

**CITY COUNCIL MEETING  
TUESDAY, MAY 11, 2019**

**PRESENTATIONS**

**ITEM 1 – WS 19-036**

**POWERPOINT PRESENTATION**



# City Council Priority Setting Retreat

May 11, 2019



# Today's Agenda

Past: Key accomplishments  
and lessons learned

Present: Understanding  
where we currently are

Future: Hayward's vision  
and priority areas

# Goals for Today



Acknowledge strategic accomplishments, lessons learned, and outstanding items



Review and provide comments on key themes and trends from recent surveys and work prioritization sprints



Develop a strategic vision and priority areas for Hayward and a framework for future priority setting

An iceberg floating in the ocean. The tip of the iceberg is above the water surface, and the much larger base is submerged. A red arrow points from the left towards the tip of the iceberg. A horizontal line is drawn across the top of the iceberg, just below the water surface. The sky is blue with some clouds.

Unanticipated Issues

**Council  
Priorities**

Daily  
Operations



# Looking Back

Multiple Citywide Plans, Key Accomplishments, Organizational Growth, Outstanding Items & Lessons Learned

*Where we've been, what we've done, what we could do better next time, and what's left to do*

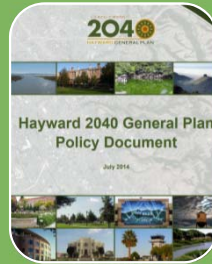
# Multiple Sources of Council Directed Priorities



Council  
Priorities



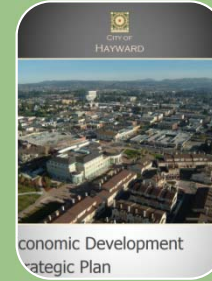
Two-Year  
Strategic  
Initiatives



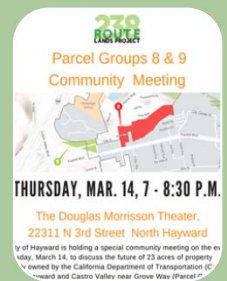
General  
Plan



Operating  
& CIP  
Budgets




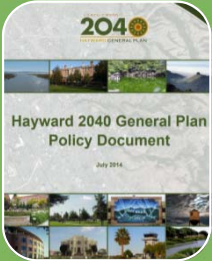
Department &  
Division  
Strategic  
Plans



Special  
Projects



# Multiple Sources of Staff Updates to Council

 <p>Council Priorities</p>	 <p>Two-Year Strategic Initiatives</p>	 <p>General Plan</p>	 <p>Operating &amp; CIP Budgets</p>	 <p>Department &amp; Division Strategic Plans</p>	 <p>Special Projects</p>
		<p>✓ May 7</p>	<p>✓ April 27 ✓ May 7</p>	<p>✓ April 1 ✓ April 2</p>	<p>✓ Feb 28 ✓ May 7</p>



# Strategic Initiatives Accomplishments & Outstanding Items

# Tennyson Corridor Programs and Projects



\$450,000 investment  
in new median  
landscaping



15 businesses  
approved for small  
business grants of  
\$5,000 each



34 small businesses  
received energy audits  
and upgrades



Eleven businesses  
funded for façade  
improvements totaling  
\$75,000



48,788 gallons of debris  
removed by Downtown  
Streets Team

# Tennyson Corridor

## Visioning and Planning



Started design phase for the South Hayward Youth and Family Center



Launched Tennyson Park joint master planning with HARD



325 South Hayward Community Members Interviewed

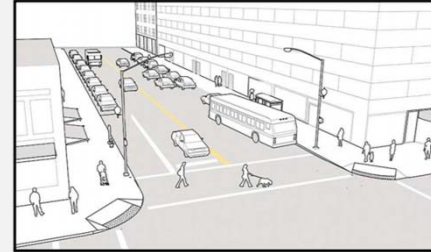


75 community organizations interviewed



10 public visioning events hosted with Assistance from 700 Chabot Students

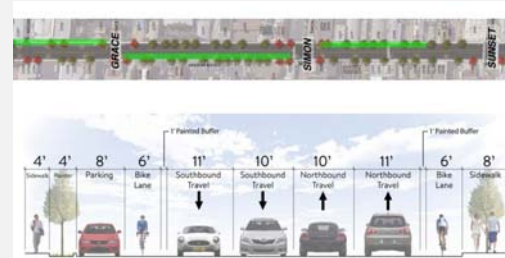
# Complete Streets Programs and Projects



Neighborhood Traffic Calming Program



Main Street Complete Streets Project



Mission Blvd Phase 2 & 3



Bike and Pedestrian Master Plan Initiated



Downtown Accessibility Improvements

# Complete Communities Programs and Projects



\$28.6m on  
3 Affordable Housing  
Projects, 259 units



Introduced pro-equity  
practices aligned with  
the Commitment



\$509,000 Caltrans  
grant to complete  
Shoreline Master  
Plan Study

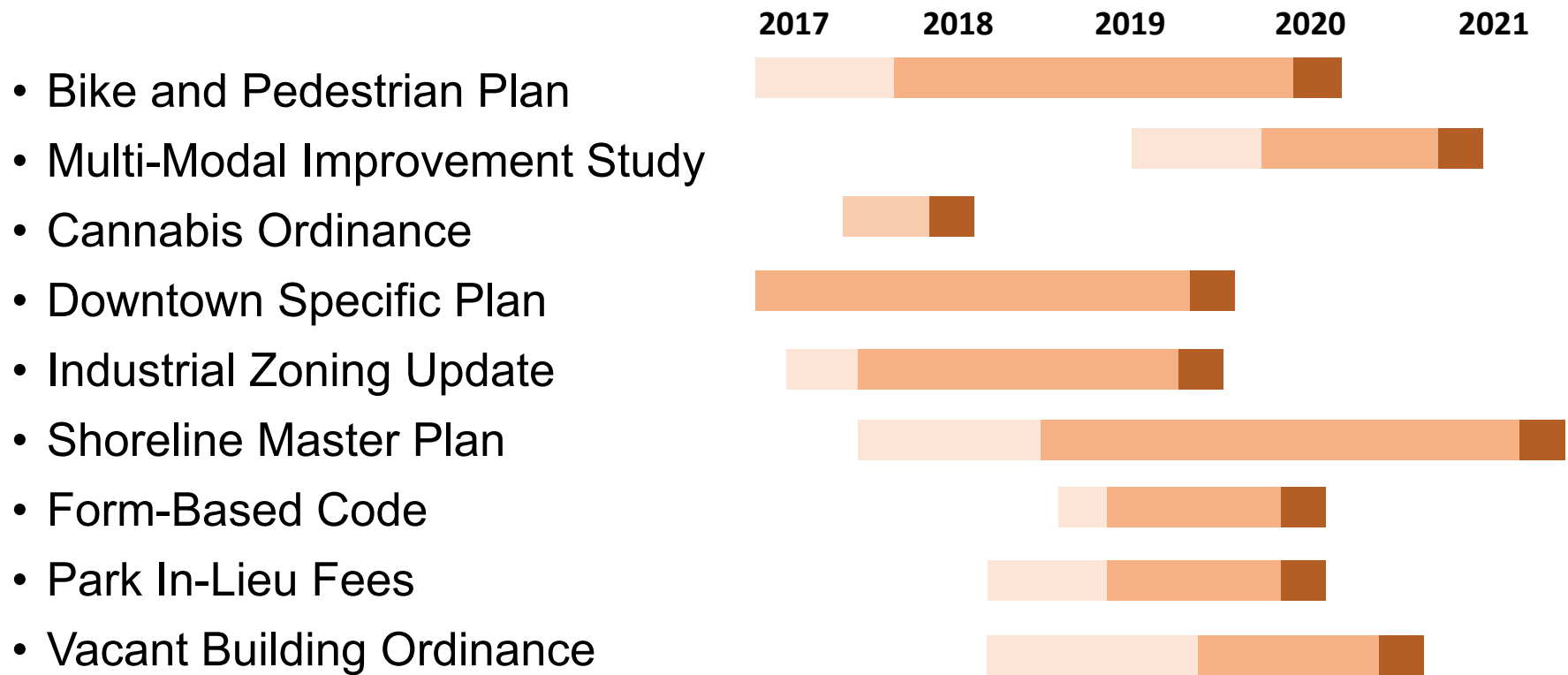


Enacted just cause  
eviction protections for  
all tenants



Moratorium on  
decontrol of rental  
units under RRSO

# Complete Streets and Communities Plans, Studies, and Regulations



# Continuing and Outstanding Projects



Farmers Market in South Hayward



Tennyson Corridor Vision Plan Document



Soft-Story Retrofit Implementation



Vacant Building Ordinance



Tennyson Road Complete Streets Feasibility Study



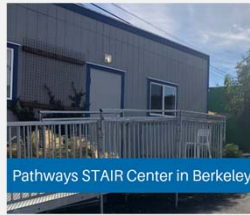
# Special Projects



238 Properties



Cannabis  
Regulations  
and  
Permitting



Housing  
Navigation  
Center



Recycled  
Water  
Project



Twenty-first  
Century  
Library



Zero Net  
Energy/  
Carbon  
Free



Regional  
Fire  
Training  
Center

# Organizational Growth Initiatives



Race and Equity



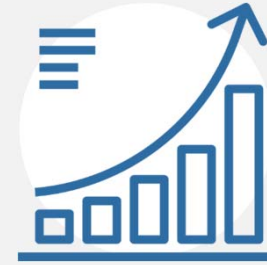
Lean Innovation



Fiscal Management



Employee Engagement



Data Governance

Council:

Did we miss any key accomplishments?

What key efforts are still outstanding and priority for the Council with respect to the Strategic Initiatives?



# Lessons Learned

# Staff Lessons Learned



Multiple, broad priorities and overlapping plans can result in a lack of clarity on highest priority areas



Broad cross-disciplinary priorities resulted in interdepartmental collaboration



Geographically focused prioritization of resources created concerted positive impact



Current staffing model not structured to implement place-based work



Multiple strategic planning efforts resulted in duplicative reporting to Council



Static plans make it difficult to be agile as conditions change - a clear vision and metrics allow for greater flexibility

## Council:

Did the Strategic Initiative Process meet your expectations?

What has been working and what has been challenging with respect to the Strategic Initiatives and other special projects?



# What We Know Now

Employee Engagement Survey, Department Sprints, Resident Satisfaction Survey & Community Needs Assessment

*Internal Challenges & Opportunities*

**Multiple sources of Council priorities can result in lack of clarity for City staff**

Input from Employee Engagement Survey and Prioritization Sprints



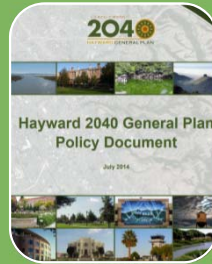
# Multiple Sources of Council Directed Priorities



Council  
Priorities



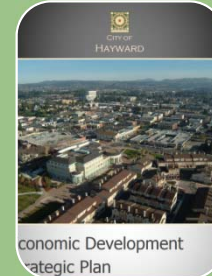
Strategic  
Initiatives



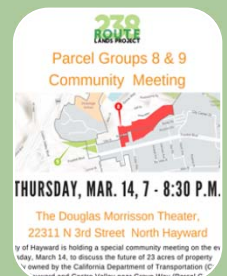
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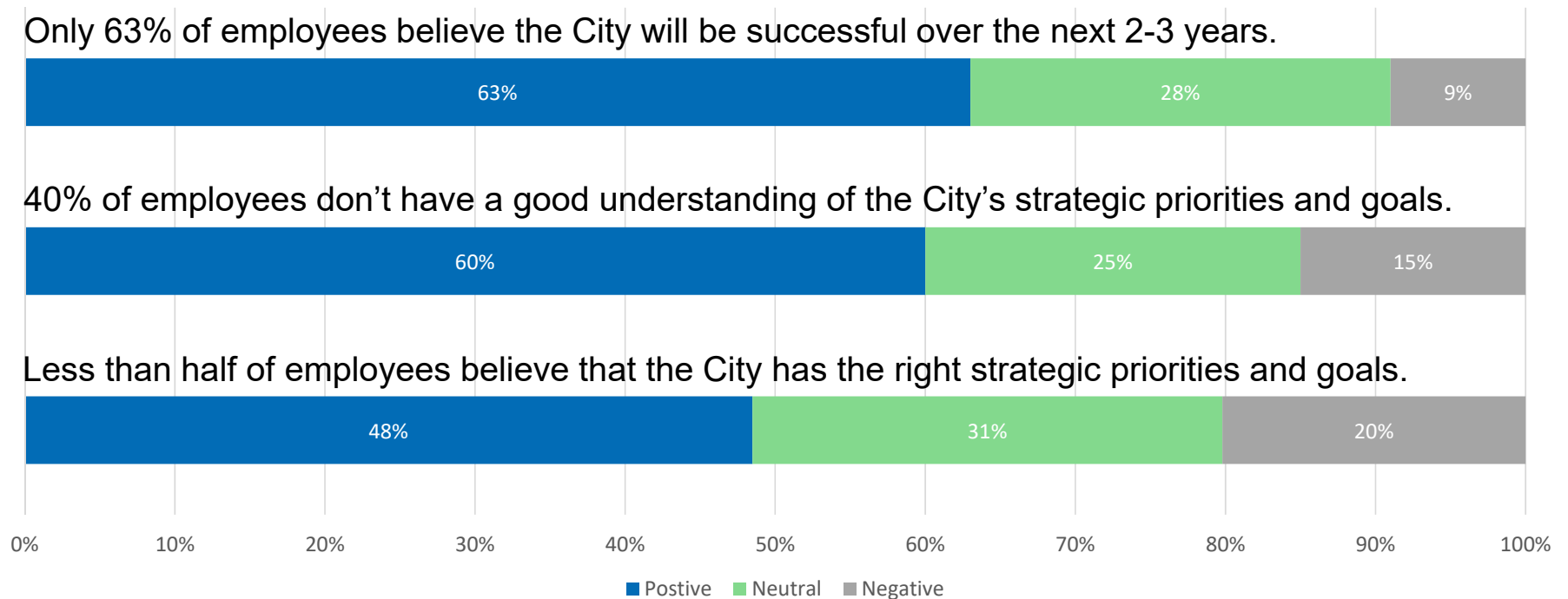
Department &  
Division  
Strategic  
Plans



Special  
Projects

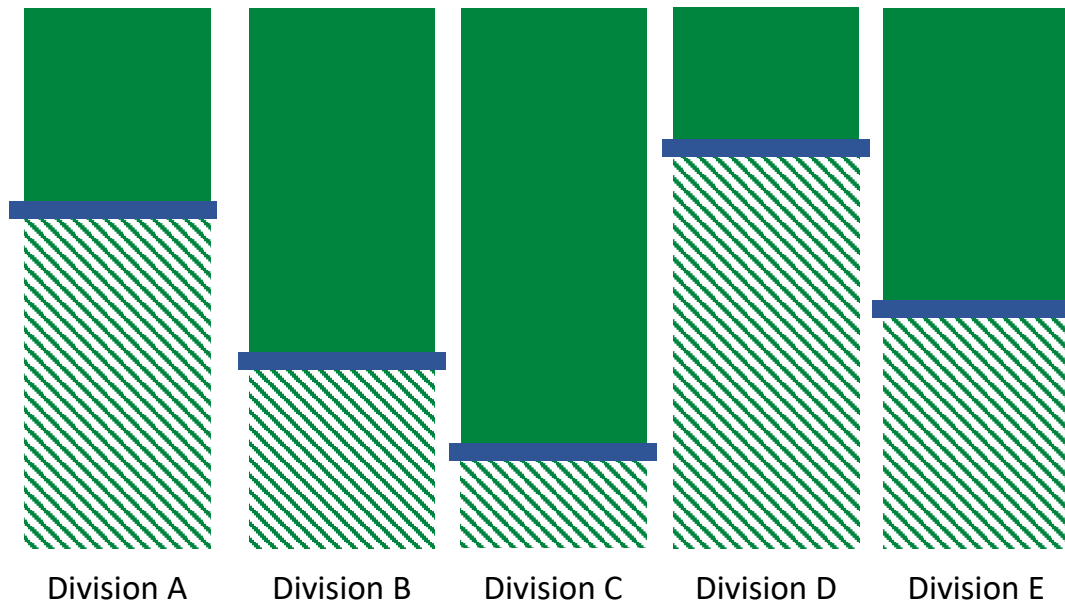
# Employees aren't clear on the strategic direction of the City.

In the 2018 Employee Engagement Survey:



# Work prioritization sprints further revealed lack of clarity around Council priorities.

## DEPARTMENT WORKLOAD



1. **List and Prioritize** – What should we be focusing on according to the law, council priorities, public safety?
2. **Capacity Limit** – What can we actually accomplish with current staffing levels?
3. **Beyond Capacity** – Develop a plan for delaying, eliminating, or revising.
4. **High Priorities** – Use our resources effectively to tackle the toughest problems.

Council:

What are your initial thoughts on how to better connect Council priorities with employee workload?

*External Changes & Trends*

Hayward is a diverse,  
growing, and changing  
community within the dynamic  
Bay Area Region

Input from Resident Satisfaction Survey, Community Needs Assessment

# Regional trends are accelerating the changes in Hayward.



Population  
Growth



Traffic  
Congestion



Housing  
Costs



Income  
Inequality

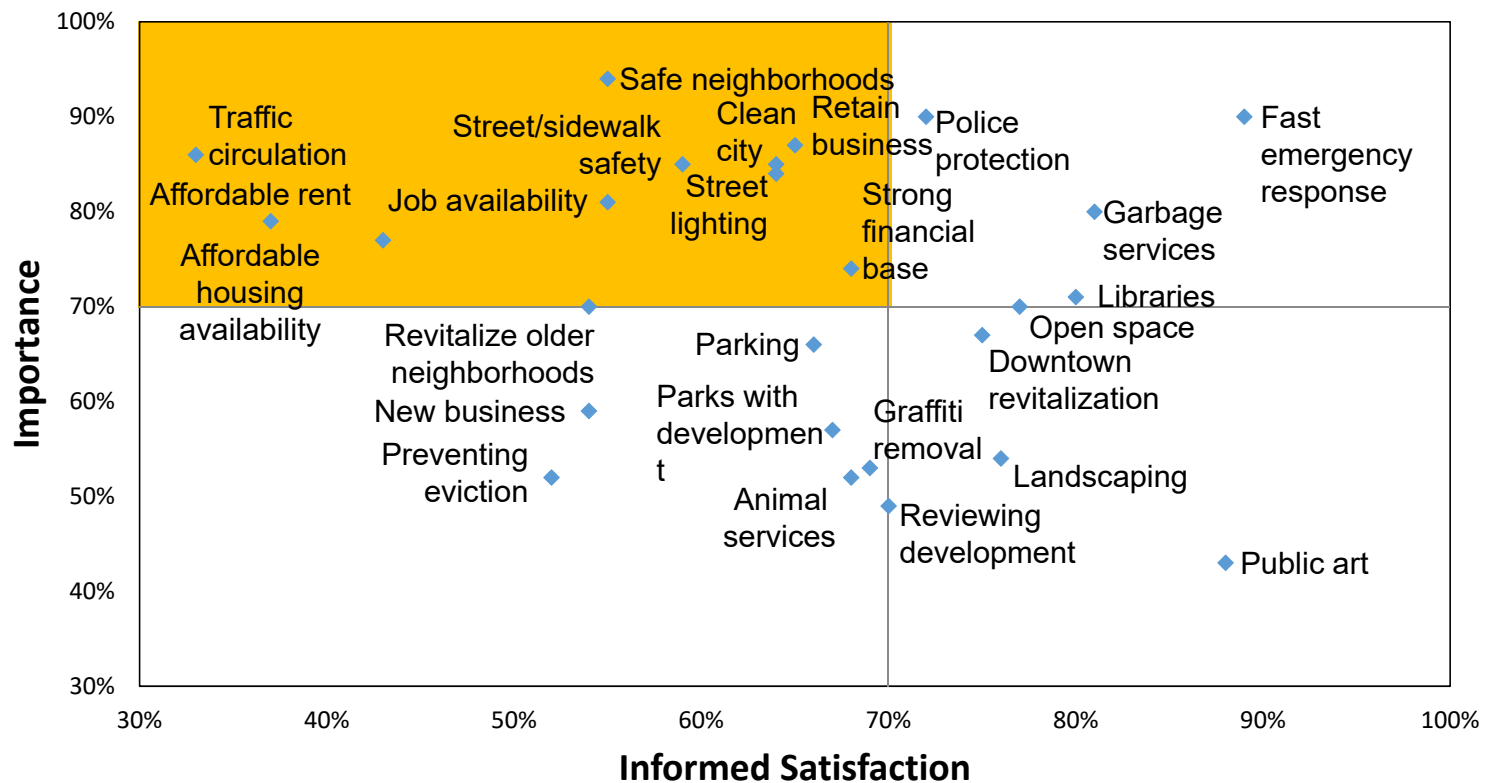


New  
Technologies

# Changing issues captured in the Resident Satisfaction Survey

2014	2016	2019
Speeding, unsafe driving, jaywalking	Crime: drugs, graffiti, petty theft	Rising cost of living, especially housing and homelessness
Not enough police, slow response time	Homelessness and encampments	Traffic congestion
	Traffic circulation	Neighborhood improvements
	Availability of affordable housing	Condition of roads and infrastructure
	Availability of local jobs	Safe neighborhoods

# Changing issues captured in the Resident Satisfaction Survey:





# Community Needs Assessment: Top Needs



Outreach and  
Communications



Transportation



Housing and  
Homelessness

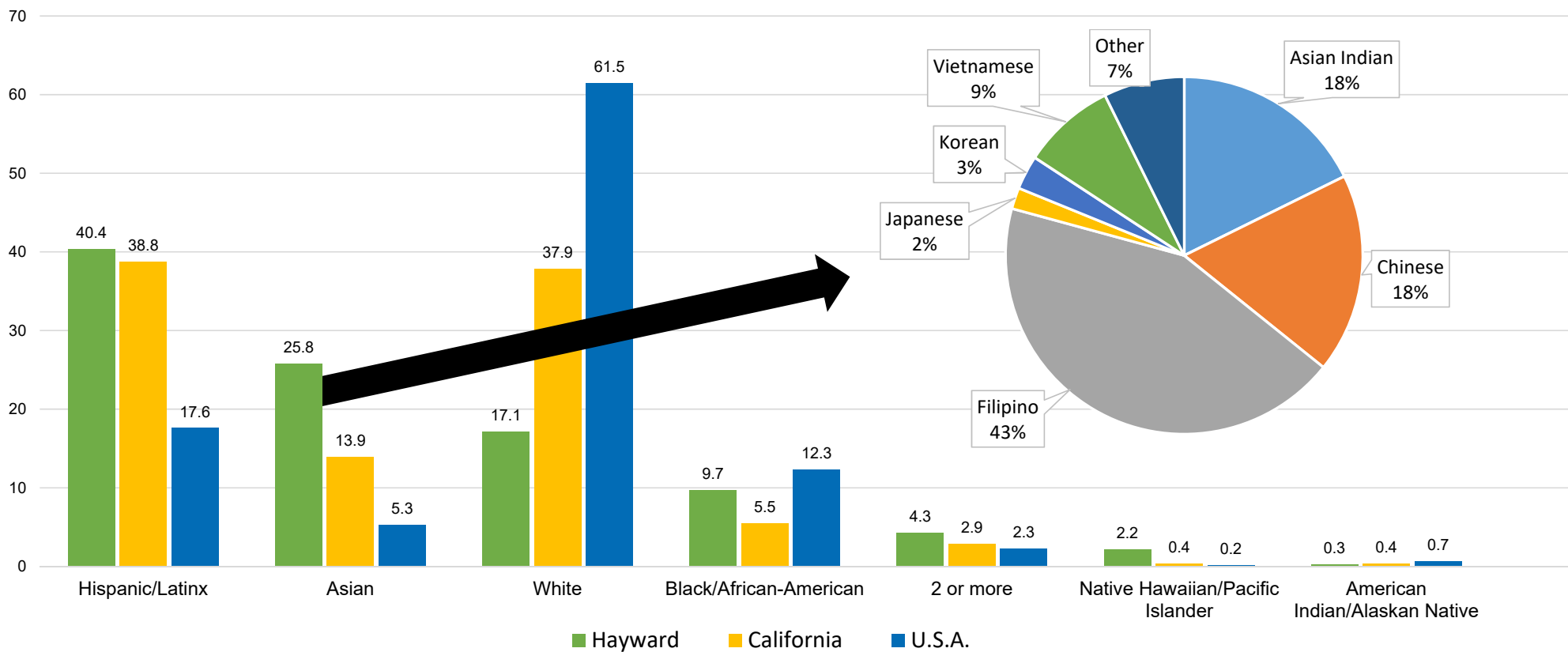


Strengthening Positive  
Community  
Engagement

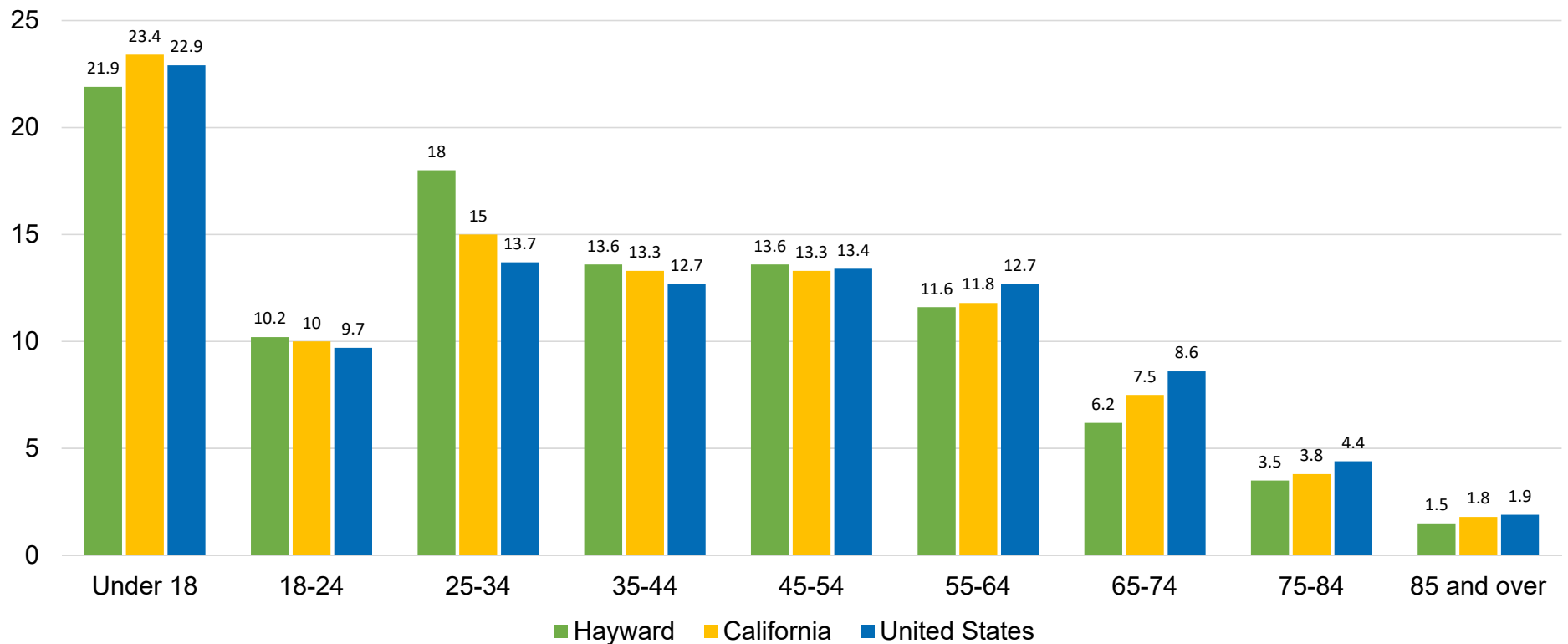


Access to Healthy  
Food

# Hayward continues to be one of the most diverse cities in the United States.



# Our population skews toward young adults.



# Our community is changing.

2000 vs. 2017



Median household income is up by 36%



The median age has risen 3 years



Median home value increased 99%



6% increase in residents with bachelor's degrees



58% speak a language other than English at home (up 9%)

# Hayward is growing and changing in exciting and challenging ways.

- **New developments:** more housing, both affordable and market rate, means more community members in need of City services
- **New conversations:** how we can serve and be responsive to community members who are becoming more politically active?
- **New demographics:** what does continued growth in our community members speaking languages other than English mean for how we provide services in our community?
- **New unknowns:** what are the unseen and unmet needs in Hayward? What don't we know?

Council:

What are the top issues and challenges faced by Hayward today?



# Looking to the Future

A Hayward vision and priority areas

**ITEM 1 – WS 19-036**

**POWERPOINT PRESENTATION  
FROM CIVICMAKERS**



# City of Hayward Council Retreat

May 11, 2019

Jim Rettew, VP Strategy  
Cristelle Blackford, Chief Engagement Officer



CivicMakers



  
We help governments, nonprofits, and social enterprises achieve their mission and scale their impact.



# Afternoon Agenda

1. Intro

2. Visioning

3. Priority Categories

- *Break*

4. Strategic Initiatives

5. Next Steps



# Get Centered

***Intended Outcome:***

*Reconnect to Your Personal Mission*



*From the council survey...*

# Why did you run for Council?

## Improve our City

- Bring about positive change
- Housing
- Economic Development
- Complete community
- Green city
- Improve City appearance

## Help our residents

- Ensure residents are included in decision making
- Giving back to my community
- Represent my area of the City

## Oversight

- Faster decision making
- Better planning

*From the council survey...*

# What are your core values?

- Honesty (4)
- Integrity (4)
- Strong work ethic (3)
- Transparency/openness (2)
- Responsiveness (2)
- Reasonableness
- Community support
- Collaboration
- Sustainability
- Inclusion

*Seeing one of our Hayward youth hired into Maintenance Services.*

*Received a thank you note from a resident.*

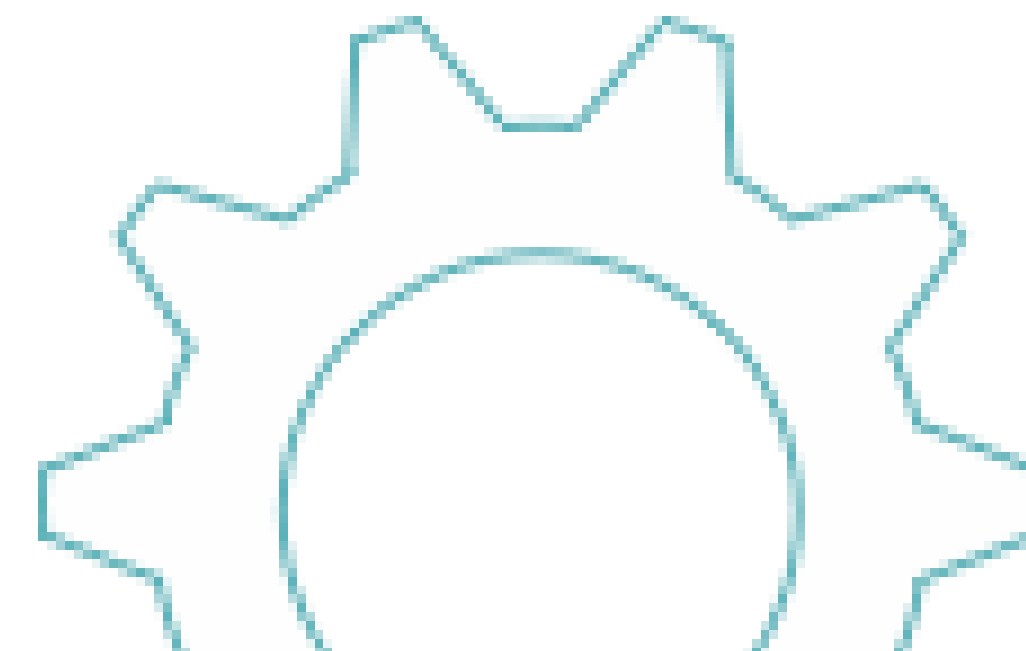
*Council voted for a 100% GHG-free power supply!*



# Visioning

***Intended Outcome:***

*Create a shared idea of what we want the City to look like in three to five years.*



# Definitions

- **Vision** - A clear, specific, compelling picture or movie of what the organization will look like in three to five years.
- **Priority Categories** - The main components of our vision.
- **Strategic Initiatives** - The main items within each category that need to happen to achieve the vision.



*From the council survey...*

# Vision: When the City is Doing its Best Work

*“What does it look like when the City is doing its best work? Please share a specific story if you have one.”*

- Low crime
- Content residents
  
- Empowered residents
- Data-driven & efficient decision making
- Communication, transparency & flexibility in decision making
- Collaboration & compromise between council, staff, partners & the

*From the council survey...*

# Vision - In three to five years...

*"What's your vision for the City over the next three to five years?"*

Issues
Leader in sustainability
Proactively safe city
Healthy community
Thriving & diverse local economy
Family-friendly neighborhoods with good schools
Providing sufficient, affordable, family-friendly and transit-oriented housing

Values
Inclusive to diverse residents
Neighborly
Volunteerism

City Government
Fiscally responsible city government
Happy city employees
Robust & responsive city services

*From the council survey...*

# Vision - What Does the City Need to Do Now?

*"What does the City need to do now in order to achieve your vision?"*

Issues
Transportation gaps
Career/volunteer opportunities
Safe, clean, green, thriving
Economic development

Values
Acceptance
Collaboration
Transparency

City Government
Plan well and forge ahead
Innovative culture shift - break down silos
Shift from reactive to proactive
Neighborhood outreach/collaboration
Pay off debt by selling Caltrans properties
More and higher revenue streams
Faster permitting

*From the council survey...*

# What's Your Vision in a Word?

*"Using one word only, what word would you use to describe your three to five year vision for the City?"*

- Balance
- Quality
- Daring
- Synergy
- Inclusive
- Education
- Achievable

Take-Away:

*'How' Council and staff  
achieve their vision is just  
as important as 'What' is  
achieved.*

# Vision Summary

Issues	Housing, transportation, safety, sustainability, economic development
Community	Content, neighborly, healthy, connected, empowered and diverse residents
Values	Honesty, transparency, responsiveness, collaboration, inclusivity
City Government	Effective, efficient, innovative, fast and friendly government services

# What's the Picture in Your Head

Picture the ideal version of the City in three to five years after you've been wildly successful at achieving your dreams.

What do you **see, hear, and feel**?

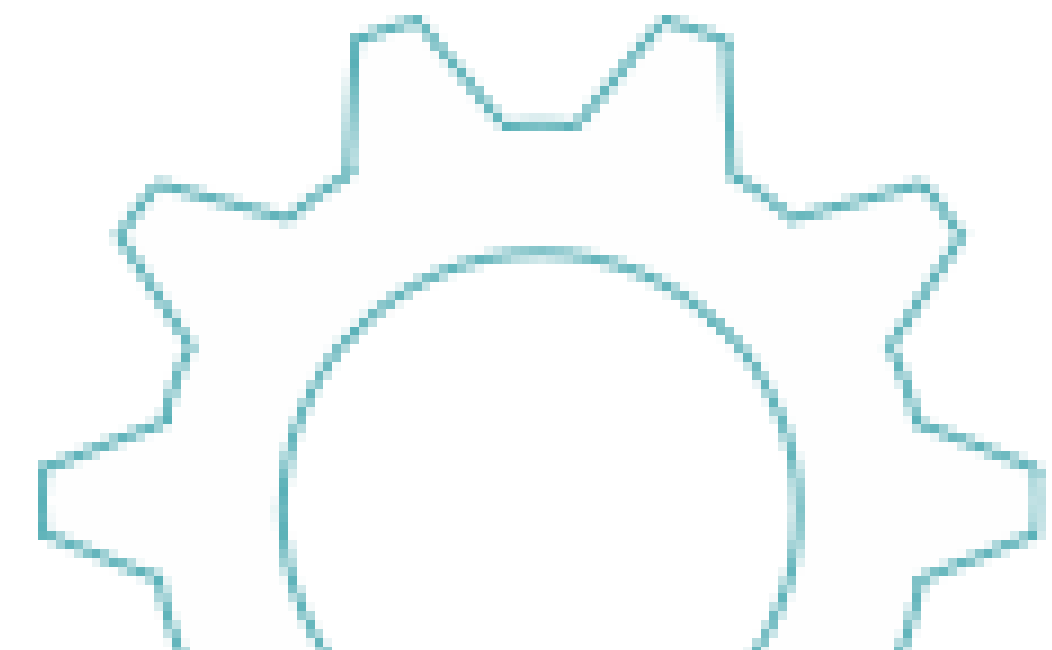
- **One** idea per post-it
- Color code:
  - Yellow: *See*
  - Pink: *Feel*
  - Blue: *Hear*



# Priority Categories

***Intended Outcome:***

*Consider what categories are most important  
in 3 - 5 years*



From the council survey...

# Categories - Your Ranking

*"Thinking of the next three to five years, how would you rank these categories in order of importance (with #1 being the highest)?"*

Rank	Category	Avg	Mode	SD
1	Exceptional police, fire, <b>emergency services</b>	3.5	5	2.5
2	Effective and efficient <b>gov't operations</b>	4.0	3	2.9
3	Protect, enjoy <b>environmental</b> resources	4.7	2	3.9
4	A <b>business- friendly</b> community	4.9	4	1.5
5	A <b>safe</b> city	5.0	10	3.8
6	Safe, affordable, dependable, convenient <b>transportation</b> options	6.0	3	2.5
7	Value, challenge, support <b>youth</b>	6.1	4	3.1
8	A <b>clean</b> city	7.3	11	3.9
9	A safe, walkable, vibrant, prosperous <b>downtown</b>	7.4	7	1.4
10	Enhanced utilities, communications, tech <b>infrastructure</b>	7.5	8	3.5
11	Opportunities for life-long <b>learning</b>	8.0	9	2.5



*From the council survey...*

# What Categories Are Not Included?

## **Additions to the Categories**

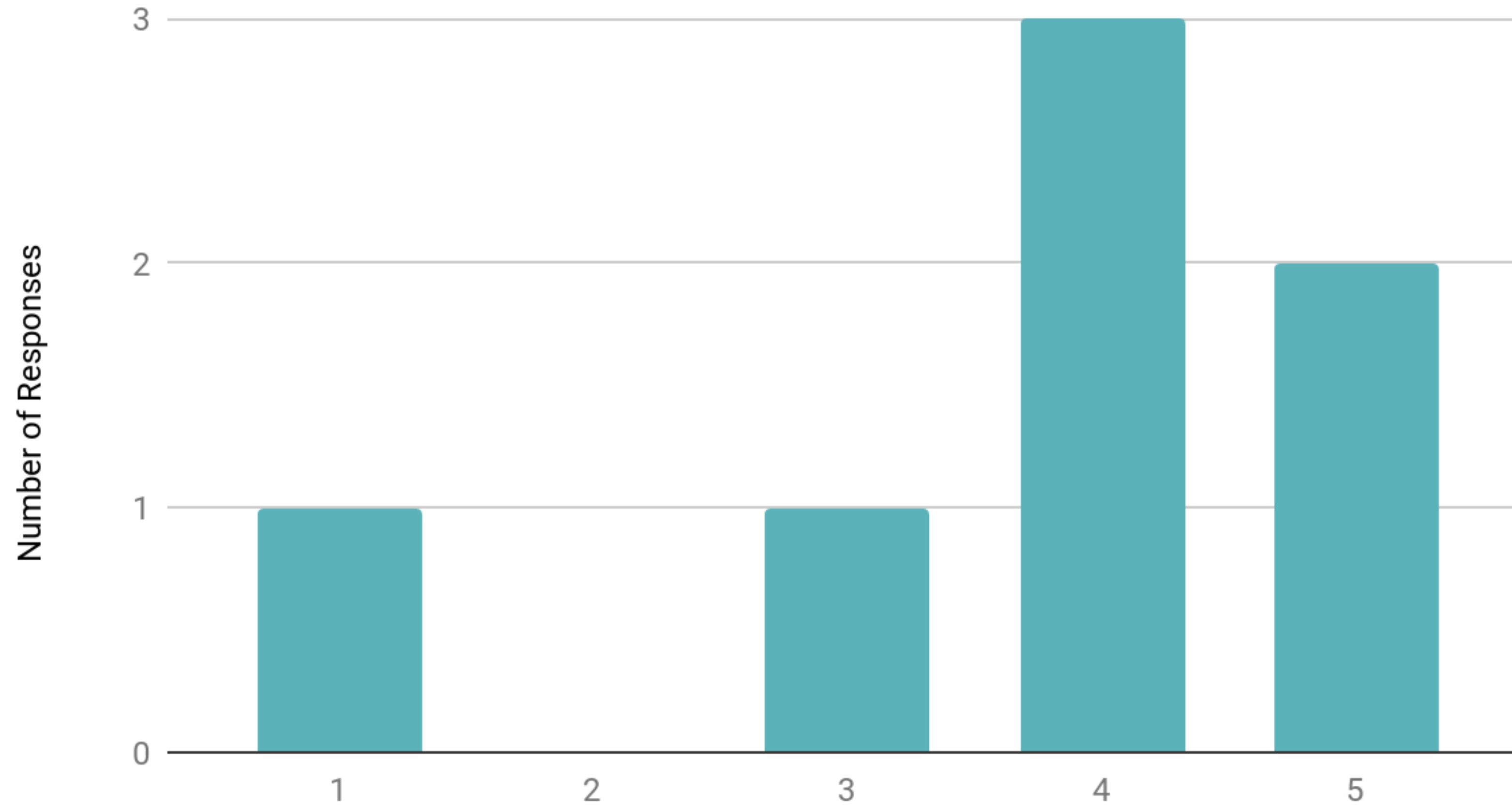
- Housing/affordability
- Opportunity
- South Hayward
- City decision making that is based on data, innovation, and empathy
- Reduce dependence on automobiles

## **Refinements to the Categories**

- Business (not just business friendly)
- Emergency preparedness
- Expand environmental resources such as parks and open space
- Solve the City's long-term budget challenges

*From the council survey...*

# Is “Safe, Clean, Green, and Thriving” Still Relevant?



Are the categories still relevant?

5 = Strongly Agree  
1 = Strongly Disagree

# Exercise - What are your top four categories?

*Thinking of the categories that originated from the vision, the ones from the survey, and 'Safe, Green, Clean, and Thriving', **pick your top four categories to focus on for the next three to five years.***

Top FOUR Categories to Focus on for the Next Three to Five Years  
*(in any order)*

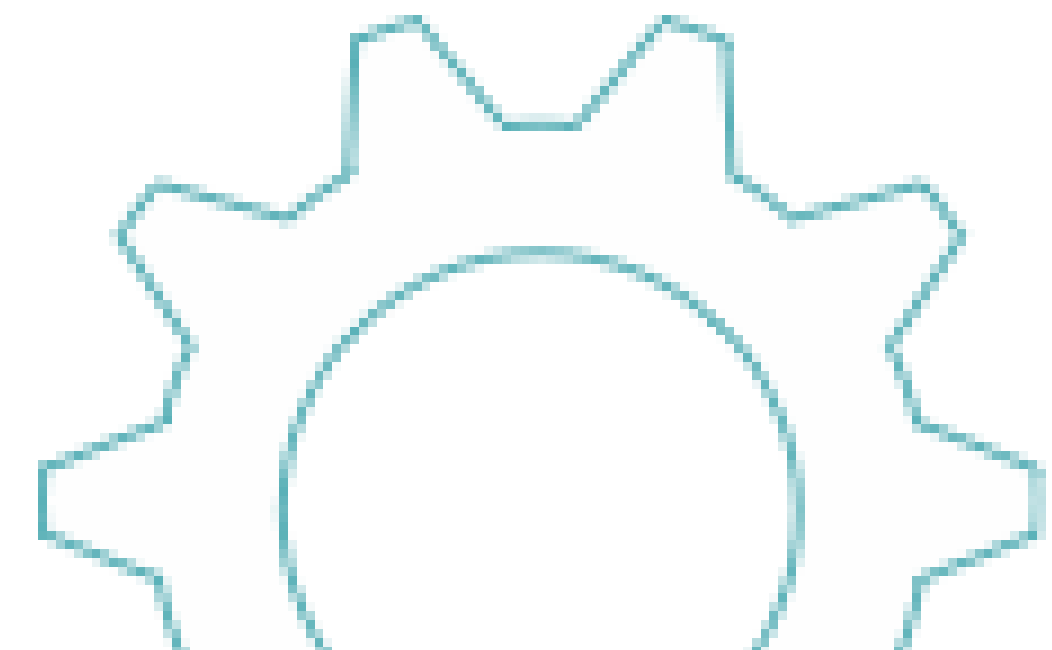
*(We'll read them out and compare.)*



# Strategic Initiatives

***Intended Outcome:***

*Consider what strategic initiatives are most important in 3 - 5 years*



*From the council survey...*

# Initiatives - Your Ranking

*“Thinking of the next three to five years, rank these priorities from most important (#1) to least important (#10).”*

Rank	Category	Avg	Mode	SD
1	Provide affordable <b>housing</b> /rent control	3.1	1	3.3
2	Improve <b>education/schools</b>	4.1	4	2.0
3	Repair <b>roads/infrastructure</b>	4.3	2	2.2
4	Address <b>homelessness</b>	5.1	3	2.8
5	Increase <b>police</b> presence	5.2	4	2.1
6	Provide more <b>community functions</b> /family-oriented programs	5.4	6	3.4
7	Reduce <b>traffic congestion</b>	5.7	7	2.9
7	Improve development/ <b>permit process</b>	6.6	7	2.9
9	Improve <b>gov't customer service</b>	7.2	9	3.3
10	Better <b>communication</b> between city elected officials, staff, residents	7.3	7	1.9

*From the council survey...*

# Initiatives Under 'Safe'

## **Crime Prevention**

- Preventative lighting and redevelopment of blighted properties
- New tech, like cameras, license plate readers
- Increase police presence

## **Create Opportunity**

- Workforce training, youth programs, and other effective pathways to career opportunities
- Outreach to engage residents in creating an inclusive, equitable, & compassionate city
- Address overcrowding by providing a broad range of housing
- Prisoner reentry services

## **Improve Enforcement**

- Consistent training for safety personnel
- Better response times; better call data; better coordination between departments
- Adequate law enforcement personnel
- Omega teams to increase capacity

*From the council survey...*

# Initiatives Under 'Clean'

## **Improve the Appearance of the City**

- Explore new approaches to tackle dumping, litter, graffiti (e.g., murals)
- Finish cleaning and greening the Tennyson Corridor, then tackle Jackson Street
- Plant more trees, upgrade and maintain landscaping
- Improve the appearance of all city facilities (buildings, roads, public spaces, etc.)
- Redevelop blighted properties

## **Improve Infrastructure**

- Continue stormwater, street sweeping, downtown streets, maintenance
- Focus beyond downtown: infrastructure changes, density, street maintenance
- Shift from a “disposable” society to one using compostable/reusable items

## **Partner to Maintain our Community**

- Fix (or replace?) Access Hayward - make it easier for residents to help maintain our community
- Consider new partnerships and workforce development to address challenges

## **Keep doing what we're already doing**

*From the council survey...*

# Initiatives Under 'Green'

## **Support Mode Shifts**

- Walkability
- Do what we can to get people out of cars and onto transit, sidewalks and bike paths

## **Expand Sustainable Infrastructure**

- 100% renewable electricity citywide; 100% all-electric vehicle fleet
- Continue existing initiatives: recycled water, ground water, shoreline planning, green business and HOA awards, 'greening the fleet', ZNE approaches for buildings, renewable energy, etc.
- Increase water recycling and conservation, water efficient landscaping and trees

## **Protect Our Green Space**

- Better/cleaner parks, with family activities (fireworks), parade, etc.
- Open the library and open the park; work on Urban Forest
- Protecting our parks and open spaces from development to maintain quality of life

## **Do Our Part to curb Climate Change**

- Push every green, anti-global-warming initiative we can to help save our planet
- Continue to focus on sustainability policies through our sustainability committee



*From the council survey...*

# Initiatives Under 'Thriving'

## **Shape Healthy and Complete Communities**

- Ensure diverse income housing is built, as well as job, recreation, and commercial opportunities
- Explore encouraging co-op working centers in large housing developments
- Codify our Complete Communities vision in our building codes
- More opportunities to walk bike, recreational and open space
- Promote arts and culture by establishing a new city commission devoted to doing that

## **Expand Opportunities for Youth**

- Support youth by working with HUSD, HARD and the business community
- Expand programs for youth and families when school isn't in session; add youth-oriented projects

## **Attract and Retain Businesses**

- Business opportunities, partnerships, model and collaborative spirit
- Explore emerging/expanding industries for opportunities to attract and retain businesses

## **Improve Community Development Support and Services**

- Continue improvements in Development services; increase staff resources

*From the council survey...*

# Initiatives - What's Not Included

*"What high priority issues are not included above that you think are important?"*

## **Fiscal Viability of the City**

- Maintain and improve fiscal sustainability for the city
- Stabilizing long term budget outlook
- Make sure Census 2020 is representative

## **Economic Development**

- Support local business owners via entrepreneur programs, incubators and investments
- Attracting well-qualified and talented workforce and new neighborhood serving business

## **Youth & Education**

- Involvement in education with new library building and services coming online
- Becoming Youth Centered

## **Compassion, Representation & Community Relations**

- CIECC (Commitment for an Inclusive, Equitable, and Compassionate Community) implemented
- Strengthening police/community relations
- Making sure the organization's diversity reflects the diversity of the city as a whole

# List of Possible Initiatives

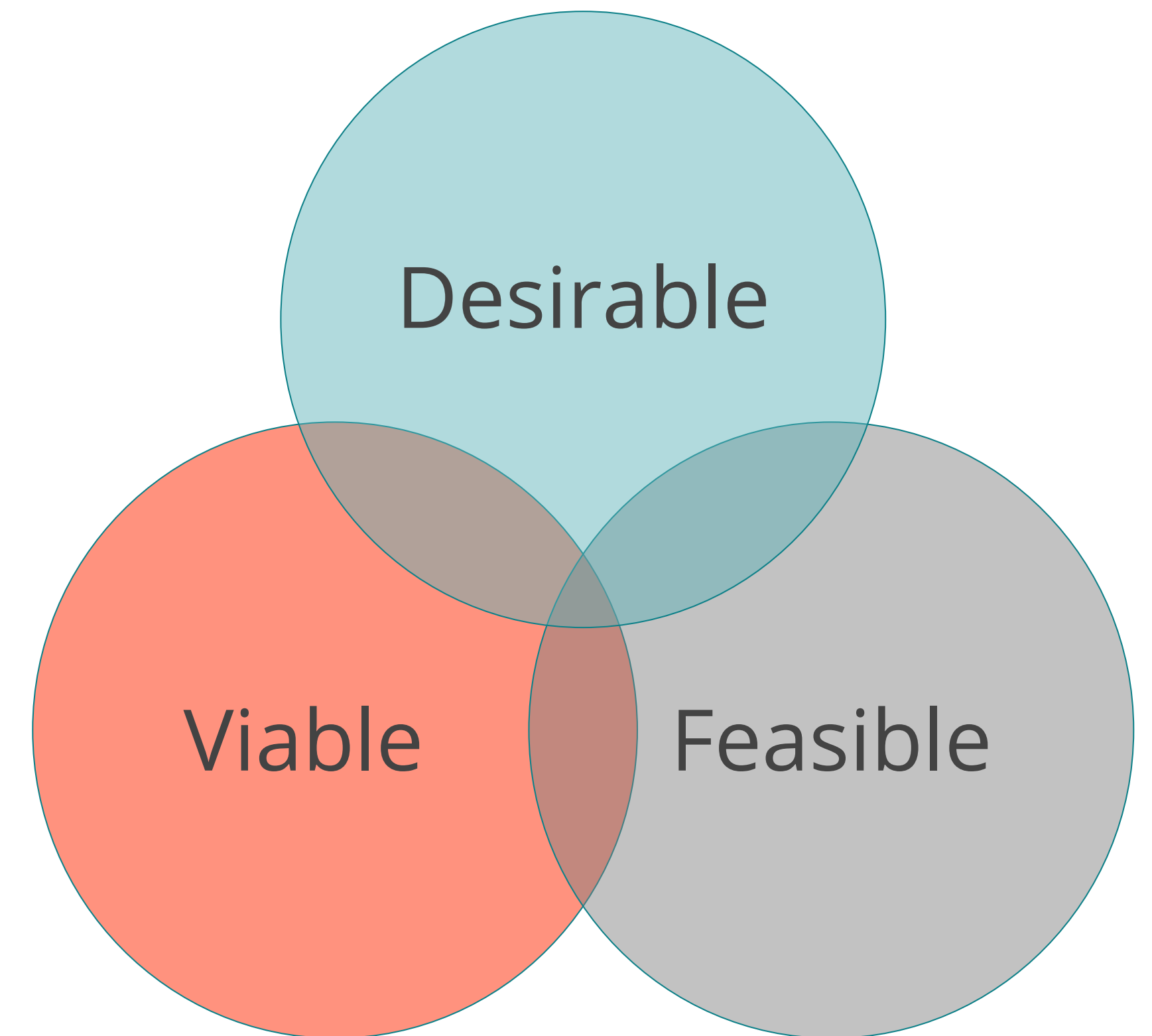
Provide affordable housing/rent control  
Improve education/schools  
Address homelessness  
Repair roads/infrastructure  
Reduce traffic congestion  
Increase police presence  
Better communication between city elected officials, staff, residents  
Provide more community functions/family-oriented programs  
Improve development/permit process  
Improve gov't customer service  
Digital, lighting, and better tech tools  
Workforce training,  
Workforce marketing materials  
Broad assortment of housing.  
Pathways to career opportunities  
Better emergency response times  
Better data on emergency calls  
Adequate city personnel  
Explore Omega team  
Neighborhood speeding  
Property crimes  
Stormwater cleaning  
Street sweeping

Redevelop blighted properties  
Better walkability  
Better, cleaner parks  
Urban Forest  
More family activities like parades, fireworks  
Improve sidewalks and bike paths  
Improve recycling  
Go to 100% renewable energy  
Use 100% electric fleet  
Look to promote sustainability policies  
Recycled water  
Groundwater  
Shoreline planning  
Green businesses  
HOA green award  
Eliminate ornamental sod  
Open library  
Open more parks  
Clean Jackson Street  
Tackle dumping, litter, graffiti  
Workforce development  
Shift to compostable/reusable items  
Plant more trees  
Upgrade and maintain landscaping

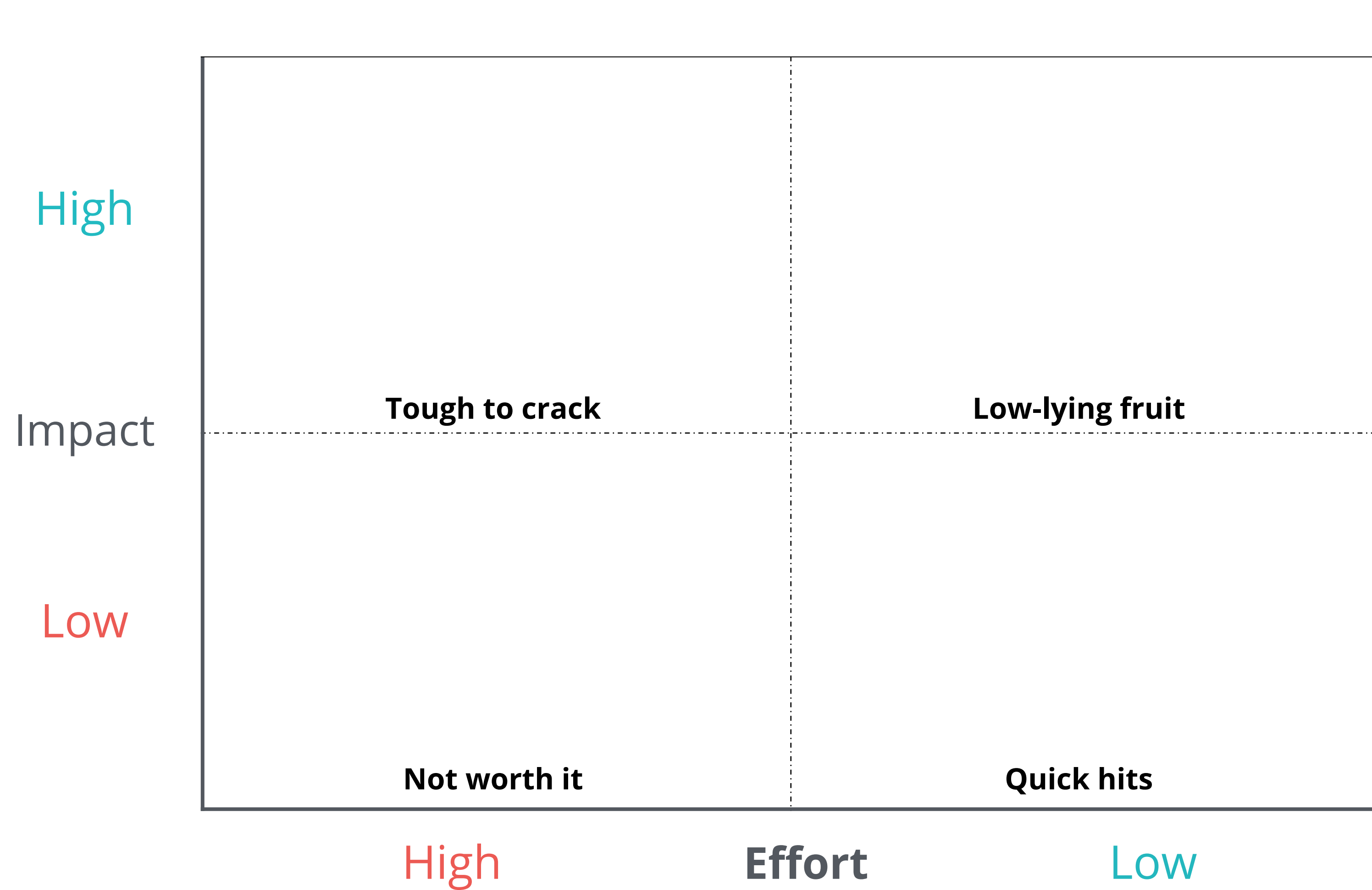
Complete unfinished green initiatives  
Increase business opportunities  
Add more youth oriented projects  
Improve fiscal sustainability for the city  
Increase police presence  
More collaborations between jurisdictions like HPN, AC Transit, BART JPA, etc.  
Job training  
Explore emerging industry like cannabis and biotech  
Diverse income streams  
Co-op working centers in housing developments  
Work with HUSD and HARD  
Promote arts and culture  
Redevelop blighted properties.  
Increase permitting speed  
Codify our Complete Communities vision in our building codes  
Focus on healthier retail relevant to neighborhoods.  
Expand programs for youth and families when school isn't in session.  
Improve the appearance of all city facilities  
Fix (or replace?) Access Hayward  
Clearer downtown streets  
Finish cleaning Tennyson Corridor

# Desirable, Viable, Feasible

- **Desirable:** do people want it?
- **Viable:** can we fund it?
- **Feasible:** can we do it in three to five years?



# Map and rank your top initiatives



Rank your top priorities or programs

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.

# Exercise - What are your top eight initiatives?

*Looking at all the initiatives from the survey, **pick your top eight.** Write down one per post-it note.*

Top Initiatives to Focus on for the Next Three to Five Years

*(in any order)*

1.

2.

3.

4.

5.

6.

7.

8.

# Summary of the Day

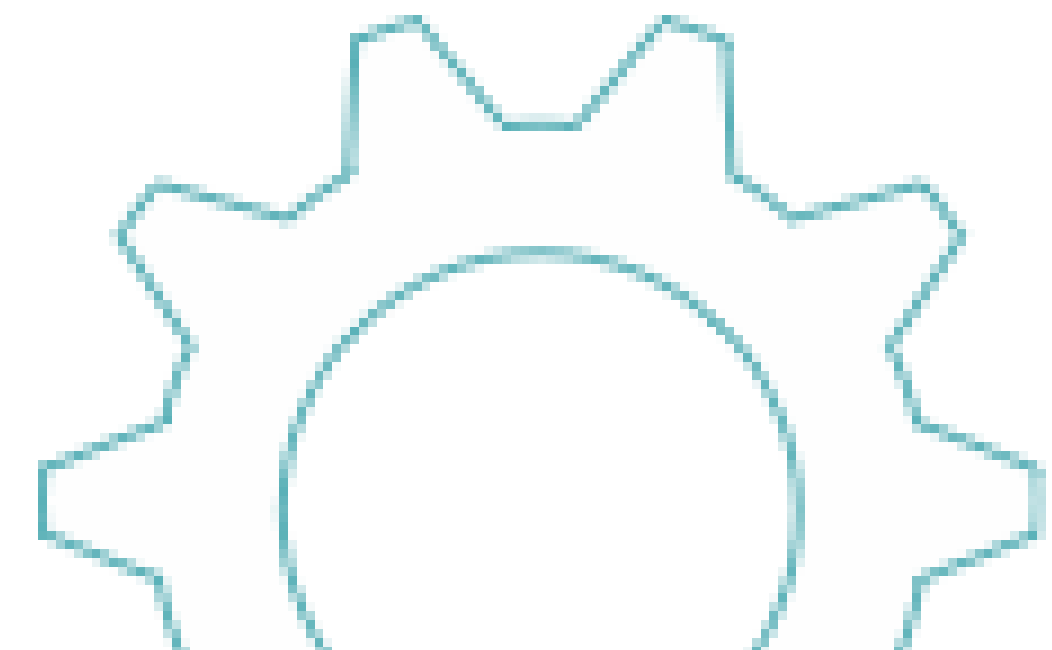
- What are your take-aways?
- What are your 'a-ha' moments from going through this quick process?
- What did we accomplish?



# Next Steps

***Intended Outcome:***

*Where do we go from here?*





# Thank you!

Jim Rettew, VP Strategy  
Cristelle Blackford, Chief Engagement Officer



**ITEM 1 – WS 19-036**

**POWERPOINT PRESENTATION  
FROM CIVICMAKERS  
HANDOUTS**

From the council survey...

# Categories - Your Ranking

*"Thinking of the next three to five years, how would you rank these categories in order of importance (with #1 being the highest)?"*

Rank	Category	Avg	Mode	SD
1	Exceptional police, fire, <b>emergency services</b>	3.5	5	2.5
2	Effective and efficient <b>gov't operations</b>	4.0	3	2.9
3	Protect, enjoy <b>environmental</b> resources	4.7	2	3.9
4	A <b>business- friendly</b> community	4.9	4	1.5
5	A <b>safe</b> city	5.0	10	3.8
6	Safe, affordable, dependable, convenient <b>transportation</b> options	6.0	3	2.5
7	Value, challenge, support <b>youth</b>	6.1	4	3.1
8	A <b>clean</b> city	7.3	11	3.9
9	A safe, walkable, vibrant, prosperous <b>downtown</b>	7.4	7	1.4
10	Enhanced utilities, communications, tech <b>infrastructure</b>	7.5	8	3.5
11	Opportunities for life-long <b>learning</b>	8.0	9	2.5

*From the council survey...*

# Initiatives - Your Ranking

*“Thinking of the next three to five years, rank these priorities from most important (#1) to least important (#10).”*

Rank	Category	Avg	Mode	SD
1	Provide affordable <b>housing</b> /rent control	3.1	1	3.3
2	Improve <b>education/schools</b>	4.1	4	2.0
3	Repair <b>roads/infrastructure</b>	4.3	2	2.2
4	Address <b>homelessness</b>	5.1	3	2.8
5	Increase <b>police</b> presence	5.2	4	2.1
6	Provide more <b>community functions</b> /family-oriented programs	5.4	6	3.4
7	Reduce <b>traffic congestion</b>	5.7	7	2.9
7	Improve development/ <b>permit process</b>	6.6	7	2.9
9	Improve <b>gov't customer service</b>	7.2	9	3.3
10	Better <b>communication</b> between city elected officials, staff, residents	7.3	7	1.9

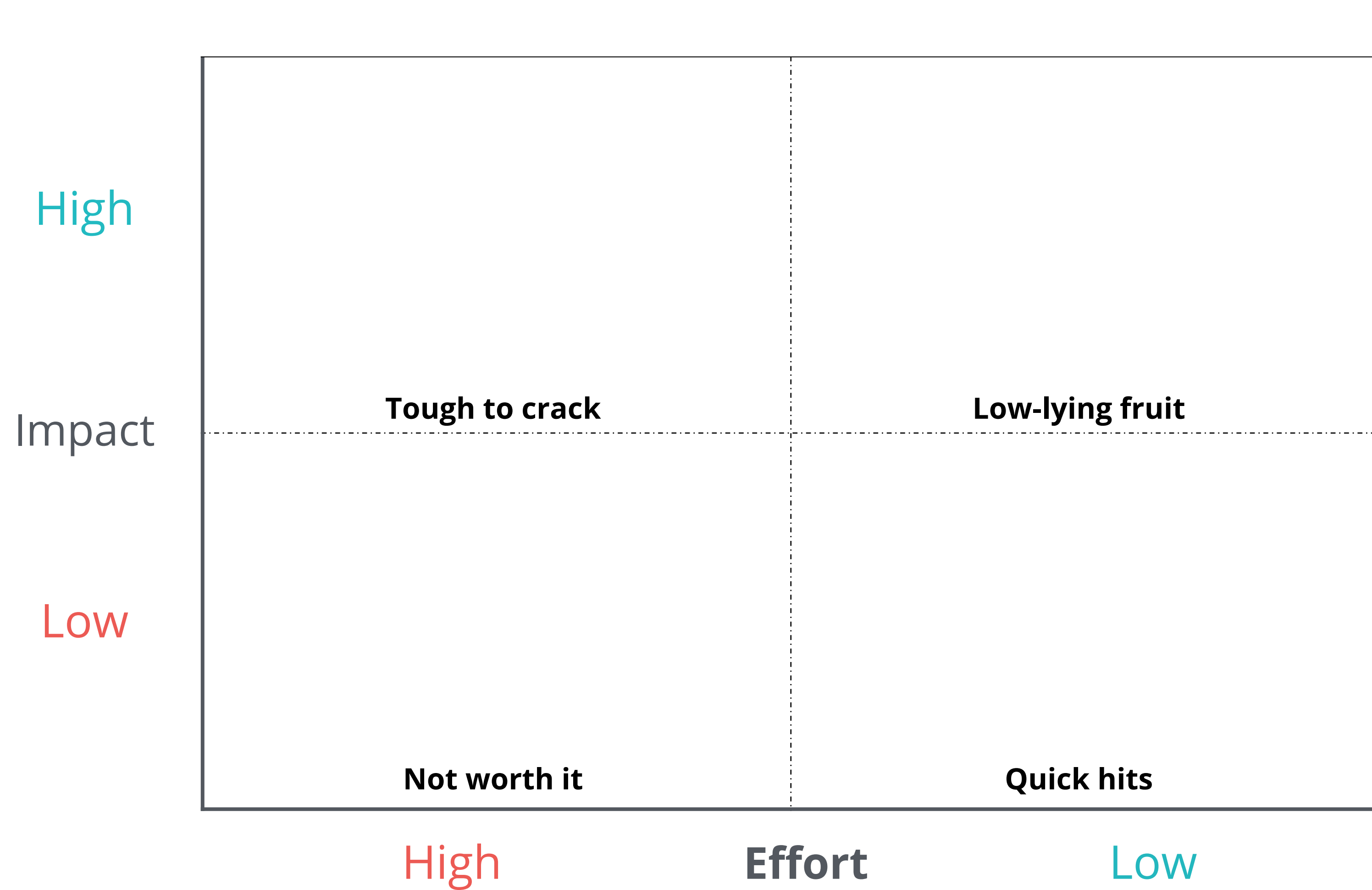
# List of Possible Initiatives

Provide affordable housing/rent control  
Improve education/schools  
Address homelessness  
Repair roads/infrastructure  
Reduce traffic congestion  
Increase police presence  
Better communication between city elected officials, staff, residents  
Provide more community functions/family-oriented programs  
Improve development/permit process  
Improve gov't customer service  
Digital, lighting, and better tech tools  
Workforce training,  
Workforce marketing materials  
Broad assortment of housing.  
Pathways to career opportunities  
Better emergency response times  
Better data on emergency calls  
Adequate city personnel  
Explore Omega team  
Neighborhood speeding  
Property crimes  
Stormwater cleaning  
Street sweeping

Redevelop blighted properties  
Better walkability  
Better, cleaner parks  
Urban Forest  
More family activities like parades, fireworks  
Improve sidewalks and bike paths  
Improve recycling  
Go to 100% renewable energy  
Use 100% electric fleet  
Look to promote sustainability policies  
Recycled water  
Groundwater  
Shoreline planning  
Green businesses  
HOA green award  
Eliminate ornamental sod  
Open library  
Open more parks  
Clean Jackson Street  
Tackle dumping, litter, graffiti  
Workforce development  
Shift to compostable/reusable items  
Plant more trees  
Upgrade and maintain landscaping

Complete unfinished green initiatives  
Increase business opportunities  
Add more youth oriented projects  
Improve fiscal sustainability for the city  
Increase police presence  
More collaborations between jurisdictions like HPN, AC Transit, BART JPA, etc.  
Job training  
Explore emerging industry like cannabis and biotech  
Diverse income streams  
Co-op working centers in housing developments  
Work with HUSD and HARD  
Promote arts and culture  
Redevelop blighted properties.  
Increase permitting speed  
Codify our Complete Communities vision in our building codes  
Focus on healthier retail relevant to neighborhoods.  
Expand programs for youth and families when school isn't in session.  
Improve the appearance of all city facilities  
Fix (or replace?) Access Hayward  
Clearer downtown streets  
Finish cleaning Tennyson Corridor

# Map and rank your top initiatives



Rank your top priorities or programs

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.