

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

**DOCUMENTS RECEIVED  
AFTER PUBLISHED AGENDA**

**ITEM #1 WS 20-001**

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

**Email from Provin Dhawan**

**From:** Provin Dhawan  
**Sent:** Monday, January 13, 2020 11:22 AM  
**To:** List-Mayor-Council <List-Mayor-Council@hayward-ca.gov>  
**Subject:** Council Meeting on Jan 14th.

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Dear Mayor and City Council.

Please find below my comments on the agenda items for the Jan 14th Council meeting as I may not be able to attend in person.

WS 20-001 - ATTACHMENT II POLICIES TO INCENTIVIZE HOUSING PRODUCTION

## II. Upzone Residential Land Use Categories and Expand Single-Family

### Residential Land Use Categories to Allow Up to Four Units

Highly agree with proposal and on Option 2. Allow land use for higher density construction within parcels able to support such construction. Current ordinances allow for creation of ADU or additional SFR if setbacks are met. Allowing creation of 2-4 unit with appropriate setbacks allows for increased density while keeping distance from neighboring homes. Increase in density has the following benefits:

1. Increased housing availability within Hayward
2. Additional inspection authority as these rentals will fall within the Residential Inspection Program which raises additional funds for the City
3. Increased density allows for construction at reduced costs due to increase in unit count/shared walls/infrastructure/utilities

## VI. Modify Parking Requirements in the Parking Ordinance

Recommend permitting increase in hardscape as it relates to Lot Coverage to allow for increased uncovered parking spaces. This would maintain the parking spaces necessary without adversely increasing impact space availability on the public streets. Thereby maintaining street appeal while allowing for higher density and maintaining parking spaces for residents.

## VII. Reduce Time to Issue ADU Permit

## IX. Evaluate Providing Pre-Approved ADU Plans

This topic covers several issues. First to issue an over the counter/reduced time permit would be be feasible IF the following was to happen:

1. City makes available several Blueprints already approved for construction meeting building code requirements and having plan review completed. (reduced permit fees???)
2. Such plans establish minimum setback requirements within the plan to easily be applied to different properties.
3. Such plans would need to also address maximum grade permissible for example max 5% for use of preapproved plans. Otherwise possibly require site review.
4. Plans should include ADU, 2-4 unit as well to address the Increased Density proposal in item II.
5. Such plans should aim to reduce workload on the City, costs for development and help bring more housing to the market.

## XI. Impact Fees and ADUs

Agree however would recommend also including SFR properties that are allowed to 2-4 units as identified in Item II. And add category that if plans are used that are provided by the City that it would also Exempt such development from Development impact fees. This may not be applicable anyway as impact fees appear to be for more than 20+ units.

Thank you for your dedication and service to our community.

Thanks  
Provin

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**Email from Dan Goldstein**

**From:** Dan Goldstein

**Sent:** Tuesday, January 14, 2020 10:45 AM

**To:** Kelly McAdoo <Kelly.McAdoo@hayward-ca.gov>; List-Mayor-Council <List-Mayor-Council@hayward-ca.gov>

**Subject:** Proposed Workplan to Incentivize Housing Production

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Hon. Council Members, Mayor Halliday, CM McAdoo:

Thank you for taking up this very important housing plan.

In the Funding topic, the City might add consideration of the availability of balloon mortgages. A balloon mortgage would encourage qualified families to buy higher-valued properties, benefiting from the increased equity that goes along with it -- a better investment.

Adding some kind of mortgage guarantee would ensure that families who hit a bump in the road won't find themselves homeless and/or losing all their equity and/or being forced to renegotiate a loan. The number one cause of foreclosure is a health care crisis; number two is job loss. Providing a safety net will protect families' investments and keep them together. Perhaps low cost health insurance will transform the housing market.

There is also an opportunity to create a real estate investment fund that co-owns properties for a share of the equity, or a REIT that owns income producing properties. (REITs require distribution of 90% of their income to shareholders.) With an investment fund, the fund would be property co-owners for long term equity gains, while maintaining shareholder liquidity via the sale of shares. CalPERS and other large pension plans often seek these types of long term investment partnerships. There is also measurable public demand for these types of investments.

--Dan

**ITEM #1 WS 20-001**

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PRODUCTION IN THE CITY OF HAYWARD**

**Email from Carl Gorringer**

From: Carl Gorringer  
Sent: Tuesday, January 14, 2020 3:55 PM  
To: List-Mayor-Council <List-Mayor-Council@hayward-ca.gov>  
Cc: Kelly McAdoo <Kelly.McAdoo@hayward-ca.gov>; Maria Hurtado <Maria.Hurtado@hayward-ca.gov>  
Subject: Three-Year Strategic Roadmap

CAUTION:This is an external email. Do not click on links or open attachments unless you know the content is safe.

Dear Hayward City Council & Staff:

Here is my input on the "Three-Year Strategic Roadmap" which you'll be talking about at tonight's meeting.

I think the city could do a better job in engaging with the community on the future of Hayward. I try to pay attention to what's going on (and that's a lot more than most people do) and yet I hadn't found out about any of the engagement efforts and missed the "interactive pop-ups". I had only found out about the "Hayward Vision, Priorities & Projects" survey from a facebook post from a council member. I receive "The Stack" email newsletter, but I don't think the survey was posted there.

The survey contained a list of topics that the city staff decided were relevant for me to rate. I couldn't tell what half the items were about, because there wasn't enough detail or context for me to understand them. And yet we were to place the items in order from most to least important. I think this was a poor survey and will result in a flawed and inaccurate report.

This survey and process for the Strategic Roadmap repeats the same-old top-down approach that the city tends to take, that is the staff decides what the city wants to do, and presents it to the rest of us to provide comment. What I'd really like to see is a more bottom-up approach, where we have more say on what we'd like the city to do.

I have a suggestion for one possible solution, which I'd like you to consider.

I'd like to see the city put on a 1 or 2-day annual "unconference" event, heavily advertised, where people who work and live here get together to present issues and brainstorm solutions for the future of Hayward. We could call it the "Hayward On!" Unconference - as someone you know likes to say on social media.

How this works is that you have a full day of group discussion. You begin the day with an introduction, then invite participants to determine the topics for the day. This takes the form of a grid on a wall, where each row represents a room, and each column a time slot (30-60 min). The participants get to decide what they want to discuss by filling out a colored card and placing it into a slot in the grid. People then show up who are interested in that topic.

Each discussion has 1 facilitator, and 1 recorder. Usually notes can be written on poster paper, but also important to keep a digital record for later collection and posting on the web. There's a lunch break, and at the end, everyone meets in the main room. The facilitator (or recorder) for each discussion then stands and takes turns giving a brief recap.

This "Unconference" format came out of the tech community over a decade ago, and is quite popular in the Bay Area tech scene, as well as other local governments. I attended one in Oakland last year called "CityCamp Oakland" which occurs annually, and is organized by OpenOakland.org.

I think this idea is worth pursuing over surveys and one-on-one meetings:

- It engages the community to present their needs, and be part of the solution.
- It provides more detailed input than what you can receive from a survey, and allows for back-and-forth Q & A.
- Instead of being a number of lone voices telling council members their wants, this process brings people who have similar interests together in a room, so that they can work together to find a solution as a group.
- Brings people in early in to the process, rather than later after plans are already written.

I think the new library would make an excellent venue for this "Hayward On!" Unconference, as they have multiple rooms we could use. I'd be happy to volunteer my time to help market and prepare for this event.

Thanks,

Carl Gorringer  
Hayward resident

**ITEM #1 WS 20-001**

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PRODUCTION IN THE CITY OF HAYWARD**

**Email from Alicia Lawrence  
The Hayward Collective**

**From:** Alicia Lawrence

**Sent:** Tuesday, January 14, 2020 4:12 PM

**To:** List-Mayor-Council <List-Mayor-Council@hayward-ca.gov>

**Cc:** The Hayward Collective <thecollective@thehaywardcollective.com>; Jennifer Ott <Jennifer.Ott@hayward-ca.gov>

**Subject:** Incentivized Housing Policies

**CAUTION:**This is an external email. Do not click on links or open attachments unless you know the content is safe.

The Hayward Collective's input was solicited in August of 2019 regarding the policies being proposed. We would like to emphasize to you some of the points we emphasized then.

We feel it is important to pursue related and complementary policies in tandem with some of the production policies under consideration. We propose the following:

1. Re-evaluation of the Affordable Housing Ordinance to (at minimum) increase in-lieu fees and increase percentage of on-site affordable units. Even the Planning Commission has commented on the inefficacies of the current AHO. This is listed under the 3-5 years category, but there should be no incentivized housing policies for developments that require compliance with the AHO until the AHO is reviewed and changed.
2. Short-term rental policies that effectively dissuade owners from choosing to operate their housing business as short-term rentals over long-term rentals. This is a pro-active measure to ensure that ADUs are actually meeting the long-term housing needs of the community.
3. Policies and mechanisms to ensure ADUs are maintained as affordable housing.
4. ADU Amnesty Program to bring unpermitted units up to code (San Mateo County has a new program <https://www.getthehealthysmc.org/post/second-units-are-now-easier-build-and-bring-code> )

We maintain skepticism about ADUs. We understand there are state-level requirements that need to be met regarding local policies around ADUs. There is insufficient data and information to support claims that ADUs (even as a piece of the overall puzzle) will sufficiently address the lack of affordable housing. As new builds they would be exempt from the 5% threshold in the RRSO, and - for us -there are just too many unanswered questions. There are also a lot of assumptions regarding who would be living in an ADU. I think the general assumption is that it would probably be an individual or couple; but we also know overcrowding is an issue. So what are the impacts if we see a significant number of families living in ADUs? We've cited ADU specific policy measures above since we understand they are a popular "solution" among policymakers, but we do not support the prioritization of ADUs.

Thank you for your consideration.

Sincerely,

Alicia

The Hayward Collective

--

Alicia G. Lawrence

**ITEM #2 WS 20-002**

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

**Additional Information**





**DATE:** January 10, 2020

**TO:** Mayor and City Council

**FROM:** City Manager

**THROUGH:** Deputy City Manager

**SUBJECT:** WS 20-002 – Additional Information for Work Session on City of Hayward Three-Year Strategic Roadmap (Fiscal Year 2021 – Fiscal Year 2023)

## **RECOMMENDATION**

That Council accepts the amendment to agenda item WS 20-002, regarding the City of Hayward Three-Year Strategic Roadmap (Fiscal Year 2021 – Fiscal Year 2023).

## **SUMMARY**

On December 17th, 2019, staff presented a draft three-year strategic roadmap to City Council (Attachment II). This roadmap incorporated feedback from two Council work sessions (May 11th, 2019 and October 7th, 2019), as well as staff and community feedback gathered from May through December 2019 (Attachment III). Additional information on the strategic roadmap can be found online from the December 17th Council work session.<sup>1</sup>

During the December 17th work session, Council provided feedback on the draft vision which will be incorporated and presented during the January 14th work session. An agenda for the January 14th meeting was published on December 20th, 2019.<sup>2</sup> Due to limited discussion time at the December 17th meeting, Council was invited to provide additional comments to the City Manager on the strategic roadmap through January 5th, 2020.

Staff has compiled, thematically organized, and responded to all comments and questions received since December 17th (Attachment V). Recommended changes to the roadmap are included in this document. A summary list of recommended changes can be found in Attachment VI, and an updated roadmap with incorporated recommended changes can be found in Attachment VII.

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<sup>1</sup> December 17th, 2019 Hayward City Council meeting:

<https://hayward.legistar.com/MeetingDetail.aspx?ID=749675&GUID=C8E0E807-654B-4C0B-BC89-FD602C9BB8D5&Options=info&Search=>

<sup>2</sup> January 14th, 2020 Hayward City Council meeting:

<https://hayward.legistar.com/LegislationDetail.aspx?ID=4288615&GUID=FA1A1E18-6E4E-4BC0-928D-244969D44CCD&Options=&Search=>

## **NEXT STEPS**

On January 14th, 2020, the Council will have an opportunity to provide additional feedback and comments on the revised plan during the work session and then will consider the final plan for approval on January 28, 2020.

*Prepared by:* Jessica Lobedan, Management Analyst II

*Recommended by:* Jennifer Ott, Deputy City Manager

Approved by:



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Kelly McAdoo, City Manager

Attachment II: Comprehensive Log of Comments

Attachment III: Summary of Recommended Changes

Attachment IV: Updated Strategic Roadmap

# ATTACHMENT II Comprehensive Log of Comments

Project Reference	Question/Comment	Staff Response	Recommended Change
<b>Vision</b>			
Vision	Remove reference to Silicon Valley	Staff agrees and recommends changing the wording of the vision accordingly.	Change to "Hayward attracts new, higher-paying jobs, allowing existing and new residents to live and work in the same community."
Vision	Include all educational institutions, not just CSUEB	Staff agrees and recommends changing the wording of the vision accordingly.	Change to "Hayward is also developing important partnerships between education institutions, transit services, and other regional agencies."
Vision	Change from employees feel aligned to city-wide priorities to employees feel their work is aligned to city-wide priorities	Staff agrees and recommends changing the wording of the vision accordingly.	Change to "Internally, employees feel city-wide priorities are aligned to their work and are able to grow and thrive in their roles."
Vision	Change from culturally responsive to culturally informed services	Staff agrees and recommends changing the wording of the vision accordingly.	Change to "Employees from diverse backgrounds are recruited, retained and celebrated, and staff provide culturally informed services to our community."
<b>Overall Feedback</b>			
General	Many of the projects are one time initiatives but listed during Y1, Y2, Y3, Y3+	Staff reviewed the projects per the comment and made a few changes to the revenue measures accordingly as described in more detail below. Many projects were left as multi-year because they will require ongoing staff and financial resources.	See lines 47 and 49 for changes.
General	I do not like the less specific goals that staff added to replace Council's specific goals.	As shown in Attachment II, staff reviewed the Oct 7th Council generated projects and maintained the specificity with the exception of the fleet electrification project, as discussed below in line 28.	No change.
General	I am happy with what Staff developed and want to make sure that no one Council colleague has the power to delete items at will and any deletions have to be by majority vote of the Council.	Once adopted, the projects in the Strategic Roadmap cannot be changed without Council approval.	No change.
<b>Preserve, Protect, and Produce Housing for All ("Housing")</b>			
Housing, project 2	For the homelessness reduction strategic plan, I would think we would want to focus on empowerment approaches and best practices? (Rather than or in addition to the EveryOne Home plan)?	Staff agrees and recommends changing the wording of the project accordingly.	Change project 2a to "Create a Homelessness Reduction Strategic Plan modeled on an empowerment approach and best practices, as well as after Alameda County's EveryOne Home Plan."
Housing, project 7	Why do we need to "update the rent stabilization ordinance" again? We JUST finished doing that a few months ago. Revisiting the affordable housing ordinance is okay, though. We Only need to fix the Leisure Terrace exemption.	The Homelessness-Housing Task Force (HHTF) recommended that staff evaluate changes to the City's Rent Stabilization Ordinance (RRSO) to address the Leisure Terrace issue and also agreed that this specific relocation item should be addressed within the context of other related RRSO items, including the larger outstanding relocation assistance issue still on the HHTF future agenda list and the potential for clean-up and clarification items needed after six months of implementing the new RRSO. Any staff recommendations would come to the HHTF first and then subsequently to the full Council for action.	No change.
Housing, project 6a	Can we add co-ops to the list of opportunities in the first task?	Staff agrees and recommends changing the wording of the project accordingly.	Change to "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."
<b>Grow the Economy ("Economy")</b>			
Economy, project 3b	Under item 3, Re-establishing the business engagement program, I would think there's also an opportunity for collaboration here with YFSB (for the parents of their young clients and the older youth who are looking for work)?	Staff agrees and to the extent feasible will collaborate with the YFSB.	No change.
Economy, project 3c	Similarly, for the next point regarding Collaboration, I think local nonprofits and YFSB could be included here for career awareness for youth and adults.	Staff agrees and recommends changing the wording of the project accordingly.	Change to "Collaborate with Hayward Unified, Eden Area ROP, Hayward Adult School, CSU East Bay, Chabot College, Life Chiropractic, the YFSB, and local nonprofits to assist in connecting their training, internship, and placement programs with local businesses."
Economy, project 3	Would one of the tasks in this item also be a cross-departmental conversation about interns? If so, I'd very much like to be part of that conversation. I also have some contacts in the community who are working on workforce pipeline initiatives and would be happy to share their contact info.	Staff looks forward to collaborating with Councilmembers on these issues.	No change.
Economy, project 8	For number 8 regarding revising alcohol use regulations, I think we want to encourage more and support existing full service restaurants?	Staff agrees and recommends changing the wording of the project accordingly.	Change to "Revise alcohol use regulations to support existing and encourage more full-service restaurants"
Economy, project 11	For number 11 regarding a public art program, I think the first priority would be gateways?	Staff agrees and recommends changing the wording of the project accordingly.	Change to "Explore a public art program and prioritize gateway locations"
Economy, project 12	For number 12 with this also include Chabot Cal State and the Chamber?	Staff agrees and recommends changing the wording of the project accordingly.	Change to "Explore the concept of a business incubator with CEDC, CSUEB, Chabot College and the Chamber."

# ATTACHMENT II Comprehensive Log of Comments

Project Reference	Question/Comment	Staff Response	Recommended Change
<b>Economy, new project</b>	I would add an item 13: Support Business Development. Included here would be the existing programs of concierge service, incentives/grants/loans, the collaborations with the chamber and SBA, and the newly updates events grants. I think credit can be taken for these efforts to support this initiative?	Staff agrees and will add a Small Business project accordingly.	Add project #13 to reflect the existing staff is doing to support small businesses.
<b>Combat Climate Change ("Climate")</b>			
<b>Climate, general</b>	Perhaps a more inclusive title would be ensure a sustainable future or Excellent environmental stewardship?	While "Combat Climate Change" may not be the all-inclusive title for this category, it is the widely used and most relatable one. Also, keeping with the other priority titles, it starts with a verb. While staff is comfortable adding "and Pursue Environmental Stewardship" or "and Ensure a Sustainable Future", staff seek further Council feedback on making this change.	No change.
<b>Climate, general</b>	Would it make sense to also capture existing/emerging food waste prevention efforts here [in Climate]? Also, green practices across the city such as transitioning to eco friendly weed killer, in-place recycling for road work, etc.?	The Roadmap is not intended to capture all work. Staff recommends limiting the total number of projects. Food waste will be addressed through the City's compliance with SB 1383. In-place recycling for roadway maintenance is a current City practice and will continue.	No change.
<b>Climate, project 1</b>	<i>Requested change not included in 12/17 presentation to Council</i>	Add "Prepare transition plan to facilitate a phased transition of natural gas appliances to electric" under project 1	Add 1d. "Prepare transition plan to facilitate a phased transition of natural gas appliances to electric"
<b>Climate, project 2</b>	<i>Requested change not included in 12/17 presentation to Council</i>	Note that this project requires working with income-qualified residential customers and direct-access commercial/industrial customers	Add "requires working with income-qualified residential customers and direct-access commercial/industrial customers"
<b>Climate, project 5</b>	I realize there is pressure from the Sustainability Committee to address single use foodware, but I would rather number 5 in this section be focused on decreasing single use plastics. Foodware can be part of the work plan as it is already outlined, although I think I would prefer the language of explore rather than adopt so that we do not have a forgone conclusion on legislation we have not yet put forward. I would think the Outreach item would be first. Adding a bullet point in this same section about working with our State lobbyist and StopWaste on this issue would also capture existing work.	A food ware ordinance will also address non-plastic items such as paper cups. The broader use of plastics may be outside the purview of the City (e.g. single-use food preparation gloves).	Change to: "Work with StopWaste to promote a Circular Economy and Explore Regulation of Single Use Products. 5a: Conduct outreach regarding single-use disposables. 5b: Develop ordinance regulating single-use food ware in restaurants and coordinate with county-wide efforts."
<b>Climate, project 5</b>	Would have make sense to have a companion goal here with Economic Development about helping businesses and institutions in the city transition to greener practices?	The outreach for # 5 will include working with businesses to implement green practices. This may include working with Rethink Disposables to provide technical assistance to transition restaurants to use of reusable dishes, etc.	No change.
<b>Climate, project 6</b>	For Number 6 - A request from the community to prioritize older neighborhoods, traffic calming areas, for and replacement of eucalyptus for the tree planting.	MSD has confirmed that appropriate trees will be selected for planting including in any locations that the City may install bulbouts as a traffic calming measure.	No change.
<b>Climate, project 6</b>	Why was the tree planting goal reduced from 1000 to 800? Why specify a max of 300 by private developers? The goal is to plant more trees - regardless of who plants them.	Maintenance Services (MS) has historically planted at least 400 new street trees each fiscal year. With current staffing levels to both plant and properly maintain street trees regularly as they mature, MS is recommending increasing their annual goal from 400 to 500 new trees planted each fiscal year.  To provide a more global and accurate count of all new trees planted within the City, the estimates provided in the strategic plan will now encompass those that are a part of the development process via Development Services (DSD) in addition to those planted by MS. While DSD has not kept specific records of the total number of new trees on private property each year, that mechanism is now in place and they estimate that in a normal year, private developments plant in the range of 300 new trees (this is an average, not minimum or maximum), this coupled with MS' estimates equals the expressed goal of 800 new trees each fiscal year. Staff will begin tracking net new trees and this data will help establish an attainable future goals.  While other agencies within the city such as HARD and HUSD also plant trees, in order to track and maintain accurate records supporting our new tree planting goal, staff is recommending this project be specific to work completed by and through City staff and not include data from outside agencies that we have no operational control over.	No change.

# ATTACHMENT II Comprehensive Log of Comments

Project Reference	Question/Comment	Staff Response	Recommended Change
Climate, project 7	Why was the fleet electrification goal of 15% by 2022 replaced with squishier language?	<p>The updated Fleet Strategic Priority, while titled differently than originally suggested, incorporates a holistic approach to reducing overall carbon emissions, to include purchasing electric vehicles. Equipment life cycle replacement periods and available funding are a factor in the overall strategy. The fleet of 450 vehicles and equipment varies by type and use, based on departmental operational needs. Because of the wide variety of different types of vehicles and equipment in the fleet, in many cases, EV replacements are not available for purchase. For example, public safety vehicles make-up nearly 50% of the fleet. Public Works vehicles make-up another 25%. By assigning a percentage of 15% to a fleet of 450, 68 EV vehicles would need to be purchased in the next three years, disregarding the established vehicle life cycle periods and established capital budget.</p> <p>Rather than list a percentage of vehicles that would be replaced with fully EV ones within 36 months, we are broadening our overall strategy by prioritizing vehicle replacement efforts based on fuel type. Under such a method, vehicles would be replaced with the most carbon-friendly method of power available, based on the department's operations needs and available market options.</p> <ol style="list-style-type: none"> <li>1. Full EV</li> <li>2. Plug-In Hybrid</li> <li>3. Hybrid (Patrol)</li> <li>4. Diesel (Renewable Diesel)</li> <li>5. Gasoline</li> </ol> <p>It is important to consider where the new EV vehicles will be plugged in. Currently, City facilities lack ample EV charging infrastructure. A separate Strategic Priority has been submitted to identify current and future needs for EV charging. Once identified, additional infrastructure will be constructed over the next 3 years. A phased approach of purchases maximizing the use of the most carbon-neutral will be implemented on a parallel track with EV infrastructure construction, with purchase of full EVs being the first priority where it meets departmental operational needs.</p>	No change.
<b>Improve Infrastructure ("Infrastructure")</b>			
Infrastructure, general	Would it make sense here or in the organizational health section to capture our employee incentives for green commuting?	This is an ongoing effort. The Strategic Roadmap is intended to focus on special projects.	No change.
Infrastructure, general	Very glad to see OHHA and Safe Routes to schools included!	Staff appreciates the comment.	No change.
Infrastructure, project 1b and project 2c	Would you please tell me more about the Downtown Specific Plan and Tennyson Road feasibility studies?	This should have read "Downtown Specific Plan - Implementation Plan". The purpose of the work effort is to evaluate the impacts of converting A, B, and C Streets to one way, including estimated cost for R.O.W., design, and construction, and the potential for reducing vehicular capacity on Foothill and Mission Blvds.	Change #1b to "Prepare Downtown Specific Plan - Implementation Plan"
Infrastructure, project 1b	What is "Prepare downtown specific plan feasibility study."? We finished the downtown plan already. Enough with the plans, already!	The reference to the Downtown Specific Plan is the required next step following plan adoption, which is the "Implementation Plan" phase. We will be evaluating the short- and mid-term improvements to determine impacts, costs and feasibility. The Tennyson Road Feasibility study will look at potential multi-modal options between the South Hayward BART station and Weeks Park.	Change #1b to "Prepare Downtown Specific Plan - Implementation Plan"
Infrastructure, project 2	Does the D Street, Mission, or Hesperian work need to be included? Also the planning for A Street renovations?	D Street should have been included as a Year 2 Feasibility Study. A Street and Mission Blvd are included in the Downtown Implementation Plan mentioned above (line 31 & 32). Any evaluation of Hesperian Blvd would be outside of the 3 year window, with the possible exception of the inclusion of bike infrastructure, as was the case with the recent repaving of Hesperian Blvd between Industrial to the south City limits.	Add project 2d: "D Street Traffic Calming Plan Feasibility Study", timeframe Year 2
Infrastructure, project 3	Should this be "evaluate a multimodal impact fee"? Again, I know we've talked about this some but have not yet done the public input work to predetermine implementation as a goal?	This should read Develop and Submit a Traffic Impact Fee (which would be utilized to develop multi-modal improvements).	Change #3 to "Develop and Submit a Traffic Impact Fee"
Infrastructure, project 4	Should this include existing traffic reduction requirements for new development, the City's work with Zipcar, and other non-bus related transit efforts? Also, the JPA with BART and working with BART regarding land development for transit oriented housing/amenities?	Staff recommends modifying the project language and adding two sub-bullets to address this comment.	Change #4 to say, "Increase transit options and ridership" and add two sub-bullets: (1) "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; and (2) "Continue to work with BART to encourage transit-oriented development on BART owned property in Hayward"
Infrastructure, project 7b	<i>Requested change not included in 12/17 presentation to Council</i>	Add "Linear Park" to project 7b	Explore funding of Mission Boulevard Phase 2 and Linear Park
Infrastructure, project 8b	That is weak! We can do better. 15 lane miles per year is a more ambitious, but achievable, goal.	This is related to arterials and collectors reconstruction the annual mileage of this type of construction is limited. For example, the Phase 2 Mission Blvd project, a substantial bike infrastructure project from Industrial Blvd to the Union City border, about 1.5 miles in length, while Phase 3, from A Street to Rose, is less than a mile. We are currently averaging approximately 5 miles per year of new bike lanes in conjunction with our Pavement Management Program. This is far more than we accomplished just a few years ago. We also ensure that any major project includes the provision of Bike Lanes (e.g. the four new interchange projects along I-880).	No change
Infrastructure, project 8e	Under item 8, Safe Routes for seniors, this is a great idea and should also include high traffic areas near Senior Services/Housing	Data shows that the largest concentration of Senior Housing/Services is within the downtown area. That is the focus of the initial year (s) of the program. As the program expands into later years, staff will evaluate other areas of the City and make recommendations.	No change

# ATTACHMENT II Comprehensive Log of Comments

Project Reference	Question/Comment	Staff Response	Recommended Change
Infrastructure, project 14	"Update Water Pollution Control Feasibility Plan" is duplicated in items #13b & 14.	This project is duplicated and #13b should be deleted.	Delete 13b "Update Water Pollution Control Feasibility Plan" and change title of Item #14 to "Complete Water Pollution Control Facility Phase II Plan"
Infrastructure, project 17	I'm wondering if one of the metrics for trash reduction activities would include targeting education and enforcement related to repeat contributors and (hopefully a corresponding decline in high incidence items). For example, if there are items that are commonly found in the trash capture devices that can be linked to a producer or neighborhood, would we focus some education and enforcement in that area and measure any subsequent decline in those items?	Trash found in trash capture devices are typically no different from trash found on the sidewalks, curbs, and streets around them. In other words, there isn't much that would distinguish that trash.	No change
Infrastructure, project 18b	Wasn't the recycled water master plan already completed? Or is this related to the next phase of expansion?	The 2013 Recycled Water Facilities Plan only identified facilities for Phase I, which is currently being constructed. The Recycled Water Master Plan will evaluate future expansions of the recycled water system.	No change
Infrastructure, project 19a	Isn't "Investigate the use of dark fiber" done? We are already implementing / building it.	This is an evaluation of the market and how best to leverage our existing assets, which has not been done by the city.	No change.
Community & Staff Engagement report, page 32	Re: Provide traffic mitigation management "Open Highland Blvd completely upper/lower to improve traffic."	Highland Blvd was closed more than 25 years ago in response to an extensive amount of cut through traffic and narrow winding roads which lead to unsafe driving conditions. Traffic congestion has gotten far worse over that time. Opening of Highland is not recommended.	No change
Community & Staff Engagement report, page 33	"Invite Union City & San Leandro to join lift stations and sewer lines for the water high flows on rainy..."	This is neither practical nor necessary.	No change
Community & Staff Engagement report, page 33	"Get Water a new tractor with high pressure hydro excavation capabilities and let us keep the old sewer hand-me-down that we currently have too."	There is a system in place for evaluating the needs for replacing vehicles and equipment, and purchase of new ones. When deemed necessary and appropriate, such purchases would be placed in the City Fleet CIP and presented to Council for consideration.	No change
Community & Staff Engagement report, page 32	Re: Create technological improvements: "How about safer exchange zone area in the PD parking lot for modern online transaction exchanges with 24 hour video surveillance "	Staff agrees and will add this as a project accordingly.	Add a project to reflect the implementation of this improvement
<b>Improve Organizational Health ("Organizational Health")</b>			
Organizational Health, project 1a	"Evaluate an increase in the Transient Occupancy Tax" should be a Year 1 ONLY priority.	Staff agrees and is planning to bring this to the Council Budget and Finance Committee for their consideration to make a recommendation to Council to include on the 2020 ballot in January 2020. Timeline in Roadmap to be modified accordingly.	Will change to Year 1 only
Organizational Health, project 1b	I recommend investigate funding and cost reduction strategies for other post employee benefits (OPEB) liability and other health care costs.	Staff agrees and recommends changing the wording of the project accordingly.	Change #1b to "Continue to investigate funding and cost reduction strategies for other post employee benefits (OPEB) liability and other health care costs"
Organizational Health, project 1c	Business license tax review should be a year 2-3 priority with a 2022 ballot target.	Staff agrees and is planning an overhaul that would require an approval of the voters given the outdated nature of both types of tax and the fee structure. Timeline in Roadmap to be modified accordingly.	Will change to Year 2 and 3 only
Organizational Health, project 1c	Are we redoing the business license tax or updating it?	Staff is planning an overhaul that would require an approval of the voters given the outdated nature of both types of tax and the fee structure.	No change
Organizational Health, project 17a	"Replace aging fiber optic lines between City facilities." First I've heard of this. Why does it take 4+ years?	This is a result of the recent completion of the comprehensive audit of city owned Fiber. We found several aging lines that need replacement and we are looking to complete the installation in phases based on age and/or quality of fiber. Goal is to use existing Network Infrastructure Improvement funds in CIP to cover costs.	No change
Organizational Health, project 6a & project 11	I would think this would also interface with the Workforce Development goals? Same for item 11.	Staff will evaluate the potential of coordinating these efforts with the Workforce Development goals.	No change
Organizational Health, project 7	I think we are evaluating as well as rolling out a down payment assistance program?	Staff is rolling out a down payment assistance program for employees, not evaluating it.	No change
Organizational Health, project 11	Under item 11, do we need to include training and support for contract management?	Staff has a list of training topics topic areas planned and Contract Management will be included.	No change
Organizational Health, project 12	The existing work to identify projects that facilitate use of employees with emerging skills and/or those interested in career advancement/development could be captured here.	Staff agrees.	No change
Organizational Health, project 14	Would it make sense to also include the ongoing system resiliency work here?	This is an ongoing and constant effort by the IT Dept. The Strategic Roadmap is intended to focus on special projects.	No change
Organizational Health, project 15	I deeply appreciate item 15 and would also include stakeholders in addition to residents.	Staff agrees and recommends changing the wording of the project accordingly.	Change 15 to "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)"
Organizational Health, project 16	Would it make sense to include Evaluate and address any gaps in accessing devices or connectivity for employees?	IT performs this evaluation on a consistent basis, providing the review for individuals and departments routinely and as such do not deem it a specific project that should be included in the Strategic Roadmap.	No change
Organizational Health, project 17a	Adding a third point to item 17 would capture the work underway to improve employee areas in Utilities and Maintenance Services.	The work being performed to investigate improving employee areas at the Corp Yard is captured under Improve Infrastructure project #10	No change

## ATTACHMENT II Comprehensive Log of Comments

Project Reference	Question/Comment	Staff Response	Recommended Change
<b>Organizational Health, project 19</b>	In addition to all the great things in item 19, could also be Continue working with local partners to promote and recognize Hayward events and accomplishments.	Staff agrees and recommends adding this as a sub-bullet the wording of the project accordingly.	Add sub-bullet under #19 that says, "Continue working with local partners to promote and recognize Hayward events and accomplishments, as appropriate"
<b>Support Quality of Life ("Quality of Life")</b>			
<b>Quality of Life, project 1</b>	Item 1, please add Work with service partners to ensure a mix of services and opportunities that best address the needs of the corridor.	Staff agrees and recommends adding this.	Add sub-bullet under #1 that says, "Continue working with service providers to ensure a mix of services and opportunities that best address the needs of the corridor"
<b>Quality of Life, project 3</b>	What is "Implement comprehensive assessment teams pilot"?	CAT for short will be a county funded pilot program intended to de-stigmatize mental health care and provide appropriate care to mental health patients relieving the burden on 911 resources. This is a proposed pilot for unincorporated Hayward and North Hayward. CAT would be staffed in the field with 1 EMT and 1 Mental Health professional. Units will deploy out of Falck Ambulance hqtrts in West Hayward.	No change
<b>Quality of Life, project 3 &amp; project 7</b>	I'm very much looking forward to learning more about items 3 and 7.	Staff appreciates the comment.	No change
<b>Quality of Life, project 9</b>	I appreciate item 9 and I hope that we are also looking at restorative justice approaches for adults as well as youth.	HPD is already employing restorative justice approaches with adults and is committed to continuing those efforts.	No change
<b>Quality of Life, project 10</b>	I'd like to expand item 10 to include similar issues on other multi-jurisdictional properties in the out years.	Due to the uncertain outcome of this project, staff recommends limiting these strategic and intense efforts to UP property for now and not committing to other properties until the success of the current effort can be ascertained.	No change
<b>Quality of Life, project 13</b>	I'm wondering if there needs to be an item 13 here that captures the community's concerns about Safe Neighborhoods. In that, I would include the existing work regarding moving Neighborhood Alert to an independent structure, implementing the vacant property ordinance, reinvigorating vacant and blighted properties (238, City Center, Maple and Main, etc.) and linking the goals about Traffic Calming and City Communications.	At this point, staff recommends that the Strategic Roadmap include each of these projects separately, instead of adding a larger project that includes a compilation of individual projects, so it will be easier to track progress and outcomes. Staff agrees that all of these projects together will help achieve safer neighborhoods.	No change

#	Project Reference	Original Project	Recommended Change
<b>Vision</b>			
1	Vision	Recognized as an extension of Silicon Valley, Hayward attracts new, higher-paying jobs, allowing existing and new residents to live and work in the same community.	Hayward attracts new, higher-paying jobs, allowing existing and new residents to live and work in the same community.
2	Vision	Internally, employees feel aligned to citywide priorities and are able to grow and thrive in their roles.	Internally, employees feel city-wide priorities are aligned to their work and are able to grow and thrive in their roles.
3	Vision	Employees from diverse backgrounds are recruited, retained and celebrated, and staff provide culturally responsive services to our community.	Employees from diverse backgrounds are recruited, retained and celebrated, and staff provide culturally informed services to our community.
4	Vision	Hayward is also developing important partnerships between CSUEB, transit services, and other regional agencies.	Hayward is also developing important partnerships between education institutions, transit services, and other regional agencies.
<b>Preserve, Protect, and Produce Housing for All ("Housing")</b>			
5	Housing, project 2	Create a Homelessness Reduction Strategic Plan modeled after Alameda County's EveryOne Home Plan	Create a Homelessness Reduction Strategic Plan modeled on an empowerment approach and best practices, as well as after Alameda County's EveryOne Home Plan
6	Housing, project 6a	Hold a work session on establishing funding priorities for Affordable Housing Trust including affordable rental housing, homeownership, and shelter opportunities	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
<b>Grow the Economy ("Economy")</b>			
7	Economy, project 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	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	Economy, project 8	Revise alcohol use regulations to encourage more full-service restaurants	Revise alcohol use regulations to support existing and encourage more full-service restaurants
9	Economy, project 11	Explore a public art program	Explore a public art program and prioritize gateway locations
10	Economy, project 12	Explore the concept of a business incubator with CEDC	Explore the concept of a business incubator with CEDC, CSUEB, Chabot College and the Chamber
11	Economy, new project	n/a - new project	Continue supporting business development through concierge service, incentives/grants/loans, collaborations with the chamber and SBA, and the newly updated events grants
<b>Combat Climate Change ("Climate")</b>			
12	Climate, project 1	n/a - new sub project	Add 1d. "Prepare transition plan to facilitate a phased transition of natural gas appliances to electric"
13	Climate, project 2	Work with EBCE to transition citywide electricity use to 100% carbon free	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)
14	Climate, project 5	5. Adopt ordinance regulating single-use plastic food ware in restaurants 5a. Adopt ordinance regulating single-use plastic food ware in restaurants and coordinate with county-wide efforts 5b. Conduct outreach for single-use plastic ban	5. Work with StopWaste to promote a Circular Economy and Explore Regulation of Single Use Products 5a: Conduct outreach regarding single-use disposables 5b: Develop ordinance regulating single-use food ware in restaurants and coordinate with county-wide efforts
<b>Improve Infrastructure ("Infrastructure")</b>			
15	Infrastructure, project 1b and project 2c	Prepare downtown specific plan feasibility study	Prepare Downtown Specific Plan - Implementation Plan
16	Infrastructure, project 2	n/a - new sub project	2. Implement major corridor traffic calming initiatives 2e. D Street Traffic Calming Plan Feasibility Study, timeframe Year 2
17	Infrastructure, project 3	Develop and implement a multi-modal impact fee	Develop and Submit a Traffic Impact Fee
18	Infrastructure, project 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
19	Infrastructure, project 7b	Explore funding of Mission Boulevard Phase 2	Explore funding of Mission Boulevard Phase 2 and Linear Park
20	Infrastructure, project 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"
21	Community & Staff Engagement report, page 32	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
<b>Improve Organizational Health ("Organizational Health")</b>			
22	Organizational Health, project 1a	"Evaluate an increase in the Transient Occupancy Tax" should be a Year 1 ONLY priority	Will change to Year 1 only
23	Organizational Health, project 1b	Investigate funding strategies for Other Post-Employee Benefits (OPEB) liability	Continue to investigate funding and cost reduction strategies for other post employee benefits (OPEB) liability and other health care costs
24	Organizational Health, project 1c	Business license tax review should be a year 2-3 priority with a 2022 ballot target	Will change to Year 2 and 3 only
25	Organizational Health, project 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)	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)
26	Organizational Health, project 19	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
<b>Support Quality of Life ("Quality of Life")</b>			
27	Quality of Life, project 1	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

















# Strategic Roadmap

## FY2021 to FY2023 Project List

Revised January 10, 2020



### Key

City Manager (CM)		Community Services (CSD)		Development Services (DSD)	
Economic Development (ED)		Finance (FIN)		Fire (FD)	
Housing (H)		Human Resources (HR)		Information Technology (IT)	
Library (LIB)		Maintenance (MS)		Planning (PL)	
Police (PD)		Public Works & Utilities (PW&U)			

## 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 technology 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.










City Manager (CM)		Community Services (CSD)		Economic Development (ED)	
Development Services (DSD)		Finance (FIN)		Fire (FD)	
Housing (H)		Human Resources (HR)		Information Technology (IT)	
Library (LIB)		Maintenance (MS)		Planning (PL)	
Police (PD)		Public Works & Utilities (PW&U)		CMR	

City of Hayward Strategic Roadmap  
**Preserve, Protect, and Produce Housing for All**

#	Projects * = needs funding    ** = statutory requirement	Lead Dept	Support	Y1	Y2	Y3	Y3+
<b>1</b>	<b>Sustain the Navigation Center to house and support the homeless</b>						
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					
<b>2</b>	<b>Create a Homelessness Reduction Strategic Plan</b>						
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					
<b>3</b>	<b>Provide winter temporary shelters</b>						
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					
<b>4</b>	<b>Implement housing incentives and production work plan in accordance to state housing limits</b>						
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					

City Manager (CM)		Community Services (CSD)		Economic Development (ED)	
Development Services (DSD)		Finance (FIN)		Fire (FD)	
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Library (LIB)		Maintenance (MS)		Planning (PL)	
Police (PD)		Public Works & Utilities (PW&U)		CMR	

4f.	Create marketing materials for incentivizing housing production	H						
4g.	Expand emergency shelter sites in Hayward	H						
<b>5</b>	<b>Evaluate the Affordable Housing Ordinance</b>							
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						
<b>6</b>	<b>Expend the Affordable Housing Trust funds</b>							
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						
<b>7</b>	<b>Recommend updates to the Rent Stabilization Ordinance</b>							
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						
<b>8</b>	<b>Pursue state housing funding opportunities</b>							
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					
<b>9</b>	<b>Update the Housing Element Plan</b>	<b>DSD</b>						
<b>10</b>	<b>Implement a soft story ordinance</b>	<b>DSD</b>						

City Manager (CM)		Community Services (CSD)		Economic Development (ED)	
Development Services (DSD)		Finance (FIN)		Fire (FD)	
Housing (H)		Human Resources (HR)		Information Technology (IT)	
Library (LIB)		Maintenance (MS)		Planning (PL)	
Police (PD)		Public Works & Utilities (PW&U)		CMR	

City of Hayward Strategic Roadmap

**Grow the Economy**

#	Projects * = needs funding    ** = statutory requirement	Lead Dept	Support	Y1	Y2	Y3	Y3+
<b>1</b>	<b>Update and implement a marketing plan, including an Opportunity Zone campaign</b>						
1a.	Update the marketing plan	ED	CMR	■			
1b.	Implement the marketing plan	ED	CMR		■	■	■
<b>2</b>	<b>Implement the Vacant Building Property Ordinance and develop a strategy to engage chronic vacant property owners and activate sites</b>						
2a.	Enforce ordinance*	DSD		■	■	■	■
2b.	Engage owners and encourage activation of vacant sites	ED		■	■	■	■
<b>3</b>	<b>Strengthen workforce development pipelines</b>						
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			■	■	■
<b>4</b>	<b>Deconstruct the former City Center building and commence discussions regarding future redevelopment of the City Center properties</b>						
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			■	■
















City Manager (CM)	■	Community Services (CSD)	■	Economic Development (ED)	■
Development Services (DSD)	■	Finance (FIN)	■	Fire (FD)	■
Housing (H)	■	Human Resources (HR)	■	Information Technology (IT)	■
Library (LIB)	■	Maintenance (MS)	■	Planning (PL)	■
Police (PD)	■	Public Works & Utilities (PW&U)	■	CMR	■

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

City Manager (CM)	■	Community Services (CSD)	■	Economic Development (ED)	■
Development Services (DSD)	■	Finance (FIN)	■	Fire (FD)	■
Housing (H)	■	Human Resources (HR)	■	Information Technology (IT)	■
Library (LIB)	■	Maintenance (MS)	■	Planning (PL)	■
Police (PD)	■	Public Works & Utilities (PW&U)	■	CMR	■

City of Hayward Strategic Roadmap  
**Combat Climate Change**








#	Projects * = needs funding    ** = statutory requirement	Lead Dept	Support	Y1	Y2	Y3	Y3+
<b>1</b>	<b>Reduce dependency on fossil fuels</b>						
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				
<b>2</b>	<b>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)</b>	PW&U	MS				
<b>3</b>	<b>Transition electricity use in city operations to 100% renewable energy</b>	PW&U	MS				
<b>4</b>	<b>Adopt &amp; implement 2030 GHG Goal &amp; Roadmap**</b>	PW&U	DSD				
<b>5</b>	<b>Work with StopWaste to promote a Circular Economy and Explore Regulation of Single Use Products</b>						
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				
<b>6</b>	<b>Plant 800 trees annually (300 by private developers)</b>	MS	DSD				
<b>7</b>	<b>Transition city fleet to carbon-neutral by creating a fleet policy that incorporates green practices and reduced carbon emissions*</b>	MS	PW&U				
<b>8</b>	<b>Adopt and implement the 2019 Building Code &amp; Fire Code</b>	DSD	FD				
<b>9</b>	<b>Complete Shoreline Master Plan</b>	DSD	PW&U				

City Manager (CM)		Community Services (CSD)		Economic Development (ED)	
Development Services (DSD)		Finance (FIN)		Fire (FD)	
Housing (H)		Human Resources (HR)		Information Technology (IT)	
Library (LIB)		Maintenance (MS)		Planning (PL)	
Police (PD)		Public Works & Utilities (PW&U)		CMR	

<b>10</b>	<b>Update Tree Preservation Ordinance</b>	<b>DSD</b>	<b>MS</b>				
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City of Hayward Strategic Roadmap  
**Improve Infrastructure**
















#	Projects * = needs funding ** = statutory requirement	Lead Dept	Sup-port	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							
<b>Multi-Modal Transportation</b>							
<b>1</b>	<b>Improve access and mobility in downtown Hayward</b>						
1a.	Implement downtown parking plan	PW&U	MS				
1b.	Prepare Downtown Specific Plan - Implementation Plan	PW&U	DSD				
<b>2</b>	<b>Implement major corridor traffic calming initiatives</b>						
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					
<b>3</b>	<b>Develop and submit a Traffic Impact Fee</b>						
<b>4</b>	<b>Increase transit options and ridership</b>						
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				

City Manager (CM)		Community Services (CSD)		Economic Development (ED)	
Development Services (DSD)		Finance (FIN)		Fire (FD)	
Housing (H)		Human Resources (HR)		Information Technology (IT)	
Library (LIB)		Maintenance (MS)		Planning (PL)	
Police (PD)		Public Works & Utilities (PW&U)		CMR	


















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							
<b>5</b>	<b>Maintain pavement</b>							
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						
<b>6</b>	<b>Develop a micro-mobility policy (eBikes, eScooters)</b>	<b>PW&amp;U</b>						
<b>7</b>	<b>Improve Mission Boulevard as a key 'Gateway to the City'</b>							
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						
<b>8</b>	<b>Implement the Bike &amp; Ped Master Plan</b>							
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						
<b>9</b>	<b>Expand EV charging infrastructure for city fleet and employees*</b>							
9a.	Conduct analysis of future demand	MS	PW&U					
9b.	Construct additional EV charging facilities	MS	PW&U					






**City Buildings & Facilities**

City Manager (CM)		Community Services (CSD)		Economic Development (ED)	
Development Services (DSD)		Finance (FIN)		Fire (FD)	
Housing (H)		Human Resources (HR)		Information Technology (IT)	
Library (LIB)		Maintenance (MS)		Planning (PL)	
Police (PD)		Public Works & Utilities (PW&U)		CMR	

<b>10</b>	<b>Investigate major municipal building upgrade needs</b>						
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				
<b>11</b>	<b>Upgrade and maintain Airport infrastructure and facilities</b>						
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					
<b>12</b>	<b>Construct the fire station and Fire Training Center</b>			<b>PW&amp;U</b>	<b>FD</b>		
<b>Water Supply, Sanitation &amp; Storm Sewers</b>							
<b>13</b>	<b>Upgrade water system infrastructure</b>						
13a.	Develop and launch Advanced Metering Infrastructure (AMI) customer portal	PW&U	FIN				
13b.	Replace 4-6 miles of water pipelines annually	PW&U					
<b>14</b>	<b>Update Water Pollution Control Facility Phase II Plan</b>						
14a.	Design the upgrade	PW&U					
14b.	Construct the upgrade	PW&U					
<b>15</b>	<b>Upgrade sewer collection system by replacing 3-4 miles of sewer lines annually</b>			<b>PW&amp;U</b>			
<b>16</b>	<b>Implement phase 2 of solar project and investigate interim usages of additional energy</b>			<b>PW&amp;U</b>			
<b>17</b>	<b>Meet regulatory requirements for zero trash in stormwater by installing trash capture devices</b>						
17a.	Install trash capture devices	PW&U					








City Manager (CM)		Community Services (CSD)		Economic Development (ED)	
Development Services (DSD)		Finance (FIN)		Fire (FD)	
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17b.	Perform related trash reduction activities	PW&U					
<b>18</b>	<b>Expand recycled water facilities</b>						
18a.	Complete RW project construction (initial phase)	PW&U					
18b.	Develop a Recycled Water Master Plan	PW&U					
<b>Information Technology</b>							
<b>19</b>	<b>Improve broadband network</b>						
19a.	Investigate the use of dark fiber	IT					
19b.	Finalize implementation of fiber grant	CM					
19c.	Complete installation of dark fiber	PW&U	IT				
<b>20.</b>	<b>Improve broadband network</b>	<b>IT</b>					















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City of Hayward Strategic Roadmap  
**Improve Organizational Health**
















#	Projects * = needs funding    ** = statutory requirement	Lead Dept	Support	Y1	Y2	Y3	Y3+
<b>Fiscal Sustainability</b>							
<b>1</b>	<b>Maintain and expand fiscal sustainability</b>						
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					
<b>Racial Equity</b>							
<b>2</b>	<b>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)</b>						
2a.	Create a language accessibility policy	CM GARE	All				
2b.	Create a training policy	CM GARE	All				
<b>3</b>	<b>Work across Strategic Roadmap priorities to include racial equity lens</b>	CM GARE	All				
<b>4</b>	<b>Continue city participation in the Government Alliance for Race and Equity</b>	CM	All				
<b>Employee Engagement, Professional Development &amp; Retention</b>							
<b>5</b>	<b>Continue to support and build capacity for lean innovation throughout the organization</b>	CM	All				
<b>6</b>	<b>Performing staff resource allocation and workforce and prioritization analysis to support annual budget process and explore succession planning efforts*</b>	FIN	HR All				
6a.	Develop talent acquisition plan for citywide and critical positions	HR					

City Manager (CM)		Community Services (CSD)		Economic Development (ED)	
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7	<b>Increase employee homeownership by rolling out a down payment assistance program for City Staff</b>	FIN	HR, CM				
8	<b>Re-engineer performance management process to align with organizational values</b>	HR	All				
9	<b>Continue employee engagement initiatives and develop employee recognition program(s)</b>	HR CM					
10	<b>Interdepartmentally collaborate to formalize, expand and promote the onboarding program to improve new employee experience</b>	HR	All				
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	<b>Develop talent development initiatives and training platform that involves interdepartmental representation</b>	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	<b>Develop a managerial course to cultivate leadership skills</b>						
12a.	Identify training areas	HR	All				
12b.	Roll out pilot course	HR	All				
12c.	Integrate with performance evaluations	HR	All				
13	<b>Centralize training platforms to reap greater use and efficiencies</b>	HR	All				
<b>Efficient, Safe &amp; Collaborative Work Environment</b>							
14	<b>Establish and implement solutions which increase our security footprint and reduce the risk of system outages for business-critical systems (security &amp; business continuity)</b>						

City Manager (CM)		Community Services (CSD)		Economic Development (ED)	
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14a.	Establish an Information security awareness training and outreach program	IT						
14b.	Upgrade water utility technology	IT						
<b>15</b>	<b>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).</b>							
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					
<b>16</b>	<b>Deliver products and services that facilitate access to the city's technology-based tools beyond the confines of the office (mobile-focused)</b>							
16a.	Improve IT asset management program	IT						
16b.	Establish new mobile device management solution	IT						
<b>17</b>	<b>Identify, assess and upgrade systems, infrastructure, and technology to modern architecture and design (modernize technology and systems)</b>							
17a.	Replace aging fiber optic lines between City facilities	IT						
17b.	Upgrade City network connections and speeds	IT						
<b>18</b>	<b>Analyze and shift technology solutions and services to external web-based platforms and providers (cloud-first transition)</b>							
18a.	Assess current ERP solution, investigate new offerings available and implement appropriate solutions.	FIN	IT					
<b>Communications</b>								
<b>19</b>	<b>Maintain and expand communications efforts to better inform and gather input from the community</b>							
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						
19d.	Reconstitute the Citywide Communications Committee	CMR						

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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				

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









City of Hayward Strategic Roadmap  
**Support Quality of Life**

#	Projects * = needs funding    ** = statutory requirement	Lead Dept	Support	Y1	Y2	Y3	Y3 +
<b>1</b>	<b>Oversee the rebuilding of the South Hayward Youth and Family Center (the Stack)*</b>						
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					
<b>2</b>	<b>Complete gateway and corridor landscape beautification*</b>						
2a.	Complete Tennyson corridor landscape beautification	MS	PW&U				
2b.	Complete Jackson corridor landscape beautification	MS	PW&U				
<b>3</b>	<b>Implement mental health comprehensive assessment teams (CAT) to provide targeted mental health services and avoid inefficient use of public safety resources</b>						
3a.	Assess findings from pilot	PD, FD	Lib, CS				
3b.	Roll out permanent CAT program (outside of County)	PD, FD	Lib, CS				
<b>4</b>	<b>Update comprehensive emergency services plan for community and staff</b>						
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				
<b>5</b>	<b>Update Fire Department strategic plan</b>						
5a.	Update and adopt strategic plan	FD					
5b.	Implement strategic plan	FD					
<b>6</b>	<b>Plan library operations and hours to leverage the new facility</b>						

City Manager (CM)		Community Services (CSD)		Economic Development (ED)	
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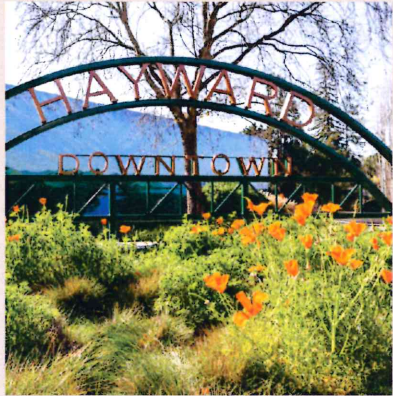
6a.	Conduct survey of library hours need and analysis of use	Lib					
6b.	Conduct strategic planning and implementation	Lib					
<b>7</b>	<b>Implement targeted illegal dumping prevention program*</b>						
7a.	Pilot programs and analysis	MS	PD				
7b.	Roll out permanent program	MS	PD				
<b>8</b>	<b>Implement Hayward Police Department Community Advisory Panel</b>						
<b>9</b>	<b>Expand existing support services offered by the Hayward Police Department Youth and Family Services Bureau to include life skills, education and restorative justice</b>						
<b>10</b>	<b>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.</b>						
		CM	CAO DSD PW&U FD,PD MS				
<b>11</b>	<b>Implement a vaping ban</b>	<b>DSD</b>					
<b>12</b>	<b>Complete La Vista Park</b>						
12a.	Design La Vista Park	PW&U					
12b.	Construct La Vista Park	PW&U					

City Manager (CM)		Community Services (CSD)		Economic Development (ED)	
Development Services (DSD)		Finance (FIN)		Fire (FD)	
Housing (H)		Human Resources (HR)		Information Technology (IT)	
Library (LIB)		Maintenance (MS)		Planning (PL)	
Police (PD)		Public Works & Utilities (PW&U)		CMR	

**ITEM #2 WS 20-002**

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

**Public Comment  
Ethan Elkind - Council of Infill Builders**



# ACCELERATING INFILL IN HAYWARD



OPTIONS  
TO BOOST  
HOUSING

DECEMBER 2019





## INTRODUCTION

Hayward has approximately 160,000 residents, strategically located in the heart of the eastern San Francisco Bay Area. The city has convenient transportation access, with two BART stations providing easy access to job centers to the north in Oakland and San Francisco and to the south in Silicon Valley, the Amtrak Capitol Corridor train with access to San Jose and Sacramento, numerous local transit lines, three major freeways, and the Hayward Executive Airport. The city is the second-most diverse in California and home to three separate institutions of higher learning that educate more than 30,000 students.

At the same time, the city features many underused parcels, particularly in its downtown district near BART, around the South Hayward BART station, and along commercial corridors such as Mission Boulevard. The result is unmet demand for new housing and missed opportunities for investment and resulting tax revenue for the city. In addition, the lack of development – particularly housing – means many downtown and commercial districts will fail to meet their promise for exciting, walkable, and activated gathering places that can provide amenities for existing residents and new housing for a growing community.

City officials and business leaders are now seeking to identify promising solutions to boost infill development in Hayward (“infill” refers to building on unused and underutilized lands within existing development patterns, which is critical to accommodating growth and redesigning cities for environmental and social sustainability). In response, the Council of Infill Builders convened builders, public officials, financial leaders, and architects in Hayward in November 2019. The group identified key barriers and recommended solutions to encourage and expedite infill in Hayward. This policy brief summarizes these priority solutions, challenges, and next steps.





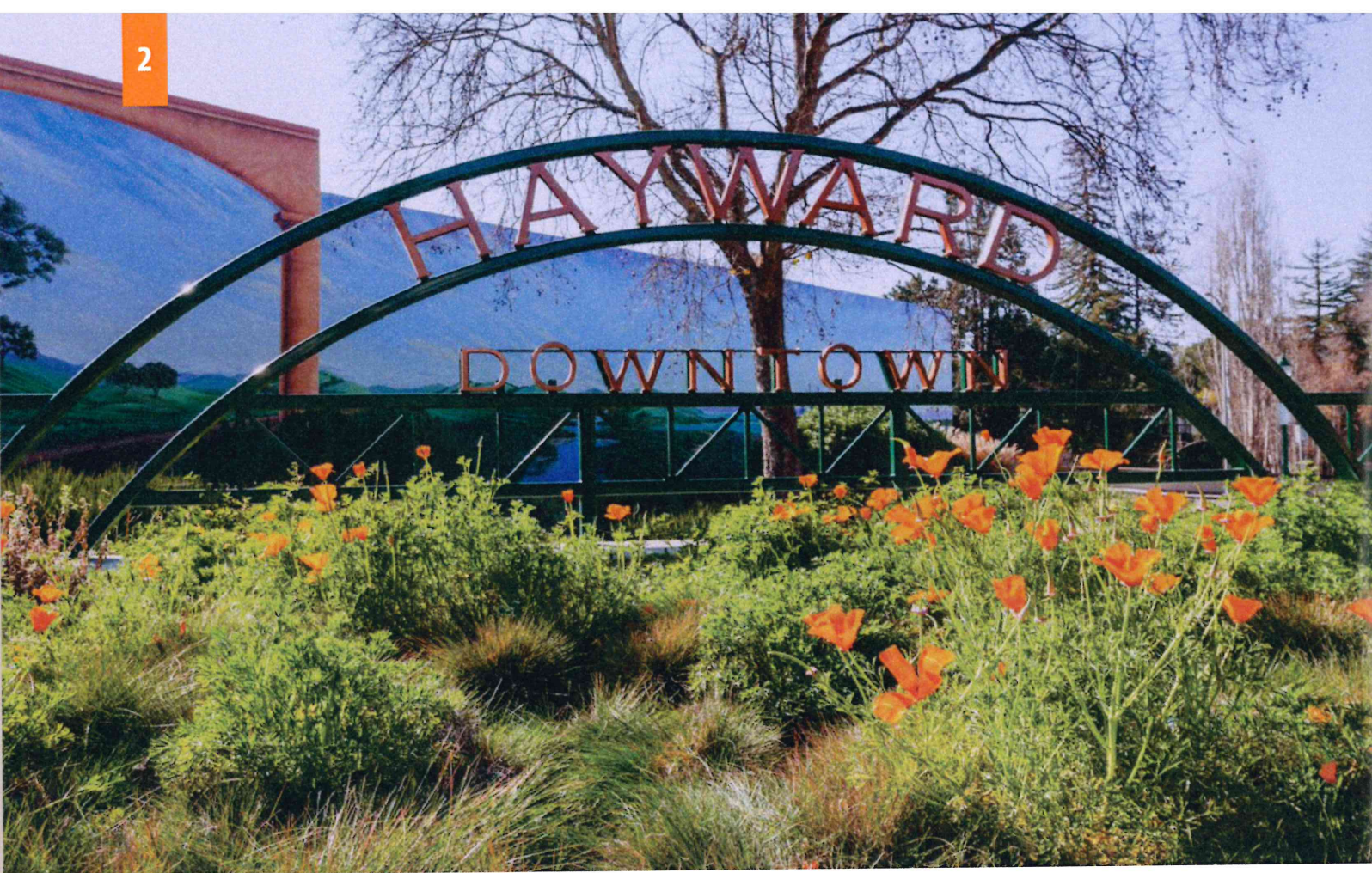
# VISION FOR HAYWARD 2030 INFILL DEVELOPMENT

Participants at the November convening described a vision for the ideal infill scenario in Hayward by 2030, featuring:

- An **“18-hour” downtown and commercial corridors** with a strong local brand, based on Hayward’s unique history, culture and character, with bustling infill neighborhoods filled with residents and amenities that create activity beyond standard business hours
- A **walkable, urban city** that leverages and preserves its unique character, history and architecture
- **Sufficient housing** for a stable community of residents from “eight- to eighty-years old”
- **Housing density and diversity** to support an equitable, diverse community of residents and families in apartments, co-living homes, and other housing types with strong schools and day care options
- **Ground-floor and public space amenities** such as retail, food and services, including flexible spaces, with street festivals, plazas and parks to draw residents to infill neighborhoods
- A **stable, locally based business community** with job centers for residents
- **Increased personal mobility** through convenient multi-modal options and safe, two-way streets that prioritize BART riders, pedestrians and bikers
- **Optimized parking provision** that efficiently distributes parked vehicles among infill projects to promote BART, pedestrian, bicycle and scooter access

Achieving this vision requires identifying and overcoming the obstacles that make it unlikely to be realized on its own. The following section describes those obstacles and offers solutions for local and industry leaders.





## BARRIERS AND SOLUTIONS FOR INFILL DEVELOPMENT IN HAYWARD

Common barriers often prevent developers from building infill projects in key locations, such as downtowns and near major transit. For the November 21, 2019 convening, the Council of Infill Builders surveyed participants in advance and discussed the most common barriers to infill in Hayward. Participants identified the following four priority barriers to infill and offered solutions to overcome each of them, discussed below.

1. **Pilot projects with public partnership** with possible con
1. **High costs and fees** to build infill
2. **Market uncertainty** due to unknown or weak demand for infill
3. **Lack of supporting uses** for infill in public spaces, such as the streets and streetscape
4. **Unusual parcels and challenging land assembly** to support infill

While additional barriers exist, participants agreed that these four represent the most common barriers that render infill difficult to accomplish in Hayward.



To help overcome these barriers, the group recommended **10 near-term, priority solutions**, in no particular order:

1. **Hire a mobility consultant to reconfigure the streets and identify strategic interventions** to boost walkability and transit, bike, and scooter access.
2. Task city economic development staff and outside downtown development experts to **identify priority amenities, including “magic mix” locations for feasible retail**, façade, and other downtown improvements, as well as educate the public on practical options.
3. Enable a **downtown and commercial district “art” fee** to pay for murals and façade improvements.
4. Improve **high-speed wireless internet** access across downtown and commercial corridors.
5. **Educate property owners and developers on parcel size and land assembly options** and facilitate relocation of existing businesses on unusual parcels through data sharing and inventories of downtown and commercial corridor businesses and parcels.
6. **Update and highlight city design guidelines that allow retail flexibility for infill projects**, such as through a retail in-lieu fee, comprehensive plan for amenities in areas without retail, and flexibility across multiple parcels to meet target retail goals.
7. **Highlight and encourage tiered and deferred fees for downtown projects**, including through a city website that maps and highlights fee structures.
8. **Fast-track approvals for infill projects**, including through pre-zoning, planning, and development permit reforms, as well as the option for “blended” density across parcels to meet plan goals.
9. Facilitate a dialogue with labor leaders to **boost construction labor supply and local job training programs and reduce project construction costs**.
10. Focus on **“catalyst projects” on public land** that can further infill goals.

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These and other solutions are discussed in more detail in this report.

“It’s important to focus on how to keep costs down so these infill projects can work.”

- Felix AuYeung, MidPen Housing Corporation

## **Barrier # 1: High costs and fees to build infill in Hayward**

Infill development is by its nature more expensive to build than low-rise, wood-frame construction. Multi-story infill construction in existing urbanized areas like Hayward faces a complicated regulatory process, expensive construction materials, and high-wage labor, as well as the challenge of building in developed neighborhoods and the attendant cost of upgrading older infrastructure. Permitting for infill projects can also be complicated, time consuming, and expensive. Other factors such as parking requirements and land use restrictions can contribute to high costs.

### ***Solutions for High Construction Costs: Provide Regulatory Flexibility and Dialogue with Labor Leaders and Property Owners***

To reduce the high cost of building sustainable infill development, Hayward city leaders could reform local permitting and regulatory requirements to allow more flexibility, while facilitating dialogue with labor leaders and local property owners to reduce costs.

#### **SPECIFIC SOLUTIONS:**

##### **City leaders could:**

**Implement tiered and deferred fees for downtown projects in order to reduce costs.** The city leaders could ensure lower fees for projects near the downtown and South Hayward BART stations and other commercial corridors. The city could also promote deferred fees for some infill projects, such as waiting until occupancy occurs to collect certain fees for those new projects. As some participants noted, this flexibility to defer fees until occupancy can greatly improve a project’s internal rate of return, which is in part dependent part on the time value of money. As a result, the city could potentially transform marginal infill projects into viable



deals for developers through deferred fees. City leaders could also relax the thresholds for projects to qualify for these incentives, to enable small businesses and smaller projects to benefit.

**Promote and map existing fee incentives for infill projects.** The city has already taken steps to defer some fees, but participants at the convening were unaware of some of these actions. As a result, the city may benefit by promoting these incentives prominently on its permitting website. In addition, developers would benefit from having all relevant fees for infill projects mapped and posted in one convenient website, to highlight beneficial fee structures and reduce the time for developers to ascertain these applicable fees.

**Fast-track approvals through ministerial permitting for some infill projects.** Participants noted that reduced permitting time and fewer opportunities for unexpected local agency vetoes would greatly reduce costs. City leaders could take steps like pre-zoning certain priority parcels for more compact infill development, advance planning of priority parcels, and developing more objective review standards. For example, city staff could update exterior design standards to make permitting ministerial for exterior features like balconies and recessed windows.

**Develop an option for “blended” density across multiple parcels, instead of uniform requirements on each downtown parcel.** Participants noted that stringent requirements for density on a specific parcel may make a project on that site infeasible, whereas a similar or more stringent density requirement on a nearby parcel may be more practical. As a result, flexibility to allow an “average” density across these multiple parcels could help make a lower-density project economically viable on one site while getting “credit” for increased density on another site. The averages would have to meet the city’s overall density goals, while allowing cross-subsidies through transferable density.

**Promote existing regulatory flexibility on housing affordability requirements.** Most new residential projects must include subsidized affordable units at below-market rates. The city has taken steps to provide developers with the option of instead subsidizing these affordable housing units off-site, with possible deferral on off-site affordable housing construction until a certain number of on-site market-rate homes come to market. Otherwise, requiring these units on each parcel could be economically challenging for some developers. An area-wide in-lieu affordable housing fee could therefore be a helpful option to

lower building costs for on-site market-rate housing. The city could promote these options via its website, such as the flexibility to build 100% affordable standalone developments, with contributions from nearby developments. The city would need to develop mechanisms to ensure that the affordable units actually get built if they are not included on-site with market rate-projects.

**Update city design guidelines to allow retail flexibility for infill projects.** Developers and city staff noted that ground-floor retail on some projects may not make economic sense, while nearby parcels may present better options for such uses. As a result, the city could help provide flexibility to meet these requirements. One solution participants discussed is a retail in-lieu fee, in which developers pay a fee not to provide on-site retail, which then generates revenue that the city can spend to boost retail in other locations, such as through streetscape improvements or subsidies for some retail uses. The city could also provide flexibility across multiple parcels to meet a target retail goal, with some parcels absorbing most of the retail and other parcels minimizing or not offering retail, in areas where retail would not be economically practical. Finally, the city could develop a plan for street-level activation and amenities in areas without retail, in order to boost walkability and street life without rigid retail requirements.

“Hayward should be incentivizing existing businesses to stay and expand.”

- Emily Boyd, TRI Pointe Homes

**Facilitate a dialogue with labor leaders to boost construction labor supply and training programs and reduce project costs.** High labor costs, in part due to an ongoing, state-wide construction labor shortage, is a major contributor to the overall increase in infill project costs. City leaders could facilitate a dialogue between developers and labor leaders to boost local college partnerships and vocational training programs in high school, in order to boost the supply of new workers. In exchange, construction trade groups might be willing to entertain reduced costs for labor on new projects.



“Off-site construction methods usually follow a pretty strict system. A lot of cities have zoning codes and other policies that will not accommodate houses built off-site.”

- Josh Roden, Brookfield Residential

**Develop optimal parking policies to encourage market-driven supply that boosts walkability, biking and transit usage.** Participants noted that excess parking supply and requirements adds to project costs and can reduce the walkability and transit-friendly nature of downtowns and commercial corridors. For example, the average cost of a parking space in a parking structure ranges from \$15,000 to \$30,000. Costs per unit in San Francisco for podium parking can range from \$17,500 to \$35,000 per unit, depending on the ratio of spaces per unit, and up to \$38,000 for underground parking. Ongoing operation and maintenance of parking structures can also be costly for rental properties. At the same time, some participants noted that lenders are reluctant to finance new projects in Hayward without sufficient on-site parking.

As a result, city leaders can develop parking policies that allow the market to determine supply while providing options to reduce the demand for on-site, decentralized parking that can increase project costs. For example, the city could explore the potential for centralized parking that can convert to other uses in the future if less parking is needed. In general, city leaders could reduce or eliminate minimum parking requirements, unbundle parking from housing (charging the cost of a parking space separately from the cost of renting or purchasing a home), and allow developers to use more shared parking.

**Promote density bonus potential with access to data and greater transparency.** State density bonus law allows developers to increase the density of their project in exchange for adding more affordable housing units. Participants noted that city leaders could improve the use of this program by making data related to density limits and affordable housing units more accessible and transparent.

## **Barrier # 2: Market uncertainty due to unknown or weak demand for infill**

Given the high construction costs of multi-story infill projects, these projects must be able to attract buyers or renters from specific market segments that can pay higher rents per square foot, including young professionals, seniors, and singles who are willing to live in smaller spaces, as well as higher-income individuals, couples and families. Participants noted that Hayward's downtown, BART districts, and commercial corridors will need strong branding and local amenities, as well as buy-in from city officials, industry leaders, and the public for a long-term plan to boost demand for infill living and related activities.

### ***Solutions for Market Uncertainty for Infill: Improve Hayward's Branding and Amenities & Undertake Comprehensive Outreach Campaign***

To address the market uncertainty, Hayward leaders could seek to brand downtown and its commercial corridors based on its history, culture and geography as a place where people want to live and work. City and business leaders could also launch an outreach campaign to educate the public and receive input on the opportunities and economic realities of a vibrant infill area.

#### **SPECIFIC SOLUTIONS:**

##### **City and business leaders could:**

**Leverage marketing expertise to create an alluring brand for Hayward, based on local history, culture, and geography.** Participants noted that Hayward will need to have a 'there there' to attract residents and investment, potentially based on proximity to job centers in Oakland and Silicon Valley but also drawing on the cultural history and diversity of the community and/or local food traditions. The brand should be linked to clear policy to develop downtown and commercial corridors as infill communities and to target marketing to key demographics. City leaders could involve business associations in this process and improve lighting and other visible security measures to address any concerns about personal security in these areas.



“Hayward has a downtown that feels like a downtown. Like Napa, the city could take a few key steps to just tweak it and get a lot of benefit.”

- Aaron Roden, Landsea Homes

“You have to have a “there there.” Napa has a ‘there.’ They have benefitted from their commitment to food and wine. Housing is necessary, but you have to have a reason to come there.”

- Curt Johansen, TerraVerde Ventures

**Improve high-speed wireless internet access across downtown and key commercial corridors.** Participants noted that wi-fi internet access was unreliable in infill areas, leading to lost investment and commercial activity in these areas. They suggested working with private sector entities to provide low-cost or free internet access, by leveraging existing network providers.

**Educate property owners, wealth managers, and the school district on Hayward’s infill potential.** Redevelopment and investment in infill will require the cooperation of current property owners, as well as wealth managers who could facilitate investment in these properties. School district officials could also assist by engaging students in outreach and research projects for infill planning (see below), as well providing training for a labor workforce, as discussed above. City and business leaders could launch this outreach work through working lunches, roundtables, and briefings.

“Local businesses have an important impact. They make downtown more viable as a place to want to be.”

- James Edison, Willdan Financial Services

**Educate city officials and stakeholders and involve local students on market realities for investing in infill.** Participants suggested engaging high school students through stakeholder and student engagement programs like “UrbanPlan.” City and business leaders could also offer public trainings, including for city officials, on developer pro formas (a set of calculations that projects the financial return on a proposed real estate development) so that city leaders and residents can better understand economic realities for desired infill projects.

**Task city economic development staff and outside downtown development experts to identify priority street-level amenities.** City priorities include making downtown and commercial corridors more of a destination with attractive amenities, including street-level, ground-floor retail. A downtown development expert could assist the city to determine the “magic mix” of ideal locations for feasible retail, façade, and other infill improvements. Such an expert, in partnership with city economic development staff, could help educate city officials and the public on practical options. The end result could be a menu of options for amenities that would be attractive to residents in infill public spaces and that would reduce pressure on individual projects to provide less optimal amenities.

**Educate city officials and the public on best practices and market realities for retail and other streetscape amenities.** While many residents and local leaders may want abundant retail options for ground-level infill development, market realities may conflict. An outreach campaign, through working lunches, presentations, and roundtables, could help explore and educate options to activate the streetscape in Hayward beyond retail, such as through events, public spaces, and other uses like flexible work spaces and services.

“Neighborhoods in San Francisco are losing character. And with new construction, the street-level retail tends to be chains because they are the only ones that can afford the high rents.”

- Bob McLaughlin, New Albion Group



“What will retail be in 30 years? Today it is dining, food, and personal services. But which way is retail going? It is a collection of services. You want the right mix of amenities at the right time.”

- Steve Lawton, Main Street Property Services





### **Barrier # 3: Lack of supporting uses for infill in public spaces, such as the streets and public parcels**

Hayward's public realm – such as the city streets, parks and publicly owned parcels – could be leveraged to attract more investment in infill. Current one-way streets and street designs are not conducive to pedestrian-friendly neighborhoods, while downtown and commercial corridor beautification, such as through murals and façade improvements, need a dedicated revenue stream. Such improvements in the public realm will encourage private sector investment in projects that meet the vision of infill in Hayward.

“Like downtown Walnut Creek, Hayward could choke some streets and add parklets. The city has a cool eclectic feeling and should keep it. It already has personality and character.”

- Brian Steele, Trumark

“You want a city to have a family feel. You have to focus on leveraging what you already have in Hayward.”

- Meea Kang, Related Development

#### **Solutions for a Lack of Supportive Public Realm for Infill: *Redesign City Streets and Streetscapes and Beautify Infill Areas***

City and business leaders will need to reconfigure Hayward's street design and accompanying uses, as well as boost beautification efforts throughout downtown, the BART districts, and the commercial corridors. Pilot projects and more outreach to key stakeholders and local leaders can also help implement these solutions.



## SPECIFIC SOLUTIONS:

### City leaders could:

**Hire a mobility consultant to reconfigure the streets and identify strategic interventions to boost walkability and bike, scooter and transit access.** Hayward's proximity to BART and other transit lines is a critical asset, but the city still needs to facilitate "first/last mile" connections to these transit nodes. Participants recommended hiring an expert consultant to explore initial strategic interventions, at least as a start of a long-term plan. The focus should be on redesigning select streets for two-way and slower automobile traffic in order to boost walkability and related development. Participants thought it would be helpful to identify small steps that the city can take in the near term while it undertakes plans for longer-term improvements.

**Apply for funding to state and county transportation agencies for strategic interventions in street design that can lead to a longer-term change.** Participants noted that funding may be available from the Alameda County Transportation Commission and California Strategic Growth Council to reconfigure streets for reduced vehicle miles traveled and more pedestrian and transit access. These improvements could also lead to enhanced lighting, increased public safety, and stormwater controls, among other environmental benefits that may help attract grant funding.

"The proximity of the BART stations is one of Hayward's biggest attributes. A lot of millennials never want to own a car. The city should use the BART stations as a reason for why people would want to live here. They can go to San Francisco during the week and then hang out in Hayward on the weekends."

- Galen Wilson, Goldman Sachs

**Conduct outreach to the public on proposed changes for the public realm, including street design.** Such decisions on traffic and walkability can be controversial. City staff and business leaders will need to build support for such interventions, possibly by starting with initial pilot interventions that require less review and affect a smaller area. They could also begin with more popular tasks that have broad public support, such

as street cleaning and public safety improvements through better and more creative lighting.

**Enable a downtown and commercial corridor district “art” fee to pay for murals and façade improvements.** Participants noted that developers would be willing to pay such a fee if it paid for improvements in the public realm that would boost the profitability of their projects. The business improvement district could take the lead to implement this fee.

### **Barrier # 4: Unusual parcels and challenging land assembly inhibit infill development**

Participants observed that Hayward has unusually shaped parcels that may pose a challenge to building larger infill projects that the community may want. In addition, existing property owners and businesses located in the middle of parcels that could otherwise be assembled for a larger project may hinder development opportunities in strategic areas.

“If you combine and redevelop too many unusual parcels, you may destroy the character of the downtown.”

- William Duncanson, BAR Architects

### **Solutions for Land Assembly and Unusual Parcels: *Facilitate Land Assembly and New Projects through Outreach and “Catalyst” Projects***

City leaders can address these parcel-size and land-assembly barriers through outreach and data sharing, as well as facilitating relationships among property owners and developers. In addition, the city staff can focus on “catalyst” projects on publicly owned parcels as a way to jumpstart activity in priority areas.



## SPECIFIC SOLUTIONS:

### City leaders could:

**Educate property owners and developers on parcel size and land assembly options.** City staff could help property owners assess opportunities for redevelopment. Staff could also facilitate re-use of certain land by helping current owners and businesses to relocate in order to redevelop a larger site with an unusual parcel configuration. City staff could accomplish this outreach and match-making through data-sharing and inventories of infill business and parcels.

“Alleys present often overlooked opportunities as places to activate with restaurants and other amenities.”

- Keith McCoy, Urban Mix Development

**Facilitate dialogue among developers to partner on priority infill sites.** Hayward’s goals for mixed-use infill projects may clash with the existing economics and business siloes of real estate development. For example, some developers only focus on housing, while others focus only on mixed-use or commercial projects at large scales. As a result, city leaders could help play “match-maker” among developers to facilitate partnerships on single or multiple parcels, in order to meet multiple goals of boosting housing, retail, and office projects.

**Focus on “catalyst projects” on public land that can further infill goals for the city.** City leaders could launch and support pilot infill projects on publicly owned parcels that meet certain criteria with expedited processing and other incentives. City leaders could also apply for state grants to jump-start the development of these catalyst projects. The goal would be to demonstrate the viability of infill projects in Hayward and stimulate revitalization of its priority, transit-rich neighborhoods.



## CONCLUSION & NEXT STEPS: THE FUTURE OF INFILL IN HAYWARD

Hayward retains significant opportunity to create thriving, walkable, transit-friendly neighborhoods in its downtown district, South Hayward BART area, and commercial corridors. Its city staff has made progress to cultivate the potential, with over 3,700 units currently in the development pipeline. The city also recently approved a specific plan around its BART station. In addition, the city has approximately 200 acres of public land, for which it will soon seek proposals. To make the most of these opportunities and address the need for more infill housing and amenities, city and other local leaders could act together to implement some of the solutions identified in this policy brief. The result will be a more convenient, thriving, and environmentally and economically sustainable Hayward for existing and future residents.

“The City has adopted a culture of being innovative and creative. We want to promote housing.”

- Jennifer Ott, City of Hayward



## CONVENING ATTENDEES

### Participants:

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 Emily Boyd, TRI Pointe Homes  
 William Duncanson, BAR Architects  
 James Edison, Willdan Financial Services  
 Curt Johansen, Terra Verde  
 Meea Kang, Related Group  
 Steve Lawton, Main Street Property Services  
 Keith McCoy, Urban Mix Development  
 Bob McLaughlin, New Albion Group  
 Aaron Roden, Landsea Homes  
 Josh Roden, Brookfield Residential  
 Brian Steele, Trumark  
 Scott Ward, Urban Mix Development  
 Galen Wilson, Goldman Sachs

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## ABOUT THE COUNCIL OF INFILL BUILDERS

The of Infill Builders is a 501(c)(3) nonprofit corporation of real estate Council professionals committed to improving California through infill development. Infill development revitalizes neighborhoods and communities, provides transportation choices, creates viable close-knit mixed-use areas, reduces greenhouse gas emissions and improves the overall economy. The Builders seek to educate the public about these benefits through research and outreach.

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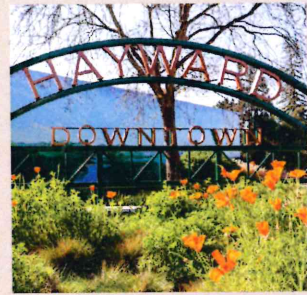
In addition, Ethan Elkind, Marilee Hanson and Terry Watt provided facilitation and note-taking assistance at the convening. We thank Scott Jacobs for designing this policy brief and Marilee Hanson for drafting assistance. All photos courtesy of the City of Hayward.

*This report and its recommendations are solely a product of the Council of Infill Builders and do not necessarily reflect the views of all individual convening participants, reviewers, or observers.*

## ENDNOTES

- 1 "Development Pipeline," City of Hayward, Fall 2019, p. 1. Available at: <https://www.hayward-ca.gov/sites/default/files/documents/development-pipeline-fall-2019.pdf> (accessed November 24, 2019).
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- 3 Greenbelt Alliance, *Fixing the Foundation: Local Solutions for Infill Housing*, November 2013, p. 24. Available at: [http://www.greenbelt.org/wp-content/uploads/2013/10/Greenbelt\\_Alliance\\_Fixing\\_the\\_Foundation.pdf](http://www.greenbelt.org/wp-content/uploads/2013/10/Greenbelt_Alliance_Fixing_the_Foundation.pdf) (accessed November 26, 2019).
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- 6 Greenbelt Alliance, *supra*, at 24.
- 7 Council of Infill Builders, *supra*, at 8.
- 8 For more information on UrbanPlan, please visit: <https://americas.uli.org/programs/urbanplan/> (accessed November 25, 2019).





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