, and a growing India Basin waterfront park. Housing on Hunters Point Hill rises to the left of Innes Avenue.

tecturally to other residential development in the community.

- New mixed-use residential developments that feature ground floor neighborhood-serving businesses and housing above in appropriate locations on the north side of Innes Avenue.
- New mixed-use development centers with flexible land uses on the PG&E and Ferrari sites that take advantage of these large parcels of land.
- Facilitation and completion of cleanup of hazardous substances from identified contaminated sites, particularly the PG&E site and the Ferrari parcel.

Elements of the Plan

Five major development centers within the Hunters Point Shoreline District emerged by focusing upon available sites in combination with proposed plans to create a vital, multi-use district. The five are seen in Map 25, Hunters Point Shoreline District Year 2020 Focus Area Plan: a new mixed-use area occupies the former PG&E site; the completed and enhanced India Basin Waterfront Park features an enlarged marina; a central mixed-use commercial area has developed along Innes Avenue; a zone of new residential neighborhoods is shown on Housing Authority land; and, a mixed-use employment core on the Ferrari site. All are linked by a new and enhanced hierarchy of streets, the Bay Trail along the waterfront, and thoughtful land use transitions.

In this future vision, new jobs and economic vitality are key and abundant housing is interwoven throughout. The hillside and the waterfront would be connected by new development that serves the entire area and that provides neighborhood services needed by Hunters Point Hill residents and future residents living near the waterfront.

Looking at the Year 2020 Focus Area Plan for the Hunters Point Shoreline District from north to south, the new mixed-use development replacing the PG&E power plant takes advantage of the waterfront setting and converts an irregular cooling pond into a lake amenity with trails and courtyard spaces connecting adjacent buildings. The buildings wrap around the pond and waterfront, visualized as stepping-up in height as one moves farther north to create and maintain important views. The two buildings closest to the shoreline open up to a central plaza with paths leading to the Bay Trail at the water’s edge. An interpretive center celebrating the waterfront could be located here on the ground floor.

South of this new mixed-use center is the expanded India Basin Park. Trails, fishing piers, picnic areas and other

amenities are centered by a beautiful, expanded marina with boat ramps and docking facilities. There is an additional possibility for this marina to become enhanced with a commercial ferry landing.

Just inland from the park and marina is the Innes Avenue neighborhood commercial area. Development in this area would consist of two- and three-story mixed-use buildings with neighborhood-serving commercial uses on the ground floors and housing or offices above. In certain blocks, apartment buildings with commanding views of the bay are shown. New streets are shown intersecting the blocks and connecting up the hill towards adjacent residential neighborhoods to allow convenient and walkable access to shopping and the waterfront.

The residential neighborhoods surrounding the commercial area and on the hill are partially based upon the site planning standards proposed by the Housing Authority in the Westbrook Plan HUD grant. The imagined redevelopment and rehabilitation of Hunters View is based upon the same patterns seen in the Westbrook plan, with new streets lined with townhouses and apartment buildings interspersed with civic facilities, schools, and neighborhood parks.

Anchoring the Hunters Point Shoreline District to the south and adjacent to the waterfront is a new mixed-use neighborhood on the former Ferrari site. A grid of streets and the conceptual design of the building footprints show a smaller scale of development with maximized views of the bay. The mix of uses could include neighborhood-serving commercial and restaurants on ground floors along with office, business services, and compatible light industry. Housing is intermixed throughout, whether in upper stories of mixed-use buildings or in small enclaves. Great importance is placed upon walkable blocks that provide unhindered access to the waterfront.

Adjacent to the Ferrari site, the BAYCAT building that is currently being designed has been visualized with different levels, taking full advantage of the steep topography in order to provide dramatic views, and potentially contain tuck-under parking. At the highest level of the building, where it is on-grade with the street level, is a café with lovely outside terraces and walking paths. Eco-science greenhouses could be located on the lowest levels, interconnected with a highly designed basin landscape where stormwater runoff is caught and filtered. The waterfront park area below is conceived of as being fairly wild and lush with the Bay Trail meandering through.

The following overview describes important attributes of

the *Hunters Point Shoreline District Year 2020 Focus Area Plan*.

NEW MIXED-USE DEVELOPMENT

All new development includes a mix of residential units, business and professional services, retail establishments, and compatible light industrial. The new development on the PG&E site must consider how the mix of uses links to established areas and whether a substation will remain or be relocated. Along Innes Avenue and towards the waterfront, moderately scaled development will preserve views of the bay from Hunters Point Hill residential areas. Institutional and/or business uses clustered on the portion of the Ferrari site adjacent to the Shipyard BAYCAT project can create an important employment center.

WATERFRONT ACCESS

Continuous waterfront access from Pier 98 to the Shipyard must be built into all plans through development of the Bay Trail and adjacent waterfront open space. New streets engineered to fit into the hilly topography should provide linkages from residential areas to the waterfront.

HOUSING

The principle of creating housing for all types of residents includes mixed-income development with market-rate housing, affordable housing, and everything in between to cover the widest possible range of needs for future residents. Of great importance is restoring dignity to lives of those who live in public housing and reintegrating them into the larger community through both capacity-building



Better access from housing on Hunters Point Hill to Innes Avenue and the waterfront are crucial.

programs and integrated, sensitive urban design and architecture. Also key is retaining existing residents while large-scale revitalization by the Housing Authority takes place.

PEDESTRIAN AND BICYCLE-ORIENTED STREETS

Beautification of Hunters Point Boulevard and Innes Avenue is accomplished through frontage and streetscape improvements. This includes using native and tolerant plants that provide beauty and low-maintenance landscaping. Tree planting within inset landscaped areas between the road and sidewalk can buffer pedestrians and adjacent buildings from traffic. The plan calls for the development of bicycle lanes along all major streets in the area, especially Innes Avenue.

Proposed and Potential Projects in the Hunters Point Shoreline District

As was done in the visionary plan for the Town Center, primary projects must start by focusing upon efforts that will create a positive environment for additional revitalization efforts. For instance, once new infrastructure is in place and a feasibility analysis complete, new large-scale development will not only provide jobs, but will also pay the development fees that fund amenities and open space. The following are only a few of the numerous projects that will occur in the Hunters Point Shoreline District to create a vital living and working neighborhood.

PG&E SITE REUSE

Reuse of the PG&E site should be the subject of a detailed feasibility study. The City should consult with the community, the Public Utilities Commission and the Port of San Francisco staff on the future development of this site. Income generating uses must be considered for the economic feasibility of development of the site. The non-open space portion of the site could accommodate a moderate to medium density mixed-use project with water-oriented residential, office and/or light industrial uses adjoining India Basin Industrial Park, environmental education facilities, and community-serving retail businesses or restaurants.

WATERFRONT MIXED-USE DEVELOPMENT (FERRARI SITE)

Similar to the reuse of the PG&E site, this waterfront development would principally involve reuse of the Ferrari Site and will require feasibility analysis in order to define a potential development program. The waterfront location offers an excellent opportunity to create a beautiful new mixed-use neighborhood.

TRANSPORTATION AND CIRCULATION IMPROVEMENTS

A number of transportation and circulation improvements



The vision for Hunters Point Shoreline includes the cleanup and development of opportunity sites like the PG&E site that emphasize a mix of uses, small to moderate scaled development and a celebration of the waterfront through preservation of open space and maritime uses along the shore.

would be necessary to support new development and existing residences or businesses in the area. These improvements include:

- **Innes Avenue Improvements.** These improvements would signify its status as a major neighborhood identity street and as the northern access route into Hunters Point Shipyard. In addition to frontage and streetscape improvements and landscaping, the roadway should be upgraded as necessary to ensure efficient vehicular movement. At the same time, pedestrian and bicycle amenities should be provided.
- **Enhanced Transit Access.** Transit access along Hunters Point Boulevard – Innes Avenue should be enhanced by means of a shuttle, increased bus service or a light rail extension along Innes Avenue, in order to link Innes Avenue and Hunters Point Shipyard to Third Street and adjoining areas. An adequate right-of-way or roadway capacity should be maintained for these improvements.
- **New Neighborhood Streets.** Street connections from Hill residential areas to Innes Avenue and the waterfront must be built. The currently dangerous and inhospitable stairways should be replaced with cut-graded neighborhood streets with sidewalks.



South Basin District as seen looking south from Hunters Point Hill.

SOUTH BASIN DISTRICT YEAR 2020 FOCUS AREA PLAN

Focus Area Description and Opportunities for Revitalization

The South Basin District, comprising more than 240 acres, is a large and important area forming the southern boundary of the community. The District includes defined residential areas on both sides of Third Street within the historical Bret Harte neighborhood. Overall, a mix of land uses characterizes the area with historic residential development intertwined throughout. The strong emphasis on industrial activity is tied to the presence of the freeways to the west and former Hunters Point Shipyard to the east. While industrial uses are extensive, they are generally of a smaller scale than those located in the Northern Industrial District.

A considerable range of architectural scale is seen in the district: from large retail establishments along Bayshore Boulevard bordering the west side of the district, to bungalows and townhouses within the central and southeast areas, to a mix of building types and undeveloped land along the bay shoreline and Yosemite Slough to the east. The Third Street Corridor runs through the middle of the district without necessarily dividing it, with scattered commercial businesses tending to be clustered either to the north bordering the Town Center, or to the south in an area called Little Hollywood. The central area around Third Street includes the important civic institutions of Bayview Park, the Martin Luther King, Jr. Pool, the Southeast Health Center, and several community churches. New housing along the corridor has recently been built to serve the community's elderly population.

While the area west of Third Street has been predominantly industrial in character, a former brewery was redeveloped

as a residential enclave, Portola Place. Several large and underutilized parcels still exist, including the former Coca-Cola and Macy's properties. This western area is further defined by the three strong north-south routes of Bayshore Boulevard, the Southern Pacific and CalTrain rail line, and Third Street. East-west streets leading from Third Street are limited to Paul Avenue to the south and Williams Street to the north by the rail line.

The easterly portion of the district is situated in a valley between Hunters Point Hill to the north and Bayview Hill to the south. The area is a mixture of established residential bordering a variety of industrial uses that are often uncomfortably interspersed with or bordering residences. Much of this conflict in land uses is due to heavy truck traffic crossing east-west between the industrial cluster near the Shipyard to the freeway.

Field surveys of residential areas indicate a large range in estimated net density: from 65 dwelling units to the acre in Portola Place, to 24-36 dwelling units to the acre in areas adjacent to Bayview Hill. The San Francisco Housing Authority manages Alice Griffith Homes, an affordable housing development in the southeastern portion of the district familiarly called Double Rock. This enclave is very distinct from surrounding residential blocks due to an internalized street layout, a uniform block style of housing with unfortunate aging conditions, and limited access at its borders.

Streets throughout the area are quite wide, laid out in a grid radiating from Third Street that breaks into curves along the waterfront or within small residential areas such as Alice Griffith. While South Basin includes an extensive waterfront edge, the area's shoreline largely consists of both abandoned and active industrial sites, making public waterfront access nearly impossible. Recent environmental

surveys have indicated considerable environmental remediation is necessary to correct past polluting activities.

The South Basin District possesses a number of assets to build upon. These assets, coupled with particular challenges include:

- **Proximity to the Town Center, 49ers Stadium/proposed Candlestick Mills Mall, and Hunters Point Shipyard:** The South Basin area is strategically located with respect to these existing and proposed commercial centers. However, comprehensive links in economic and physical planning is lacking. On Third Street, little high-quality commercial development exists along the corridor despite the documented need and capacity for neighborhood-serving retail. Impacts of Shipyard redevelopment or the proposed mall on existing businesses or revitalization plans should be more fully addressed. Waste and traffic impacts on adjacent residential areas caused by existing activities and planned development at these adjacent areas must be defined and mitigated.
- **Shoreline and waterfront access:** The South Basin East waterfront presents a unique opportunity for well-designed open space surrounding light industry, business, retail, restaurants and entertainment on a restored waterfront. Land designated as State Park lies vacant and undeveloped, primarily used for overflow parking during events at the stadium. Waterfront properties in general are largely inaccessible, vacant and require environmental remediation. Cleaning up polluted sites may derail redevelopment if there is a lack of inter-agency teamwork that results in inadequate identification of resources and comprehensive measures. Much of South Basin is zoned Heavy Industrial, with large tracts of vacant or underutilized land near the bay and smaller parcels and buildings scattered throughout the area. South Basin continues to be the site of many start-up and small businesses, and thriving areas situated east and west of Third Street can provide important resources for the community's well-being. In other cases, several properties can be redeveloped with mixed-use projects, including new residences. The district can be more successful as an economic generator with connectivity to job training in the community, improvements to area access, and an emphasis on eco-industrial activities. The proximity of residences to industry has been problematic, but a more harmonious arrangement between workplace and home can be accomplished through dedicated truck routes, land use buffering, and new technologies that lessen impacts upon people and the environment.
- **Proximity to major transportation routes.** The South Basin District has direct automobile and truck access from U.S. 101 by the Paul Avenue and Third Street exits. Bayshore Boulevard is a major auto-oriented street, that with the interstate highways, form Bayview's western boundary. Several opportunities for large "big-box" retail establishments exist in the western area along Bayshore. Access between the highway and industrial areas in the district's eastern half is circuitous and not clearly marked. This leads to heavy truck traffic negatively impacting residential areas, neighborhood commercial on Third Street, and recreational zones along the bay shore. East-west street access through the district is problematic, particularly for trucks because the CalTrain trackway, running north-south one block from Third Street, effectively splits the district's western half due to the limited number of street crossings. Two grade-separated crossings of the CalTrain/Southern Pacific line are at Paul and Williams Street, and one crossing at Carroll-Egbert Streets is at street-grade. New overpasses and other ways to connect both sides of South Basin must be explored. Despite these problems, railroad access is a potentially valuable asset for rail-dependent industries in the western portion of the district.
- **Third Street Light Rail Line:** Third Street, the major commercial street and important arterial in the Bayview Hunters Point Community, serves the entire district, but few of the community's needs are met by businesses located along its length. Muni's new Light Rail Transit line will provide five new stations serving South Basin. These are planned at Van Dyke Street, Carroll Avenue, Gilman Street, and Jamestown Street. But merely providing this important transit infrastructure is not enough in itself to revitalize Third Street in a community-serving manner. Measures that induce

locally owned or desired establishments to locate around transit stations, including development incentives and reduced parking requirements, must be comprehensively planned and effectively implemented. Another important need for South Basin in particular is planning multi-modal access and east-west connectivity, especially to the waterfront.

Community Vision for the South Basin District Year 2020 Focus Area Plan — Building on Our Strengths

The community has articulated a vision for the South Basin District and Bret Harte neighborhood as a dynamic working-living district of Bayview Hunters Point. The *Year 2020 Focus Area Plan* illustrates the vital district South Basin can become over time.

The plan includes:

- An enlarged Southeast Health Center with an Aging Campus, clustered senior services and new senior residential facilities.
- Transit hubs along Third Street bringing people to the Southeast Health Center and Aging Campus with larger-scale mixed-use commercial businesses located along the corridor.
- Community destinations and gathering places – including plazas along the Third Street corridor, a renovated Bayview Park, community gardens and parks extending through the Health Center and Senior Living areas, and a restored and redeveloped Yosemite Slough on State Park land.
- An office “park” area, with medical and other types of office uses bounding the Health Center and buffering adjacent residential from to industrial uses to the southeast.
- A formalized eco-industrial park in the southeast portion of the district, with defined truck routes linking the Shipyard and the freeway.
- Protected historic residential neighborhoods, with a range of new infill housing and transit-oriented mixed-use development focused around light rail stations.



An early illustration of the new Martin Luther King, Jr. Pool at Bayview Park. Courtesy Gerson Overstreet Architects.

- A focus on housing for senior living around the Southeast Health Center, including assisted-living facilities.
- Renovation of the Alice Griffith Housing Development, with massive improvements in street layout and infill that reunites the enclave with the rest of the neighborhood.

Elements of the Plan

Five major development centers visualized within the South Basin District are shown on Map 26, *South Basin District Year 2020 Focus Area Plan*. A central mixed-use commercial area is established along Third Street, a civic/health services complex integrated with housing and office uses, a large-scale commercial area along Bayshore Boulevard to the west, an eco-industrial park to the east, and a major waterfront park at Yosemite Slough on the eastern shoreline. All are linked by transit and Green Streets connecting established residential neighborhoods with civic institutions, mixed-use development concentrated around light rail stations, and public open space. Sensitive urban design and comprehensive planning is required in order to make certain that new development and infrastructure alterations complement the existing urban framework and historical character of the district.

Job creation and economic vitality are shown in both the important industrial areas and transit-supported commercial uses along the Third Street Corridor. Select historic commercial buildings must be retained and restored wherever possible, while historic residential neighborhoods are supported by intensive maintenance and reinvestment programs.

Infill development should be monitored to ensure it is in character and not simply approved without consideration for the future. Major physical and economic improvements for the commercial district include significant public infrastructure investments in commercial truck routes, Green Streets and pedestrian-related improvements of intersections throughout the district.

Looking at the *Year 2020 Focus Area Plan* for South Basin from north to south, a major neighborhood-serving retail center meets the Town Center retail/entertainment area. The larger parcels available here have been redeveloped with major retail stores and outlets, most with housing above. These stores include clothing, household goods and other types of department stores interspersed with smaller shops and cafes. Other business uses might include reprographics/photocopying/ blueprinting services, express parcel services, and health and insurance providers.



South Basin industrial workers enjoy a game of soccer during the lunch hour.

In the center of the district is the expanded Southeast Health Center and Aging Campus. The Southeast Health Center can act as a civic center for the community by providing advanced care and health education programs to residents, needed services to seniors, and new adult and children’s daycare facilities. The eastern side of Third Street is focused upon Bayview Park, surrounded by the expanded Health Center and Aging Campus, offices, and housing. Medical offices that face the Health Center and other office uses buffer it from industrial development to the east. Interconnected parks and community gardens link institutions and facilities and enhanced crosswalks are provided for seniors living in adjacent housing.

On the far-western side of the district, a “Big Box” retail center is located along Bayshore Boulevard. This location takes advantage of the regional highway and street access to Highway 101 that provides the conditions necessary for large-scale retail and commercial development.

To the east, a formalized Eco-Industrial Park has emerged where resources are shared among businesses using a national model that also transforms waste products into new materials or energy sources. All businesses in this area would operate under ISO standards and integrate the cleanest production standards available.

Finally, the South Basin District’s eastern waterfront is

considered an invaluable asset. Existing State Park Land shown in the plan has been reinvested with naturalized landscape areas and designed park areas, with restaurants and other establishments taking advantage of beautiful views of the Bay.

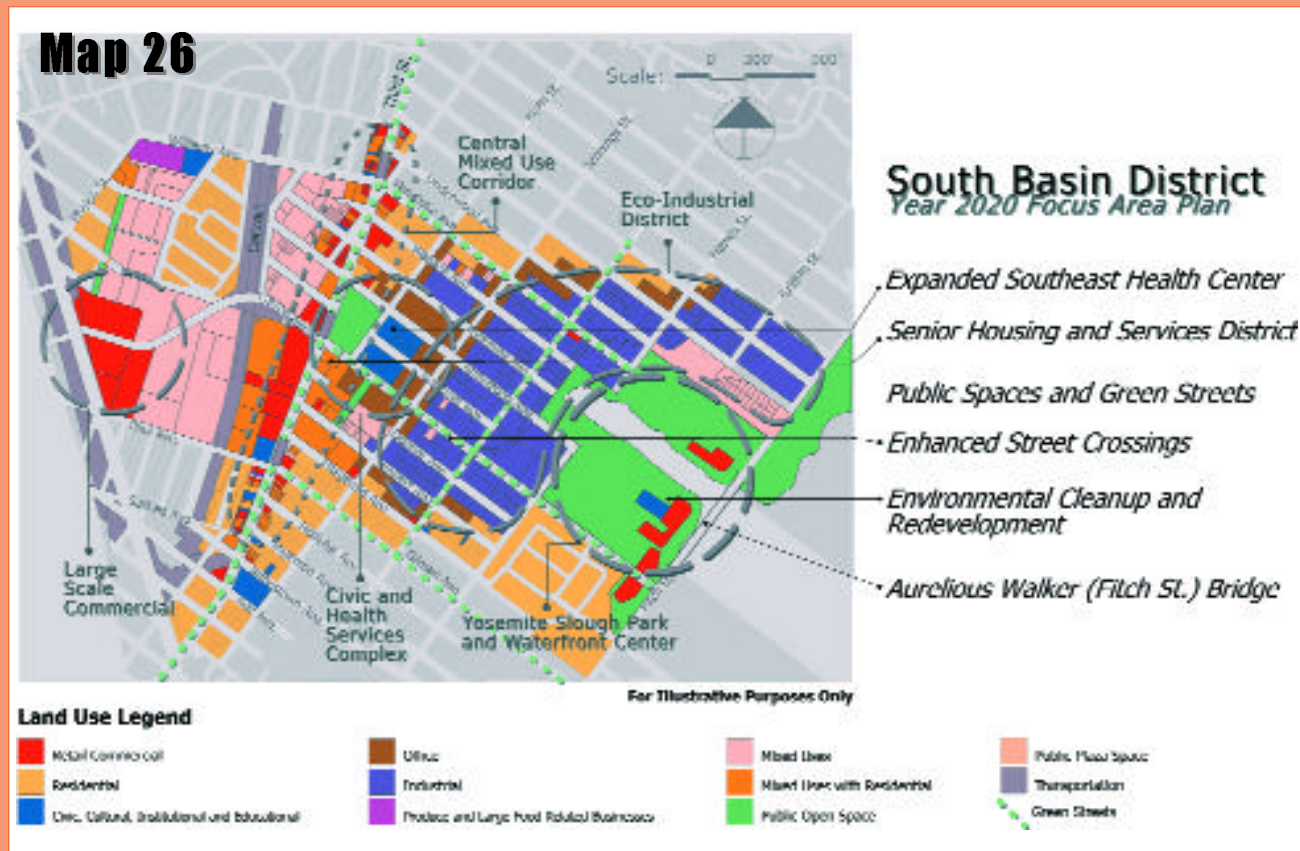
The following overview describes important overall attributes of the *Year 2020 Focus Area Plan* for the South Basin District.

TRANSIT-ORIENTED DEVELOPMENT

Transit-based, pedestrian-oriented development along Third Street must build upon Muni’s Third Street Light Rail Project, with concentrations at light rail transit stops and connections with east-west bus lines. The emerging commercial character of the area closest to the border with the Town Center and the availability of larger parcels of land necessary for certain types of stores must include smaller restaurants and cafes to provide needed resources for area workers and evening dining for residents. Reduced parking standards make sense where senior living facilities are located. Businesses should provide shuttles for employees to take advantage of light rail and CalTrain.

ECO-INDUSTRIAL AND BROWNFIELDS REDEVELOPMENT

The industrial sector businesses in the South Basin District have historically been an important resource to the community by generating tax income and providing employment opportunities. The creation of an eco-industrial park in the



The Southeast Health Center is one of 18 primary health care facilities located throughout the City as part of the Department of Public Health's Community Health Network. Community members would like to see the facility expanded.

eastern part of the district can provide an economic generator that improves the environment by employing techniques such as recycling, co-generation, and an innovative means of linking industrial waste and converting it into new products. Vacant industrial properties offer opportunities for revitalization, but a large number of sites require environmental remediation prior to redevelopment into new uses.

HOUSING

Conserving existing and providing new housing is an important concern. Maintaining a high ratio of homeownership is required. Many existing residences need conservation assistance, especially those owned by seniors. A well-considered balance of housing types inter-mixed with affordable units should be built around transit stations in the upper stories of commercial uses along the Third Street Corridor, and in new facilities adjacent to the expanded Southeast Health Center that cater to seniors. In the case of all development, preserving the smaller scale of neighborhood character and architectural harmony is an important priority. The development of Portola Place, a well-designed enclave of residential townhouses, illustrates how this can be accomplished. The Macy's and Coca-Cola

warehousing and manufacturing properties from the South Basin area offer significant opportunities to integrate new residential with a mixture of other uses linked to the Carroll Avenue light rail station on Third Street.

PEDESTRIAN-ORIENTED RESIDENTIAL AREAS

Most residential-industrial conflicts occur along streets that may be wide, but have little in the way of pedestrian amenities. Creating clearly marked truck routes, enforcing truck route policies that keep industrial traffic from residential streets, and defining land use buffers between residential and industrial areas will minimize negative impacts caused by important employment centers upon surrounding neighborhoods. Intersections at the boundaries between residential and industrial areas should be modified to discourage truck traffic from intruding into residential enclaves and to improve the appearance of residential neighborhoods. Residential streets need traffic-calming methods that make pedestrians feel safe and allow residents to reclaim their sidewalks as social areas. These methods include new sidewalks with landscape buffers, street trees wherever possible, and sidewalk bulb-outs wherever appropriate.

PUBLIC OPEN SPACES, WATERFRONT PARKS AND ACCESS

Another aspect of the vision for a revitalized South Basin District is creating new public open spaces for everyday community gathering. Bayview Park and the Martin Luther King, Jr. Pool facility are important amenities that should become a true community center on Third Street. Providing additional landscaping and transit-related plazas will enhance these important amenities. New development that surrounds the park should extend this center's influence with integrated pathways and other physical improvements to encourage public safety. New schools and daycare centers should be connected to both transit and these open spaces. The waterfront must be reweven into the life of the neighborhood as an amenity to residents and nearby workers. State Park land at Yosemite Slough offers a major opportunity for a distinct park, with continuous waterfront access via the Bay Trail along the shoreline and Green Streets that connect transit stations along Third Street east to the waterfront.

Proposed and Potential Projects in the South Basin District

Existing assets to work with immediately include infill development of vacant and/or underutilized properties. A major priority is the expansion of the Southeast Health Center and identifying sites for senior housing and living facilities. With the Muni Light Rail line will come opportunities for developing large mixed-use projects with major stores below and housing on upper floors. Historic commercial buildings and residences throughout South Basin should be restored and retained to maintain community character wherever possible.

EXPANDED SOUTHEAST HEALTH CENTER

The Southeast Health Center is located on the corner of Keith and Armstrong, directly adjacent to Bayview Park. The Southeast Health Center is expanding its building as well as its services. Because of the great need for more health-related services in Bayview Hunters Point, the expansion of health related services around the Southeast Health Center and Bayview Park is desirable. The current concept includes a childcare center for mildly ill children, an emergency health service center, specialized medical services related to sicknesses prevalent in the Bayview Hunters Point community (asthma, cancer, heart disease), and a training facility for health care workers.



Students on an educational field trip to the Candlestick Point State Recreation Area adjacent to 3Com Stadium.

ENVIRONMENTAL CLEAN-UP AND NEW DEVELOPMENT

Long-standing industrial land use and development patterns have rendered the waterfront all but inaccessible to pedestrians and left a legacy of pollution. Great strides have been made in cost-effective environmental mediation techniques and cleaner manufacturing technologies; by the year 2020, it is expected all industry will be ecologically intelligent. The community would like to see South Basin and the Yosemite Slough area in particular become a flagship project area that becomes a symbol of renewal and an important community destination.

PUBLIC SPACES AND GREEN STREETS

Restoration of wetlands and access to the waterfront along Yosemite Slough is desired. This project is but one that can aid in achieving the larger goal of having continuous waterfront access connecting Candlestick Point on the south to the Hunters Point Shipyard on the north. Completion of proposed Bay Trail system should also include linkages to Light Rail stations areas. At the end of every east-west street, there should be a Bay Trail connection.

INDUSTRIAL TRUCK PARKWAY ROUTE

Vehicular access, especially truck access, is extremely important to the health of industrial areas. Clearly marked and adequately dimensioned truck routes between South Basin and U.S. 101 will require new routing, especially east-west routes that allow grade separation from the CalTrain tracks. Signage directing truck route traffic should not only direct traffic but also prohibit truck traffic in residential areas. Major industrial serving streets should be improved with new paving, sidewalks, landscaping and alignments to promote efficient truck access and to improve the image of the area.

FITCH STREET/AURELIUS WALKER BRIDGE

A bridge is proposed over Yosemite Slough along the Fitch Street right-of-way to connect the proposed ring road at the Candlestick/Mills development with Crisp Avenue in the Hunters Point Naval Shipyard. The bridge is proposed to include a transit right-of-way for any future light rail extension. The benefits of a bridge in this general vicinity include more direct access to the Shipyard from US Highway 101 via both Harney Way and Carroll Avenue. This would enhance the marketability and revitalization of the Shipyard. The

bridge would allow pedestrians and bicyclists another waterfront route.

HOUSING

Affordable housing is in great demand in Bayview Hunters Point. Residential opportunities in the area should be particularly targeted to seniors, in developments like that on Third Street adjacent to Bayview Park. Additional multi-family residential units developed should be on other larger parcels near Third Street, integrated with a mix of other uses.

PLANNING AND URBAN DESIGN STANDARDS

The community requires thoughtful design standards for new development. Recent development proposals have received wide review and public comment, helping make them “fit” the community and become better projects. Height limits along Third Street have tentatively been determined as 65 feet, perhaps with some degree of flexibility in the most intensely developed areas around transit stations. Urban design standards along the corridor call for building facades up to the sidewalk, with articulated entrances and windows.

THE CANDLESTICK POINT SPECIAL USE DISTRICT

The Candlestick Point Special Use District consists of approximately 350 acres bordering the South Basin District where a major new construction project including a new stadium and retail/entertainment mall has been proposed. Today, Candlestick Point forms the southern gateway to Bayview Hunters Point, bordered by Bayview Hill to the west and the Bayshore to the east.

The Candlestick Point District currently contains three major elements:

- **3Com Stadium**, home of the San Francisco 49er’s football team, is by far the largest structure and most visual element of the area. The existing stadium, built in the 1960s, is a classic concrete open-air stadium 120 feet tall, with nine 240-foot high-wattage light standards and 9,200 surface parking spaces. The City’s Recreation and Park Department leases the stadium facility to the 49er’s.
- **Private businesses** that are conducting all or part of their operations to the east along Gilman Avenue. These include Cahill Construction Yard, Water Resources Technology operation recycling and storage of construction debris, and the San Francisco RV Park, which holds a permit for 180 spaces for recreational vehicles.
- **Candlestick Point State Recreation Area**, a 175-acre shoreline park that provides public access along the south-

eastern waterfront. Seventy-two acres of the park have been developed with a network of paved and dirt paths, six concrete and wooden bathroom structures, dozens of picnic tables and barbecues, a gatehouse and two paved parking lots, two fishing piers, a large turf area, paved lookout points, an informal amphitheater, and a boat launch facility with parking lot. The remainder has never been developed, including the area surrounding Yosemite Slough. Approximately 103 acres is currently used for stadium parking on game days.

Proposed Candlestick Point Project Description

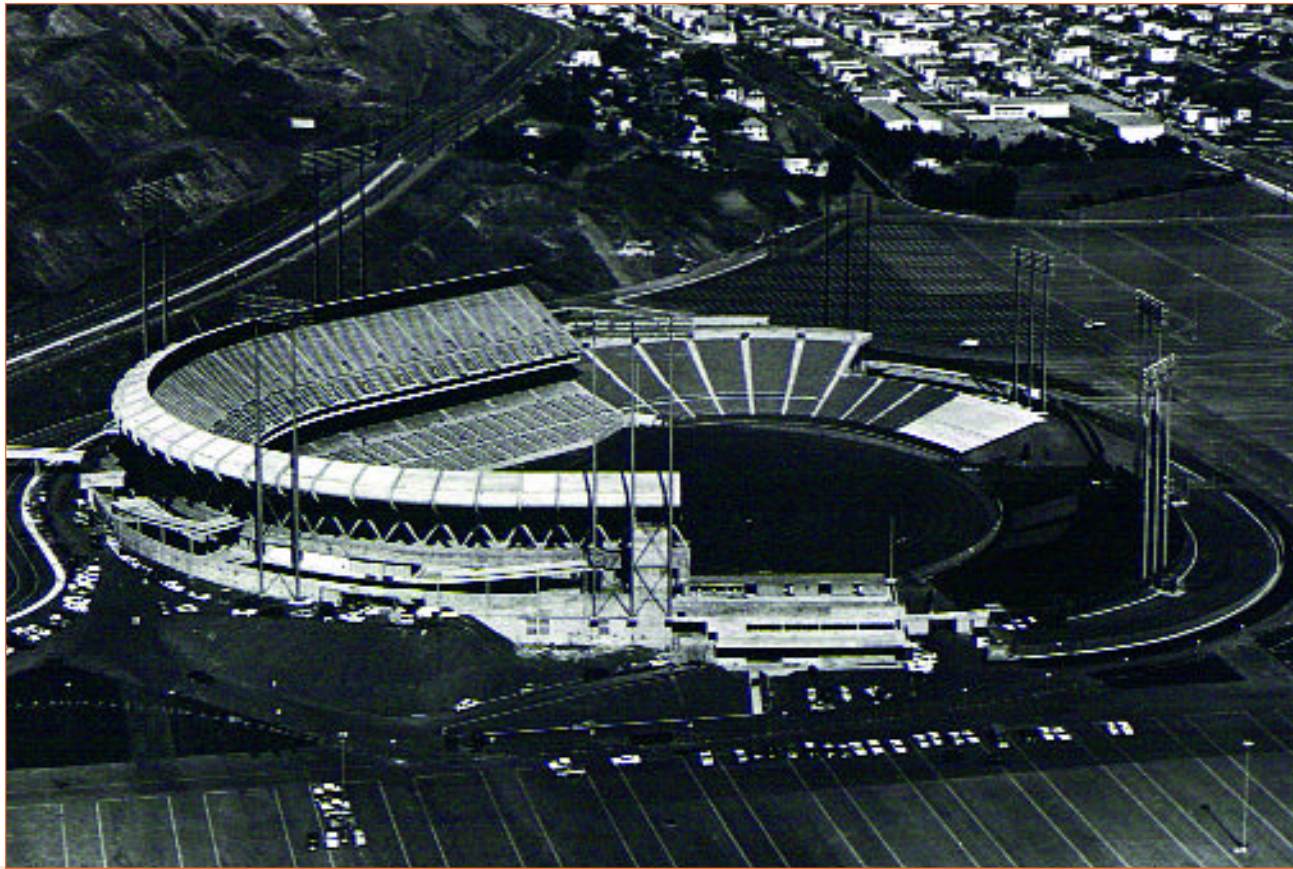
The City identified Candlestick Point as a prime opportunity for economic revitalization and physical renewal. After discussions with the community about larger revitalization goals for the Bayview Hunters Point community, a new stadium with a proposed mall and entertainment center was approved by San Francisco voters in June 1997 via Propositions D and F.

Proposition D authorized the issuance of up to \$1 million in public financing in the form of lease revenue bonds for the Candlestick Point stadium and related infrastructure (including but not limited to, parking, streets and highways, and water and sewer systems), facilities, structures, equipment and furnishings.

Proposition F approved the development of the stadium and mall project, making the necessary General Plan, Planning Code and Zoning Map amendments to raise the height limit to 200 feet for the stadium and 60 feet for the mall while establishing the Candlestick Point Special Use District. This special use designation allows the proposed project uses of a stadium and not more than 1.4 million occupied square feet of retail/entertainment space plus parking and open space.

The Candlestick Point Special Use District proposes four construction elements:

- **Construction of a new San Francisco 49ers football stadium** to accommodate approximately 75,000 spectators.
- **Construction of a first-class retail/entertainment mall** adjacent to the stadium with approximately 1.4 million occupied square feet to generate the economic synergy necessary to meet the project’s financial objectives as well as maximize the tax benefits to San Francisco.
- **Construction of a ring road and bridge** along the perimeter of the stadium/mall site. Portions of local streets would be eliminated including Giants Drive, Gilman Avenue east of Aurelius Walker Drive and Hunters Point expressway. Carroll Avenue would be



Candlestick Stadium: A brand new 42,680-seat multi-million dollar stadium, on March 31, 1960, the eve of its first season. Courtesy Scan Francisco Public Library.

realigned and extended to meet the proposed ring road, and Aurelius Walker Drive/Fitch Street (with its bridge over Yosemite Slough) between Gilman and Carroll Avenue would be realigned to become part of the ring road.

- **Construction of parking areas within Candlestick Point Recreational Area.** The boat ramp and part of the grass-covered area would remain and be reconfigured. The fishing pier at Sunrise Point and most of the walking paths would be retained. A new modified vehicle entrance and paved parking lot would be constructed, along with a new park office/gate structure. Paved parking spaces would be reconstructed to accommodate 210 spaces while 103 acres of open land graded and planted with grass, including the installation of an irrigation system with the ability to use reclaimed water.

Conditions of Propositions D and F

Proposition D includes several conditions that must be carried forth in order to issue the financing bonds. Several of these conditions reflect discussions held with community leaders and PAC members who were simultaneously begin-

ning work on the larger *Bayview Hunters Point Revitalization Concept Plan*.

Proposition D conditions include:

- The 49ers must play all home games at the new stadium until the bonds are retired.
- The City would pay no more than half of football-related operations and maintenance expenses at the new stadium.
- Construction of a proposed commercial mall would be undertaken.
- The project sponsor must comply with the City's non-discrimination provisions.
- The project sponsor must provide employment opportunities to 1,000 General Assistance (welfare) recipients.
- The project sponsor must make "good faith" efforts to hire 50 percent of all construction workers and 25 percent of permanent mall and stadium employees from the Bayview Hunters Point communities.
- The project sponsor, construction firms, and others will make adequate provision for labor union representation at the project.

Proposition F allows use of the State Park land within the Special Use District — land that is currently under the jurisdiction of the City's Recreation and Parks Department — for the non-recreational use of parking or other construction. Adult entertainment and gaming uses are specifically prohibited. The proposition exempts structures within the Special Use District from Planning Code Section 295, which regulates the height of buildings that shadow park facilities under the jurisdiction of the Recreation and Parks Commission.

The stadium and mall are to be subject to formal design review and approval by the Planning Commission and the Art Commission must also approve the design of all public or private structures on public property. Other governing provisions include requiring approval of certain signs by the City's Planning Commission, the exemption of the project from land use controls within the Port of San Francisco's Waterfront Land Use Plan, and from certain city contracting requirements.

The potential mall project continues to be discussed for the site and is currently being reevaluated. As market conditions are assessed, the Mayor's Office will consider how the project may be undertaken.

planning and design should make the project "fit" into the existing community and work as a catalyst for adjacent revitalization actions.

In conclusion, the community has created a comprehensive framework for revitalization through the *Year 2020 Focus Area Plans* while participating in the creation and review of project proposals. The 20-year vision seen in the plans will be brought about through multiple actors, however the community must continue to take a leadership role and create a process for interaction. Chapter 6 will discuss the next steps for public participation and civic leadership to bring these visionary revitalization plans to fruition. ■ ■ ■

Community Comments on the Proposed Candlestick Point Project

Bayview Hunters Point residents and stakeholders have supported the construction of the new stadium and retail/entertainment mall given the local employment provisions within Proposition D. There has been a general perception that the mall would enhance economic revitalization efforts made in the rest of the community, especially for local businesses along Third Street.

One prime concern that has been discussed is the conversion of State Park land in a part of the City that has so little open space. This is especially true around Yosemite Slough, where open space bordering the waterfront is considered a prime opportunity as an amenity for existing residents and enticement for potential new development seen in the *South Basin District Year 2020 Focus Area Plan*.

These concerns will be addressed during the actual design and review of the Candlestick Point Project. Public commentary will be part of the public review process, overseen by both the Planning Commission and the Art Commission. In general, environmentally sensitive urban