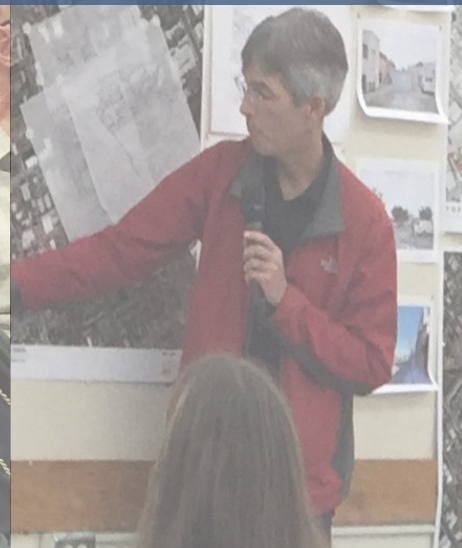
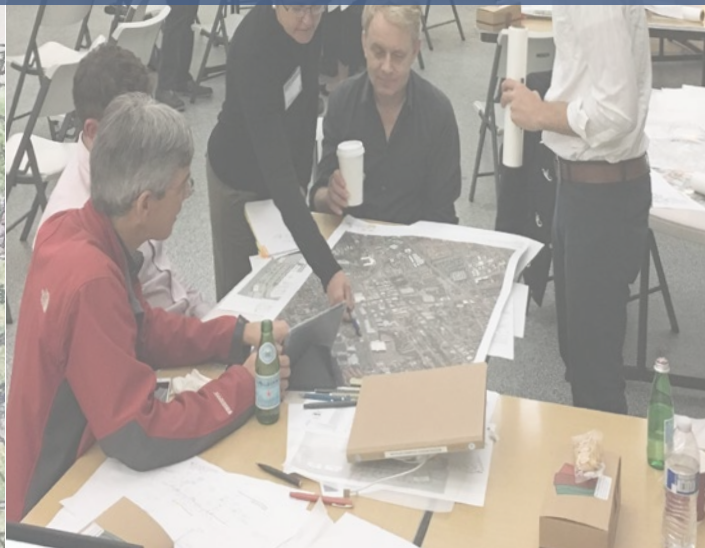




CITY OF HAYWARD DOWNTOWN SPECIFIC PLAN & EIR


Long-Term Vision
May 2017

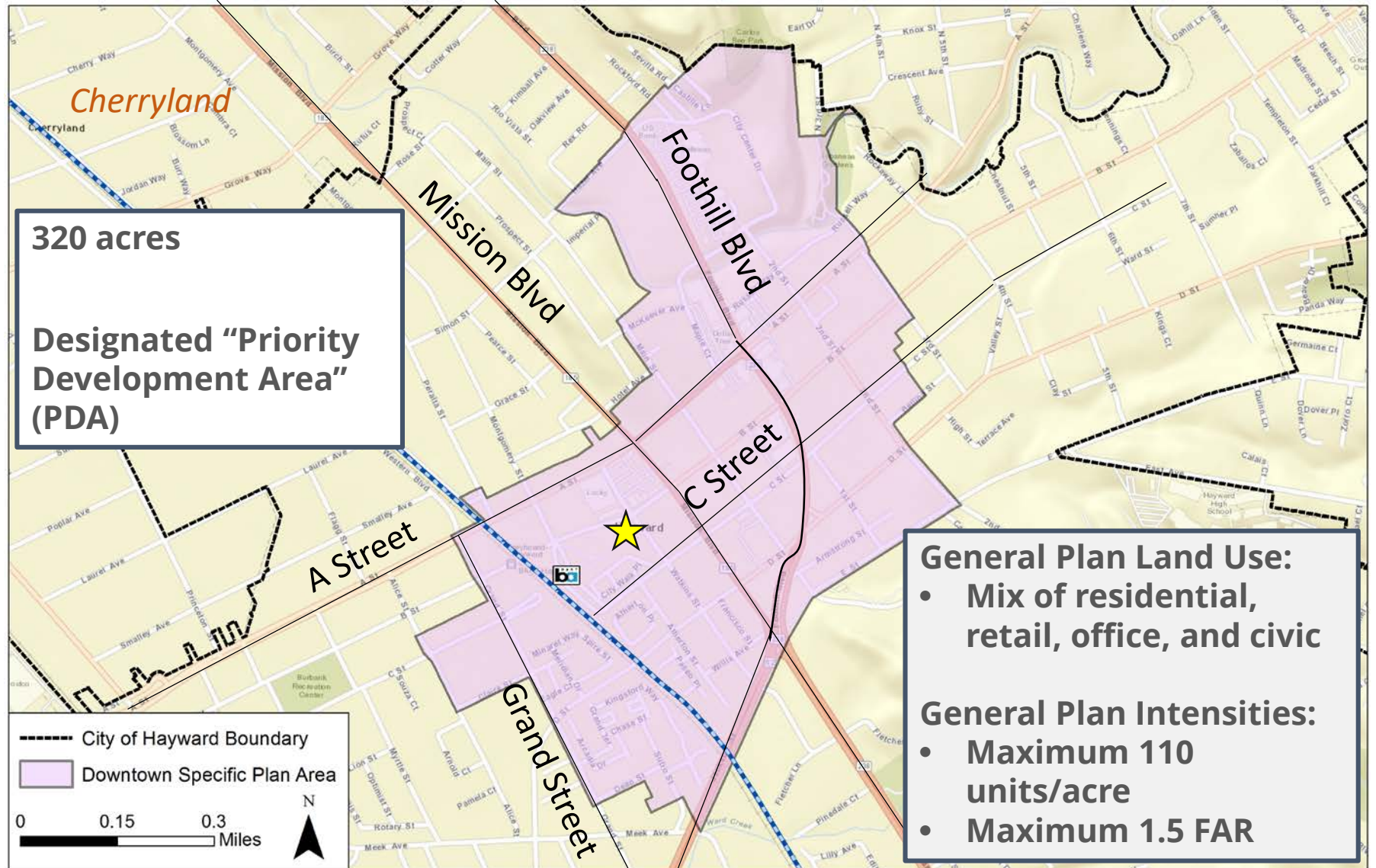


Project Overview

PROJECT OVERVIEW

SPECIFIC PLAN PROJECT AREA

 = We are Here



GROWTH PROJECTIONS

- Association of Bay Area Governments (ABAG) calculates projected growth of Bay Area communities
- Projections help communities plan ahead, making sure there is enough space for residential and non-residential uses in the future
- The projected residential and non-residential growth in Downtown is shown on the next page

GROWTH PROJECTIONS

Growth Projections Downtown Hayward

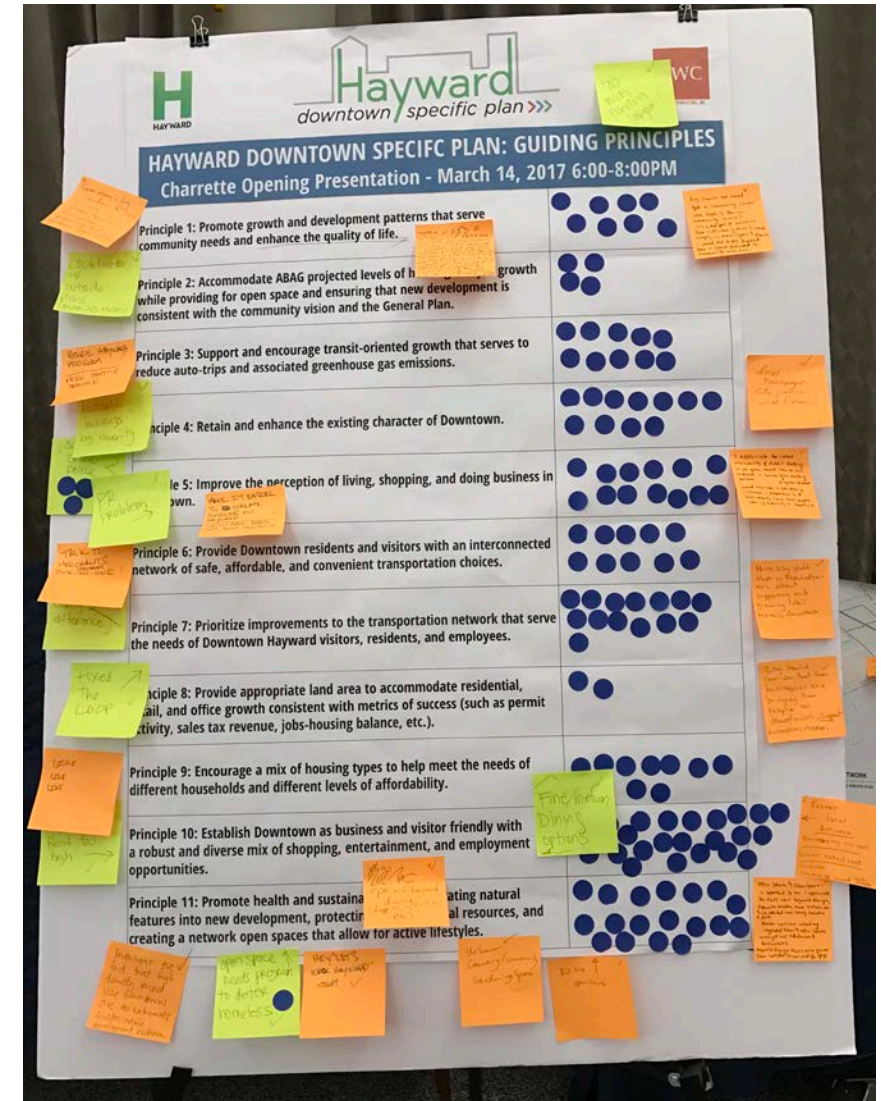
	2010	2040	Growth
Housing Units	4,380	9,500	5,120 new units
Jobs	7,570	8,490	920 more jobs

Source: ABAG, 2016

Priorities and Vision

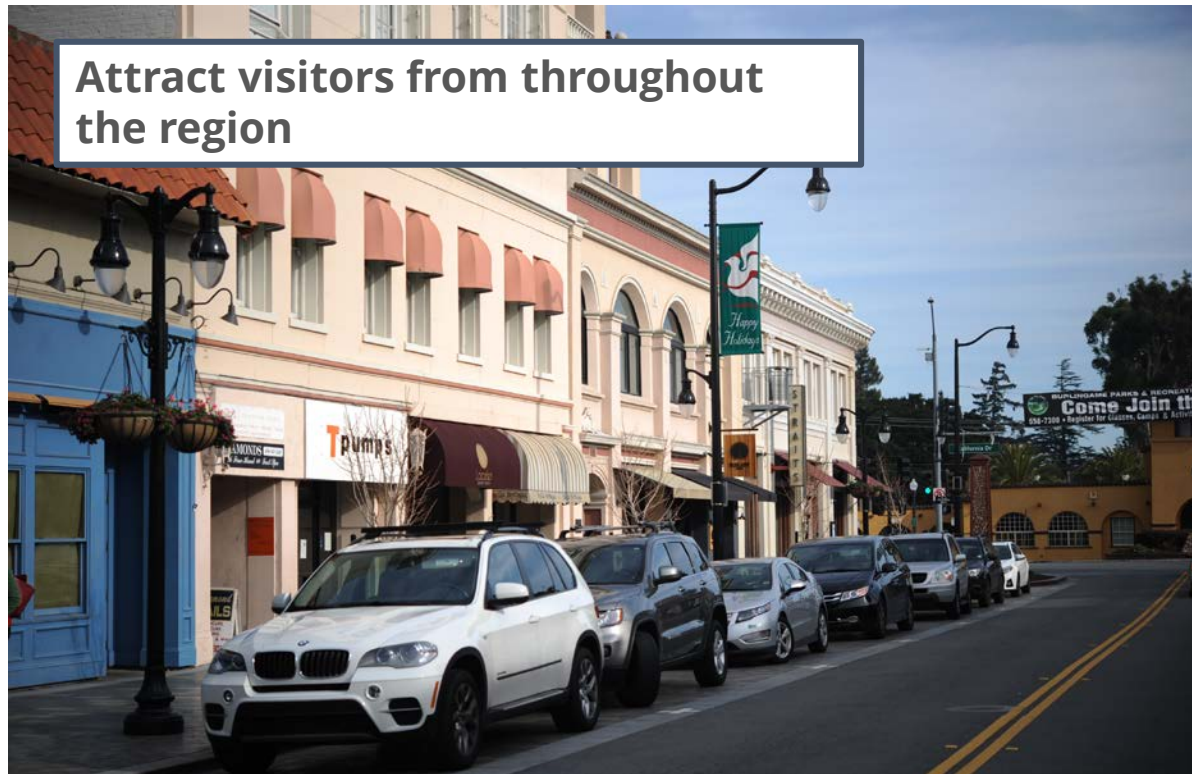
COMMUNITY PRIORITIES

Over 90+ Community members identified 5 key priorities for the Downtown at the March Design Charrette.



Hayward Downtown Specific Plan Vision Framework, May 2017

1. Establish Downtown as a regional destination with a robust and diverse mix of shopping, entertainment, and employment opportunities.



Attract visitors from throughout the region

Downtown Burlingame



Build off existing entertainment and shopping areas, such as the theater

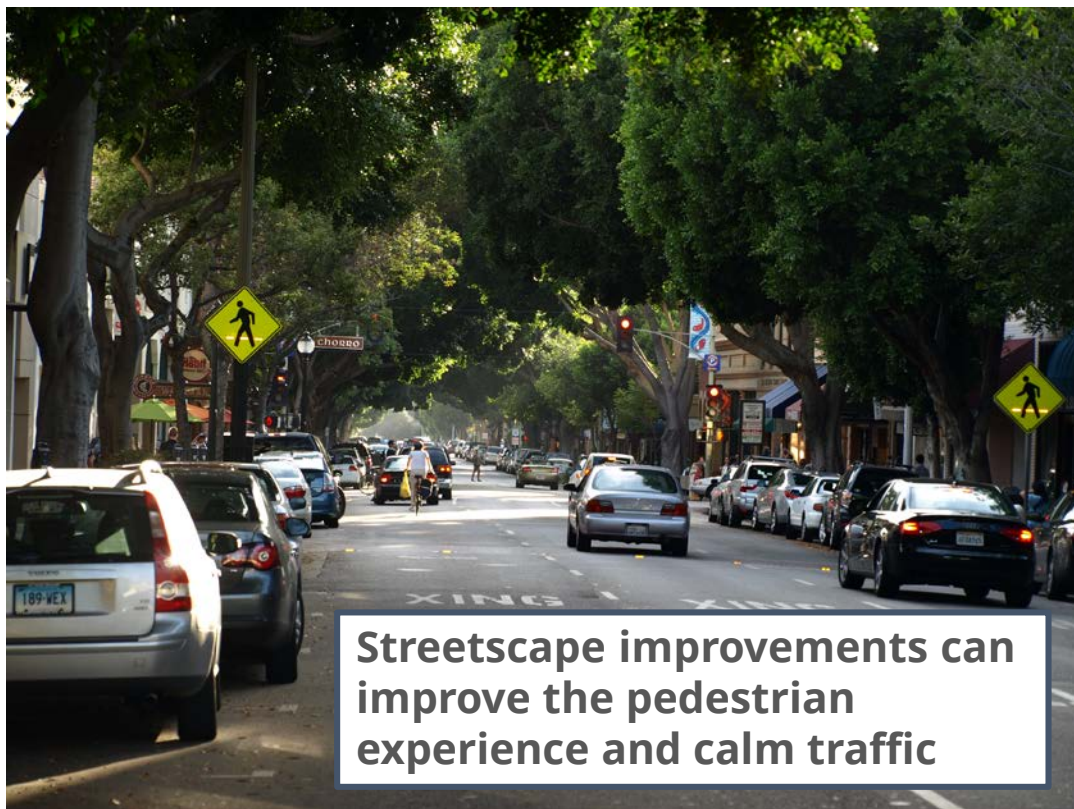
Downtown Hayward

2. Promote health and sustainability by integrating natural features into new development, protecting environmental resources, and creating a network open spaces that allow for active lifestyles.



Source: <http://www.haywardlibrary.org/tagged/design>

3. Prioritize improvements to the circulation system that serves the needs of Downtown Hayward visitors, residents, and employees.



Streetscape improvements can improve the pedestrian experience and calm traffic



Make the streets safe for bicyclists by dedicating space for bike traffic

Downtown San Luis Obispo

Market Street, San Fran Mobility Lab

4. Improve the perception of living, shopping, working, and doing business in Downtown.



B Street, Hayward

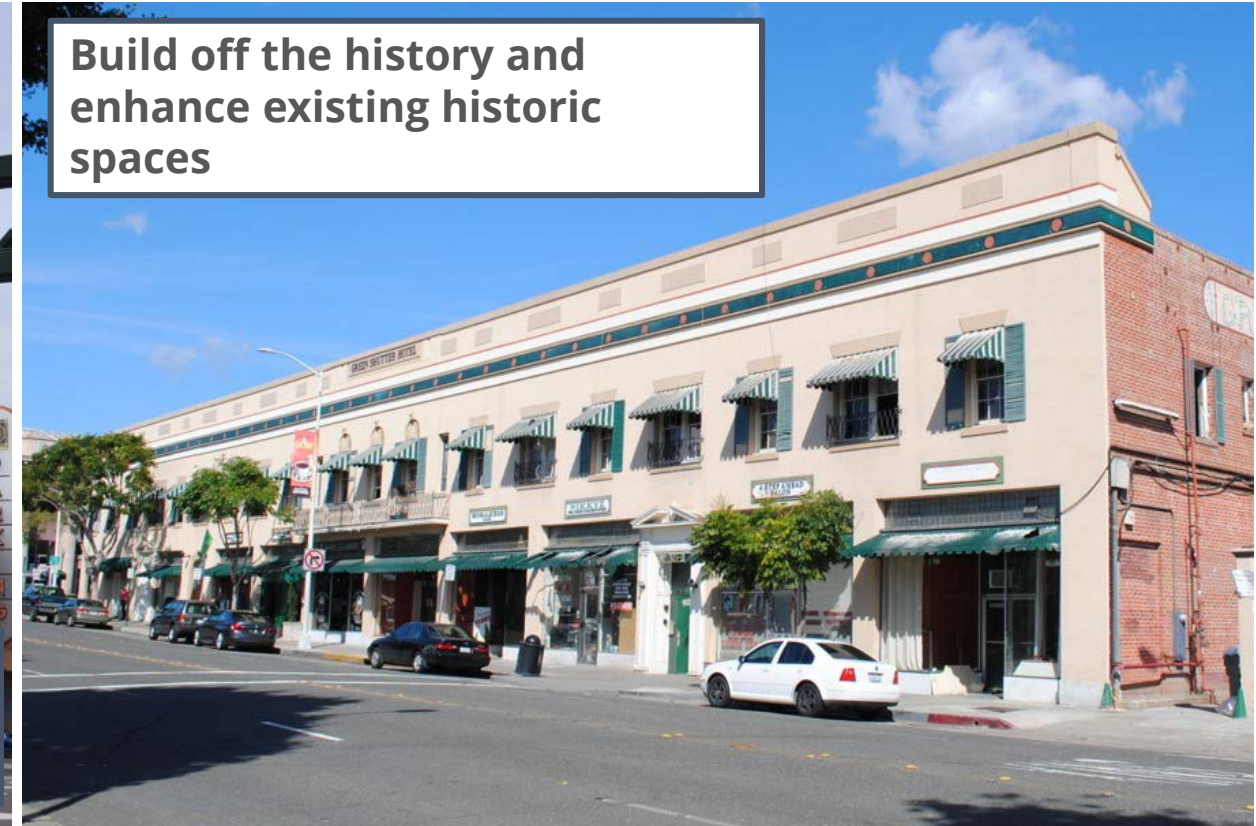


Downtown Austin

5. Retain and enhance the historic and cultural character of Downtown.



Downtown Hayward



Downtown Hayward

VISION STATEMENT

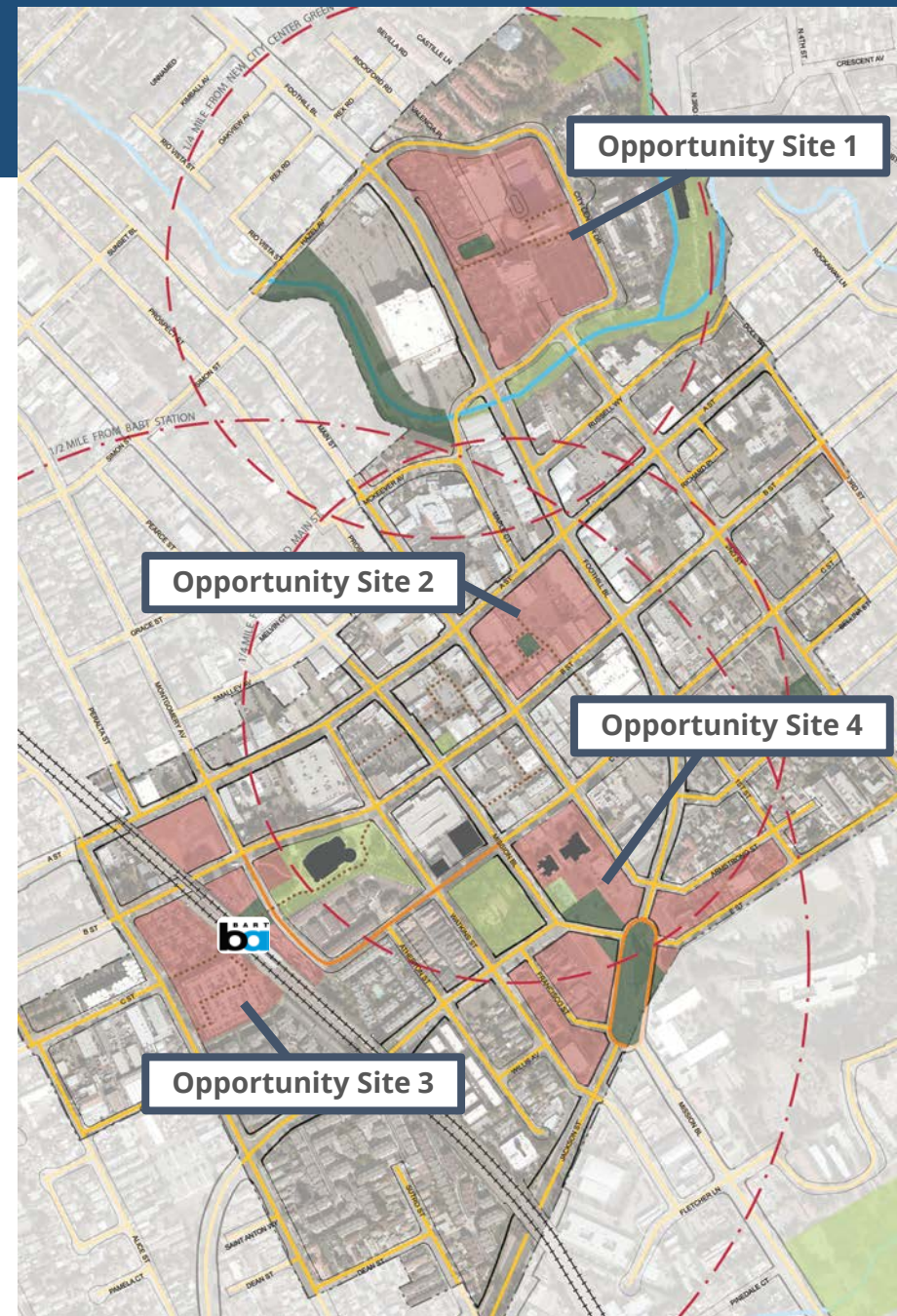
“ Downtown Hayward is a regional *destination*, celebrated for its distinct **history, culture, and diversity**; providing shopping, entertainment, and housing options for residents and visitors of all ages and backgrounds; that is accessible by bike, foot, car, and public transit. ”

Long-Term Vision Framework

Long Term Vision Framework is based on 7 months of community feedback on the desired long-term improvements to Downtown. The Vision was developed, and modified, over the course of a five-day community design charrette, during which the community provided input on preliminary designs and the Consultant Team made immediate changes to the vision response to feedback. The Vision represents a 30 year time frame will act as the foundation for development of Specific Plan goals, policies, and programs; which will consider short, mid, and long-term strategies to implement this vision. The Vision, and associated improvements and recommendations, will undergo additional analysis to help the community and decision makers understand implications of the Vision, such as impacts on safety, traffic, aesthetics, historic resources, and environmental.

LONG-TERM FRAMEWORK

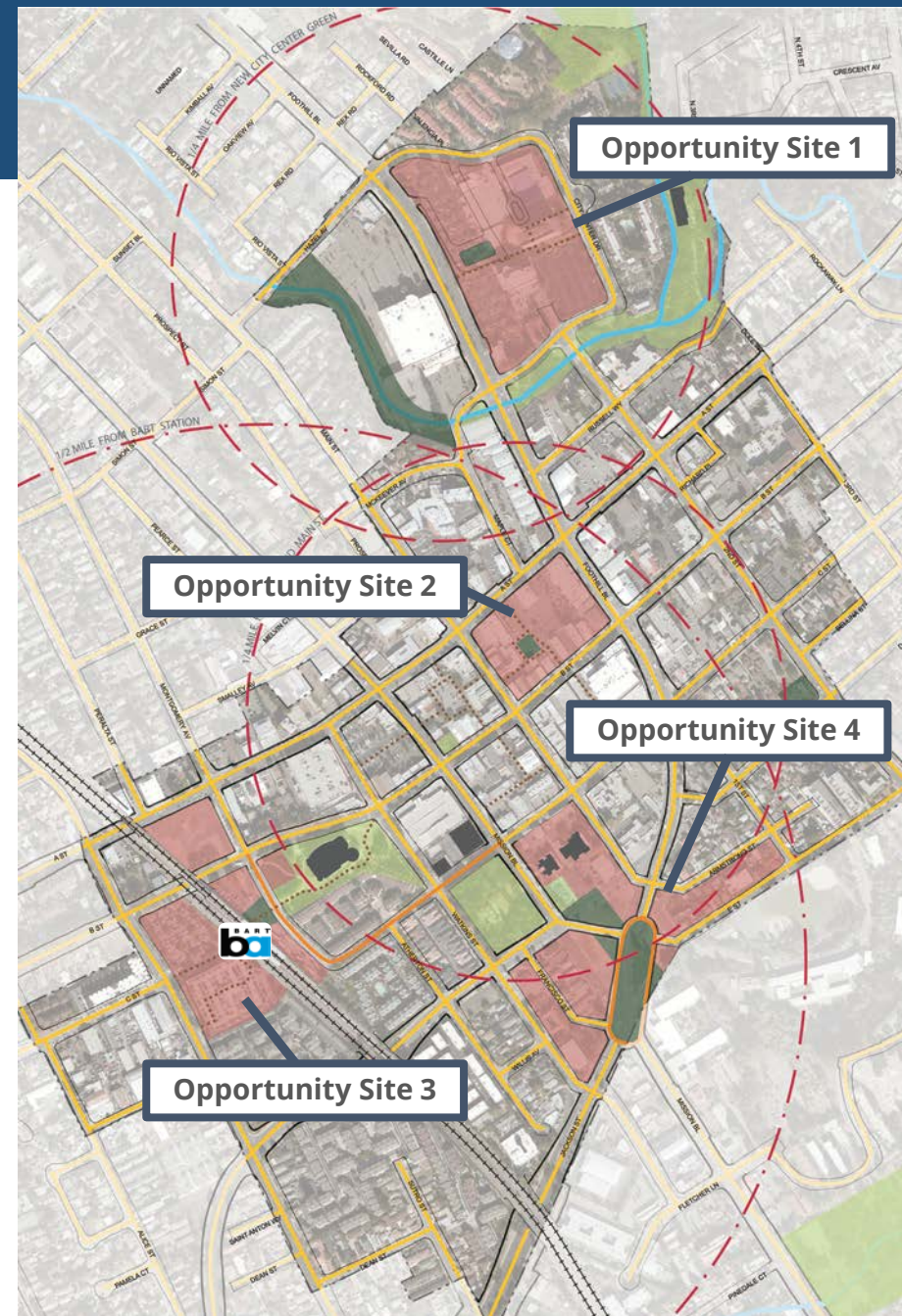
- Heart of Downtown located at B Street & Main Street.
- New energy center at City Center.
- All streets are complete streets, to the extent possible, that balance the needs of all users.
- Active ground-floor uses and welcoming elements on buildings support a vibrant, safe, business-friendly environment.
- Fine-grain infill the in heart of Downtown retains and enhances historic character.
- Open space network expanded with a variety of new civic spaces.



LONG-TERM FRAMEWORK

Consider:

1. Convert circulation network to two-way
2. Incorporate public space at the intersection of Foothill Boulevard & Mission Boulevard as gateway into Downtown
3. Opportunity sites may become available with changes to the street network
4. Cost and circulation impacts



Illustrative Plan

There are many variations as to what potential development could be. The **following graphics** illustrate potential development opportunity of these sites under certain design constraints and assumptions for community consideration of key themes and intensities. The illustrative design is not representative of a particular project proposal nor does it indicate that projects will be built as illustrated.

ILLUSTRATIVE PLAN

The following **opportunity sites** were explored by the Consultant Team to determine what **building types** and **construction methods** may be feasible Downtown:

1. City Center
2. Infill Block
3. BART Station
4. Intersection of Foothill Boulevard and Mission Boulevard

Opportunity Site 1

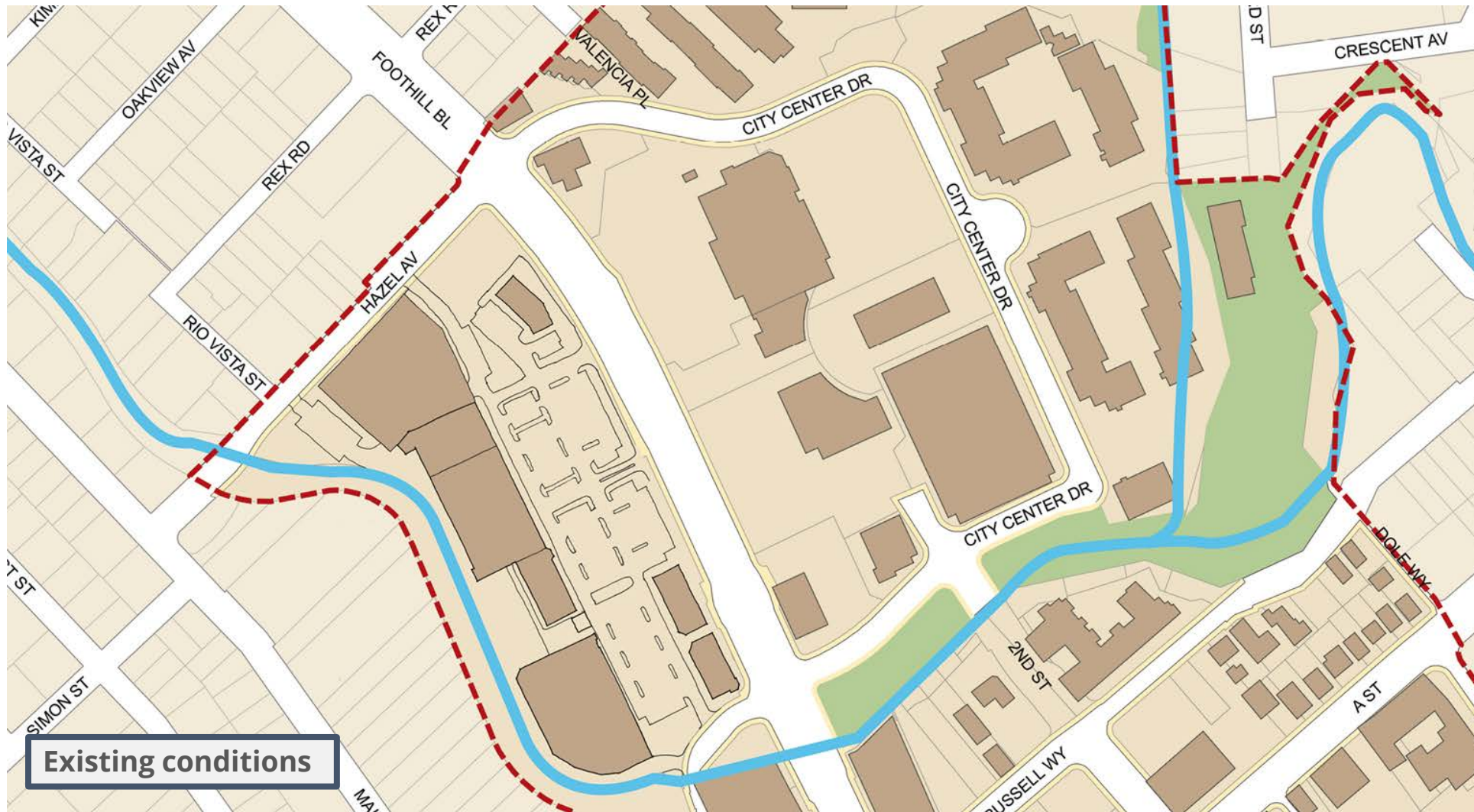
Opportunity Site 2

Opportunity Site 3

Opportunity Site 4



CITY CENTER (Opp Site 1)



Existing conditions

CITY CENTER (Opp Site 1)

1 A new energy center can further support Downtown and the neighborhood to the north of Downtown.

2 Improvement to Foothill can create a walkable urban gateway into Downtown.

3 Factors limiting development Downtown such as constrained sites and the fault line are less constraining in City Center, making 5-7 story development appropriate on large opportunity sites in this area.



Consider an economically viable **phasing plan** and redevelopment framework to **upgrade or redevelop existing buildings**.

New residential units can **support businesses** and reduce vacancies within Downtown by **generating additional foot traffic**.

During the charrette, the Consultant Team considered **numerous alternatives**. This is one of **many strategies that could address redevelopment**.

CITY CENTER (Opp Site 1)

1 Phase 1

Consider additional residential density to **provide a range of housing types for a variety of income levels and age groups**. New housing in this area can generate increased foot traffic to further support Downtown businesses.

2 Phase 2

Consider providing a **transition for motorists into Downtown's walkable urban environment** with a slip road along Foothill Boulevard where buildings meet the street with an active mix of residential and retail uses. Design alternatives that keep the Safeway were presented during the charrette.



A Provide a **mid-block pedestrian crosswalk connection** to Lincoln Landing to enable a framework of streets and open spaces for onto which buildings can front.

3 Phase 3

Consider mixed-use buildings pulled up to the street to transform an auto-oriented site into a walkable, urban place. Line the corner of Foothill Boulevard and City Center Drive with new development that fronts the street and San Lorenzo Creek.

4 Phase 4

Connect San Lorenzo Creek and the Japanese Gardens to Ward Creek with improvements to the circulation and bike networks.

CITY CENTER (Opp Site 1)

New Residential	New Commercial		New Parking	New Open Space
Units	Retail	Office	Structured	Total Area
978 units	30,000 SF	30,000 SF	844 spaces	1.02 acres



Vision: Phased **infill** and **redevelopment** provides space for residential, office and retail in a mix of 2-3 story buildings and 4-7 story **courtyard buildings**.

FOOTHILL

Existing conditions along Foothill Boulevard looking north between A Street and City Center Drive.

The Consultant Team evaluated the conditions of Foothill Boulevard. Based on what we heard, Foothill Boulevard feels like a freeway that passes through Downtown making it difficult to access businesses and residences.



Existing conditions

FOOTHILL

Near-term improvements along Foothill Boulevard allow for the extension of the public realm with a painted bike lane and on-street parking. This could be a simple paint test to begin to transform the address along Foothill Boulevard making it more welcoming to have entries opening on to the street.

1 On-street Parking creates a buffer between moving cars and cyclists and pedestrians, making the road safer for all users while providing convenience parking for businesses along the street.

2 Buffered Bike Lane makes cycling safer and more pleasant, encouraging higher rates of cycling and increasing exposure to local businesses.

3 Wide Sidewalks enhance the pedestrian realm, increasing foot traffic and encouraging businesses to open their doors onto Foothill Boulevard.

4 Buildings and Entries Meet the Street, creating a more welcoming environment as people arrive to Downtown via Foothill Boulevard.



FOOTHILL

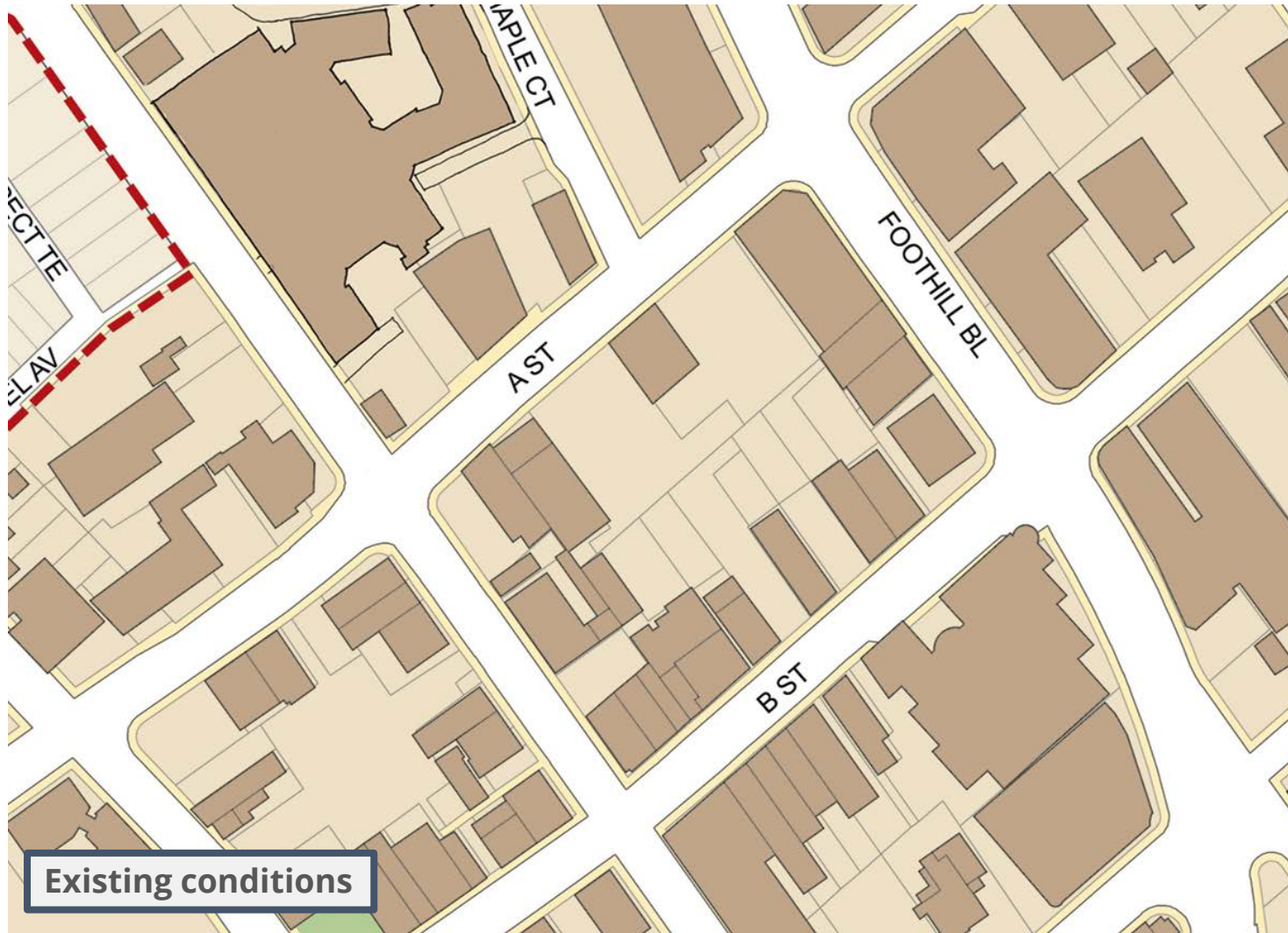
Long-term improvements build upon near-term improvements with street trees to shade and buffer pedestrians and vehicles from travel lanes.



1 Street Trees enhance the pedestrian experience by providing shade and reducing the heat island effect in Downtown.

2 Local Art and Murals enhance building facades and contribute to the unique character of Downtown.

DOWNTOWN BLOCK (Opp Site 2)



Existing conditions

DOWNTOWN BLOCK (Opp Site 2)

Within larger blocks, **transform underutilized city-owned parking** by introducing a mid-block green and a public parking structure lined with live-work units.

1 In addition to enhanced pedestrian crosswalks, **improve pedestrian connectivity** within Downtown with **mid-block pedestrian paseos**.

A **shared-space** street – a curbless street shared by pedestrians, cyclists, and motorists—with permeable pavers functions as a **new civic space** and low-impact storm water management tool.

2 Storefronts that open to the street and to the center of the block expand **“eyes on the street”** and expand the network of open spaces.



3 Consider **public realm improvements** along **Foothill Boulevard** so that businesses want to **open doors on to the street**.

4 **New public parking structure** allows replacement of surface parking lots with buildings that help form **complete block faces** along **Main Street, A Street and B Street**.

Incentivize infill development by allowing payment of **fee in lieu for use of new public parking structure**.

Public and private investment to implement development

DOWNTOWN BLOCK (Opp Site 2)



New Residential	New Commercial	New Parking	New Open Space
Units	Retail	Structured	Total Area
60 units	32,250 SF	69 spaces	0.86 acres

Vision: A shared-space connection through the center of the block and a new civic space catalyze small-scale **incremental infill** of 2-3 story buildings served by a **public parking structure**.

DOWNTOWN BLOCK (Opp Site 2)

Existing conditions looking west toward Main Street (from behind Bijou Restaurant).

Consider building off of existing patterns, since some businesses already call the center of the block home, such as a bakery and an aikido studio.



DOWNTOWN BLOCK (Opp Site 2)

Near-term improvements.

Consider addition of private investment with active patios facing mid-block green.



DOWNTOWN BLOCK (Opp Site 2)

Mid-term improvements.

Consider public investment that removes the electrical sub-station to complete the active, mid-block space.



DOWNTOWN BLOCK (Opp Site 2)

Existing conditions looking north toward A Street (From behind Bank of the West).

The design team has considered replacing the city-owned parking lot at the center of the block with space for active public use.



Existing conditions

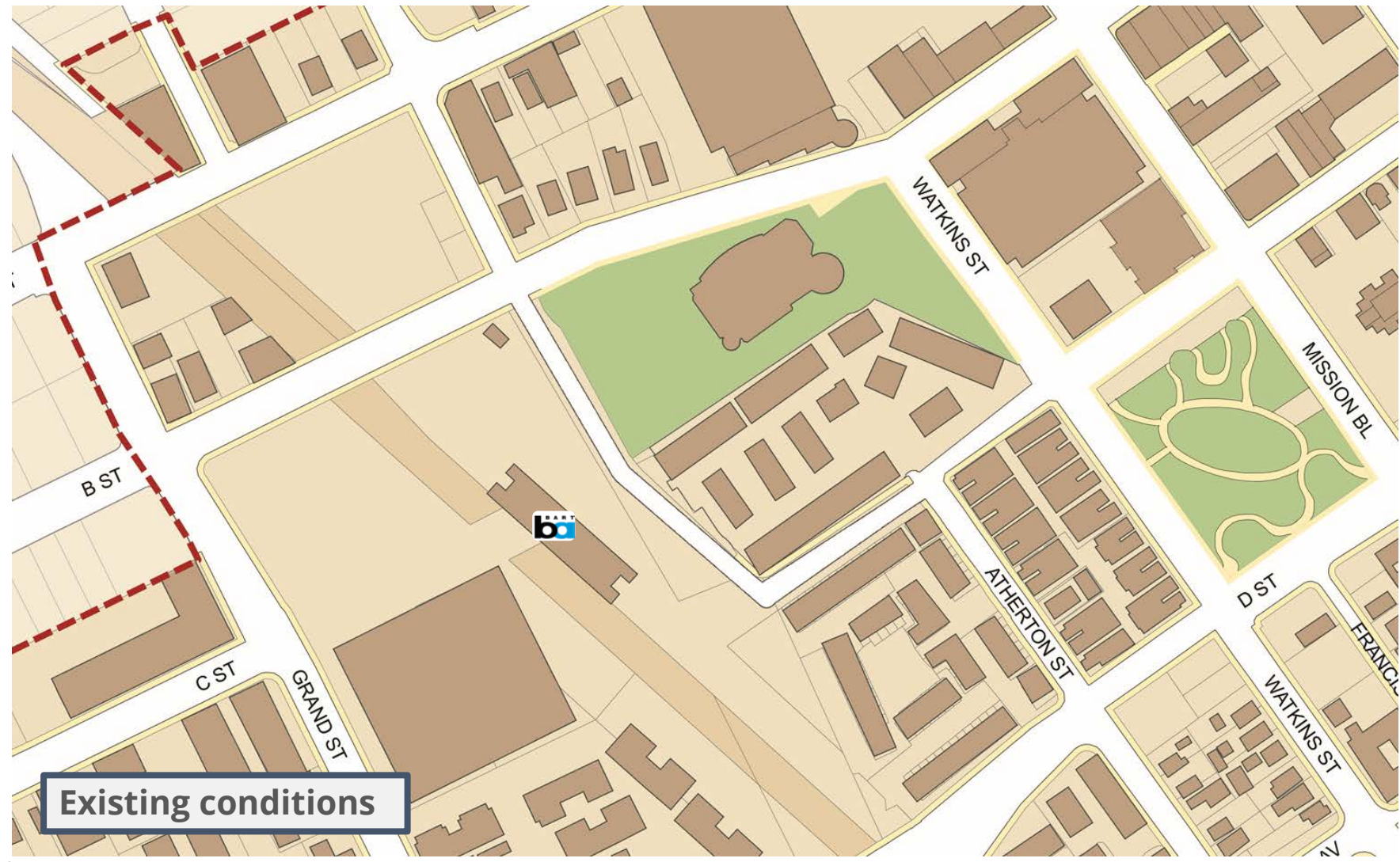
DOWNTOWN BLOCK (Opp Site 2)

1 3-story infill faces the shared-space street – a curbless street shared by pedestrians, cyclists, and motorists – and the internal green along with live-work units lining a shared public parking garage.

2 Infill helps to **define the space** as a more intimate **outdoor room**.



BART TRANSIT ORIENTED DEVELOPMENT (Opp Site 3)



Existing conditions

BART TRANSIT ORIENTED DEVELOPMENT (Opp Site 3)

1 BART is interested constructing a **Class A Office building** on this site, which they own. Feasibility of an office use on this site is difficult to predict.

2 Relocate existing bus stops to the west side of the BART station to improve the **pedestrian space** coming out of the BART station. Need to coordinate with ACTC to understand if there can be a **reduction in the number of bus bays**.

3 Passenger drop-off zone to remain on east side of station, next to **new pedestrian plaza**.



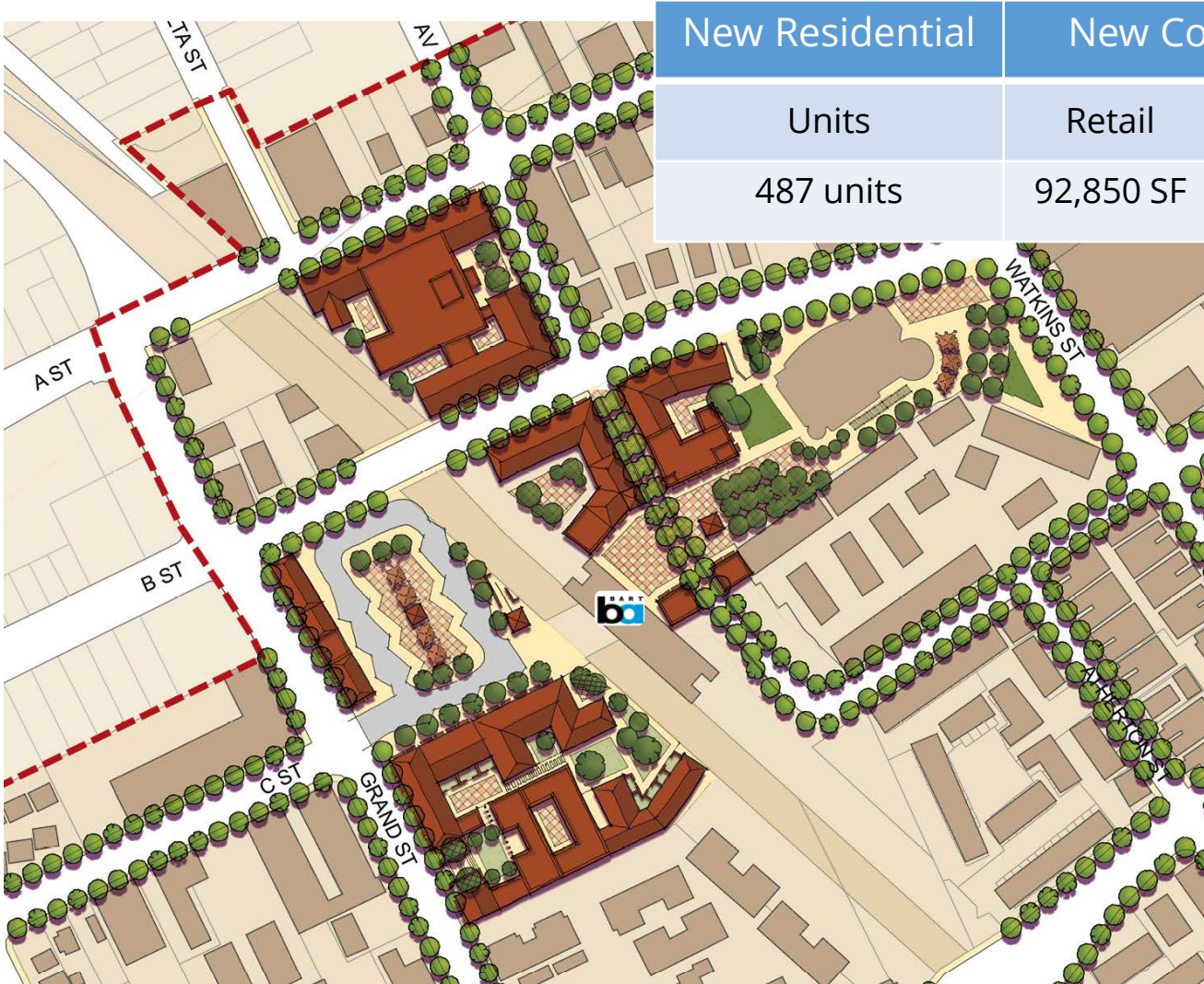
4 Consider **moving some bus stops** to the intersection of Mission Boulevard and A Streets, especially if a **Bus Rapid Transit** line is developed along Mission Boulevard.

5 Better connect BART to Downtown: A **sequence of unique open spaces** physically defined by active frontages **draw people into Downtown**.

6 New retail and residential buildings near BART may include **no net new parking** based on **proximity to the station**.

7 Long-term: redevelop existing BART parking structure into a **mixed-use block** with active frontages along the street and 3-5 story residential buildings arranged around courtyards.

BART TRANSIT ORIENTED DEVELOPMENT (Opp Site 3)



New Residential	New Commercial		New Parking		New Open Space
Units	Retail	Office	Surface	Structured	Total Area
487 units	92,850 SF	168,000 SF	63 spaces	385 spaces	3.75 acres

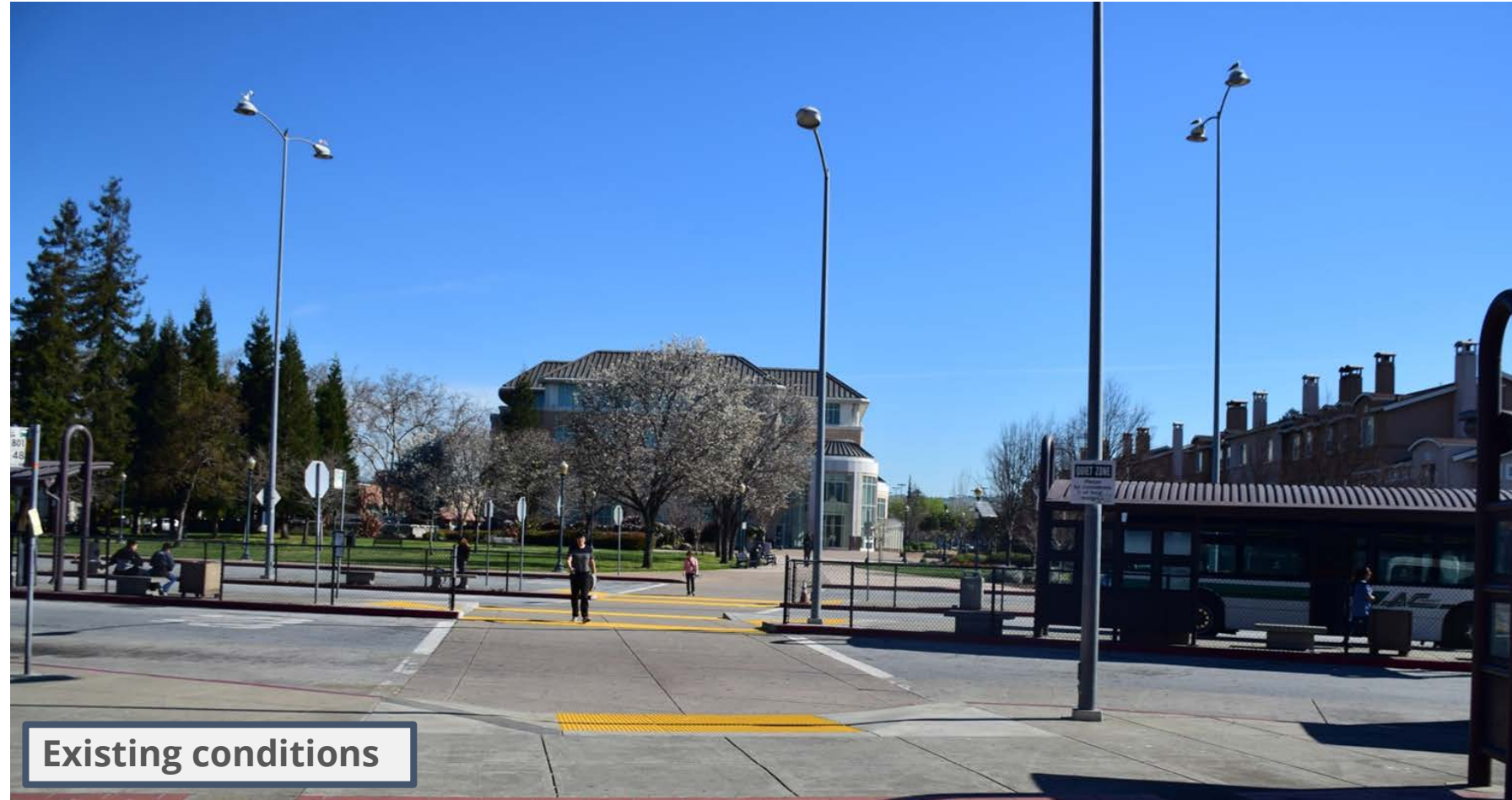
Vision: New plazas and pedestrian paseos anchor **4-5 story infill buildings** with active ground floor uses and **residential and office space** on upper floors.

BART TRANSIT ORIENTED DEVELOPMENT (Opp Site 3)

Existing conditions looking east toward City Hall from the BART station.

Better connect BART to Downtown:
The community desires more active uses and spaces to tie the BART station to Downtown.

Existing bus bays and passive open space makes it difficult for a visitor to know how to get to homes and businesses in Downtown. Furthermore, the land around the station is underutilized based on BART's long-term vision for the station.



Existing conditions

BART TRANSIT ORIENTED DEVELOPMENT (Opp Site 3)

Mid-term improvements.

Private investment adjacent to existing open space and the BART station increases foot traffic and active uses.

Active uses located in new buildings help to **define the edges of the plaza** and begin to **create an outdoor room**. Upper floor residential uses help to **activate the space at all times of the day**.



BART TRANSIT ORIENTED DEVELOPMENT (Opp Site 3)

Long-term improvements.

New buildings further define the edges of the public space. This outdoor room provides **an attractive first and last impression of Downtown** from the station.

A sequence of **distinct spaces** from the station toward City Hall could provide pavilions, outdoor seating, flexible market buildings to house the farmer's market and Off the Grid and potentially public restrooms.

AC Transit bus bays move to the west of the station while automobile passenger drop-off remains on the east side on a **shared-space street** that is available for pedestrian, cyclist and motorist use.



FOOTHILL & MISSION GATEWAY (Opp Site 4)



Existing conditions

FOOTHILL & MISSION GATEWAY (Opp Site 4)

1 Multiple strategies to make the intersection of Foothill Boulevard and Mission boulevard more bicycle and pedestrian friendly were considered during the charrette. A lozenge shaped roundabout proved to be the **most preferred** solution by the community.

2 By re-routing some streets, land previously occupied by the intersection can be made available for **new infill development**.



3 Alquist-Priolo Fault Zone along Hayward Fault becomes a **linear open space** with diverse amenities and natural areas in the long-term.

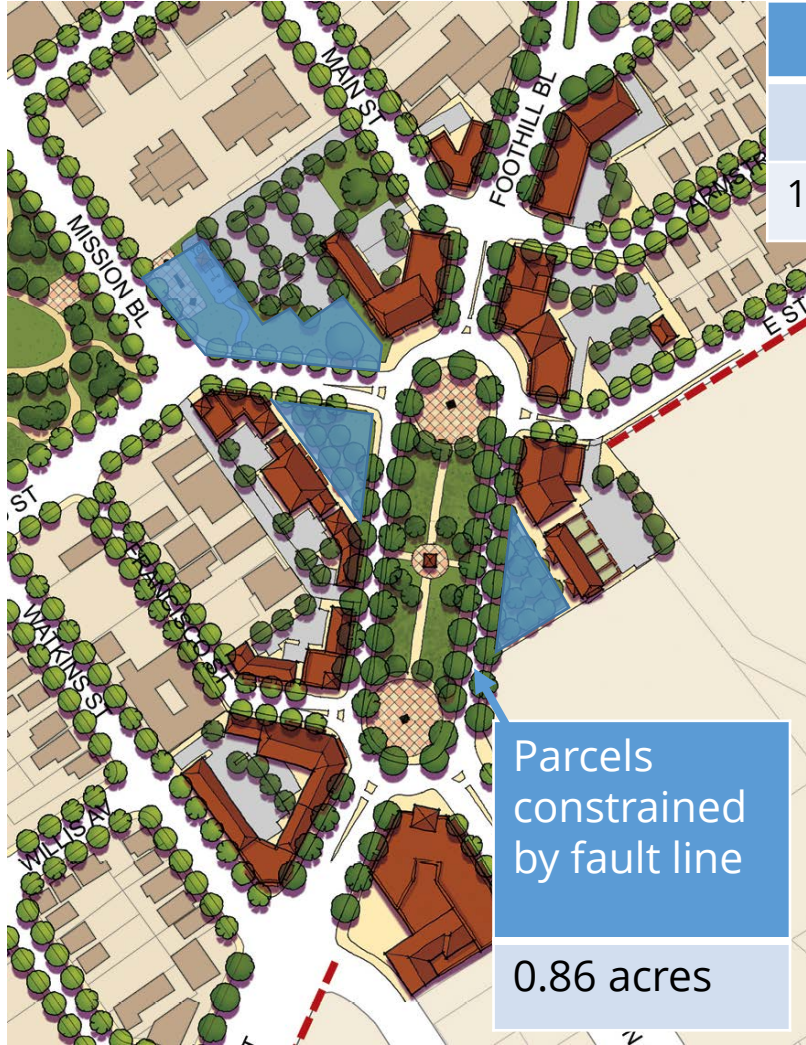
4 D Street and Mission Boulevard are re-aligned to **focus on the new library plaza**.

The reconfigured intersection presents additional opportunity sites for redevelopment:

- 22,525 square feet of **net new developable land** from vacated right-of-way.
- 37,460 square feet **constrained by the fault line**.
- 65,340 square feet **open space** within roundabout.

Consider a range of building types around the space to serve as a **gateway into Downtown**.

FOOTHILL & MISSION GATEWAY (Opp Site 4)



New Residential	New Commercial	New Parking		New Open Space
Units	Retail	Surface	Structured	Total Area
198 units	74,800 SF	239 spaces	115 spaces	3.75 acres

Vision: A potential **new roundabout** could create a gateway into Downtown and **restore the street grid** to provide opportunities for infill and redevelopment of 2-3 story buildings with **ground floor retail** and upper-story **residential units**.

FOOTHILL & MISSION GATEWAY (Opp Site 4)

Existing conditions looking north down Foothill Boulevard and Mission Boulevard toward Downtown.

- Mission Boulevard and Foothill Boulevard take motorists **through Downtown** rather than providing access to **get to Downtown**.
- Foothill Boulevard creates a physical and perceptual **connectivity barrier**.
- The intersection design creates **unsafe conditions for pedestrians**, particularly due to long cross times which make it **difficult for all age groups to use** alternate modes of transportation.
- Existing circulation pattern makes it difficult to access homes and businesses within Downtown.
- Excess land within the roadway right-of-way could better contribute to the vitality of Downtown.



Existing conditions

FOOTHILL & MISSION GATEWAY (Opp Site 4)

In addition to improving vehicular, pedestrian and bicycle circulation, the intersection improvements can create a new gateway into Downtown Hayward, making it **a new landmark and distinct destination** rather than an area to pass through.

Two-way roads enable safe mobility choices to enter Downtown, visit homes and businesses, and increase the economic vitality of businesses on both sides of the street.

Right-of-way not occupied by the roundabout is reclaimed for new development.



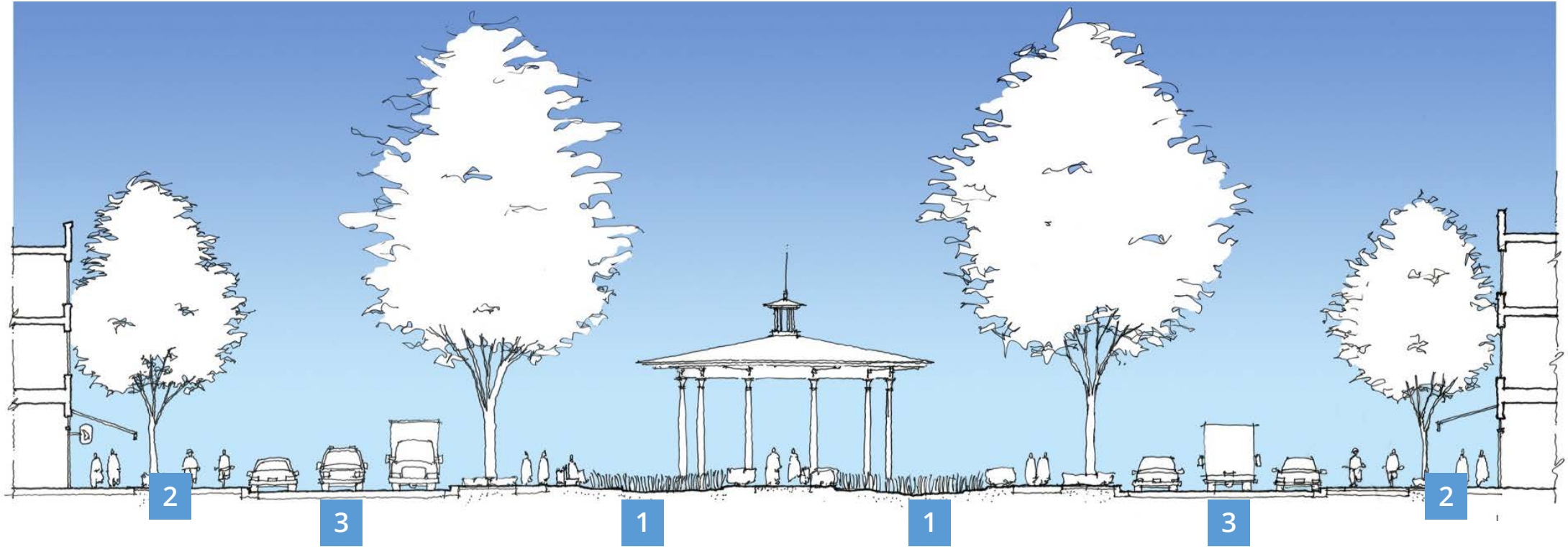
FOOTHILL & MISSION GATEWAY (Opp Site 4)

Converting this block into a piazza may calm traffic, act as the gateway to Downtown & create a vibrant space.

Traffic circulates counter-clockwise. Entering roadways have right-in, right-out access. Entries are signaled (coordinated signals).



FOOTHILL & MISSION GATEWAY (Opp Site 4)



1 A “wet meadow” bioswale in the roundabout provides a low-impact storm water management strategy and reintroduces a piece of the area’s historic ecological character.

2 An enhanced pedestrian zone with street trees, and a cycle track buffered from through-traffic by on-street parking make the pedestrian and cyclist experience safer and more pleasant.

3 Shorter crossing distances at crosswalks provide a safer environment for pedestrians of all ages.

GREEN INFRASTRUCTURE: GREEN ROOFS AND WALLS

WHAT IS IT?

Vegetation integrated with architecture

WHAT IS ITS PURPOSE?

- Increase in quality of rainfall runoff
- Mitigate climate change
- Energy conservation
- Urban agriculture
- Occupant amenity
- Habitat for birds & urban wildlife

TECHNICAL AND ECONOMIC CONSIDERATIONS

- May increase cost of structure
- Requires ongoing maintenance
- Energy conservation may offset costs
- Could be combined with solar power installations



GREEN ROOF



EDIBLE FACADES



URBAN FARMING ON ROOF, BROOKLYN NEW YORK



URBAN AGRICULTURE ON ROOF, CHICAGO

GREEN INFRASTRUCTURE: RAIN GARDENS + BIOSWALES

WHAT IS IT?

Vegetation integrated with streetscapes + public plazas

WHAT IS ITS PURPOSE?

- Reduction in quantity of rainfall runoff
- Increase in quality of rainfall runoff
- Partial restoration of historic ecology
- Mitigation of Urban Heat island effect

TECHNICAL AND ECONOMIC CONSIDERATIONS

- May increase cost of structure
- Requires ongoing maintenance
- Energy conservation may offset costs
- Could be combined with solar power installations



BRIDGING RAIN GARDENS



FLOW-THROUGH PLANTERS



CURB CUT + BIOSWALE



BIORETENTION

GREEN INFRASTRUCTURE: NATURALIZATION OF EXISTING STORM DRAIN INFRASTRUCTURE

WHAT IS IT?

Restore natural drainage patterns by removing concrete channels or daylighting buried storm drain pipes.

WHAT IS ITS PURPOSE?

- Naturally treats storm water and retains sediment
- Habitat for birds + urban wildlife
- Healthy ecosystems for aquatic wildlife
- Landmark educational public amenity

TECHNICAL AND ECONOMIC CONSIDERATIONS

- Naturalized storm drain infrastructure may have lower capacity than existing but could be offset by reduced flows from green infrastructure
- May require purchase of adjacent land
- Landscape and waterway maintenance costs



Mobility

TRANSPORTATION PERFORMANCE METRICS

- Judging success or failure
- Reporting on achievement of goals
- Improving efficiency
- Managing a road or corridor
- Prioritizing funding
- Measuring impact of new development

What gets measured gets done



PERFORMANCE METRICS- LEVEL OF SERVICE

- Automobile Level of Service (LOS) measures performance of street based on experience of auto user
- Auto LOS doesn't measure performance of other roadway users.
- Multi-Modal Level of Service (MMLOS) measures how well the street design and operations meets the needs of each user (Auto, Bike, Pedestrian, Transit)
- Roadway changes to improve MMLOS, reduce auto speeds, and encourage non-auto travel may result decrease of auto LOS
- Improvements can have co-benefits, improving user experience for more than one mode.

Level of Service	Automobile	Bicycle	Pedestrian	Bus
A/B				
C/D				
E/F				
				

Source: Florida DOT, Level of Service Handbook

Hayward Downtown Specific Plan Vision Framework, May 2017

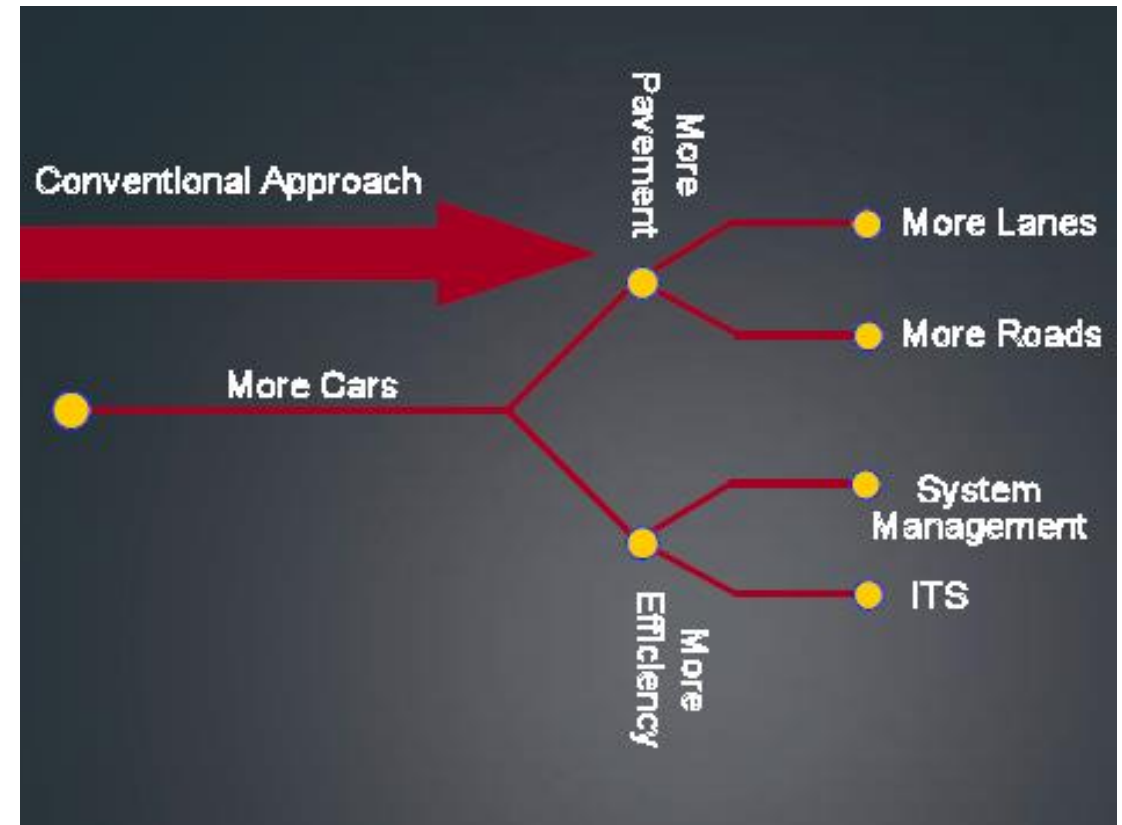
STANDARD PERFORMANCE METRICS

Typical traffic model metrics:

- Travel time
- Volume of cars
- Intersection Level of Service (LOS)

Limitations

- Doesn't consider induced demand
- Underestimates user choice to shift modes
- Based on uncertain future traffic projections
- Only promotes improvements for vehicles
- Doesn't always reflect the full range of operational issues for roadways



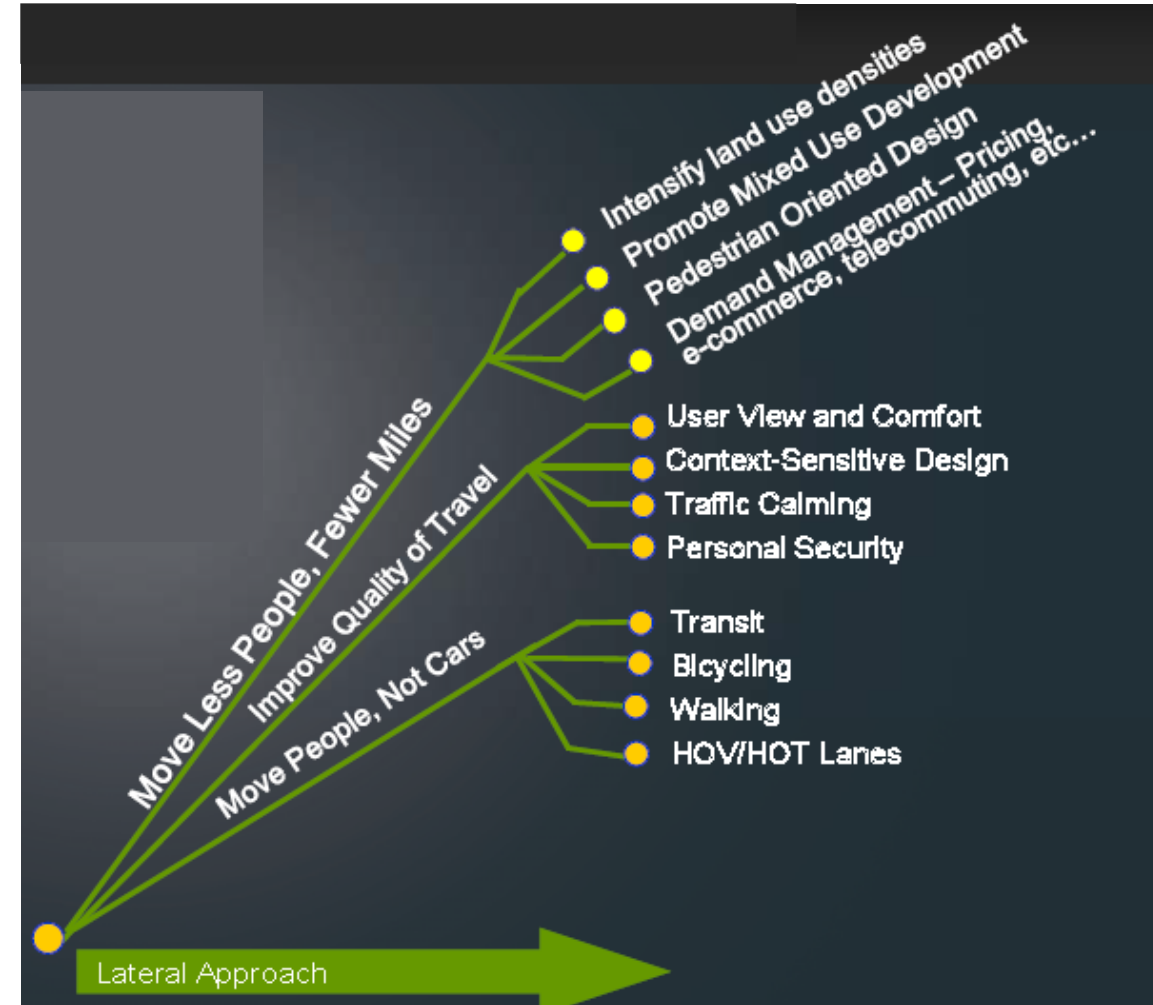
Source: Kittelson and Associates, 2012

ALTERNATIVE PERFORMANCE METRICS

The City can consider metrics for long-term system performance that align with Hayward's goals for Downtown

- **MMLOS:** Multi-Modal Level of Service
- **Safety:** traffic fatalities & injuries/capita
- **Economics:** retail sales, vacancy rates, property values
- **Transit:** speed, frequency & reliability
- **Traffic & Sustainability:** vehicle miles traveled per capita (VMT/capita)
- ~~Automobile speed: Auto Level of Service (LOS)~~

City Council could remove LOS as performance metric for Downtown, and focus on other priorities



Source: Kittelson and Associates, 2012

MOBILITY– APPROACH

The Mobility Vision is made up of:

- **Circulation Network Improvements** - Recommendations to modify street network to improve safety and access to and within the Downtown
- **Bikes/Ped Network Improvements**- Recommendations to improve and complete bicycle and pedestrian connections
- **Transit Network Improvements**- Pending close coordination with AC Transit and BART, will illustrate potential improvements to bus and light rail network.

The 30-year mobility vision sets the stage to guide creation of Specific Plan goals, policies, and action items related to mobility network improvements. With a community supported vision in place, next steps include evaluating Specific Plan alternatives and considering tradeoffs.

CIRCULATION NETWORK IMPROVEMENTS

Proposed one-way to two-way conversions:

A Street

B Street

C Street

Mission Boulevard

Foothill Boulevard

Helps remove out of direction travel.

*Long-term scenario is shown

Legend



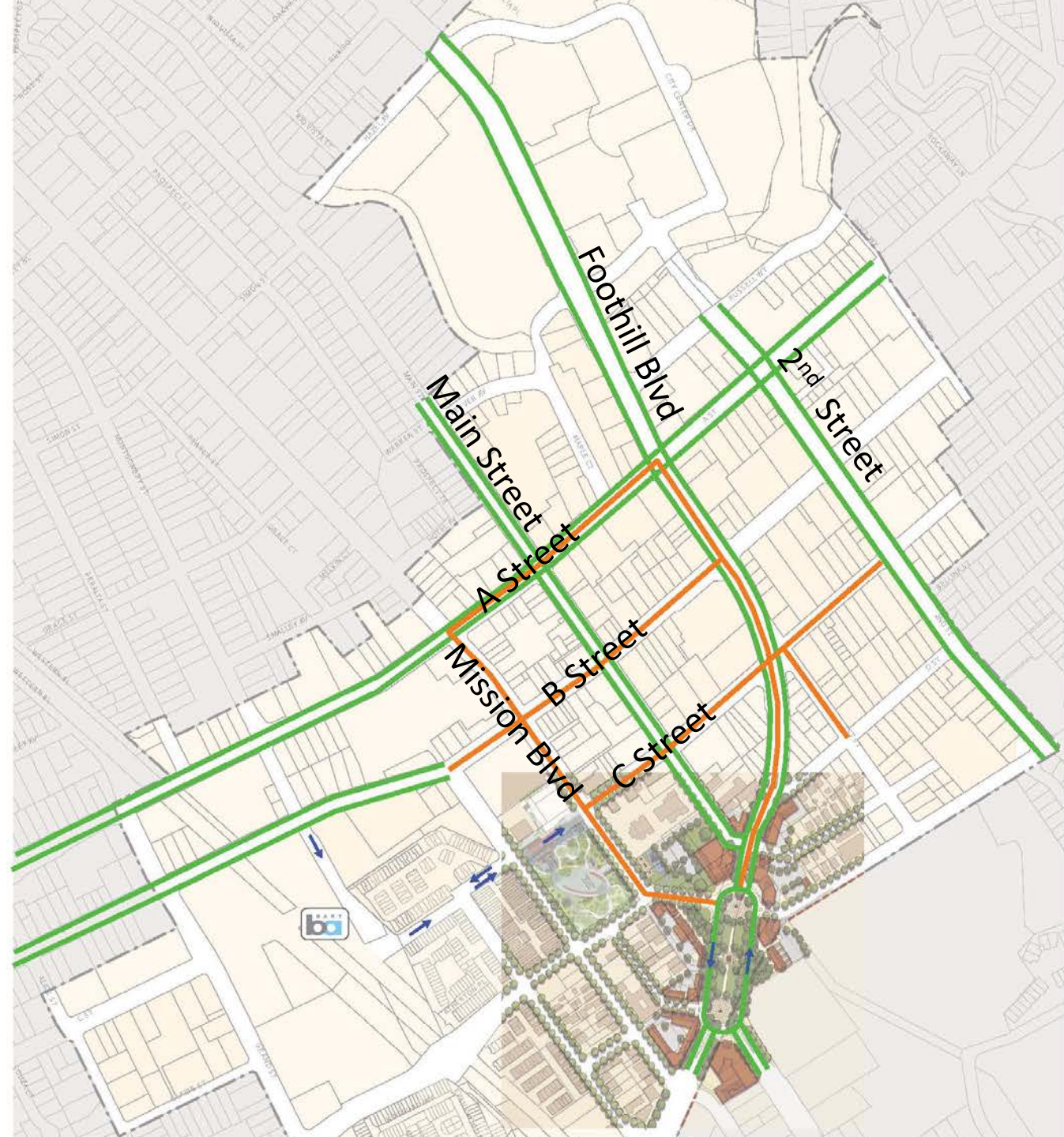
One-Way to Two-Way Conversion



Road Diet



Direction of Travel



LWC



HAYWARD

BIKE/PEDESTRIAN NETWORK IMPROVEMENTS

Graphic at right shows types of bikeways proposed for Downtown Hayward

Each bikeway is color coded to match the map on the next page

Note: "separated bikeways" are also known as "protected bicycle lanes"

CLASS I Bike Path	Provides a completely separated right of way for the exclusive use of bicycles and pedestrians with crossflow by motorists minimized.	BIKE PATH 
CLASS IV Separated Bikeway	Exclusive use of bicycles and includes vertical separation between the bikeway and the through vehicular traffic, such as grade separation, flexible posts, inflexible-physical barriers, or on-street parking. <i>Variations:</i> Two-way separated bikeway	SEPARATED BIKEWAY 
CLASS II Bike Lane	Provides a striped lane for one-way bike travel on a street or highway. <i>Variations:</i> Green bike lane, buffered bike lane	BIKE LANE 
CLASS III Bike Route	Provides for shared use with pedestrian or motor vehicle traffic. <i>Variations:</i> Bike Boulevard	BIKE ROUTE 

California Highway Design Manual 2015

PROPOSED BIKE/PEDESTRIAN NETWORK IMPROVEMENTS

By removing some of the travel lanes Hayward could add protected bike lanes.

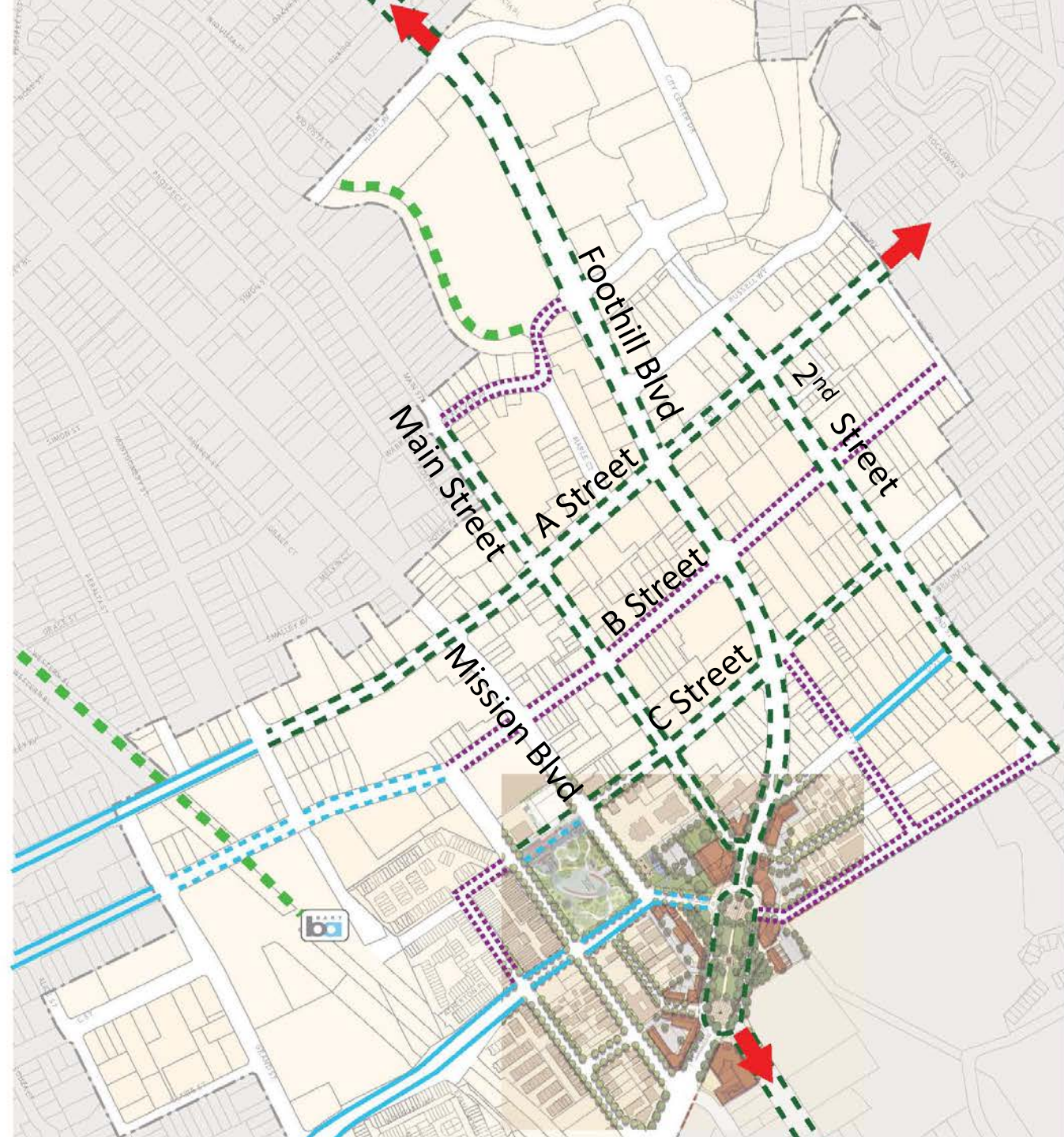
Hayward has an opportunity to install a protected bicycle network.

Addition of bike lanes may improve safety for all users, including pedestrians.

A 10 minute walk from BART to the edge of downtown, becomes a 3 minute bike ride that's safe for an 8 year old or an 80 year.

Legend

- Proposed Off Street Bike Path
- Proposed Protected Bike Lane
- Existing Bike Lane
- Proposed Bike Lane
- Proposed Bike Route



PROPOSED TRANSPORTATION PHASING STRATEGIES

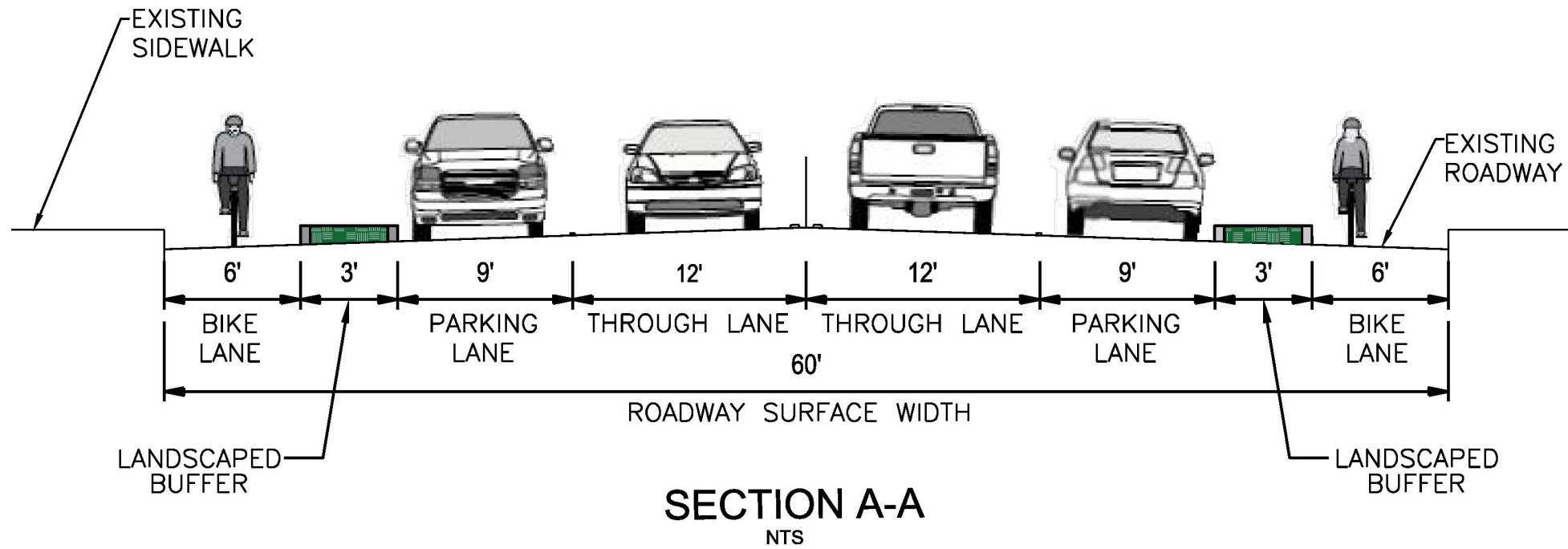
- **Phase I (<5 years):** “Quick win” pilot projects, e.g. on Main Street.
- **Phase II (5-15 years):** B and/or C Streets back to 2-way operation. Improvements to Mission and Foothill Boulevards. Evaluate 2nd Street improvements.
- **Phase III (15+ years):** Full restoration of A Street, Mission Boulevard and Foothill Boulevard to two-way.

*All Phases require funding and engineering design plans

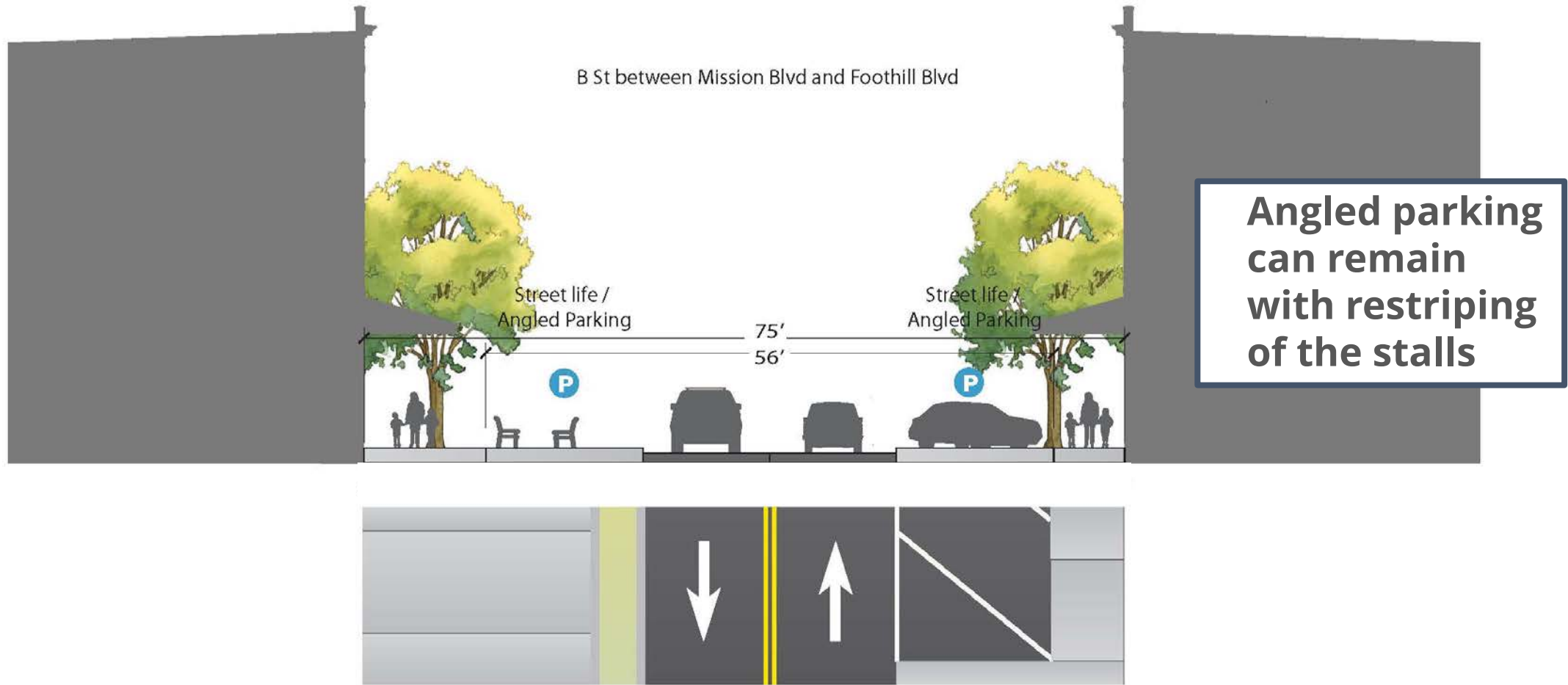


Source: Google

MAIN STREET, PROPOSED



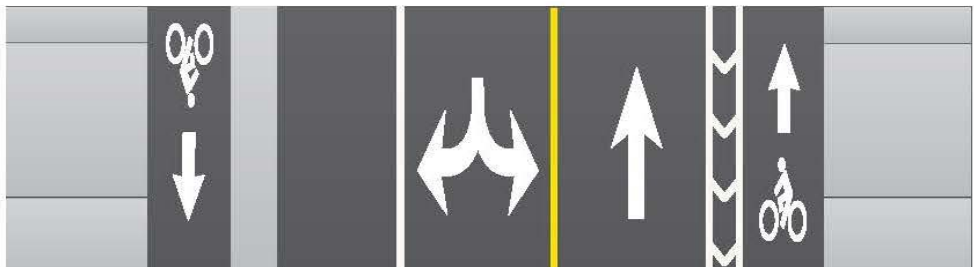
B STREET, BETWEEN FOOTHILL & WATKINS



C STREET, BETWEEN MISSION & MAIN

C St between Mission Blvd and Main St

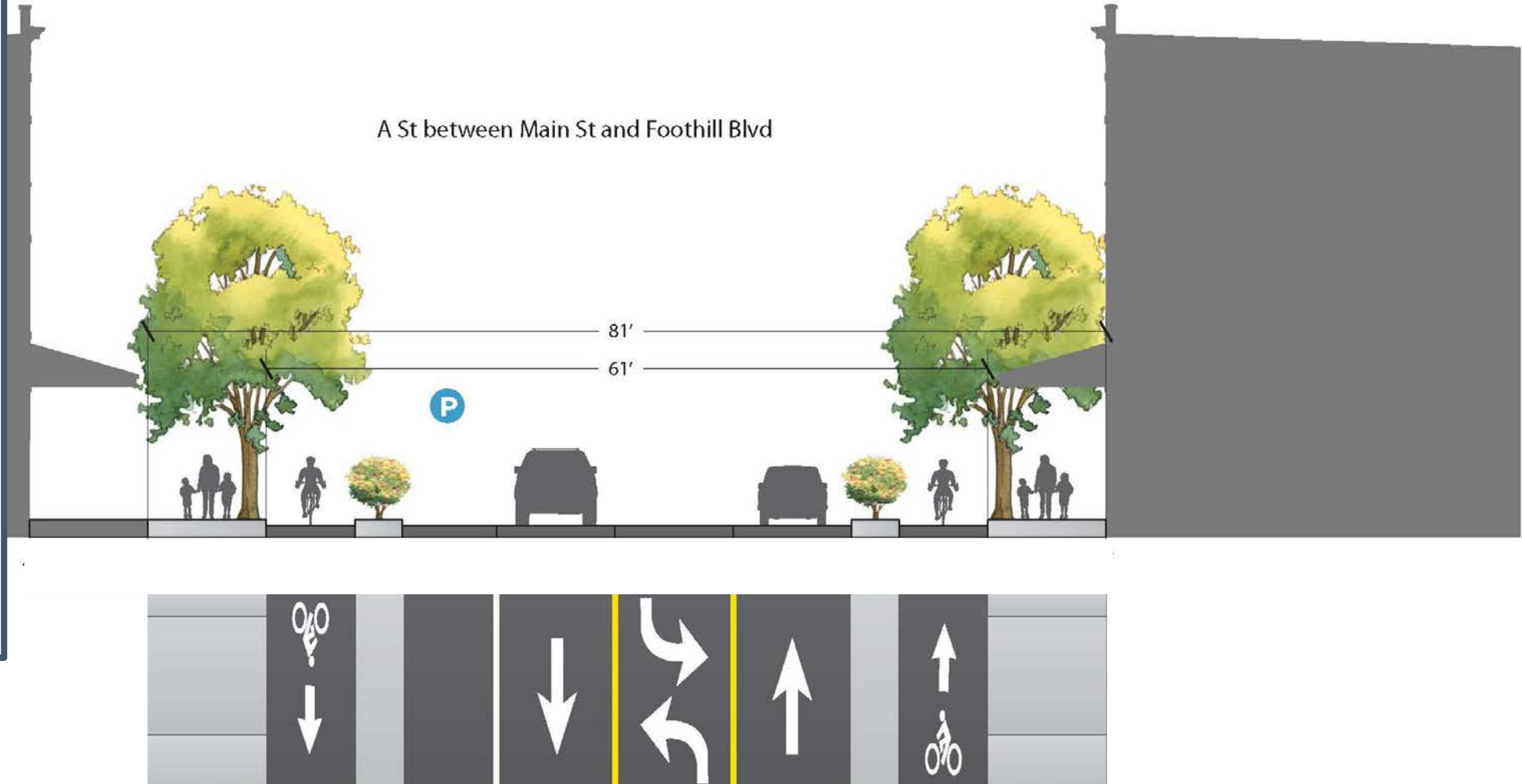
Protected bike lanes in front of the new library



A STREET, BETWEEN MAIN & FOOTHILL

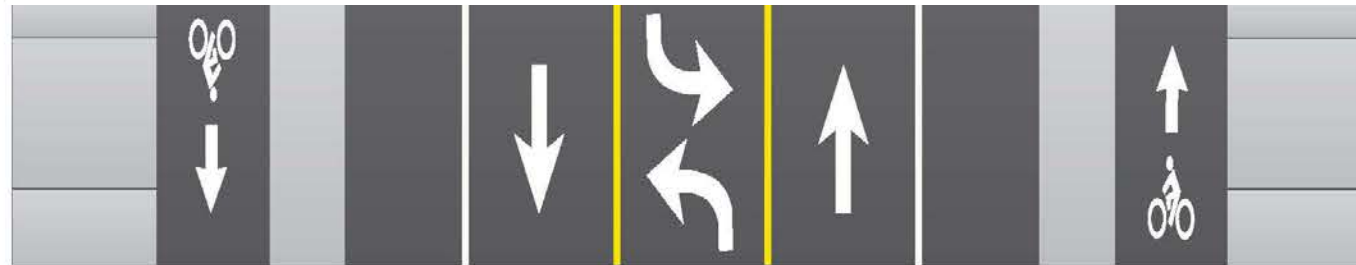
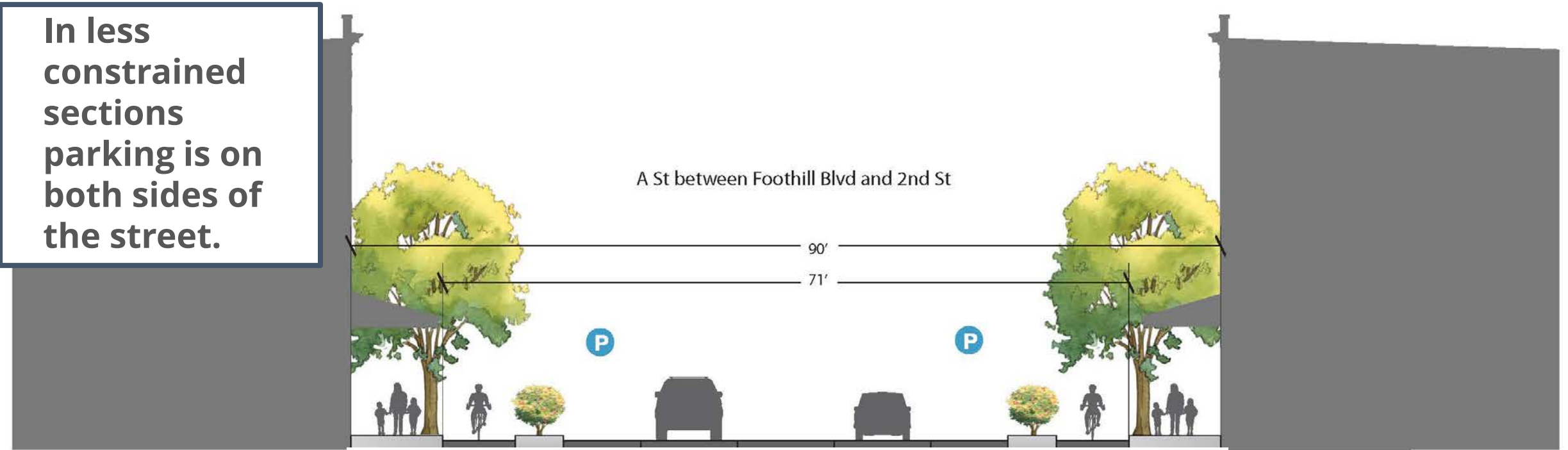
Long-term:

- Back to two-way operations.
- In most constrained section – parking is just on one side to make room for protected bike lanes.



A STREET, BETWEEN FOOTHILL & 2ND

In less constrained sections parking is on both sides of the street.

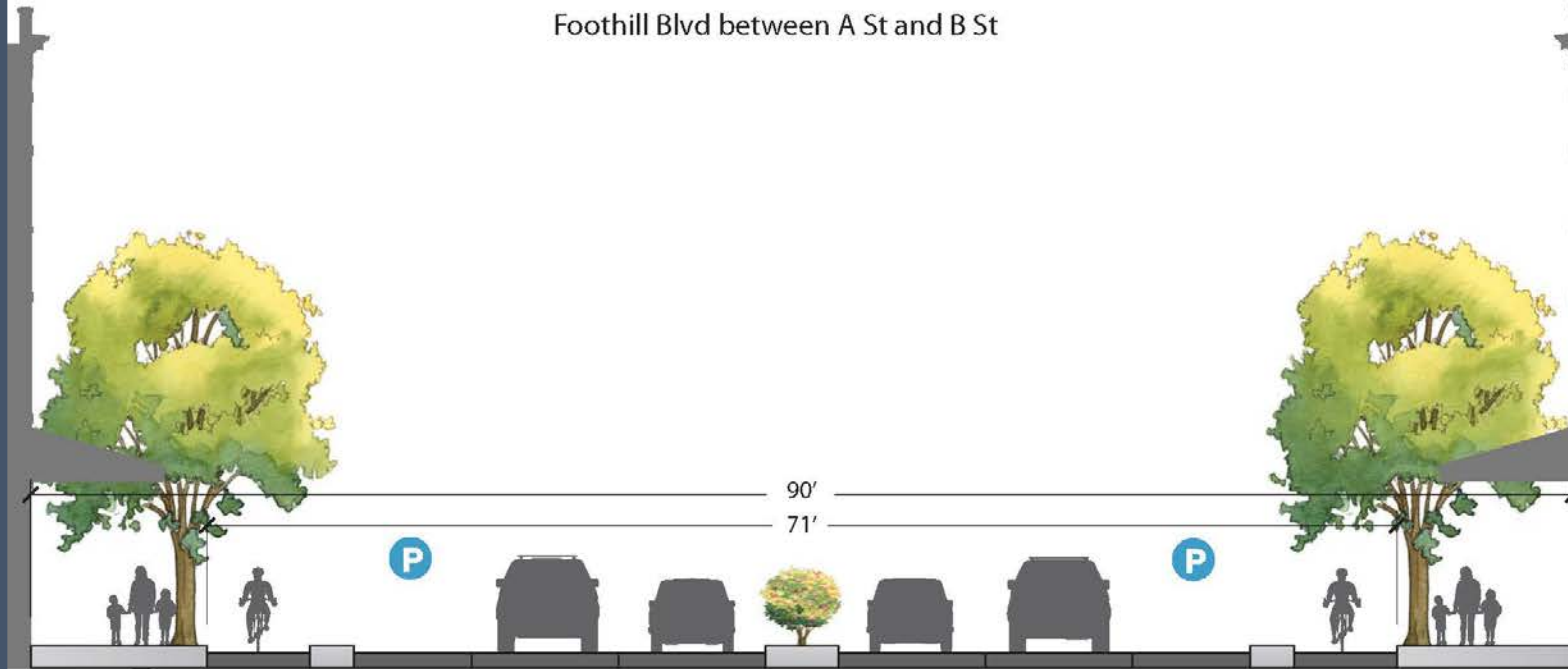


FOOTHILL BLVD, BETWEEN A ST & B ST

**Long term:
Back to two-
way
operations.**

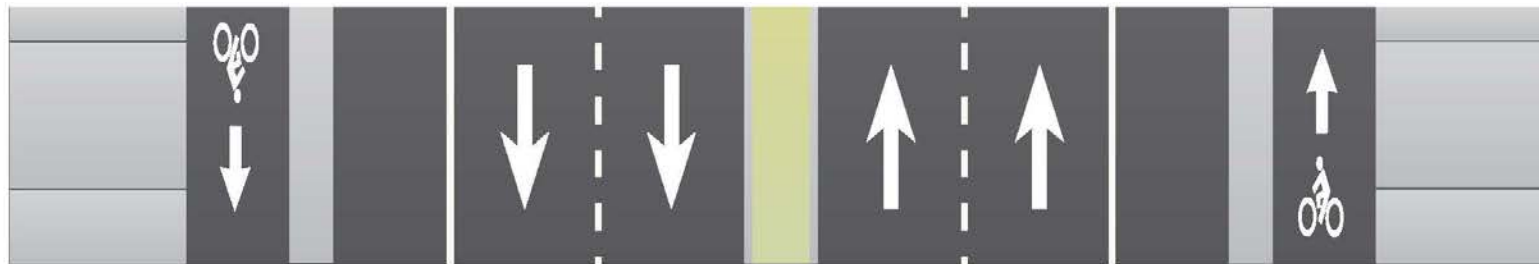
**Some existing
traffic lanes
are long
underused
right turn
trap lanes
(1000 ft. +).**

Foothill Blvd between A St and B St



**In the short
term there
will be longer
travel times
to commute
through
downtown.**

**In return,
Hayward gets
a safe setting
to walk, bike
& shop.**



Implementation

KEY IMPLEMENTATION STRATEGIES

Incremental Approach

Near-term laying groundwork for longer-term

- Starting with what *already* works
 - Ensuring continuity with and not straying too far from the current reality
- Aiming for that *next* "evolutionary" stage
 - Not necessarily the ultimate aspiration, but stages cannot easily be "leapfrogged"
- More likely to realize ultimate aspiration, and in a faster timeframe, by taking an incremental approach then by going for the "big splash" and trying to change everything overnight...



KEY IMPLEMENTATION STRATEGIES

Tenant Perspective

Level of risk tolerance

- Leaders (willing to pioneer unproven markets)
 - Typically independents and smaller chain-lets
- Followers (wait for proof of market's viability)
 - Most larger brands

Downtown Hayward's current evolutionary stage

- Leaders, in sit-down food/beverage and comparison goods (select boutiques)
- Followers, in convenience-oriented categories
 - Given existing supermarket anchors

Current evolutionary stage = relatively weak leverage

- Occupancy costs (developer/landlord)
 - Leaders need and/or demand low rents, tenant improvements, allowances
 - Code-complaint "second-generation" spaces, versus new construction

"I chose Hayward as our next opportunity because it's a jewel on the rise. The diverse population, the development and value for your investment is strong, and I feel like we fit perfectly into the new renaissance culture that's emerging here. We hope to play a significant role in the vanguard of the Hayward culinary scene resurgence."

- Michael LeBlanc, owner of Pican in Uptown Oakland and now, Bijou in Downtown Hayward



Aric Yevevino, owner of The Libertine (Grand-Lake) and Dirty Bird Lounge (relocating from South Hayward)

KEY IMPLEMENTATION STRATEGIES

Municipal Policy (Near-Term)

Correlating zoning and design standards with retail viability

- Allow some concessions to the automobile on high-ADT corridors (while level of foot traffic is still low)
 - Larger signage, perpendicular to the street
 - *Visibly* adjacent parking (where possible)
- Encourage higher densities to support retail "leaders"
 - Increases consumer demand
 - Lessens importance of ground-floor rents in pro-forma

Allowing the free market to dictate retail mix

- Not sure how it will want to evolve
- Consumer preferences are varied and subjective
- Interventions can be based on unrepresentative voices, ultimately backfire
- Biggest fears often misplaced
 - Downtown Hayward large enough to accommodate independents, chain-lets *and* larger chains



What one calls "vintage", another calls "second-hand" – one person's garbage is another's gold (e.g. Salvation Army store that has long been located at the most highly coveted location in Brooklyn's Williamsburg and that helped to catalyze the district's hipster-fication.

KEY IMPLEMENTATION STRATEGIES

Guidance – Retail Mix (Near-Term)

Getting to that *next* evolutionary stage...

- Arrival of new anchors and bell-weather
- Growth in momentum and "buzz"

Embracing Downtown's "core" customer

- Young (i.e. in 20's or 30's)
- Ethnically diverse
- Lower and middle-income
- Kids in tow or at home

Most interesting (and least vulnerable) business districts offer a diversified retail mix

- Can draw on several different markets

Notion of Downtown as a "crossroads" for the entire city



KEY IMPLEMENTATION STRATEGIES

Guidance – Retail Mix (Near-Term)

Giving *proportional* attention to Downtown's secondary markets

- Students (high school, university, community college)
 - Similar demographically in many respects to core customer
- Affluent empty-nesters
 - Largely latent at present
- Young, upwardly-mobile professionals
 - Still modest but likely to grow in number
- Local employers
 - Interested in entertainment venues for company events

Elevating Downtown's retail mix (to the *next* stage) – common elements

- Contemporary decor and signage
- Accessible pricing and product
- Unpretentious and relaxed vibe



KEY IMPLEMENTATION STRATEGIES

Key Partnerships - Retail

- Cal State East Bay
 - Source of consumer demand, entrepreneurs
- Existing merchants
 - Brand ambassadors (if they thrive) or a black eye (if they fail)
- Landlords and developers
 - Strengthening relationships with the most responsive ones ("leaders")
- Prospective tenants
 - Providing concierge service and T.I. assistance



FUNDING MECHANISMS

- Implementing the plan through funding mechanisms and incentives
 - Supporting local/small businesses
 - Development incentives (parking, density bonus)
 - Affordable housing and sustainable communities program
 - Tax credits
 - Business improvement District
 - Social Impact Bonds
 - Community-Benefit Agreements
 - Community Land Trusts



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or visit

<http://www.hayward-ca.gov/your-government/boards-commissions/downtown-specific-plan-task-force>