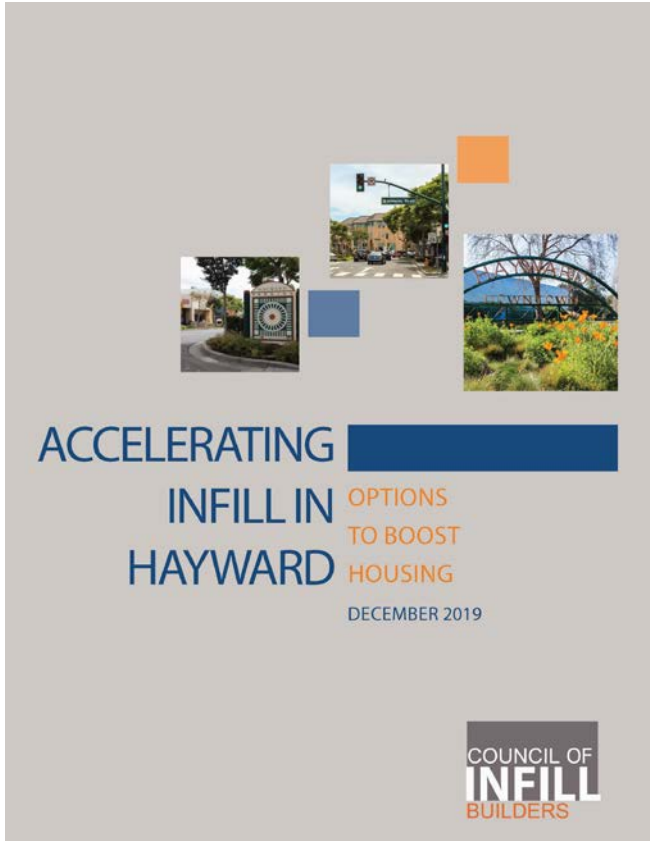


**CITY COUNCIL MEETING
TUESDAY, JANUARY 14, 2020**

PRESENTATIONS

ITEM 1 – WS 20-001

**WORK SESSION REGARDING PROPOSED
WORKPLAN TO INCENTIVIZE HOUSING
PRODUCTION IN THE CITY OF HAYWARD**



“Accelerating Infill in Hayward” Policy Brief Summary

Council of Infill Builders

Presented by Ethan Elkind

Council of Infill Builders

Vision for Attracting More Infill to Hayward 2030

- “18-hour” downtown / commercial corridors
- Strong local brand
- Walkable, urban infill
- Sufficient housing for “8- to 80-years old”
- Housing density & diversity
- Ground-floor & public space amenities
- Stable, locally based businesses / job centers
- Convenient multi-modal options
- Two-way streets
- Optimized parking provision





Top Four Barriers

- High costs relative to revenue
- Market uncertainty with unknown / weak demand
- Need for more supporting public spaces
- Unusual parcels & challenging land assembly

Ideas for Implementation

- Reconfigure streets for walkability, transit, bikes, & scooters
- ID priority ground-floor amenities
- Downtown & commercial district “art” fee
- High-speed wireless internet downtown
- Educate property owners & developers on parcel size & land assembly options



Ideas for Implementation



- Optimize parking requirements
- Update city design guidelines for retail flexibility
- More tiered and deferred fees
- Fast-track infill approvals
- Flexibility for “blended” density
- Labor leader dialogue & local job training program
- “Catalyst projects” on public land



ACCELERATING
INFILL IN
HAYWARD

OPTIONS
TO BOOST
HOUSING

DECEMBER 2019

COUNCIL OF
INFILL
BUILDERS

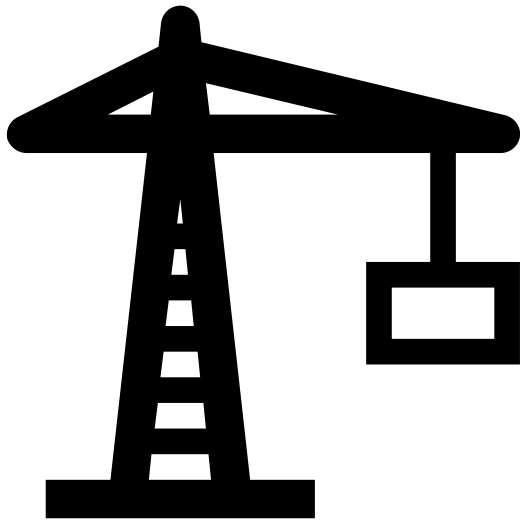
“Accelerating Infill in Hayward” Council of Infill Builders

Download:
CouncilOfInfillBuilders.org

Proposed Workplan to Incentivize Housing Production

Jennifer Ott, Deputy City Manager and Christina Morales, Housing Division Manager
January 14, 2020

Purpose of Presentation



- Review policies to incentivize the production of both market rate and affordable housing; and
- Discuss timeline to seek approval of the workplan components; and
 - Approval of the workplan is the starting point.
 - Components of the plan will be discussed further with community members and brought to Council for further discussion.

Presentation
Focus



BACKGROUND



OBJECTIVES



**REVIEW HOUSING
PRODUCTION
STRATEGIES**



**DISCUSS
PROPOSED
WORKPLAN**

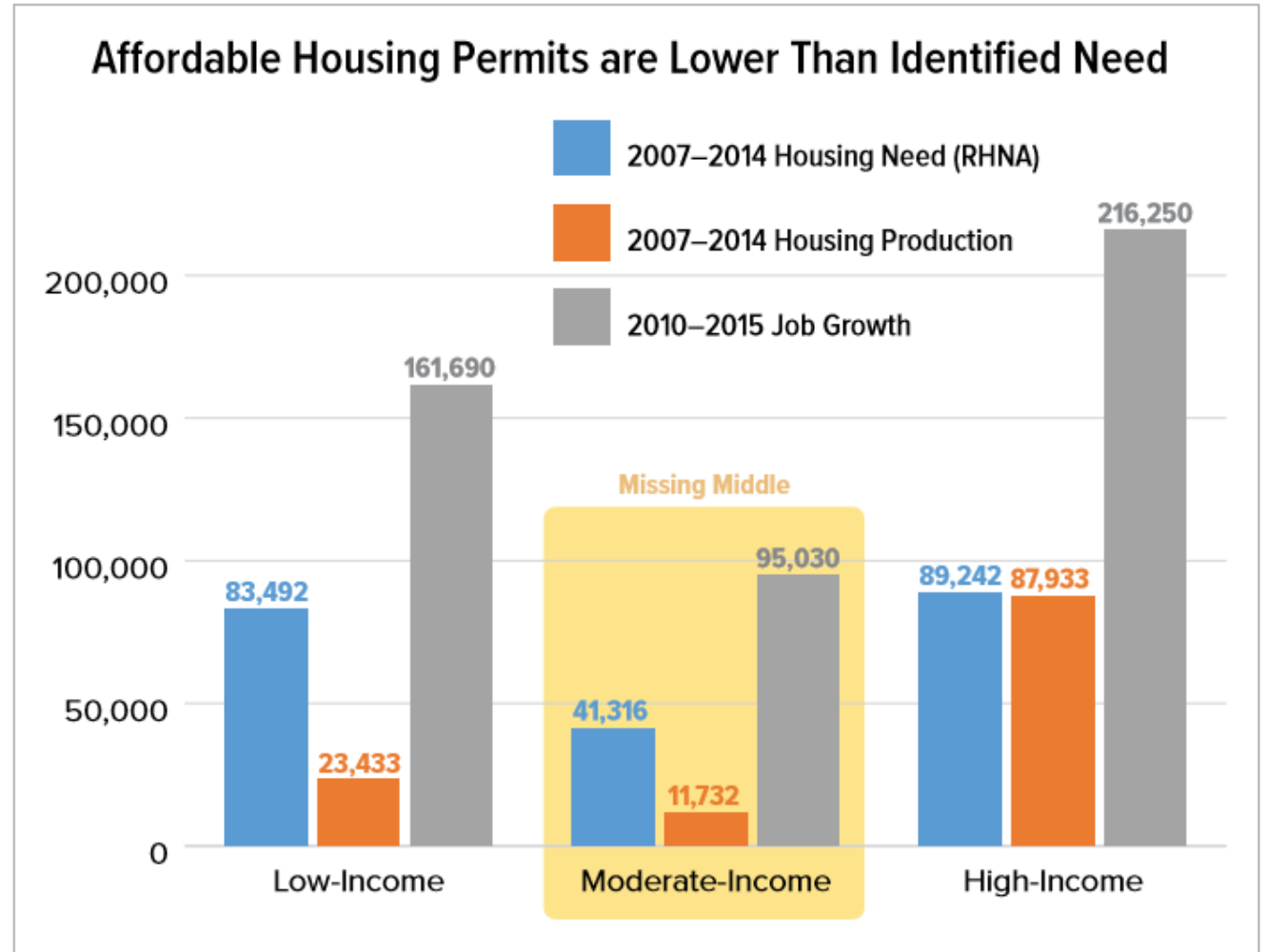


Background

Background

- Housing production in the Bay Area has not kept pace with housing demand.
- Council directed staff to identify ways to incentivize housing development to address concerns about housing affordability.

Bay Area Housing Production Versus Job Growth



Source: Casa Compact

Background

Homelessness-Housing
Taskforce Meetings
(HHTF)

Discussed proposed workplan on

- September 5, 2019
- December 9, 2019

HHTF recommended

- Adding workplan item to evaluate providing pre-approved plans for ADUS to facilitate development
- Consideration by the City Council

Background

Stakeholder Participation

Participation Events

1. Review of proposed workplan with affordable and market rate developers
2. Individual interviews with market rate developers
3. Stakeholder forum with small group discussions
4. Convening of infill developers

Background

Stakeholder
Participation

Major Themes from Participants

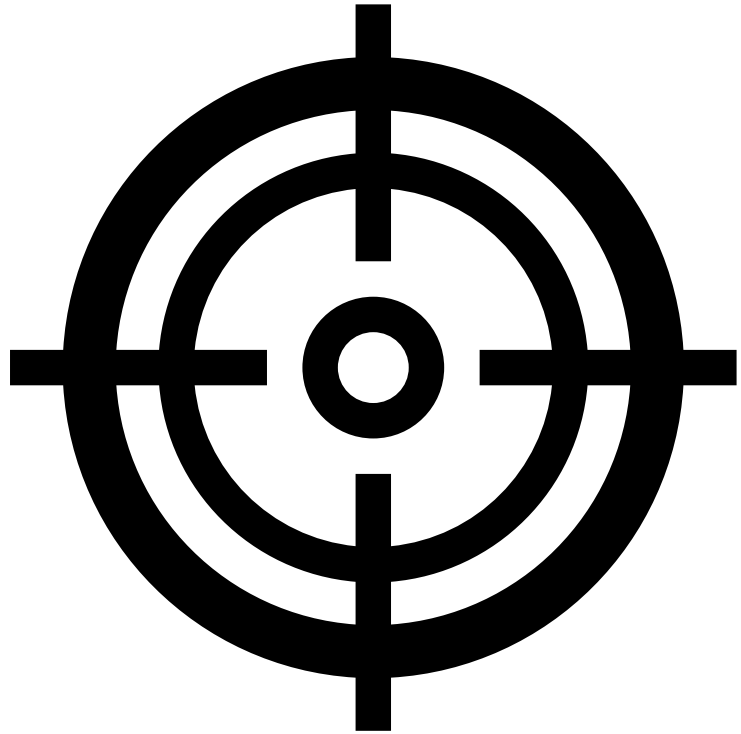
1. More flexibility
2. Upfront certainty
3. Partnership mentality
4. Expedite approval processes
5. Reasonable ground floor commercial space requirements

Background

Changes to State Legislation

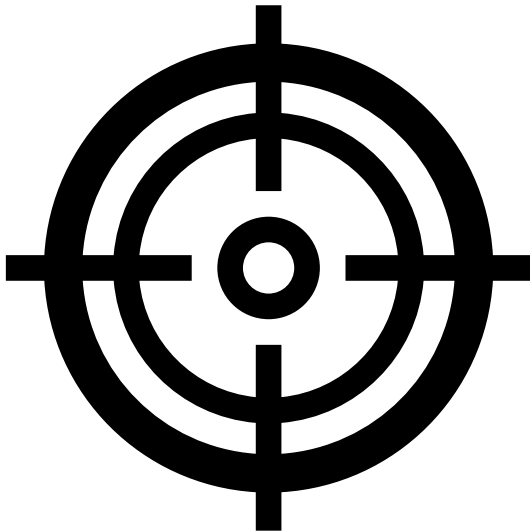
Effective January 1, 2020

- Streamlining legislation
- Accessory dwelling units (ADU) legislation that limits local control
- Housing approval legislation
 - By right low barrier navigation centers
 - Super density bonus
 - Supportive housing streamlining
- Surplus Lands Legislation
- Transparency requirements regarding developer impact fees



Objectives

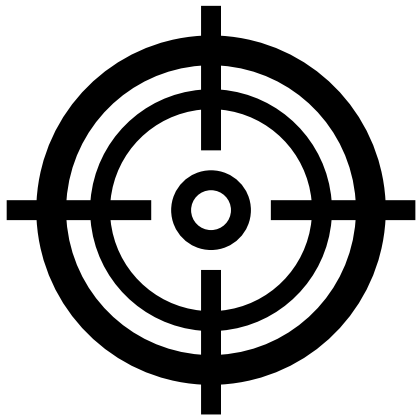
Objectives



- Incentivize the production of both market rate and affordable housing
- Implement measures to meet Regional Housing Need Assessment (RHNA) goals included in the Housing Element
- Establish “pro-housing” policies to ensure Hayward remains competitive for State Housing Funds
- Improve housing affordability

Objectives

2015 -2023 RHNA Goal Progress

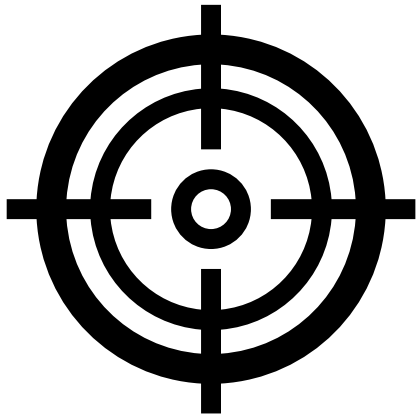


Income Category	Unit Goal	Reported 2018		Approved		Pending Approval		Estimated Compliance		Estimated Deficiency	
		Units	% of goal	Units	% of goal	Units	% of goal	Units	% of goal	Units	% of goal
Very low	851	40	5%	147	17%	180	21%	367	43%	484	57%
Low	480	19	4%	209	43%	54	11%	282	59%	198	41%
Moderate	608	0	0%	40	7%	21	3%	61	10%	547	90%
Above Moderate	1981	873	44%	2,617	132%	318	16%	3,808	192%	0	N/A

To be counted toward the RHNA goals, a unit must be permitted.

Objectives

Income Limits



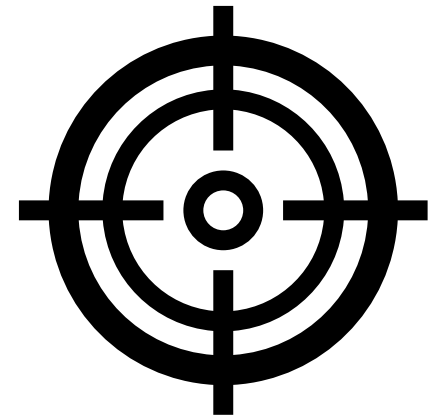
Income Category	Household Size							
	1	2	3	4	5	6	7	8
Extremely Low 30% AMI*	\$26,050	\$29,750	\$33,450	\$37,150	\$40,150	\$43,100	\$46,100	\$49,050
Very low 50% AMI*	\$43,400	\$49,600	\$55,800	\$61,950	\$66,950	\$71,900	\$76,850	\$81,800
Low 80% AMI*	\$69,000	\$78,850	\$88,700	\$98,550	\$106,450	\$114,350	\$122,250	\$130,100
Median 100% AMI	\$78,200	\$89,350	\$100,550	\$111,700	\$120,650	\$129,550	\$138,500	\$147,450
Moderate 120% AMI	\$93,850	\$107,250	\$120,650	\$134,050	\$144,750	\$155,500	\$166,200	\$176,950

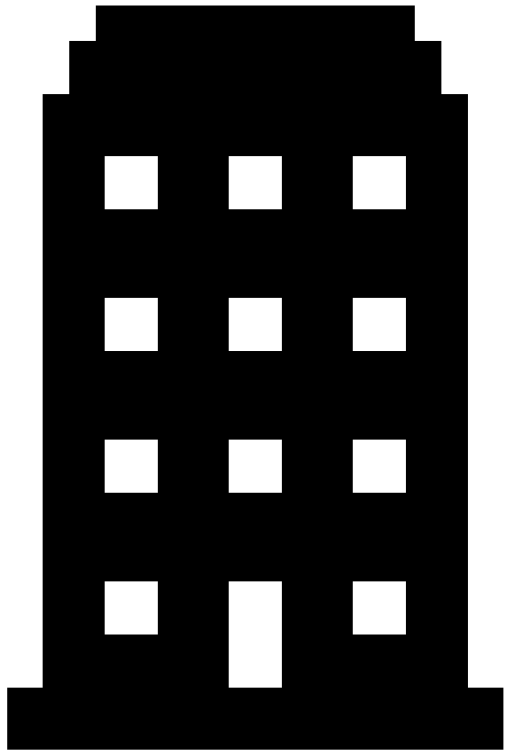
Objectives

Pro-Housing Local Policies

State defined pro-housing local policies:

- Establishing local housing trust fund
- Reducing parking requirements
- Using by right approval
- Reduction of permit processing time
- Reduction of development impact fees
- Establishment of Workforce Housing Opportunity Zone or housing sustainability district



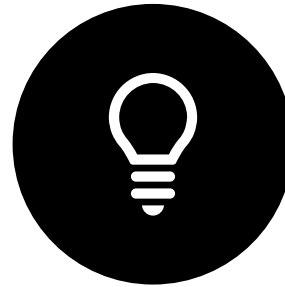


Housing Production Strategies

Identification of Strategies



Proposed and enacted state legislation



Policies from other jurisdictions



Regional planning efforts



Industry professionals

Housing Production Incentives Categories

Zoning and Housing Approvals

Accessory Dwelling Units (ADU) Approvals

Impact Fees and Transparency

Funding Resources

Public Land Disposition

Streamlining Approval Process

- In progress/Addressed
- Highly Recommended
- Recommended
- Not Recommended





Incentivizing Housing Production

Zoning and Housing Approvals

Topic	Type of Housing	RHNA Compliance Household Targeting
Density Bonus <ul style="list-style-type: none"> Conform to state law Increase Incentives for mixed income projects 	Mixed-Income, Affordable, Ownership, Rental	All income levels, seniors, college students, foster youth, disabled veterans, unsheltered
Upzoning <ul style="list-style-type: none"> All residential zoning districts All single-family zoning districts Only those single-family zoning districts inconsistent with the general plan 	Market Rate , Mixed-Income, Affordable, Ownership, Rental	All Income levels
Expand locations for emergency shelters	Homeless shelters	No RHNA contribution. Extremely low-income, very-low income and unsheltered

Incentivizing Housing Production

Zoning and Housing Approvals

	In progress/Addressed
	Highly Recommended
	Recommended
	Not Recommended

Topic	Type of Housing	RHNA Compliance Household Targeting
Evaluate City's Affordable Housing Ordinance (AHO)	Mixed-Income, Affordable, Ownership, Rental	All Income levels
Prepare Housing Element for next cycle	Market Rate , Mixed-Income, Affordable, Ownership, Rental	All Income levels
Modify Parking Requirements	Market Rate , Mixed-Income, Affordable, Ownership, Rental	All Income levels

- In progress/Addressed
- Highly Recommended
- Recommended
- Not Recommended

Incentivizing Housing Production

Accessory Dwelling Units (ADU)

Topic	Type of Housing	RHNA Compliance Household Targeting
Reduce time to issue ADU Permits	SFR Additions Market Rate	RHNA-Moderate Income Low income and moderate income by design
Update City's ADU Ordinance to conform with state law	Additions to SFR and Multifamily Residential Market Rate	RHNA-Moderate Income Low income and moderate income by design
Evaluate the possibility of providing pre-approved plan sets to facilitate the development of ADUs	Additions to SFR, Market Rate	RHNA-Moderate Income Low income and moderate income by design

- In progress/Addressed
- Highly Recommended
- Recommended
- Not Recommended

Incentivizing Housing Production

Fees and Transparency

Topic	Type of Housing	RHNA Compliance Household Targeting
Improve fee transparency	Market Rate , Mixed-Income, Affordable, Ownership, Rental	All Income levels
Exempt, reduce or defer city development impact fees for affordable housing units	Mixed-Income, Affordable, Ownership, Rental	All Income levels
Exempt or reduce ADUs from development impact fees consistent with state law	Additions to SFR and Multifamily Residential Market Rate	RHNA-Moderate Income Low income and moderate income by design
Allow deferral of utility impact fees for affordable housing units and ADUs until service connection	Mixed-Income, Affordable, Ownership, Rental	All Income levels

Incentivizing Housing Production

Reduction of Development Impact Fees

Expand current exemption

- 100% Affordable
- Affordability levels up to 120% AMI
- Non-profit developer

Reduce fee for on-site affordable units

- Must meet minimum requirements for on-site units per Affordable Housing Ordinance (AHO)
- 50% reduction of park fees for on-site affordable unit
- 50% reduction of transportation fee for on-site affordable units for projects located ½ mile of BART or major-high frequency transit.

Establish Impact fee loan program for affordable units

- Project must have City Regulatory Agreement

Exempt/Reduce Impact Fees for ADUs consistent with state law

- Units 750 square feet-Exempt
- Units greater than 750 square- Reduce fee to proportional amount of primary residence.

- In progress/Addressed
- Highly Recommended
- Recommended
- Not Recommended

Incentivizing Housing Production

Funding

Topic	Type of Housing	RHNA Compliance Household Targeting
Pilot a new moderate-income affordable housing financing model	Affordable, Rental	Moderate-Income
Pursue state housing funding opportunities	Affordable, Rental, Ownership	Very low, low, and moderate-income
Allocation of Affordable Housing Trust Funds	Affordable, Rental, Ownership, Transitional Housing, Downpayment Assistance (TBD)	Very low, low, and moderate-income

- In progress/Addressed
- Highly Recommended
- Recommended
- Not Recommended

Incentivizing Housing Production

Public Lands

Topic	Type of Housing	RHNA Compliance Household Targeting
Prioritize on-site affordable housing for residential projects developed on city-owned land	Mixed-Income, Affordable, Ownership, Rental	All Income levels
Convert underused and tax defaulted properties to permanent affordable housing in partnership with nonprofit affordable housing developers	Mixed-Income, Affordable, Ownership, Rental	No RHNA contribution without amendment to Housing Element. Helps fulfil goals.
Create a zoning exemption for affordable housing on surplus land in residential zones regardless of density maximums	Affordable, Rental, Ownership	All Income levels

- In progress/Addressed
- Highly Recommended
- Recommended
- Not Recommended

Incentivizing Housing Production

Streamlining

Topic	Type of Housing	RHNA Compliance Household Targeting
Streamlined approval for affordable housing projects meeting specific criteria consistent with SB 35	Affordable, Ownership, Rental	Very low, low, and moderate-income
Review approval process to address inefficiencies with the goal of reducing overall approval time	Market Rate , Mixed-Income, Affordable, Ownership, Rental	All income levels
Provide "Package of Incentives" for housing projects providing affordable housing	Market Rate , Mixed-Income, Affordable, Ownership, Rental	All income levels
Educational work session regarding project feasibility, residual land value and implication of demands beyond established requirements	Market Rate , Mixed-Income, Affordable, Ownership, Rental	All income levels

Incentivizing Housing Production

Illustrative Package of Incentives

Package A

On-site affordable housing meeting AHO requirements

- Density bonus increases and concessions consistent with current state law.
- Park fee reduction for affordable units
- Loan program for impact fees for affordable rental units

Package B

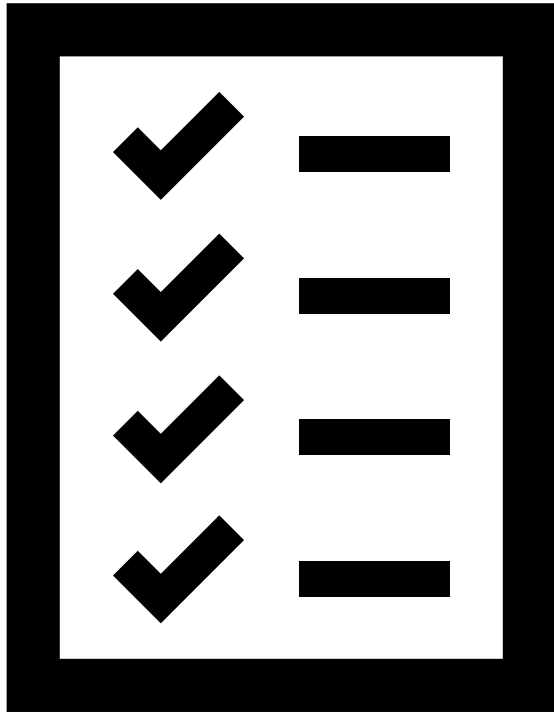
On-site affordable housing greater than minimum requirements (tbd)

- Density bonus increase above 35%, if exceeds states affordability levels
- More concessions
- Park fee reduction for affordable units
- Loan program for impact fees for affordable rental units

Package C

100% Affordable

- Density bonus increase above 35%
- More concessions
- Park fee exemption or reduction
- Loan program for impact fees



Workplan

Workplan

Short-term (In progress)

Topic	Policies	Type	State Priority “pro-housing”
Streamlining	Streamline approval of affordable housing projects meeting specific criteria established in SB 35	Administrative	Reduction of processing time
Streamlining	Review approval process to address inefficiencies	Administrative	Reduction of processing time
Public Lands	Prioritize on-site affordable housing for residential projects developed on City-owned land	Administrative	Meet RHNA Goals
Fees/ Transparency	Improve transparency	Administrative	N/A
Streamlining	Hold informational City Council work session to discuss project feasibility, residual land value and implication of demands beyond established requirements	Work Session	

Workplan

Short-term (1-2 years)

Topic	Policies	Type	State Priority “pro-housing”
Fees/ Transparency	Deferral of utility impact fees	Administrative	Reduction of impact fees
Fees/ Transparency	Exempt, reduce, defer and provide loans for impact fees on affordable units	Work Session Legislative	Reduction of impact fees
Fees/ Transparency	Exempt and Reduce impact fees for ADUs as required by state Law	Work Session Legislative	Reduction of impact fees
Zoning/Housing Approvals	Conform ADU ordinance with state Law	Legislative	Use of right approval
Funding	Moderate-income affordable housing finance model	Legislative	Meet RHNA Goals
Funding	Pursue state housing and planning funding opportunities	Legislative	N/A

Workplan

Mid-term (2-3 years)

Topic	Policies	Type	State Priority “pro-housing”
Zoning/Housing Approvals	Conform Hayward Density Bonus with state law and explore Density bonus greater than 35%	Outreach Work Session Legislative	Meet RHNA Goals
Zoning/Housing Approvals	Allow emergency shelter sites in more areas within the City	Outreach Work Session Legislative	Use of right approval
Public Lands	Program to convert tax defaulted properties to affordable housing	Administrative Legislative	Meet RHNA Goals
Streamlining	Package of Incentives	Administrative	Reduction of processing time
Funding	Allocation of Affordable Housing Trust Funds	Work Session	Local Housing Trust Fund
ADU Approvals	Evaluate the possibility of providing pre-approved plan sets to facilitate the development of ADUs	Administrative	Reduction of Processing time

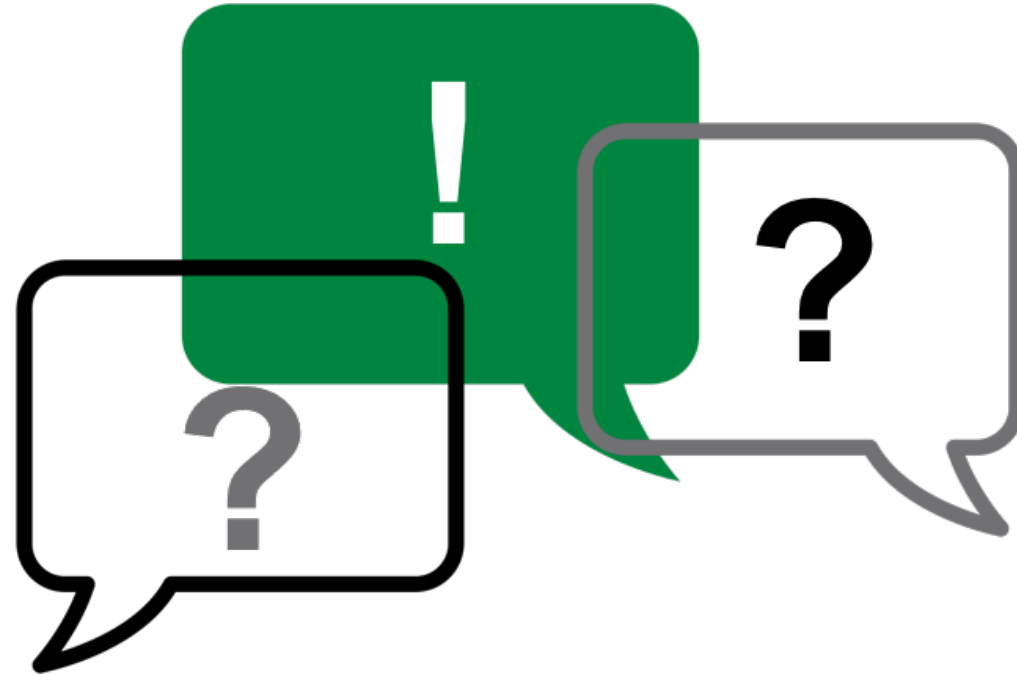
Workplan Long-term (3+ years)

Topic	Policies	Type	State Priority “pro-housing”
Zoning/Housing Approvals	Upzone Residential Land Use Categories and Expand Single-Family Residential Land Use Categories to Allow Up to Four Units	Outreach Work Session Legislative	Use of right approval
Zoning/Housing Approvals	Prepare the City’s General Plan Housing Element for next cycle.	Outreach Work Session Legislative	Regulatory Compliance
Zoning/Housing Approvals	Evaluate City’s Affordable Housing Ordinance	Outreach Work Session Legislative	Meet RHNA Goals

Next Steps

- That the City Council review and discuss the proposed workplan to incentivize housing production in the City of Hayward.
- Return to Council on February 25, 2020 for Approval of the Workplan
 - Support indicates a desire to evaluate further (Not Approval).
 - Staff will evaluate further and conduct community stakeholder work.
 - Staff will return to Council with recommendations within the proposed time frames.

Discussion and Questions



Discussion by Category

Zoning and Housing Approvals

Accessory Dwelling Units (ADU) Approvals

Impact Fees and Transparency

Funding Resources

Public Land Disposition

Streamlining Approval Process

Discussion: Zoning and Housing Approvals

Topic	Type of Housing	RHNA Compliance/Targeting
Density Bonus <ul style="list-style-type: none"> Conform to state law Increase Incentives for mixed income projects 	Mixed-Income, Affordable, Ownership, Rental	All income levels, seniors, college students, foster youth, disabled veterans, unsheltered
Upzoning <ul style="list-style-type: none"> All residential zoning districts All single-family zoning districts Only those single-family zoning districts inconsistent with the general plan 	Market Rate , Mixed-Income, Affordable, Ownership, Rental	All Income levels
Expand locations for emergency shelters	Homeless shelters	No RHNA contribution.
Evaluate City's Affordable Housing Ordinance (AHO)	Mixed-Income, Affordable, Ownership, Rental	All Income levels
Prepare Housing Element for next cycle	Market Rate , Mixed-Income, Affordable, Ownership, Rental	All Income levels

In progress/Addressed
 Highly Recommended
 Recommended

Discussion: ADUs

Topic	Type of Housing	RHNA Compliance Household Targeting
Reduce time to issue ADU Permits	SFR Additions Market Rate	RHNA-Moderate Income Low income and moderate income by design
Update City's ADU Ordinance to conform with state law	Additions to SFR and Multifamily Residential Market Rate	RHNA-Moderate Income Low income and moderate income by design
Evaluate the possibility of providing pre-approved plan sets to facilitate the development of ADUs	Additions to SFR, Market Rate	RHNA-Moderate Income Low income and moderate income by design

 In progress/Addressed	 Highly Recommended	 Recommended
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Discussion: Fees and Transparency

Topic	Type of Housing	RHNA Compliance Household Targeting
Improve fee transparency	Market Rate , Mixed-Income, Affordable, Ownership, Rental	All Income levels
Exempt, reduce or defer city development impact fees for affordable housing units	Mixed-Income, Affordable, Ownership, Rental	All Income levels
Exempt or reduce ADUs from development impact fees consistent with state law	Additions to SFR and Multifamily Residential Market Rate	RHNA-Moderate Income Low income and moderate income by design
Allow deferral of utility impact fees for affordable housing units and ADUs until service connection	Mixed-Income, Affordable, Ownership, Rental	All Income levels

In progress/Addressed
 Highly Recommended
 Recommended

Discussion: Funding

Topic	Type of Housing	RHNA Compliance Household Targeting
Pilot a new moderate-income affordable housing financing model	Affordable, Rental	Moderate-Income
Pursue state housing funding opportunities	Affordable, Rental, Ownership	Very low, low, and moderate-income
Allocation of Affordable Housing Trust Funds	Affordable, Rental, Ownership, Transitional Housing, Downpayment Assistance (TBD)	Very low, low, and moderate-income

In progress/Addressed
 Highly Recommended
 Recommended

Discussion: Public Lands

Topic	Type of Housing	RHNA Compliance Household Targeting
Prioritize on-site affordable housing for residential projects developed on city-owned land	Mixed-Income, Affordable, Ownership, Rental	All Income levels
Convert underused and tax defaulted properties to permanent affordable housing in partnership with nonprofit affordable housing developers	Mixed-Income, Affordable, Ownership, Rental	No RHNA contribution without amendment to Housing Element. Helps fulfil goals.

■ In progress/Addressed
 ■ Highly Recommended
 ■ Recommended

Discussion: Streamling

Topic	Type of Housing	RHNA Compliance Household Targeting
Prioritize on-site affordable housing for residential projects developed on city-owned land	Mixed-Income, Affordable, Ownership, Rental	All Income levels
Convert underused and tax defaulted properties to permanent affordable housing in partnership with nonprofit affordable housing developers	Mixed-Income, Affordable, Ownership, Rental	No RHNA contribution without amendment to Housing Element. Helps fulfil goals.

In progress/Addressed
 Highly Recommended
 Recommended



Additional Information

Incentivizing Housing Production

Accessory Dwelling Units (ADU)

- Affordable/**cost effective** type of home to construct.
- Source of **income** for homeowners.
- Allow **extended families** to be near one another while maintaining privacy.
- Well suited for **small households**.
- Allow seniors to **age in place** as they require more care.

Can refinance up to 75% of the after improved value to pay for the project.

\$120,000 Loan
Estimated payment
 30 year fixed-\$608
 15 year fixed- \$918

Location of ADU	Average Construction Cost	Average Size	Average Cost per Square Foot	Average Cost Fees and Taxes	Average Total Cost
Detached	\$85,072	634 sf	\$139	\$30,145	\$115,217
Attached	\$94,954	641 sf	\$142	\$35,570	\$130,524
Conversion of Existing Space	\$51,354	522 sf	\$113	\$18,409	\$ 69,763

- In progress/Addressed
- Highly Recommended
- Recommended
- Not Recommended

Incentivizing Housing Production

Funding

Topic	Type of Housing	RHNA Compliance Household Targeting
Abate or defer Property tax for market rate and/or affordable housing projects	Market Rate, Mixed-Income, Affordable, Rental, Ownership	All income levels
Establish an impact fee on commercial uses for affordable housing	Affordable, Rental, Ownership	Very low, low, and moderate-income
Pursue voter-approved ballot measure for a vacant parcel tax for homelessness and/or affordable housing	Housing services and affordable housing; transitional housing and housing with supportive services	Very low-income
Pursue voter-approved ballot measure for an affordable housing bond program	Mixed-Income, Affordable, Ownership, Rental	All income levels

Illustrative Housing Production Market Rate Strategies

General Incentives

- Up zoning
- Fee transparency
- Improvement of approval efficiency
- Educational workshop with Council

On-site Affordable Housing Ordinance (AHO) Compliance Incentives

- Increased Density Bonus
 - Increase # of units
 - Development incentives
- Impact fee reduction or loans for inclusionary affordable units
- Package of Incentives to summarize available benefits for on-site inclusionary units

ITEM 2 – WS 20-002

**WORK SESSION ON CITY OF HAYWARD
THREE-YEAR STRATEGIC ROADMAP
(FISCAL YEAR 2021-2023)**



City of Hayward Strategic Roadmap Update

January 14, 2019

Agenda

The Journey to Get Here

01

Vision and Priorities

02

Next Steps

03

Discussion - Projects

04



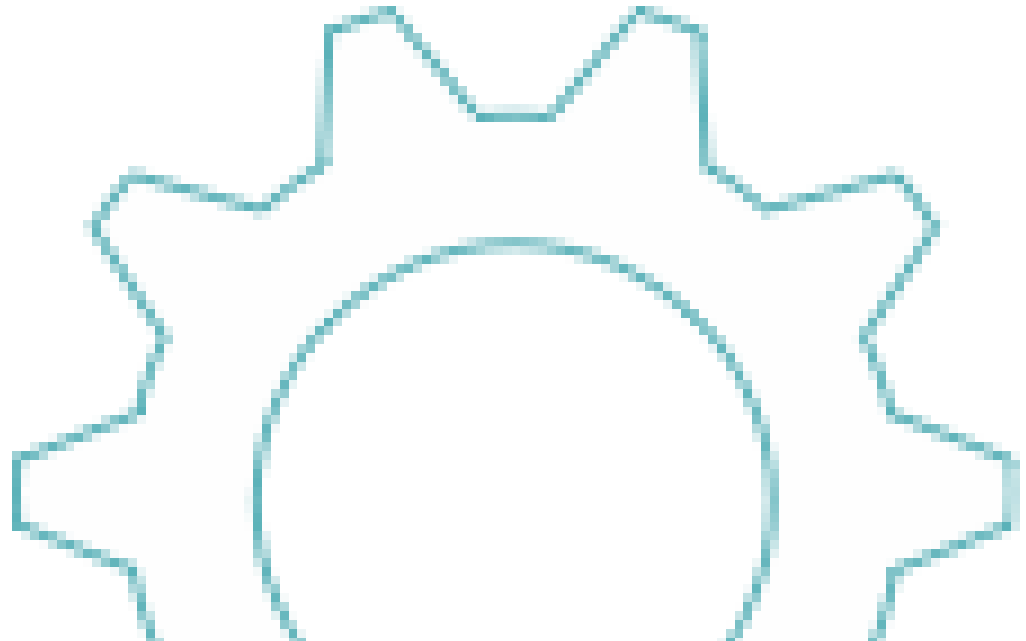
Definitions

Strategic Roadmap - A concise summary of where the City wants to go in the near future and how it plans to get there

- **Vision** - A clear, specific, compelling picture of what the city (external) & organization (internal) will look like in three years
- **Priorities** - The top areas of focus to achieve the vision
- **Projects** - The main activities to achieve each priority



The Journey to Get Here



Where Are We?

Council Input

Hold Council retreat to understand their vision and priorities.

Staff Input

Hold E-Team meeting, two focus groups and seven small group staff interviews.

Joint Council E-Team Workshop

Finalize preliminary vision, priorities, projects, and metrics.

Community & Staff Input

Get community and staff feedback on preliminary vision & priorities.

Council & E-Team Review

Council & E-Team review the projects to gauge capacity and interest.

Finalize Report

Write up a final strategic roadmap that will guide the city for the next 3-5 years.

Execution Push

Integrate plan into budgeting, dashboards, prioritization sprints, and long-term schedule.

May 2019

Sept 2019

Oct 2019

Oct/ Nov 2019

Dec 2019

Jan 2020

Feb 2020

- Two focus groups
- Seven intvs
- E-Team Mtg

- Management mtg
- Staff gallery walks
- Community pop-ups
- Cross dept project meetings

- Final capacity and funding check with departments
- Council work session

- Council work session (1/14)
- Council approval (1/28)

- Quarterly review meeting
- Budget meeting
- Metrics
- Prioritization sprint coordination

Vision & Priorities Update



Vision

Based on feedback and comments received, the vision will be updated as follows:

- Remove reference to Silicon Valley
- Change from “employees feel aligned to city -wide priorities” to “employees feel **work** is aligned to city-wide priorities”
- Change from culturally responsive to culturally informed
- Expand from CSUEB to education institutions

Priorities & Projects

Preserve, Protect, and Produce More Housing

Grow the Economy

Combat Climate Change *and Ensure a Sustainable Future*

Improve Infrastructure

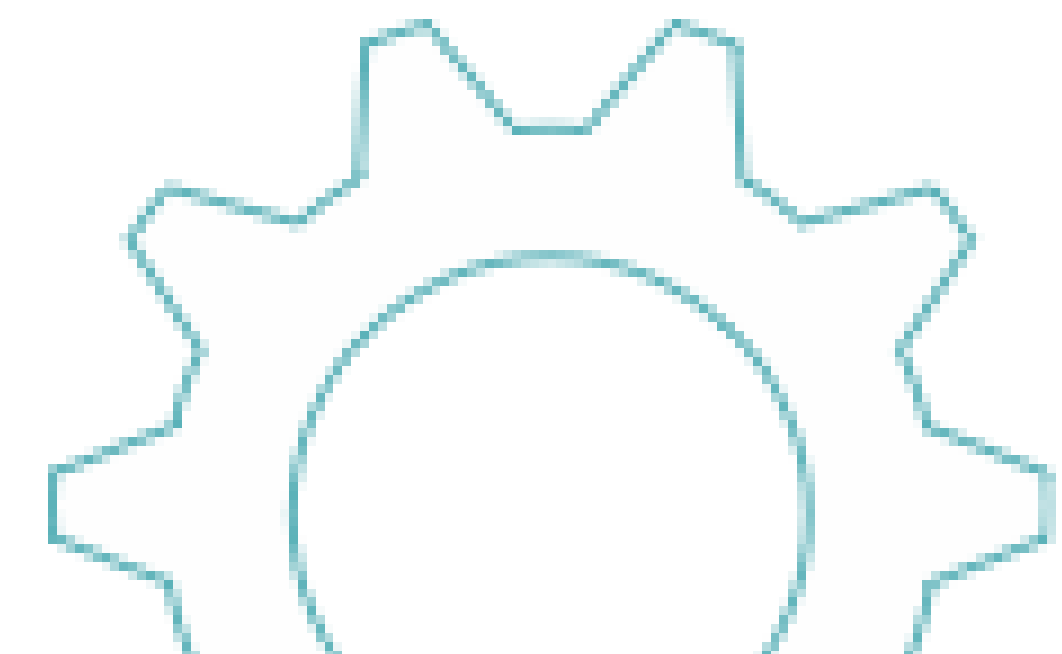
Improve Organizational Health

Support Quality of Life





Next Steps



Next Steps

January 2020

- City Council Approval: We will incorporate final changes and come back to you for approval on January 28, 2020
- Final Roadmap: After passage, we will create a final roadmap outlining the process, community engagement, and final vision, priorities, and projects

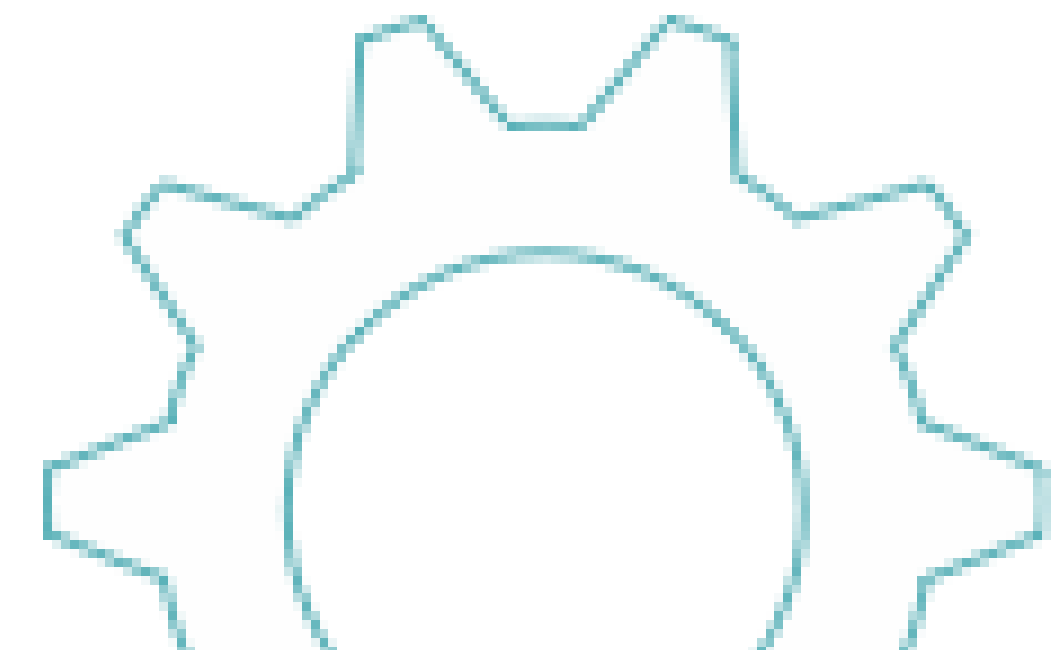
February 2020 and ongoing

- Implementation: We will help the City start to implement the roadmap by integrating with the upcoming annual budget process as well as metrics, dashboards, regular check-ins, ongoing staff input, integration with prioritization sprints, and other strategic planning efforts



Facilitated Council Discussion

- Project Lists



Preserve, Protect, and Produce Housing Project List



Original Wording

2) Create a Homelessness Reduction Strategic Plan modeled after Alameda County's EveryOne Home Plan

6a) Hold a work session on establishing funding priorities for Affordable Housing Trust including affordable rental housing, homeownership, and shelter opportunities

Recommended Changes

2) Create a Homelessness Reduction Strategic Plan modeled on an **empowerment approach and best practices**, as well as after Alameda County's EveryOne Home Plan

6a) Hold a work session on establishing funding priorities for Affordable Housing Trust including the potential for affordable rental housing, homeownership, **co-ops**, and shelter opportunities

Preserve, Protect, and Produce Housing Project List

#	Projects * = needs funding ** = statutory requirement	Lead Dept	Support	Y1	Y2	Y3	Y3+
1	Sustain the Navigation Center to house and support the homeless						
1a.	Identify sustainable funding source for the Navigation Center*	CSD	FIN				
1b.	Oversee operations of the Navigation Center (i.e. funding administration, contract management, data collection, and performance monitoring)	CSD					
2	Create a Homelessness Reduction Strategic Plan						
2a.	Create a Homelessness Reduction Strategic Plan modeled on an empowerment approach and best practices, as well as after Alameda County's EveryOne Home Plan	CSD	H, PL, PD, M				
2b.	Implement the Homelessness Reduction Strategic Plan	CSD					
3	Provide winter temporary shelters						
3a.	Partner with Alameda County to transition from Winter Warming Shelters to Winter Shelters (open nightly, regardless of temperature)	CSD	DSD, HSD, PL				
3b.	Continue partnership with Alameda County to implement winter shelters*	CSD					
4	Implement housing incentives and production work plan in accordance to state housing limits						
4a.	Explore moderate-income financing model	H					
4b.	Amend Density Bonus Ordinance**	DSD					
4c.	Update Accessory Dwelling Unit (ADU) Ordinance**	DSD					
4d.	Develop an Overlay Zoning District to allow RS zoned properties (single family residential) to develop into a variety of housing types at densities permitted under the applicable General Plan designation	DSD					
4e.	Explore program to convert tax-defaulted properties to affordable housing	H					

4f.	Create marketing materials for incentivizing housing production	H					
4g.	Expand emergency shelter sites in Hayward	H					
5	Evaluate the Affordable Housing Ordinance						
5a.	Add a section to Housing and Housing Development staff reports to track accomplishments of Housing Element goals and programs including progress toward meeting RHNA goals	H					
5b.	Hold work session for potential revisions	H					
6	Expend the Affordable Housing Trust funds						
6a.	Hold a work session on establishing funding priorities for Affordable Housing Trust including the potential for affordable rental housing, homeownership, co-ops, and shelter opportunities	H					
6b.	Issue Notice of Funding Availability (NOFA) or establish programs consistent with Council funding priorities	H					
7	Recommend updates to the Rent Stabilization Ordinance						
7a.	Provide 6-month update on the implementation of the Rent Stabilization Ordinance and recommend amendments	H					
7b.	Monitor the implementation of the Rent Stabilization Ordinance and prepare a statistical report	H					
8	Pursue state housing funding opportunities						
8a.	Identify and respond to regulations to ensure that Hayward or Hayward-supported projects qualify for state housing funding	H	All				
8b.	Apply for state housing funding to support strategic partnerships and Council priorities	H	All				
9	Update the Housing Element Plan						
10	Implement a soft story ordinance						

Community Services Division (CSD)
 Development Services Department (DSD)
 Housing Division (H)

Grow the Economy Project List



Original Wording

3c) Collaborate with Hayward Unified, Eden Area ROP, Hayward Adult School, CSU East Bay, Chabot College and Life Chiropractic to assist in connecting their training, internship, and placement programs with local businesses

8) Revise alcohol use regulations to encourage more full-service restaurants

11) Explore a public art program

12) Explore the concept of a business incubator with CEDC

13) n/a - new project

Recommended Changes

3c) Collaborate with Hayward Unified, Eden Area ROP, Hayward Adult School, CSU East Bay, Chabot College, Life Chiropractic, the YSF, **and local nonprofits** to assist in connecting their training, internship, and placement programs with local businesses

8) Revise alcohol use regulations **to support existing** and encourage more full-service restaurants

11) Explore a public art program and **prioritize gateway locations**

12) Explore the concept of a business incubator with CEDC, **CSUEB, Chabot College and the Chamber**

13) Continue supporting business development through concierge service, incentives/grants/loans, collaborations with the chamber and SBA, and the newly updated events grants

Grow the Economy Project List

#	Projects * = needs funding ** = statutory requirement	Lead Dept	Support	Y1	Y2	Y3	Y3+
1	Update and implement a marketing plan, including an Opportunity Zone campaign						
1a.	Update the marketing plan	ED	CMR	█			
1b.	Implement the marketing plan	ED	CMR		█	█	█
2	Implement the Vacant Building Property Ordinance and develop a strategy to engage chronic vacant property owners and activate sites						
2a.	Enforce ordinance*	DSD		█	█	█	█
2b.	Engage owners and encourage activation of vacant sites	ED		█	█	█	█
3	Strengthen workforce development pipelines						
3a.	Devise plan to maximize workforce development pipelines	ED		█			
3b.	Re-establish the Business Engagement Program and referral process to Alameda County Workforce Development Department to address businesses' immediate workforce needs	ED			█	█	█
3c.	Collaborate with Hayward Unified, Eden Area ROP, Hayward Adult School, CSU East Bay, Chabot College, Life Chiropractic, the YSFB, and local nonprofits to assist in connecting their training, internship, and placement programs with local businesses	ED			█	█	█
3d.	Collaborate with workforce development partners to organize, host and sponsor job fairs, manufacturing/STEM career awareness events to support a local workforce pipeline	ED			█	█	█
4	Deconstruct the former City Center building and commence discussions regarding future redevelopment of the City Center properties						
4a.	Complete deconstruction	CM	DSD PW& U	█			
4b.	Commence discussions on property redevelopment	CM	DSD	█			
4c.	Finalize disposition & development agreement	CM	DSD		█		
4d.	Implement disposition & development agreement	CM	DSD			█	█

5	Facilitate disposition and development of Route 238 Corridor lands**						
5a.	Finalize planning on redevelopment of 6 remaining parcel groups	CM	DSD	█			
5b.	Finalize disposition & development agreements for all parcels	CM	DSD		█		
5c.	Implement disposition & development agreements for all parcels	CM	DSD			█	
6	Update and implement a revised cannabis ordinance to incorporate best practices to better support cannabis businesses	DSD		█	█	█	█
7	Develop and implement a local minimum wage ordinance*	DSD		█	█	█	█
8	Revise alcohol use regulations to support existing and encourage more full-service restaurants	DSD		█			
9	Update form-based zoning codes along Mission Boulevard to streamline new development, focus commercial development where appropriate, and create a cohesively designed corridor	DSD		█			
10	Revamp community preservation ordinance to combat blight and enhance neighborhood livability	DSD			█		
11	Explore a public art program and prioritize gateway locations	DSD			█		
12	Explore the concept of a business incubator with CEDC, CSUEB, Chabot College and the Chamber	ED			█		
13	Continue supporting business development through concierge service, incentives/grants/loans, collaborations with the chamber and SBA, and the newly updated events grants	ED		█	█	█	█

City Manager (CM)
 Development Services Department (DSD)
 Economic Development (ED)



Combat Climate Change Project List



Original Wording

Recommended Changes

1d) n/a - new sub project

1) Reduce dependency on fossil fuels
1d) Prepare transition plan to facilitate a phased transition of natural gas appliances to electric

2) Work with EBCE to transition citywide electricity use to 100% carbon free

2) Work with EBCE to transition citywide electricity use to 100% carbon free (**requires working with income -qualified residential customers and direct -access commercial/industrial customers**)

5) Adopt ordinance regulating single-use plastic food ware in restaurants

5) Work with StopWaste to promote a Circular Economy and Explore Regulation of Single Use Products

5a) Adopt ordinance regulating single-use plastic food ware in restaurants and coordinate with county-wide efforts

5a) Conduct outreach regarding single-use disposables

5b) Conduct outreach for single-use plastic ban

5b) Develop ordinance regulating single-use food ware in restaurants and coordinate with county-wide efforts

Combat Climate Change Project List

#	Projects * = needs funding ** = statutory requirement	Lead Dept	Support	Y1	Y2	Y3	Y3+
1	Reduce dependency on fossil fuels						
1a.	Ban natural gas in new residential buildings	PW&U	DSD				
1b.	Require EV charging infrastructure in new construction	PW&U	DSD				
1c.	Explore feasibility of banning natural gas in non-residential (commercial) buildings (for next code update)	PW&U	DSD ED				
1d.	Prepare transition plan to facilitate a phased transition of natural gas appliances to electric	MS	PW&U				
2	Work with EBCE to transition citywide electricity use to 100% carbon free (requires working with income-qualified residential customers and direct-access commercial/industrial customers)	PW&U	MS				
3	Transition electricity use in city operations to 100% renewable energy	PW&U	MS				
4	Adopt & implement 2030 GHG Goal & Roadmap**	PW&U	DSD				
5	Work with StopWaste to promote a Circular Economy and Explore Regulation of Single Use Products						
5a.	Conduct outreach regarding single-use disposables	PW&U	DSD				
5b.	Develop ordinance regulating single-use food ware in restaurants and coordinate with county-wide efforts	PW&U	DSD				
6	Plant 800 trees annually (300 by private developers)	MS	DSD				
7	Transition city fleet to carbon-neutral by creating a fleet policy that incorporates green practices and reduced carbon emissions*	MS	PW&U				
8	Adopt and implement the 2019 Building Code & Fire Code	DSD	FD				
9	Complete Shoreline Master Plan	DSD	PW&U				
10	Update Tree Preservation Ordinance	DSD	MS				

Public Works & Utilities (PW&U)

Development Services Department (DSD)

Maintenance Services (MS)



Improve Infrastructure Project List



Original Wording

Recommended Changes

1b, 2c) Prepare downtown specific plan feasibility study

1b, 2c) Prepare Downtown Specific Plan- Prepare Downtown Specific Plan - Implementation Plan

2e) n/a - new sub project

2) Implement major corridor traffic calming initiatives
2e) D Street Traffic Calming Plan Feasibility Study, timeframe Year 2

3) Develop and implement a multi-modal impact fee

3) Develop and **Submit a Traffic Impact Fee**

4) Increase transit options, and add two new sub-bullets

4) Increase transit options **and ridership**
4d) Continue to require new development adopt transportation demand management strategies to reduce the use of single occupancy vehicles and encourage the use of alternative modes of travel
4e) Continue to work with BART to encourage transit-oriented development on BART owned property in Hayward

7b) Explore funding of Mission Boulevard Phase 2

7b) Explore funding of Mission Boulevard Phase 2 **and Linear Park**

14) "Update Water Pollution Control Feasibility Plan" is duplicated in items #13 & 14

Delete 13b "Update Water Pollution Control Feasibility Plan" and change title of Item #14 to **"Complete Water Pollution Control Facility Phase II Plan"**

20) n/a – new project


20) Implement safer exchange size area on the police department parking lot for modern online transaction exchanges with 24-hour video surveillance

Improve Infrastructure Project List

#	Projects * = needs funding ** = statutory requirement	Lead Dept	Support	Y1	Y2	Y3	Y3 +
OVERALL: Investigate outside funding opportunities: Look for outside funding from state, federal, and regional sources for new infrastructure projects like the recycled water facility, the corp yard, and a new police station							
Multi-Modal Transportation							
1	Improve access and mobility in downtown Hayward						
1a.	Implement downtown parking plan	PW&U	MS				
1b.	Prepare Downtown Specific Plan - Implementation Plan	PW&U	DSD				
2	Implement major corridor traffic calming initiatives						
2a.	Complete Hayward Boulevard feasibility study	PW&U					
2b.	Implement Hayward Boulevard traffic calming plan	PW&U					
2c.	Complete Tennyson Road feasibility study	PW&U					
2d.	Implement Tennyson Boulevard traffic calming plan	PW&U					
2e.	D Street Traffic Calming Plan Feasibility Study	PW&U					
3	Develop and submit a Traffic Impact Fee						
4	Increase transit options and ridership						
4a.	Work with AC Transit Interagency Liaison Committee to make bus transit more convenient and reliable	PW&U	CSD				
4b.	Work with Alameda County Transportation Commission (ACTC) to develop a rapid bus project along Mission Blvd.	PW&U	DSD				
4c.	Work with Alameda County Transportation Commission (ACTC) to implement a rapid bus project along Mission Blvd.	PW&U	DSD				
4d.	Continue to require new development adopt transportation demand management strategies to reduce the use of single occupancy vehicles and encourage the use of alternative modes of travel						
4e.	Continue to work with BART to encourage transit-oriented development on BART owned property in Hayward						
5	Maintain pavement						
5a.	Maintain Pavement Condition Index (PCI) at 70*	PW&U					
5b.	Prepare OHHA pavement improvement program design and financing structure	PW&U					
5c.	Construct various OHHA pavement improvements	PW&U					

6	Develop a micro-mobility policy (eBikes, eScooters)						
7	Improve Mission Boulevard as a key 'Gateway to the City'						
7a.	Complete construction of Mission Boulevard Phase 2	PW&U					
7b.	Explore funding of Mission Boulevard Phase 2 and Linear Park	PW&U					
7c.	Complete design of Mission Boulevard Phase 3 and construction*	PW&U					
8	Implement the Bike & Ped Master Plan						
8a.	Add 2 miles of sidewalks per year*	PW&U					
8b.	Add 5 miles of bike lanes per year	PW&U					
8c.	Assess Safe Routes to School	PW&U					
8d.	Implement Safe Routes School*	PW&U					
8e.	Assess Safe Route for Seniors in the downtown area	PW&U					
8f.	Implement Safe Route for Seniors in the downtown area*	PW&U					
8g.	Conduct a feasibility study of Jackson Street Improvements*	PW&U					
9	Expand EV charging infrastructure for city fleet and employees*						
9a.	Conduct analysis of future demand	MS	PW&U				
9b.	Construct additional EV charging facilities	MS	PW&U				
City Buildings & Facilities							
10	Investigate major municipal building upgrade needs						
10a.	Conduct a site and cost analysis of a new Police building	PW&U	PD				
10b.	Conduct a needs assessment of upgrading the Corp Yard	PW&U	MSD				
10c.	Investigate funding options for new Police building and Corp Yard	CM	PW&U FIN				
11	Upgrade and maintain Airport infrastructure and facilities						
11a.	Rehabilitate the pavement in phases	PW&U					
11b.	Design, enclose, and construct open sections of Sulphur Creek adjacent to runways	PW&U					
11c.	Design and construct Engineered Materials Arresting System (EMAS) at the departure end of Runway 28L	PW&U					
11d.	Design and construct capital improvements to Airport hangars	PW&U					
12	Construct the fire station and Fire Training Center						

13	Upgrade water system infrastructure						
13a.	Develop and launch Advanced Metering Infrastructure (AMI) customer portal	PW&U	FIN				
13b.	Replace 4-6 miles of water pipelines annually	PW&U					
14	Update Water Pollution Control Facility Phase II Plan						
14a.	Design the upgrade	PW&U					
14b.	Construct the upgrade	PW&U					
15	Upgrade sewer collection system by replacing 3-4 miles of sewer lines annually						
16	Implement phase 2 of solar project and investigate interim usages of additional energy						
17	Meet regulatory requirements for zero trash in stormwater by installing trash capture devices						
17a.	Install trash capture devices	PW&U					
17b.	Perform related trash reduction activities	PW&U					
18	Expand recycled water facilities						
18a.	Complete RW project construction (initial phase)	PW&U					
18b.	Develop a Recycled Water Master Plan	PW&U					
Information Technology							
19	Improve broadband network						
19a.	Investigate the use of dark fiber	IT					
19b.	Finalize implementation of fiber grant	CM					
19c.	Complete installation of dark fiber	PW&U	IT				
20.	Improve broadband network						

Public Works & Utilities (PW&U) 

Information Technology (IT) 

Maintenance Services (MS) 

City Manager (CM) 

Improve Organizational Health Project List



Original Wording

Recommended Changes

1a) “Evaluate an increase in the Transient Occupancy Tax” should be a Year 1 ONLY priority

1a) Will change to Year 1 only

1b) Investigate funding strategies for Other Post -Employee Benefits (OPEB) liability

1b) Continue to investigate funding and cost reduction strategies for other post employee benefits (OPEB) liability **and other health care costs**

1c) Business license tax review should be a year 2-3 priority with a 2022 ballot target

1c) Will change to Year 2 and 3 only

15) Extract and publish data from existing city systems to assist in key decision making across the City as well as providing deeper access to our residents (data-driven)

15) Extract and publish data from existing city systems to assist in key decision making across the City as well as providing deeper access to our residents **and stakeholders** (data-driven)

19j) n/a – new sub project


19) Maintain and expand communications efforts to better inform and gather input from the community
19j) Continue working with local partners to promote and recognize Hayward events and accomplishments, as appropriate

Improve Organizational Health Project List

#	Projects * = needs funding ** = statutory requirement	Lead Dept	Support	Y1	Y2	Y3	Y3+
Fiscal Sustainability							
1	Maintain and expand fiscal sustainability						
1a.	Evaluate an increase in the Transient Occupancy Tax	FIN					
1b.	Continue to investigate funding and cost reduction strategies for other post employee benefits (OPEB) liability and other health care costs	FIN					
1c.	Redo the Business License Tax	FIN					
Racial Equity							
2	Develop and implement a racial equity action plan to best serve our community and support our employees (follow up action from the Committee for an Inclusive, Equitable, and Compassionate Community)						
2a.	Create a language accessibility policy	CM GARE	All				
2b.	Create a training policy	CM GARE	All				
3	Work across Strategic Roadmap priorities to include racial equity lens	CM GARE	All				
4	Continue city participation in the Government Alliance for Race and Equity	CM	All				
Employee Engagement, Professional Development & Retention							
5	Continue to support and build capacity for lean innovation throughout the organization	CM	All				
6	Performing staff resource allocation and workforce and prioritization analysis to support annual budget process and explore succession planning efforts*	FIN	HR All				
6a.	Develop talent acquisition plan for citywide and critical positions	HR					
7	Increase employee homeownership by rolling out a down payment assistance program for City Staff	FIN	HR, CM				
8	Re-engineer performance management process to align with organizational values	HR	All				
9	Continue employee engagement initiatives and develop employee recognition program(s)	HR CM					

10a.	Create an interdepartmental team to develop standards for creation of citywide operating protocols and desk manuals in preparation for loss of institutional knowledge	HR	All				
10b.	Develop a template/checklist departments can use to standardize and ease on-boarding	HR	All				
10c.	Continue the one-on-one coaching program including speed coaching events and establish a "buddy" System for new employees; explore new coaching and mentoring opportunities	HR	All				
10d.	Use technology to create efficiencies	HR	All				
11	Develop talent development initiatives and training platform that involves interdepartmental representation	HR	All				
11a.	Develop training academy to cultivate leadership skills	HR	All				
11b.	Develop training calendar to expand and share resources citywide	HR	All				
11c.	Explore a path to higher education for employees (i.e: working scholar's)	HR	All				
12	Develop a managerial course to cultivate leadership skills						
12a.	Identify training areas	HR	All				
12b.	Roll out pilot course	HR	All				
12c.	Integrate with performance evaluations	HR	All				
13	Centralize training platforms to reap greater use and efficiencies	HR	All				
Efficient, Safe & Collaborative Work Environment							
14	Establish and implement solutions which increase our security footprint and reduce the risk of system outages for business-critical systems (security & business continuity)						
14a.	Establish an Information security awareness training and outreach program	IT					
14b.	Upgrade water utility technology	IT					
15	Extract and publish data from existing city systems to assist in key decision making across the City as well as providing deeper access to our residents and stakeholders (data-driven).						
15a.	Explore additional modules in Opengov to assist with visibility and awareness of current spending and future projections	IT					
15b.	Implement new online planning and permitting solution	IT	DSD PW&U				

16	Deliver products and services that facilitate access to the city's technology-based tools beyond the confines of the office (mobile-focused)						
16a.	Improve IT asset management program	IT					
16b.	Establish new mobile device management solution	IT					
17	Identify, assess and upgrade systems, infrastructure, and technology to modern architecture and design (modernize technology and systems)						
17a.	Replace aging fiber optic lines between City facilities	IT					
17b.	Upgrade City network connections and speeds	IT					
18	Analyze and shift technology solutions and services to external web-based platforms and providers (cloud-first transition)						
18a.	Assess current ERP solution, investigate new offerings available and implement appropriate solutions.	FIN	IT				
Communications							
19	Maintain and expand communications efforts to better inform and gather input from the community						
19a.	Conduct a website audit and update	CMR					
19b.	Conduct a public opinion survey on the Transient Occupancy Tax	CMR					
19c.	Inform the public about the 2020 Census	CMR					
19e.	Relaunch In the Loop	CMR					
19f.	Issue an RFP for translation services	CMR					
19g.	Broadcast City Council meetings on Facebook Live	CMR					
19h.	Create a CRM operations desk manual	CMR					
19i.	Conduct the Biennial Resident Satisfaction Survey	CMR					
19j.	Continue working with local partners to promote and recognize Hayward events and accomplishments, as appropriate	CMR					

Finance (FIN) 
 City Manager (CM) 
 Human Resources (HR) 
 Information Technology (IT) 
 Community & Media Relations (CMR) 

Support Quality of Life



Original Wording

Recommended Changes

1c) n/a – new sub project

- 1) Oversee the rebuilding of the South Hayward Youth and Family Center (the Stack)*
- 1c) Continue working with service providers to ensure a mix of services and opportunities that best address the needs of the corridor

Support Quality of Life Project List

#	Projects * = needs funding ** = statutory requirement	Lead Dept	Support	Y1	Y2	Y3	Y3 +
1	Oversee the rebuilding of the South Hayward Youth and Family Center (the Stack)*						
1a.	Finalize financing	CM	Lib, CS	█			
1b.	Design and construct center	PW&U			█	█	█
1c.	Continue working with service providers to ensure a mix of services and opportunities that best address the needs of the corridor.	CM			█	█	█
2	Complete gateway and corridor landscape beautification*						
2a.	Complete Tennyson corridor landscape beautification	MS	PW&U	█			
2b.	Complete Jackson corridor landscape beautification	MS	PW&U		█	█	█
3	Implement mental health comprehensive assessment teams (CAT) to provide targeted mental health services and avoid inefficient use of public safety resources						
3a.	Assess findings from pilot	PD, FD	Lib, CS	█			
3b.	Roll out permanent CAT program (outside of County)	PD, FD	Lib, CS	█	█	█	█
4	Update comprehensive emergency services plan for community and staff						
4a.	Update and approve community emergency plan	FD	MS PW&U PD				
4b.	Implement updated plan	FD	All				
4c.	Conduct a 'risk & resilience' assessment of water system and update emergency response plan**	PW&U	FD	█			
5	Update Fire Department strategic plan						
5a.	Update and adopt strategic plan	FD					
5b.	Implement strategic plan	FD					
6	Plan library operations and hours to leverage the new facility						

6a.	Conduct survey of library hours need and analysis of use	Lib		█			
6b.	Conduct strategic planning and implementation	Lib			█	█	█
7	Implement targeted illegal dumping prevention program*						
7a.	Pilot programs and analysis	MS	PD	█			
7b.	Roll out permanent program	MS	PD		█	█	█
8	Implement Hayward Police Department Community Advisory Panel						
		PD			█	█	█
9	Expand existing support services offered by the Hayward Police Department Youth and Family Services Bureau to include life skills, education and restorative justice						
		PD			█	█	█
10	Implement a strategy to compel Union Pacific to clean up their unsafe and blighted properties, mitigate public safety risk, and reduce inefficient use of staff resources.						
		CM	CAO DSD PW&U FD,PD MS		█	█	
11	Implement a vaping ban						
		DSD			█		
12	Complete La Vista Park						
12a.	Design La Vista Park	PW&U			█		
12b.	Construct La Vista Park	PW&U			█	█	

City Manager
 Maintenance Services (MS)
 Police Department (PD)
 Fire Department (FD)
 Library (LIB)
 Public Works & Utilities (PW&U)
 Development Services Department (DSD)

Questions and Additional Comments





Appendix



Vision

By 2024, Hayward is growing in population and stature. Existing residents are proud to call Hayward home and it is becoming a community of choice for new families and employers.

Hayward attracts new, higher-paying jobs, allowing existing and new residents to live and work in the same community. Because demand is high, blighted properties are re-developed and occupied. Hayward's attractive downtown and neighborhood business corridors draw people from across the region, featuring unique and locally-owned restaurants, music and art, outdoor dining, and inviting public spaces.

Diverse families live in healthy, 'complete communities' with stable housing, safe streets, excellent schools, and inclusive neighborhoods. Hayward has started construction of thousands of new housing units at all income levels. To reduce displacement of existing residents, the City is especially focused on affordable housing options, with many new high-density developments located near transit. The number of people without housing has decreased, and they are able to access the necessary social services to thrive.

Hayward continues to be a leader in climate resilience, reducing its carbon footprint, improving its sustainable practices, increasing green spaces, and preparing residents to face the impacts of climate change. Hayward has prioritized active transportation and multi-modal corridors over a reliance on cars and roads. As a result, the City sees less traffic, less pollution, and less speeding. Clean, leafy and landscaped corridors are more walkable and bikeable.

Internally, employees feel city-wide priorities are aligned to their work and are able to grow and thrive in their roles. Employees from diverse backgrounds are recruited, retained and celebrated, and staff provide culturally informed services to our community. The City is streamlining processes and using tech more effectively to provide better customer service. Hayward is also developing important partnerships between education institutions, transit services, and other regional agencies.

Overall, there is a rising sense of pride among employees and residents alike. While there is much more to do, the City of Hayward is a place where people want to be.

Strategic Priorities



Essential Services

Draft Priorities & Projects v1

Preserve, Protect, and Produce More Housing

- Implement housing incentives and production work plan
- Revise affordable housing ordinance
- Create targeted approach for RHNA goals for every project/policy
- Issue a notice of funding availability - moderate, low, very low
- Revamp rent stabilization ordinance
- Find sustainable funding for Nav Center
- Research and implement mobile shower/laundry service
- Create homeless reduction strategic plan

Grow the Economy

- Update marketing plan
- Create development attractions for opportunity and promise zones
- Create policy to get rid of bad commercial landlords
- Strengthen and create 'Cradle to Career' pipelines (workforce development)
- Create business incubator including business incentives
- Create a community bank

Combat Climate Change

- Ban natural gas in new buildings (2022)
- Transition citywide energy use to 100% renewable (2022)
- Transition city operations to 100% renewable energy (2022)
- Ban single use plastics (2020)
- Create 2030 GHG goal and roadmap (2020)
- Transition 15% of city fleet to electric. (2022)
- Complete Shoreline Master Plan & EIR (2022)
- Plant 1000 trees a year (2021)

Improve Infrastructure

- Find partners for upgrades like ferry service or additional funding
- Provide multi-modal enhancements
 - Examples: create more pathways to the shoreline, close streets in shopping areas, beautify and finish Jackson Street; add 7 miles of bike lanes each year; maintain pavement PCI at 70%
- Create technological improvements
 - Examples: improve city's cybersecurity, implement AMI
- Provide traffic mitigation management
 - Examples: develop and implement a traffic impact fee; implement traffic calming initiatives; reduce traffic congestion downtown
- Improve water/sewer infrastructure

Improve Organizational Health

- Maintain and expand fiscal sustainability
- Increase professional development, training, and succession planning
- Develop a Justice, Equity, Diversity & Inclusion (JEDI) plan for the purposes of exceptional customer service
- Increase employee home ownership
- Find technological solutions to create more efficiencies.
- Perform a resource allocation/staff analysis.
- Use data to help facilitate cross-department collaboration.