

CITY OF HAYWARD

Hayward City Hall
777 B Street
Hayward, CA 94541
www.Hayward-CA.gov



CITY OF
HAYWARD
HEART OF THE BAY

Agenda

Tuesday, January 14, 2020

6:00 PM

Conference Room 2A

City Council

SPECIAL CITY COUNCIL MEETING**CALL TO ORDER Pledge of Allegiance: Mayor Halliday****ROLL CALL****PUBLIC COMMENTS**

The Public Comment section provides an opportunity to address the City Council on items not listed on the agenda or Information Items. The Council welcomes your comments and requests that speakers present their remarks in a respectful manner, within established time limits, and focus on issues which directly affect the City or are within the jurisdiction of the City. As the Council is prohibited by State law from discussing items not listed on the agenda, your item will be taken under consideration and may be referred to staff.

WORK SESSION

Work Session items are non-action items. Although the Council may discuss or direct staff to follow up on these items, no formal action will be taken. Any formal action will be placed on the agenda at a subsequent meeting in the action sections of the agenda.

1. [WS 20-001](#) Work Session Regarding Proposed Workplan to Incentivize Housing Production in the City of Hayward (Report from City Manager McAdoo)

Attachments: [Attachment I Staff Report](#)
[Attachment II Policies to Incentivize Housing Production](#)
[Attachment III Comments from Individual Interviews](#)
[Attachment IV Multi-Family Market Rate Forum Comments](#)
[Attachment V Brief from Convening of Infill Developers](#)
[Attachment VI Comments from Review of Workplan](#)
[Attachment VII PowerPoint Presentation](#)

2. [WS 20-002](#) Work Session on City of Hayward Three-Year Strategic Roadmap (Fiscal Year 2021 - Fiscal Year 2023) (Report from City Manager McAdoo)

Attachments: [Attachment I Staff Report](#)
[Attachment II Strategic Roadmap](#)
[Attachment III Community and Staff Engagement Summary](#)

CITY MANAGER'S COMMENTS

An oral report from the City Manager on upcoming activities, events, or other items of general interest to Council and the Public.

COUNCIL REPORTS AND ANNOUNCEMENTS

Council Members can provide oral reports on attendance at intergovernmental agency meetings, conferences, seminars, or other Council events to comply with AB 1234 requirements (reimbursable expenses for official activities).

COUNCIL REFERRALS

Council Members may bring forward a Council Referral Memorandum (Memo) on any topic to be considered by the entire Council. The intent of this Council Referrals section of the agenda is to provide an orderly means through which an individual Council Member can raise an issue for discussion and possible direction by the Council to the appropriate Council Appointed Officers for action by the applicable City staff.

ADJOURNMENT

NEXT MEETING, January 21, 2020, 7:00 PM

PUBLIC COMMENT RULES

Any member of the public desiring to address the Council shall limit her/his address to three (3) minutes unless less or further time has been granted by the Presiding Officer or in accordance with the section under Public Hearings. The Presiding Officer has the discretion to shorten or lengthen the maximum time members may speak. Speakers will be asked for their name before speaking and are expected to honor the allotted time. Speaker Cards are available from the City Clerk at the meeting.

PLEASE TAKE NOTICE

That if you file a lawsuit challenging any final decision on any public hearing or legislative business item listed in this agenda, the issues in the lawsuit may be limited to the issues that were raised at the City's public hearing or presented in writing to the City Clerk at or before the public hearing.

PLEASE TAKE FURTHER NOTICE

That the City Council adopted Resolution No. 87-181 C.S., which imposes the 90-day deadline set forth in Code of Civil Procedure section 1094.6 for filing of any lawsuit challenging final action on an agenda item which is subject to Code of Civil Procedure section 1094.5.

****Materials related to an item on the agenda submitted to the Council after distribution of the agenda packet are available for public inspection in the City Clerk's Office, City Hall, 777 B Street, 4th Floor, Hayward, during normal business hours. An online version of this agenda and staff reports are available on the City's website. Written comments submitted to the Council in connection with agenda items will be posted on the City's website. All Council Meetings are broadcast simultaneously on the website and on Cable Channel 15, KHRT. ****

Assistance will be provided to those requiring accommodations for disabilities in compliance with the Americans with Disabilities Act of 1990. Interested persons must request the accommodation at least 48 hours in advance of the meeting by contacting the City Clerk at (510) 583-4400 or TDD (510) 247-3340.

Assistance will be provided to those requiring language assistance. To ensure that interpreters are available at the meeting, interested persons must request the accommodation at least 48 hours in advance of the meeting by contacting the City Clerk at (510) 583-4400.



File #: WS 20-001

DATE: January 14, 2020

TO: Mayor and City Council

FROM: City Manager

SUBJECT

Work Session Regarding Proposed Workplan to Incentivize Housing Production in the City of Hayward

RECOMMENDATION

That the City Council reviews and discusses the proposed workplan to incentivize housing production in the City of Hayward.

SUMMARY

The increase in Hayward's population, absent a corresponding increase in housing units, has caused rents and prices to rise as supply has failed to meet demand. On February 6, 2018, Council directed staff to evaluate barriers to development of housing as a strategy to improve housing affordability.

The purpose of this report is to hold a work session to discuss a recommended workplan designed to incentivize housing production in the City of Hayward. Depending on feedback this evening, staff would return January 21, 2020 with a recommendation to approve the workplan. Most of the topics recommended require further analysis and stakeholder work and would return to Council for final approval prior to implementation. The objective of the proposed workplan is to incentivize the production of both market rate and affordable housing, implement measures to meet the Regional Housing Need Assessment (RHNA) goals, establish "pro-housing" policies to ensure Hayward remains competitive for state housing funds, and improve housing affordability for Hayward residents.

Staff has evaluated policies from proposed state legislation, other jurisdictions throughout the state and country, regional planning efforts, and feedback from industry professionals. Topics include: policies related to zoning and housing approvals; accessory dwelling units; impact fees and fee transparency; funding sources; public land disposition; and streamlining the approval process. Staff held multiple stakeholder meetings to solicit feedback from industry professionals. **Attachment II** provides a summary of policies that have been evaluated along with staff analysis and recommendation.

On December 9, the HHTF reviewed the workplan to incentivize housing production, requested adding a workplan item to reduce cost and time to develop accessory dwelling units by providing pre-approved plans, and approved forwarding the plan to the full Council for discussion and approval.

ATTACHMENTS

Attachment I	Staff Report
Attachment II	Policies to Incentivize Housing Production
Attachment III	Comments from Individual Interviews
Attachment IV	Multi-Family Market Rate Forum Comments
Attachment V	Brief from Convening of Infill Developers
Attachment VI	Comments from Review of Workplan
Attachment VII	Power Point Presentation



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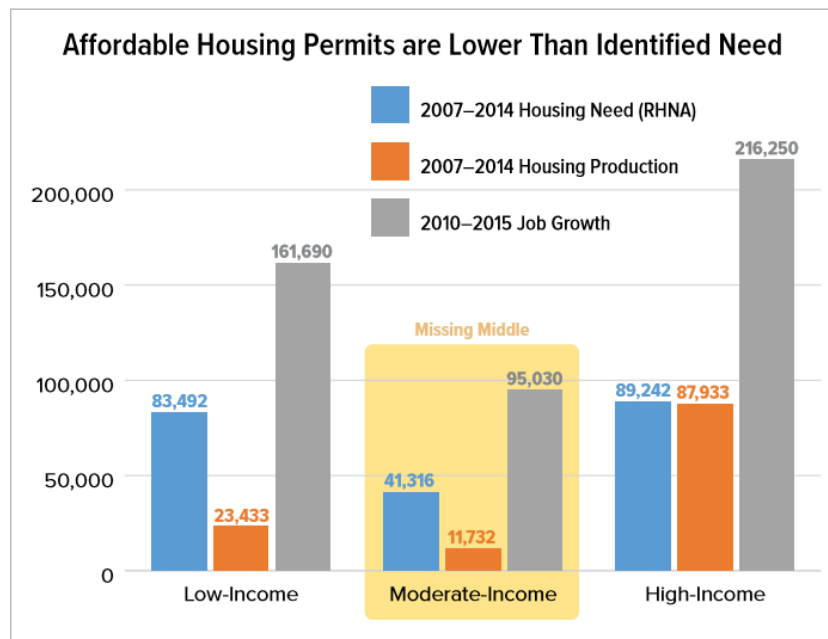
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On December 9, the HHTF reviewed the workplan to incentivize housing production, requested adding a workplan item to reduce cost and time to develop accessory dwelling units by providing pre-approved plans, and approved forwarding the plan to the full Council for discussion and approval.

BACKGROUND

Hayward, like other cities in the Bay Area, is experiencing rising housing prices, severe housing instability for its most vulnerable populations, displacement of existing residents, and increasing homelessness. The increase in Hayward’s and the Bay Area’s population, absent a corresponding increase in housing units, has caused rents and prices to rise as supply has failed to meet demand. **Figure 1** illustrates the disparity between job growth in the region and housing production which has increased demand for housing throughout the Bay Area¹.

Figure 1. Regional Housing Production Compared to Job Growth.



Source: Casa Compact¹

As a result, approximately 55% of Hayward renters experience a cost burden as they spend over 30% of their household income on rent. Per the most recent point-in-time count, the number of people who experience homelessness increased by 43% from 2017 to 2019.² Additionally, renter-occupied units are disproportionately comprised of African-American and Latino households compared to all occupied units, which raises concerns that the risk of

¹ Casa Compact

https://mtc.ca.gov/sites/default/files/CASA_Compact.pdf

²2019 EveryOne Counts! Homeless Point-in-Time Count

<http://everyonehome.org/wp-content/uploads/2019/05/FAQ-2019-EveryOne-Counts-County-Numbers-Release.pdf>

potential displacement is greater for certain racial and ethnic populations within the City. While low income renters are the most impacted by rising rents and lack of available rental housing, many Hayward residents are experiencing the impacts of a tight housing market.

Homeownership opportunities are out of reach for most Hayward renters. As of October 2019, the median sales price for a detached single-family home is \$730,000³ and \$528,500⁴ for a condominium or townhome. Purchasing housing at the median sales price requires an income of approximately \$130,000 and \$100,000, respectively for each housing type. Comparatively, the median income for a Hayward renter is \$56,791⁵. Based on the U.S. Census Bureau, 2013-17 American Community Survey 5-year estimates, approximately 21% of Hayward renters have incomes above \$100,000. The high cost of ownership housing prevents renters from becoming homeowners and homeownership can stabilize housing cost and create equity for the homeowner.

On February 6, 2018⁶, City Council convened a work session to review the issue of housing affordability. Council consensus centered on policy options to improve housing stability for renters and identifying ways to incentivizing development of housing. The Residential Rent Stabilization Ordinance was revised on July 25, 2019 to increase renter protections in the City of Hayward; therefore, the focus of this report is limited to activities that increase housing production.

On September 5, 2019, the HHTF reviewed the workplan to incentivize housing production and the item was continued to December 11, 2019. The following summarizes the major comments by the HHTF:

- Solicit feedback from market rate developers, in addition to the two stakeholder meetings held in August 2019;
- Provide additional information about the cost of ADUs out of concern that facilitation of ADUs will not provide a solution to housing affordability;
- Consider additional measures to facilitate the development of ADUs such as a day dedicated to processing the applications or pre-approved designs;
- Identification of policies that will provide more homeownership opportunities;
- Identification of income levels served by each proposed policy;
- Include information on income limits associated with income levels;
- Highlight incentives for mixed-income housing.

³ BAYEAST Association of Realtor Market Activity Summary Hayward: Detach Single-Family Home https://bayeast.org/wp-content/uploads/hayward_detached.pdf

⁴ BAYEAST Association of Realtor Market Activity Summary Hayward: Detach Single-Family Home https://bayeast.org/wp-content/uploads/hayward_attached.pdf

⁵ U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=ACS_17_5YR_B25119&prodType=table

⁶ February 6, 2018 Staff Report and Attachments: <https://hayward.legistar.com/LegislationDetail.aspx?ID=3335549&GUID=DDD8866E-BAEB-44BF-8EBB-2F716A750170&Options=&Search=>

The information requested by the HHTF was incorporated into **Attachment II**. There is additional information about ADUs not previously provided. Additionally, regardless of local concerns with ADU development, recent state law has eliminated most of the City's local regulatory discretion regarding ADUs. Additionally, the summary information proceeding each topic highlights policies that may create homeownership opportunities, identifies which income levels may be served and which policies provide incentives for mixed-income developments. Actual target populations served will be determined on a project level. Imposing further targeting restrictions may create a barrier instead of facilitating development.

Lastly, staff used multiple methods to seek additional feedback from stakeholders since the September 5, 2019 HHTF meeting. The following are the types of stakeholder participation opportunities that were held:

- **Individual Interviews with Market Rate Developers:** Staff interviewed four market rate developers individually to discuss their thoughts about ways to facilitate development in the City of Hayward. **Attachment III** provides a summary of themes from these developers.
- **Forum with Small Group Discussions:** A forum was held with local developers, rental property owners, rental property membership organizations, real estate professionals, and real estate professional organizations. **Attachment IV** provides a list of comments from local developers, rental property owners, and real estate professionals.
- **Convening of Infill Developers:** A convening of infill developers was held to discuss accelerating housing opportunities in Hayward. The convening included developers with experience in mixed-use development, mixed-income development, and higher density multifamily development, and revitalization of under-utilized buildings and blighted urban land; as well as an architect, land use economist, commercial real estate broker, and financiers of housing development. **Attachment V** summarizes the challenges and potential solutions for Hayward.

Prior the September 5, 2019 HHTF meeting, staff held two meetings to review the proposed plan to incentivize housing with stakeholders. **Attachment VI** identifies the level of support for the proposed policies and comments from stakeholders. A summary of this information is provided under the Public Contact Section of this report.

In addition to this stakeholder work, staff has reviewed recently adopted state legislation to inform the development of a workplan to incentivize housing production. Since these topics were discussed at the last HHTF meeting, state legislation has passed that will become effective in January 1, 2020. Some of the initial proposals have been revised to reflect changes in state law. Additionally, new laws that encourage development use both incentives and penalties to ensure that local governments adhere to the new laws and produce their "fair share" of housing. For instance, some of the new state legislation limits the City's discretion related to housing development projects, provides funding for affordable housing development, and establishes monetary penalties. Under these new laws, compliance with

Housing Element Law and being identified by the state as a “pro-housing” community is becoming crucial to remaining competitive for state housing funding and avoiding penalties.

On December 5, 2019, the HHTF reviewed the updated workplan that addressed the comments of the HHTF and incorporated changes to state law and unanimously approved recommending it to the City Council for consideration and approval with one change: add to the work plan an item to evaluate providing pre-approved plans for ADUs to facilitate development by reducing time and costs associated with obtaining a building permit. This change was incorporated into the recommended workplan contained in this staff report.

Housing Element Compliance and Progress Reports

Housing Element Compliance and meeting the City’s Regional Housing Need Allocation (RHNA) has become the mechanism for the state to determine if a City is facilitating or impeding housing production. State Housing Element law requires that local jurisdictions describe and analyze the housing needs of their community, the barriers or constraints to providing that housing, and actions proposed to address these concerns over an eight-year period. In addition, Housing Element law requires each city and county to accommodate its “fair share” of projected housing need over the Housing Element planning period. Cities and counties must demonstrate that adequate sites are available to accommodate this need, and that the jurisdiction allows for development of a variety of housing types. This housing need requirement is known as the RHNA and apportions to each jurisdiction its portion of the Bay Area’s projected need.

Annually, local jurisdictions report their progress meeting their RHNA goals. **Table 1** demonstrates progress made toward meeting Hayward’s RHNA goal as of the last report year (2018), estimated progress based on number of units entitled, and progress based on projects seeking approval, for the period between 2015-2023. **Table 2** provides the income limits associated with each income category for Alameda County. Note, to be counted toward the RHNA goals, permits to construct the unit must be issued. As a reminder, the City does not actually build housing. City staff simply review and issue building permits for private development proposals that are submitted.

Table 1. 2015 -2023 RHNA Goal Progress in the City of Hayward

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

Table 2. Income limits by Income Category and Household Size for Alameda County as Established by California Department of Housing and Community Development

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

* Percent area median income (AMI) is used to identify income and rent levels; however, the method for calculating income limits involves assessment of multiple data points and is not necessarily a percent of the median income. For more information see <https://hcd.ca.gov/grants-funding/income-limits/state-and-federal-income-limits/docs/Income-Limits-2019.pdf>

Hayward’s progress toward meeting the current RHNA goals identifies the need to incentivize housing for very low-, low, and moderate-income households. Over the last Housing Element cycle, most cities did not meet their RHNA goals. In order to meet the RHNA goals, the City will have to approve a mix of 100% affordable housing properties and large mixed-income properties. Small mix-income properties will not provide enough units to meet the goal. Additionally, the City needs to explore new financing mechanisms that can be used to fund moderate income housing to incentivize housing for the missing middle.

State Funding Prioritizing Housing Element Compliance and Pro-Housing Cities

Another critical piece to incentivizing housing production is maintaining Housing Element compliance and obtaining designation from the state as a “pro-housing” City. The state has indicated that jurisdictions that have adopted a housing element in compliance with state law and that have been designated pro-housing, will be awarded additional points or preference in scoring of program applications for funding, such as local government planning support grants, affordable housing grant programs, homelessness housing assistance and prevention programs, and low barrier navigation centers. A pro-housing city will have policies that facilitate the planning, approval, or construction of housing, including:

- Establishing local housing trust fund
- Reducing parking requirements
- Using by right approval
- Zoning more sites residential or zoning sites at higher densities
- Adoption of accessory dwelling unit ordinances (ADU) that reduce barriers to development

- Reduction of processing time
- Creation of objective development standards
- Reduction of development impact fees
- Establishment of Workforce Housing Opportunity Zone or housing sustainability district

Compliance with the Housing Element Law and meeting state funding priorities have been incorporated into the analysis of policies that will incentivize production of housing in Hayward. The proposed policies will serve the dual purpose of creating more housing for local residents and conforming with state law and priorities to ensure access to state funding opportunities.

DISCUSSION

With the high housing cost burden for Hayward residents and low home ownership rates, housing affordability is a major concern for many Hayward residents. Both rental and ownership opportunities are out of reach for many current residents. The state is actively pursuing solutions that impose new requirements on local government to mitigate obstacles imposed by local government regulations. To respond to concerns about housing affordability in Hayward and proactively find housing solutions that meet the needs of Hayward residents, maintain compliance with state law, position Hayward to receive funding from the state, and respond to feedback by the development community, staff has developed a workplan intended to incentivize housing production. The specific objectives of the proposed plan are to:

- Incentivize the production of both market rate and affordable housing;
- Incentivize inclusion of on-site affordable inclusionary units in market rate developments;
- Implement measures to meet Regional Housing Need Assessment (RHNA) goals included in the Housing Element;
- Establish “pro-housing” policies to ensure Hayward remains competitive for state housing funds; and
- Improve housing affordability.

This workplan identifies topics that staff recommends for further analysis and, in some cases, further work with stakeholders. Approval of the workplan only authorizes staff to conduct further analysis. If the workplan is approved, each topic will be brought to Council individually for a work session and/or approval unless otherwise indicated.

Development of the Proposed Workplan

To develop the proposed workplan, staff reviewed strategies from multiple sources including proposed state legislation, policies from other jurisdictions, and regional planning efforts such as the CASA Compact. Additionally, staff received individual feedback from developers working on projects in the City, held two stakeholder meetings with industry professionals, held a small group discussion forum with local developers, real estate professionals, and

rental property owners, and conducted a convening of infill developers to discuss acceleration of infill development in Hayward.

Attachment II provides a description of the policies that have been considered by staff, which includes a summary of each policy, staff analysis, recommendation, and classification of the policy in the context of a “pro-housing” city. There are six major topics that have been explored, which include:

- **Zoning and housing approvals** including proposed zoning text amendments or amendments to the General Plan that will result in by right approvals of shelters meeting specific criteria, upzoning residential land use categories, and increases in density contingent on provision of on-site affordable housing.
- **ADU approvals** including amendments to the ADU ordinance to conform with state law, to further reduce barriers for property owners, and incentivize the creation of accessory dwelling units which will provide a lower cost housing option for residents and help meet the City’s moderate income RHNA allocation.
- **Impact fees and transparency** including exemptions and reductions of development impact fees for affordable units and ADUs, which will incentivize the production of on-site affordable inclusionary units and low-cost ADUs by mitigating the City controlled development costs.
- **Funding resources** including consideration of funding options to incentivize the production of affordable housing such as ballot measures, impact fees, piloting a new financing model, pursuing state funding, and Affordable Housing Notice of Funding Availability (NOFA). Through a NOFA, the City will be able to set priorities such as ownership housing versus rental housing, targeting specific populations, and targeting underserved income levels.
- **Public land disposition** including prioritization of on-site affordable housing for residential projects developed on City owned land and utilizing existing state legislation to convert underused and tax defaulted properties to permanent affordable housing.
- **Streamlining approval processes** including implementation of streamlined approvals for housing projects meeting objective development criteria and creating a “Package of Incentives” that will identify financing opportunities or cost saving measures that are associated with on-site affordable housing.

Major Themes from Stakeholder Participation

As described in the background, there were numerous opportunities for stakeholders to provide feedback. There were five major themes that were identified from stakeholder feedback including:

- **More flexibility:** The City should create more flexibility in development standards, design guidelines and existing zoning such as blended density or allowing the developer to determine the required parking taking into consideration marketability.
- **Upfront certainty:** Developers would like more upfront certainty. This would entail freezing or deferring fees, honoring existing regulations without “late hits,” avoid additional requirements or design elements that will add cost and delay development timelines, and greater understanding by policymakers that certain requests can impact project feasibility.
- **Expedite approval processes:** Reduce the time it takes to get planning approvals and permits or at a very minimum establish an upfront timeline and work jointly to meet it.
- **Partnership mentality:** The City should be solution-oriented and approach each development as a partnership by providing guidance, technical support to the developer, and defend projects when faced with community opposition.
- **Reasonable ground floor commercial space requirements:** There is insufficient demand for retail and commercial space on every project along the City’s major corridors, which undermines the feasibility of housing projects. Developers thought that the City should be more strategic about retail/commercial space and focus on key and corner locations.

To the greatest extent practicable, the proposed workplan addresses these concerns. Topics and policy objectives are described in **Attachment II**. However, it is important to note that increased flexibility may result in less upfront certainty. Additionally, a partnership mentality will require both the City and the developer to identify constraints and propose solutions reasonable to both parties. Lastly, while the City is identified as singular, expediting the approval process requires coordination amongst multiple departments and outside agencies and may take time for efficiency measures to be adopted by all departments.

Proposed Workplan

The proposed workplan includes policies that were either recommended or highly recommended by staff. While it is not anticipated that these measures will completely address developers concerns, staff expects that these measures will make great strides to improve the development approval process. **Table 3** summarizes the workplan based on a phased timeline. These timelines include current administrative responsibilities that are already in progress and policy initiatives that can be accomplished in 1-2 years (short-term), 2-3 years (mid-term), and 3-5 years (long-term).

Table 3. Workplan to Incentivize Housing Production:

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

Short-Term Policies (1-2 years)			
Topic	Policies	Type	State Priority “pro-housing”
Fees/ Transparency	Deferral of utility impact fees	Administrative	Reduction of impact fees
Fees/ Transparency	Exempt, reduce, defer, and provide loans for impact fees on affordable units	Work Session Legislative	Reduction of impact fees
Fees/ Transparency	Exempt and reduce impact fees for ADUs as required by state Law	Work Session Legislative	Reduction of impact fees
Zoning/Housing Approvals	Conform ADU ordinance with state law	Legislative	Use of by right approval
Funding	Moderate-income affordable housing finance model	Legislative	Meet RHNA Goals
Funding	Pursue state housing and planning funding opportunities	Legislative	N/A

Mid-Term Policies (2-3 years)

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

Long-Term Policies (3-5 years)

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

That the City Council review and discuss the proposed workplan to incentivize housing production in the City of Hayward. Support for the plan indicates a desire to evaluate the proposed policies further, not to approve them all. Approval of this plan will authorize staff to continue to evaluate the topics listed above. After the topics have been evaluated, staff will return to Council with recommendations within the proposed time frames, as indicated above. Some of the items will require extensive evaluation, community outreach, and determination if the policy measure will work for Hayward.

FISCAL IMPACT

There is no fiscal impact associated with approval of the plan. However, items under the plan may have budgetary implications. Any budgetary implications will be identified once the

items are brought back for further analysis. Proposals to reduce or exempt fees will not affect budget allocations. At this time, no additional staff is anticipated to implement this workplan. Funding has been requested from the state under SB 2 planning grants to hire a consultant to further evaluate upzoning and density bonus policies, which will help pay for some of these planning efforts.

STRATEGIC INITIATIVES

This agenda item supports the Complete Communities Strategic Initiative. The purpose of the Complete Communities Strategic Initiative is to create and support structures, services, and amenities to provide inclusive and equitable access with the goal of becoming a thriving and promising place to live, work, and play for all. This item supports the following goal and objectives:

- Goal 2: Provide a mix of housing stock for all Hayward residents and community members, including the expansion of affordable housing opportunities and resources.
 - Objective 1: Centralize and expand housing services.
 - Objective 2: Facilitate the development of diverse housing types that serve the needs of all populations.
 - Objective 4: Increase the supply of affordable, safe and resilient housing in Hayward.

PUBLIC CONTACT

There have been multiple opportunities for stakeholders to help inform the workplan to incentivize housing production. These opportunities include:

- Individual Interviews with Market Rate Developers (Attachment III)
- Small Group Discussion Forums (Attachment IV)
- Convening of Infill Developers (Attachment V-Available December 6)
- Review of Workplan (Attachment VI)

To the greatest extent practicable, the proposed workplan addresses concerns and comments made by stakeholders and are incorporated in the topics and policy objectives that are described in Attachment II. During the workplan review session, participants were asked to indicate if they supported or did not support the proposed policy measure. **Table 6** below summarizes the policy measures in relation to the level of support from stakeholders.

Table 6. Policies by level of support

Highly Supported Polices
Upzone Residential Land Use Categories and Expand Single-Family Residential Land Use Categories to Allow Up to Four Units
Exempt, reduce, defer, and provide loans for impact fees on affordable units
Reduce impact fees for ADUs
Package of Incentives

Moderately Supported Policies

Pursue voter-approved ballot measure for an affordable housing bond to fund the development of affordable housing

Density bonus greater than 35% for Affordable Housing

Review approval process to address inefficiencies

Deferral of utility impact fees

Policies not supported

Pursue voter-approved ballot measure for a vacant parcel tax to fund homelessness and/or affordable housing

Establish an in-lieu fee on commercial uses for affordable housing.

Development of the workplan focused on feedback from industry professionals. If the workplan is approved, staff will include feedback from community members to evaluate the potential impacts or community concerns related to the proposed policy.

NEXT STEPS

Staff will review feedback by the City Council, incorporate changes if necessary, and return to Council for approval of the workplan on January 21, 2020. If approved by the Council, staff will continue working on administrative efforts currently in progress, will evaluate items in the workplan, and will return to Council for work sessions or with legislation in the timeframes listed above. Some of the items will require extensive evaluation, community outreach, and determination if the policy measure will work for Hayward.

Prepared by: Christina Morales, Housing Division Manager

Recommended by: Jennifer Ott, Deputy City Manager

Approved by:



Kelly McAdoo, City Manager

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ZONING AND HOUSING APPROVAL

TOPICS EVALUATED

OVERVIEW

Zoning and housing approvals can be costly and time consuming. Projects that do not conform with the General Plan or zoning must request general plan amendments or variances. In some cases, the requests require additional studies, a higher level of approval and additional public comment. Lengthy approval times add additional cost to the project and can make a project less feasible. Staff identified topics for further consideration which would streamline the entitlement process. The subsections below provide information regarding each topic considered and whether it is recommended for further evaluation. Proceeding each section is a table the summarizes information including types of projects, income targeting, objectives, recommendations, and timelines.

I. Density Bonus

Summary	
Objective	<ul style="list-style-type: none"> As required by state law, provide incentives to include affordable housing units in market rate projects by providing an increase in density and/or development incentives without requiring local officials to approve general plan amendments and zoning changes. Amend ordinance to conform with recent changes to state law including new "Super Density Bonus" for 100% affordable housing projects. Determine if increasing density bonus for market rate projects beyond state law is appropriate for Hayward.
Benefits Market Rate Development	Yes: Encourages the inclusion of on-site affordable housing units as means to comply with the Affordable Housing Ordinance because it reduces project cost.
Targeted Projects	Mixed-income and affordable housing; rental and ownership housing.
Household Targeting	Very low, low, moderate and above moderate (see Appendix A for details); seniors, college students, foster youth, disabled veterans, persons experiencing homelessness
State Priority for "Pro-housing City"	Streamlining, Use of Right Approval
Regional Housing Needs (RHNA)/ Housing Element Goals	Will produce units at all income levels: Very low, low, moderate and above moderate
Level of Recommendation	Highly Recommended <ul style="list-style-type: none"> Must comply with state mandates Recommend evaluating with stakeholder participation if a greater density bonus for mixed-income properties is warranted
Proposed Timeline	Mid-term (2-3 years)

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Policy Description. Density Bonus is a state mandate. Density Bonus Law requires that developers who meets the requirements of state law be granted increased density and/or other incentives or concessions in exchange for meeting specific housing needs such as affordable housing or senior housing. Developers can request percent increase in density beyond current zoning, reduction of development standards, modification of zoning codes or architectural design requirements, approval of mixed-use zoning; or other regulatory incentives or concessions to achieve cost savings. Unless the City determines that the proposed concession or incentive does not reduce costs, would cause a public health or safety problem, would cause an environmental problem, would harm historical property, or would be contrary to law, the City is required to grant the concession or incentives. The following are some examples of requirements that entitle a developer to a density bonus:

- At least 5% of the housing units are restricted to very low-income residents.
- At least 10% of the housing units are restricted to lower income residents or moderate-income residents in a for-sale common interest development.
- At least 20% of the housing units are for low-income college students in housing dedicated for full-time students at accredited colleges.
- The project is a senior citizen housing development (no affordable units required).

Policy Analysis. Other jurisdictions that have Density Bonus that exceeds 35% State Density Bonus include Anaheim, Glendale, Sacramento County, San Diego, Santa Rosa, Walnut Creek and San Francisco. Density Bonuses in these jurisdictions range in applicability. Some jurisdictions allow density bonuses with no specific limit or geographical area and are decided on a case by case basis in exchange for some community benefit like higher affordable housing allocations. San Diego allows up to 50% density bonus plus five exceptions for projects that allocate higher numbers of affordable housing units or deeper levels of affordability. Santa Rosa and Sacramento County allow higher density bonuses within certain geographical areas (i.e. proximity to transit, located within downtown areas), and in exchange for certain development features (i.e. preservation of environmentally sensitive areas and energy conservation features).

The objective of the State Density Bonus is to reduce development costs in exchange for meeting the housing needs of specific target populations. Affordability levels required by the Density Bonus Law mostly meet the requirements of the Affordable Housing Ordinance which will encourage the inclusion of on-site affordable units and promote mixed-income housing. It is important for the City to be proactive about making this connection for the developers. The Density Bonus would be included as an incentive as part of the proposed "Package of Incentives" described under the streamlining topic.

Can provide developer with increased flexibility and an expedited approval process if proposed project would otherwise exceed maximum density for the site.

Workplan Proposal. At a minimum, this proposal would require amendments to the Hayward Municipal Code to conform Hayward's Density Bonus Provisions with state law. Additionally, efforts could include stakeholder outreach to evaluate the benefit of a density

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bonus above state law. Additional density bonus would be dependent on certain yet-to-be-determined criteria that would need to be met by the project depend (e.g., number and type of affordable units being proposed; the housing type; the underlying General Plan designation and zoning; and surrounding development). The City has requested SB2 grant funding to fund this work. This work would be completed over a 2 to 3-year time period.

Recommendation. Highly recommended that the City conform Density Bonus Ordinance with state law and evaluate (with stakeholder participation) increased density bonus for market rate/mixed-income projects.

II. Upzone Residential Land Use Categories and Expand Single-Family Residential Land Use Categories to Allow Up to Four Units

Summary	
Objective	Evaluate all residential zoning districts and land use designations to determine if appropriate to upzone to allow for additional residential development and expand citywide single-family residential land use categories to allow residential structures with up to four dwelling units – like duplexes, triplexes, ad fourplexes – in single family zones
Benefits Market Rate Development	Yes. Helps developers and property owners avoid lengthy and expensive rezoning process.
Targeted Projects	Mixed-income and affordable housing; rental and ownership housing.
Household Targeting	Very low, low, moderate and above moderate (see Appendix A for details)
Regional Housing Needs (RHNA)/ Housing Element Goals	Anticipated that the smaller project would pay the affordable housing in-lieu fee, but change could produce smaller non-restricted affordable by design units.
State Priority for “Pro-housing City”	Use of Right Approval
Level of Recommendation	Recommended <ul style="list-style-type: none"> • Evaluate with stakeholder participation upzoning options from addressing inconsistencies between zoning and the general plan to a more comprehensive upzoning of all residential districts.
Proposed Timeline	Long-term (3+ years)

Policy Description. This policy would explore the possibility of expanding some or all single-family districts to reduce the required lot size or allow up to four units if the owner chooses to develop more units. Changing the zoning will facilitate development because it will eliminate the need for completing lengthy and expensive rezoning process.

Policy Analysis. Cities establish plans and regulations to ensure orderly development in their community. As required by state law, the City adopts a General Plan that sets a vision for future development. Zoning Ordinances translates the plan into specific requirements and identifies what a property owner can do with their land. If the land has been zoned as single family, a property owner would not be able to add an addition unit to their property

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without completing lengthy and expensive rezoning process. Staff has identified several options, that require further evaluation, that could increase the number of units allowed single family districts.

Option 1: Comprehensive Upzoning of All Residential Zoning Districts. Proposal to evaluate all existing residential zoning districts to determine the potential to upzone allowing more density than currently allows across all zoning districts. As an example, stakeholder feedback identified some areas zoned RSB10, which require a 10,000 sq. ft. lot minimum and the potential to rezone to RS, which requires a 5,000 sq. ft. lot minimum, which would allow for increased density without changing the single-family character of the neighborhood. This would require rezoning and potential General Plan Amendments to allow for the increased density in appropriately identified areas ensuring zoning and General Plan designations for properties were consistent and may have CEQA impacts.

Option 2: Upzoning of All Single-Family Zoning Districts. Proposal to create a new land use category to allow residential structures with up to four dwelling units in single-family residential zones. Project would require General Plan Amendment to allow for a variety of attached as well as detached housing types. Examples include Minneapolis and Oregon.

Option 3: Upzoning of Only Those Single-Family Zoning Districts Inconsistent with the General Plan. Create an Overlay District that applies to properties that have a Medium Density Residential land use designation in the General Plan and an inconsistent Single Family Residential district designation in the zoning ordinance (applies to approximately 1,558 parcels city-wide and approximately 289 acres), resulting in the upzoning of these properties to a higher medium density zoning category. This would allow property owners to avoid the lengthy and expensive rezoning process to make the parcel consistent with the General Plan and would be in line with the General Plan designation adopted for the neighborhood. This could be part of any effort under Option 1 above.

Upzoning would provide the developer with increased flexibility.

Workplan Proposal. Evaluate all residential zoning districts and land use designations to determine if appropriate to upzone to allow for additional residential development and expand city-wide single-family residential land use categories to allow residential structures with up to four dwelling units – like duplexes, triplexes, and fourplexes – in single family zones. Depending on the option pursued, this may require rezoning and General Plan Amendments.

All of these efforts would require extensive outreach and further evaluation. The City has requested SB2 grant funding to fund this work. This work would be completed over three plus year time period.

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Recommendation. Recommended that the City evaluate with stakeholder participation upzoning options ranging from addressing inconsistencies between zoning and the general plan to comprehensive upzoning of all residential districts.

III. Allow Emergency Shelter Sites in More Areas within the City

Summary	
Objective	Expand locations where emergency shelters are allowed as a permitted use without a conditional use or other discretionary permit.
Targeted Projects	Homeless shelters
Household Targeting	Extremely low-income and Very low-income (see Appendix A for details) people experiencing homelessness.
Benefits Market Rate Development	No
State Priority for “Pro-housing City”	Use of Right Approval
Regional Housing Needs (RHNA)/ Housing Element Goals	<ul style="list-style-type: none"> • Does not contribute to fulfilling RHNA allocation • Contributes to fulfilment of Housing Element goals: <ul style="list-style-type: none"> • H-4.2 to provide clear development standards and approval procedures for multifamily housing and emergency shelters. • H-6.1 Address Special Needs Housing including emergency shelters. • H-6.6 Support organizations that serve the Homeless Community.
Level of Recommendation	Recommended Recommend further evaluating with stakeholder participation
Proposed Timeline	Mid-term (2-3 years)

Policy Description. State law requires that local jurisdictions strengthen provisions for addressing the housing needs of people experiencing homelessness, including the identification of a zone or zones where emergency shelters are allowed as a permitted use without a conditional use permit. The proposed policy would expand the locations where emergency shelters are allowed as a permitted use without a conditional use or other discretionary permit. The City could identify written objective standards for a shelter to qualify such as the maximum number of beds.

Policy Analysis. Emergency shelters are defined (per Health and Safety Code 50801) as housing with minimal supportive services for homeless persons that is limited to occupancy of six months or less by a homeless person. No individual or household may be denied emergency shelter because of an inability to pay. Emergency Shelters are permitted as by right uses in the S-T4 (South Hayward Form Based Code, T4) District and as a by right use above ground floor commercial uses in the MB-T4 (Mission Boulevard Form Based Code, T4-1 and T4-2) Districts (and with a CUP on the ground floor in those sub-districts). The HMC has special requirements for Emergency shelters within the Form Based Code areas (i.e. must be located along Mission Blvd, among other performance standards). See Secs. 10-24.295 and 10-25.295(b) for special requirements. In the South Hayward MB FBC areas, there are 674 parcels (256 acres) where an emergency shelter may be established.

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Homeless Shelters are permitted as a by right use in the Industrial District on publicly owned land.

SB 744 - amends the Supportive Housing Streamlining laws adopted in 2018. Supportive Housing Projects eligible for streamlining pursuant to Government Code 65651 are not subject to CEQA. This would expedite the permitting process by shortening time periods for filing notices of exemption and notices of determination of supportive housing projects funded with No Place Like Home Funds.

Workplan Proposal. Evaluate if expansion of locations of emergency shelters is needed and identify allowable locations. This effort would require extensive outreach and further evaluation. This work would be completed over 2 to 3-year time period.

Recommendation. Recommend further evaluating with stakeholder participation.

IV. Evaluate City's Affordable Housing Ordinance (AHO)

Summary	
Objective	Identify and address inconsistencies in the AHO with other affordable housing policies, state mandated requirements or impediments to development.
Benefits Market Rate Development	Yes. Avoiding frequent changes in housing policy helps market rate developers have confidence in the feasibility of the project. As the AHO is evaluated, maintain an understanding that the AHO can also create an impediment to a development's feasibility.
Targeted Projects	Mixed-income and affordable housing; rental and ownership housing.
Household Targeting	Very low, low, moderate and above moderate (see Appendix A for details)
State Priority for "Pro-housing City"	Establishes Affordable Housing Trust Fund
Regional Housing Needs (RHNA)/ Housing Element Goals	<ul style="list-style-type: none"> • Onsite units will produce a modest number of units at all income levels: <ul style="list-style-type: none"> ○ Very low, low, moderate and above moderate; ○ Ownership: 100 affordable units per 1000 market rate units for ○ Rental: 60 affordable units per 1000 market rate units. • Affordable housing in-lieu fees will subsidize 100% affordable housing projects which are instrumental in meeting the RHNA goals. Council would determine the priority affordability levels for the next NOFA.
Level of Recommendation	Recommended Recommend evaluating with stakeholder participation three years after implementation.
Proposed Timeline	Mid-term (2-3 years)

Policy Description. The Affordable Housing Ordinance creates new affordable ownership or rental units at various income levels. Developers have the option of including on-site affordable units in their project and creating a mixed-income development, providing off-site affordable housing, proposing alternative ways to provide affordable housing, or paying the affordable housing in-lieu fee. The in-lieu fee revenue must be used to fund the

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development of affordable housing. It is important to evaluate new legislation to determine if it is serving its objectives.

Policy Analysis. The City last updated the AHO in December 2017. Effects of the changes will not be apparent until years after modification of the ordinance due to the time it takes for development project to be complete. Most projects that were approved since adoption of the new ordinance were conceived before the new AHO was proposed. It is also important to note that in-lieu fee revenue is an important resource to fund 100% affordable housing developments. To meet the Regional Housing Needs Allocation (RHNA) goals, the City will need more 100% affordable housing developments. Additionally, staff will work on a “Package of Incentives” (See item XXV) to promote the inclusion of on-site affordable units. Lastly, there is concern that frequent changes to development requirements become an impediment to housing development. While there is concern that not many mixed income projects have been proposed, it may be too early to make determination on the effectiveness of the AHO.

Allowing developers to comply with the affordable housing ordinance as written will provide more flexibility and upfront certainty.

Workplan Proposal. Staff proposes holding a work session only after the ordinance has been in effect for at least three years and implemented other incentives to develop mixed income properties. Staff recommends evaluating the ordinance within 2 to 3 years.

Recommendation. Recommend evaluating with stakeholder participation three years after implementation.

V. Prepare General Plan Housing Element for Next Cycle

Summary	
Objective	Ensure that the City's General Plan Housing Element is in compliance with new state law to avoid court sanctions (July 1, 2020) and incorporate "prohousing" housing element criteria to earn extra points for HCD funding.
Benefits Market Rate Development	Yes. State Housing Element law requires that local jurisdictions describe and analyze the housing needs of their community, the barriers or constraints to providing that housing, and actions proposed to address these concerns over an eight-year period.
Targeted Projects	Mixed-income and affordable housing; rental and ownership housing.
Household Targeting	Very low, low, moderate and above moderate (see Appendix A for details)
State Priority for “Pro-housing City”	N/A
Regional Housing Needs (RHNA)/ Housing Element Goals	Could produce units at all income levels: Very low, low, moderate and above moderate

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Level of Recommendation	Recommended Preparation of the General Plan Housing Element is a state mandate.
Proposed Timeline	Mid-term (2-3 years)

Policy Description. Identify new state mandates to ensure City's General Plan Housing Element is in compliance to avoid court sanctions and incorporate "prohousing" housing element criteria to earn extra points for HCD funding.

Policy Analysis. The City will be required to update the City's General Plan Housing Element by 2023. Failure to comply with mandate may result in court sanction and reduce the City's competitiveness for state housing funds.

Workplan Proposal. Update the City General Plan Housing Element as required by state law by 2023.

Recommendation. Recommend that the City Comply with state law and prepare the next General Plan Housing Element incorporating "prohousing" Housing Element Criteria.

VI. Modify Parking Requirements in the Parking Ordinance

Summary	
Objective	Amend the parking ordinance with elimination or modification of parking requirements to reduce costs associated with parking.
Benefits Market Rate Development	Possibly: Reduction of parking requirements may reduce costs; however, units in certain locations may be less marketable with reduced parking.
Targeted Projects	Market rate, Mixed-income and affordable housing; rental and ownership housing.
Household Targeting	Very low, low, moderate and above moderate (see Appendix A for details)
State Priority for "Pro-housing City"	Reducing Parking Requirements
Regional Housing Needs (RHNA)/ Housing Element Goals	Could produce units at all income levels: Very low, low, moderate and above moderate
Level of Recommendation	Not Recommended Not Recommended at this time as there is much debate about the topic.
Proposed Timeline	Long-term (3+ years)

Policy Description. Amend the parking ordinance with elimination or modification of parking requirements to reduce costs associated with parking.

Policy Analysis. Reducing, modifying or eliminating parking requirements is being discussed as a keyway to reduce the cost of construction for housing development and vehicle miles travelled throughout the state and region. Providing adequate supply of

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parking in new developments is a much-debated topic in the City of Hayward and is, therefore, not being recommended by staff at this time, although likely to be a topic that is addressed comprehensively throughout the City at a later point in time once there are adequate staff resources to take on this additional project.

Recommendation. Not Recommended.

ACCESSORY DWELLING UNITS (ADU)

TOPICS EVALUATED

OVERVIEW

Per the State of California Department of Housing and Community Development (HCD), ADUs are an innovative, affordable, effective option for adding much-needed housing in California. The benefits of ADUs include:

- ADUs are an affordable type of home to construct in California because they do not require paying for land, major new infrastructure, structured parking, or elevators.
- ADUs can provide a source of income for homeowners.
- ADUs are built with cost-effective wood frame construction, which is significantly less costly than homes in new multifamily infill buildings.
- ADUs allow extended families to be near one another while maintaining privacy.
- ADUs can provide as much living space as many newly built apartments and condominiums, and they're suited well for couples, small families, friends, young people, and seniors.
- ADUs give homeowners the flexibility to share independent living areas with family members and others, allowing seniors to age in place as they require more care.
- Development of new ADUs contribute to moderate income RHNA goals.

The state has mandated standards related to ADUs to reduce development barriers for property owners.

The cost of developing an ADU varies based on size and location of ADU. The following table summarizes costs associated with ADU applications received in 2018 and 2019.

Location of ADU	Average Construction Cost	Average Size	Average Cost per Square Foot	Average Cost Fees and Taxes	Average Total Costs
Detached	\$85,072	634 sf	\$139	\$30,145	\$115,172
Attached	\$94,954	641 sf	\$142	\$35,570	\$130,524
Conversion of Existing Space	\$51,354	522 sf	\$113	\$18,409	\$ 69,763

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VII. Reduce Time to Issue ADU Permit

Summary	
Objective	Reduce City's time to issue a permit through adjustment to internal processes.
Benefits Market Rate Development	Yes. Streamlines approval process for property owners that wish to add ADU.
Targeted Projects	Additions to existing housing units in single family zoned districts
Household Targeting	Low- and Moderate-Income Households; Affordable by design
State Priority for "Pro-housing City"	Reduction of Permit Processing Time
Regional Housing Needs (RHNA)/ Housing Element Goals	Can be counted as moderate income units to meet RHNA goals.
Level of Recommendation	Already addressed
Proposed Timeline	N/A

Policy Description. Reduce City's time to issue a permit through adjustment to internal processes.

Policy Analysis. Currently, Planning approval for ADUs is typically completed within two weeks of submittal of a Zoning Conformance application.

According to Building Permit records, it takes between 2-10 months between building permit application to issuance of permit with an average of six months. The range in timing is related to quality of plans and responsiveness of applicant to comments. Other Cities have implemented further improvements such as same day approval process which would require participation of multiple departments. Other improvements could include sample pre-approved plans to address the quality of plans submitted.

Workplan Proposal. Staff recommends no further improvements at this time. Staff proposes prioritizing updates to the ADU Ordinance, as required by state law, and activities that will reduce time to process applications for larger scale projects.

Recommendation. No further improvements at this time.

VIII. Update City's ADU Ordinance to Conform with State Law

Summary	
Objective	Increase the supply of naturally occurring affordable housing by providing more flexibility to property owners interested in adding ADUs to their properties as required by state.
Benefits Market Rate Development	Yes. Removes some restrictions related to adding ADUs to a privately-owned property. Allows rental property owners to add ADUs to both single-family and multi-family properties.

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Targeted Projects	Additions of ADUs to existing housing in single family zoned districts or multi-family developments.
Household Targeting	Low- and Moderate-Income Households; affordable by design
State Priority for “Pro-housing City”	Use of Right Approval
Regional Housing Needs (RHNA)/ Housing Element Goals	Can be counted as moderate income units to meet RHNA goals.
Level of Recommendation	<p>Highly Recommended</p> <ul style="list-style-type: none"> City’s Ordinance will be null and void if it does not meet state Requirements.
Proposed Timeline	Mid-term (2-3 years)

Policy Description. Existing ADU ordinance will be “null and void” on January 1, 2020. While the state has left little room for local discretion, the City will need to update its ADU ordinance to establish any discretion it has.

Policy Analysis. Recent state legislation has limited Cities authority related to ADU requirements. For example, the state has restricted limitations on parking requirements, limitations on setbacks, limitations on size, impact fees, owner occupancy requirements. Local ordinance can establish:

- Objective landscaping, design, privacy, historic standards;
- Height limits above 16 feet;
- Size limitations above state requirements;
- Location standards for larger detached ADUs and attached ADUS;
- Prohibit all short-term rentals if desired;
- Application and submittal requirements;

Sixty days after adoption, the City will have to send new ADU ordinance to the state for review. In the interim, approval of ADUS will default to the state ministerial streamlining requirements.

Workplan Proposal. Update City’s ADU Ordinance to comply with state law and set City’s standards where allowable. Staff recommends updating the ordinance within 2 to 3 years.

Recommendation. Highly recommended that we establish Hayward ADU Ordinance that complies with state law.

IX. Evaluate Providing Pre-Approved ADU Plans

Summary

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Objective	Decrease the cost and time for developing ADUs by providing pre-approved plans.
Benefits Market Rate Development	Yes. Facilitates the development of ADUs on privately-owned property. Allows rental property owners to add ADUs to both single-family and multi-family properties.
Targeted Projects	Additions of ADUs to existing housing in single family zoned districts.
Household Targeting	Low- and Moderate-Income Households; affordable by design
State Priority for “Pro-housing City”	Use of Right Approval
Regional Housing Needs (RHNA)/ Housing Element Goals	Can be counted as moderate income units to meet RHNA goals.
Level of Recommendation	Recommended <ul style="list-style-type: none"> • Recommended by the Homelessness-Housing Taskforce (HHTF)
Proposed Timeline	Mid-term (2-3 years)

Policy Description. Pre-approved ADU plans have the potential to reduce time to issue a building permit. Staff would evaluate the effectiveness, cost associated with providing pre-approved plans to develop ADUs and staff’s capacity to take on an additional project.

Policy Analysis. According to Building Permit records, it takes between 2-10 months between building permit application to issuance of permit with an average of six months. The range in timing is related to quality of plans and responsiveness of applicant to comments. Some cities are providing pre-approved plans that can be used by property owners to build ADUs.

Workplan Proposal. Evaluate the possibility of providing community residents pre-approved ADU plans to facilitate the development of ADUs. Staff recommends completed this evaluation within 2 to 3 years.

Recommendation. HHTF recommends evaluating the possibility of proving pre-approved plans to facilitate development of ADUs

FEES AND TRANSPARENCY

TOPICS EVALUATED

OVERVIEW

Impact fees provide cities revenue needed to address the impacts of development on the community. The City of Hayward imposes a Park Dedication In-Lieu Fee, Affordable Housing In-Lieu Fee and will be considering a Transportation Impact fee at a later date. Impact fees help to address community concerns but can also discourage investment if the costs cannot be absorbed by the market. The State of California has identified the high cost of impact fees and an impediment to housing development. Stakeholders have identified changes to the amount of fees can render a project infeasible. However, for residential development, Hayward’s existing fees are among the lowest for surrounding jurisdictions. Needless to say, freezing, deferring, reducing, or exempting a project from impact fees can be used to incentivize the inclusion of affordable housing.

X. Reducing Development Impact Fees for Affordable Units (Excluding Utility Fees)

Summary	
Objective	Reduce development costs for affordable housing projects and incentivize inclusion of affordable units in market rate developments by mitigate costs associated with the affordable units.
Benefits Market Rate Development	Yes. Will reduce costs for market rate developments that include on-site affordable housing units.
Targeted Projects	Mixed-income and affordable housing; rental and ownership housing
Household Targeting	Very low, low, moderate and above moderate (see Appendix A for details)
State Priority for “Pro-housing City”	Reduction of Development Impact Fees
Regional Housing Needs (RHNA)/ Housing Element Goals	Will produce units at all income levels: Very low, low, moderate and above moderate
Level of Recommendation	Highly Recommended
Proposed Timeline	Short-term (1-2 years)

Policy Description. Options for Reducing Development Impact Fees for Affordable Units (Excluding Utility Fees).

1. Exempt affordable housing units (including on-site inclusionary units) from City development impact fees. Exempt affordable housing units from development impact fees, including on-site inclusionary units. Maintain existing impact fee policy as part of any future policy to exempt 100% affordable housing projects with an average household income of 60 area median income or less or expand to include all

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100% affordable housing projects serving households up to 120% AMI that are sponsored by non-profit developers.

2. Reduce development impact fees for affordable housing. Reduce development impact fees for affordable housing units, including on-site inclusionary units (alternative: units that meet certain affordability criteria and requirements, such as very low or low-income units).
3. Defer development impact fees for all housing. Maintain existing impact fee policy as part of any future policy to allow development impact fees to be collected at certificate of occupancy instead of building permit.
4. Establish Loan Program for Development Impact Fees for Affordable Housing. Create a loan program for development impact fees for affordable housing units secured by a deed of trust released upon full payment of the fees.

Policy Analysis. Staff recommends the following actions to reduce the costs of development impact fees and incentivize affordable and mixed-income housing:

- Exempt 100% affordable housing projects sponsored by non-profit developers serving households up to 120% AMI from Park Dedication In-Lieu Fees.
- Provide a 50% reduction in park fees to for-profit developers for on-site affordable units that are income restricted consistent with the City's Affordable Housing Ordinance.
- Maintain the ability for development impact fees to be paid at certificate of occupancy as provided for in the City's current park development fee ordinance.
- Provide a 50% reduction in any future transportation fees for on-site affordable units that are located within 1/2 mile of BART or a major high-frequency transit line.
- Establish a loan program to defer impact fees for projects that include affordable housing units and that require a City regulatory agreement. Loan servicing would coincide with monitoring required by the regulatory agreement which will minimize the burden on staff and the cost of program administration.

Workplan Proposal. Staff recommends implementing a combination of fee exemption, reduction and deferral as described in the analysis to mitigate the cost of the affordable housing units and incentivize the inclusion of affordable units in market rate developments. Staff recommends implementing fee reductions within 1 to 2 years.

Recommendation. Highly Recommended

XI. Impact Fees and ADUs

Summary

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Objective	Reduce development costs for ADUs to incentivize property owners to add ADUs as an affordable by design housing option.
Benefits Market Rate Development	Yes. Reduces costs related to adding ADUs to a privately-owned property.
Targeted Projects	Additions of ADUs to existing housing in single family zoned districts or multi-family developments.
Household Targeting	Low- and Moderate-Income Households; Affordable by design
State Priority for "Pro-housing City"	Reduction of Development Impact Fees
Regional Housing Needs (RHNA)/ Housing Element Goals	Can be counted as moderate income units to meet RHNA goals.
Level of Recommendation	Highly Recommended Exempt and reduce development impact fees consistent with state law.
Proposed Timeline	Short-term (1-2 years)

Policy Options. Reduce development costs for ADUs to incentivize property owners to add ADUs as an affordable by design housing option. Options for Reducing Development Impact Fees for ADUs (Excluding Utility Fees).

1. Exempt ADUs from development impact fees. Exempt ADUs that are 750 sf or less from development impact fees as required by state law.
2. Reduce development impact fees for ADUs. Reduce development impact fees for ADUs that are greater than 750 sf proportional to the square footage of the primary dwelling as required by state law.
3. Defer development impact fees for ADUs. Defer development impact fees for ADUs.

Policy Analysis. Staff highly recommends reducing development impact fees for ADUs. Potential applicants frequently and continuously express to planners/city staff that this is a major impediment to constructing ADUs in the City. New state legislation has imposed limitations on impact fees for ADUs. Effective January 1, 2020, no Impact Fees or Quimby Act Fees can be charged for ADUs if the unit is less than 750 square feet. For ADUs greater than 750 square feet, the City can only charge an impact fee proportional to the square footage of the primary dwelling. Additionally, the deferral of payment of fees to certificate of occupancy consistent with the existing park development impact fee should be maintained.

Workplan Proposal. Staff recommends implementing fee exemptions and reductions for ADUs consistent with state law. Staff recommends implementing fee exemptions and reductions within 1 to 2 years.

Recommendation. Highly Recommended

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XII. Defer Utility Fees for Affordable Housing/ADUs until Service Connection.

Summary	
Objective	Reduce development costs for affordable housing projects and ADUs by deferring utility impact fees until service connection.
Benefits Market Rate Development	Yes. Will reduce costs for property owners who build ADUs or market rate developments that include on-site affordable housing units.
Targeted Projects	Mixed-income and affordable housing; rental and ownership housing
Household Targeting	Very low, low, moderate and above moderate (see Appendix A for details)
State Priority for "Pro-housing City"	Reduction of Development Impact Fees
Regional Housing Needs (RHNA)/ Housing Element Goals	Will produce units at all income levels: Very low, low, moderate and above moderate
Level of Recommendation	Highly Recommended
Proposed Timeline	Short-term (1-2 years)

Policy Description. Allow deferral of utility impact fees for affordable housing units and ADUs until service connection. Paying fees later reduces the financing costs associated with construction because it reduces interest accrual on loans.

Policy Analysis. Staff highly recommends deferring utility fees for affordable housing projects that provide on-site inclusionary units and ADUs. A workflow and tracking system will need to be established to verify payment.

Workplan Proposal. Staff recommends implementing fee deferral for utility connection fees for affordable housing units and ADUs within 1 to 2 years.

Recommendation. Highly Recommended

XIII. Improve Transparency.

Summary	
Objective	Provide more transparency to the development community about development requirements and the cost of fees.
Benefits Market Rate Development	Yes. Will provide developers more upfront certainty.
Targeted Projects	Market rate, Mixed-income and affordable housing; rental and ownership housing
Household Targeting	Very low, low, moderate and above moderate (see Appendix A for details)
State Priority for "Pro-housing City"	Reduction of Development Impact Fees

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Regional Housing Needs (RHNA)/ Housing Element Goals	Will produce units at all income levels: Very low, low, moderate and above moderate
Level of Recommendation	In progress
Proposed Timeline	Short-term (1-2 years)

Policy Description. As required by new state law, provide clear and easily obtainable information on the City's website and in Development Services Department materials to help the development community understand the development requirements and the cost of fee in the City so that they can plan their projects more effectively.

Policy Analysis. While new state law requires improved transparency, local developers indicated that uncertainty during the development process is one of their concerns with the City. Developers have stated that development requirements and/or fees are not clear. Additionally, they have experienced sudden changes or imposition of last-minute requests in development standards which create delays or increase project costs.

Workplan Proposal. Staff is already working on ways to provide clearer information about the cost of fees in the City to the development community, such as fees for sample projects and a possible fee calculator. Staff recommends completing this work within 1 to 2 years.

Recommendation. In Progress

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FUNDING

TOPICS EVALUATED

OVERVIEW

Increasing funding for affordable housing will enable the City to subsidize additional affordable housing units. The City has an affordable housing trust fund which is funded through payment of the affordable housing in-lieu fee. Additional funding can come from bond funds, parcel taxes, applying for state funding or partnering with affordable housing developers on their applications for state funding.

XIV. Pilot a New Moderate-Income Affordable Housing Financing Model

Summary	
Objective	Pilot a new Moderate-income affordable housing financing model
Benefits Market Rate Development	No
Targeted Projects	Affordable housing; rental
Household Targeting	moderate-income (see Appendix A for details)
State Priority for "Pro-housing City"	N/A
Regional Housing Needs (RHNA)/ Housing Element Goals	Will produce units at moderate income level
Level of Recommendation	Recommended Recommended that the City partner with Catalyst Housing to utilize tax-exempt bond financing to fund moderate income housing.
Proposed Timeline	Short-term (1-2 years)

Policy Description. Catalyst Housing has developed a financing model to finance deed restricted moderate income housing that would not require any financial contribution from the City. It would require that the City: (1) join the California Community Housing Authority (CALCHA) and partner with Catalyst Housing to utilize tax-exempt 30-year bonds issued by CALCHA; and (2) execute Purchase Option Agreements with CALCHA to give the City the option to purchase or sell the property between years 15-30 of the bonds. The City could assign this purchase option agreement to a non-profit housing corporation to assume the property.

Policy Analysis. Staff recommends this proposal as it would provide capital to finance and create new moderate-income housing rental units within the City. Currently, there are no housing development subsidies for moderate income households. The financing model could be used for new construction or to purchase market rate rental properties and convert them to moderate income properties. Catalyst housing has a zero-displacement policy and would allow over-income tenants to remain in their unit until they choose to

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leave. There would be no financial liability for the City unless the City exercises its option to purchase the property in the future.

Workplan Proposal. Staff is conducting additional analysis and is targeting Winter 2020 to bring this forward to Council for approval. Development of projects would be contingent on the availability of suitable sites or properties.

Recommendation. Recommended that the City partner with Catalyst Housing to utilize tax-exempt bond financing to fund moderate income housing.

XV. Pursue State Housing Funding Opportunities

Summary	
Objective	Secure additional resources for the development of affordable housing by applying for state grant opportunities
Benefits Market Rate Development	No
Targeted Projects	Affordable housing; rental and ownership
Household Targeting	Very low, low, and moderate-income (see Appendix A for details)
State Priority for "Pro-housing City"	N/A
Regional Housing Needs (RHNA)/ Housing Element Goals	Will produce units at all income levels: Very low, low, and moderate-income
Level of Recommendation	Recommended Recommended that the City apply for state grant opportunities.
Proposed Timeline	Mid-term (2-3 years)

Policy Description. There are a variety of state grant opportunities that will provide funding for affordable housing development and planning grants intended to increase affordable housing production. Some examples of grants include, Local Housing Trust Fund Program (LHTF) which provides matching grants to local and regional housing trust funds dedicated to the creation, rehabilitation and preservation of affordable housing, transitional housing and emergency shelters; and Infill Infrastructure Grant Program (IIG) which promotes infill housing development by providing financial assistance that supports infrastructure improvements. The City should pursue funding opportunities to increase the supply of affordable housing.

Policy Analysis. Staff recommends that the City supplement existing resources to fund affordable housing development by applying for state grants.

Workplan Proposal. This work will be ongoing as the state issues NOFA. It is anticipated that the NOFA for the LHTF will be issue Spring 2020.

Recommendation. Recommended that the City pursue state grant funding opportunities.

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XVI. Allocation of Affordable Housing Trust Funds

Summary	
Objective	Allocate affordable housing trust funds based on Council priorities.
Benefits Market Rate Development	No
Targeted Projects	Affordable housing including rental and ownership; down payment assistance, transitional housing
Household Targeting	Very low, low, and moderate-income (see Appendix A for details)
State Priority for "Pro-housing City"	Local Housing Trust Fund
Regional Housing Needs (RHNA)/ Housing Element Goals	Will produce units at all income levels: Very low, low, moderate and above moderate
Level of Recommendation	Recommended Staff recommends evaluating funding priorities that include various types of housing assistance including affordable rental housing, homeownership resale restricted housing or down payment assistance, and/or shelter opportunities
Proposed Timeline	Mid-term (2-3 years)

Policy Description. Once sufficient funds are available, hold work session to establish funding priorities for Affordable Housing Trust Funds including affordable rental housing, homeownership resale restricted housing or down payment assistance, and/or shelter opportunities. Issue Notice of Funding Availability (NOFA) or establish programs consistent with Council funding priorities.

Policy Analysis. Last fiscal year, the City Council allocated the balance of the Affordable Housing Trust Funds. Once the Affordable Housing Trust Fund is replenished through payment of the affordable housing in-lieu fee, staff recommends evaluating funding priorities of various types of housing assistance including affordable rental housing, homeownership resale restricted housing or down payment assistance, and/or shelter opportunities. Per the Affordable Housing Ordinance, the affordable housing in-lieu fees must be used to increase the supply of housing affordable to moderate-, low, very low, or extremely low-income households in the City through new construction, acquisition of affordability covenants and substantial rehabilitation of existing housing. Use of the funds must mitigate the impact of market rate housing on the need for affordable housing.

Workplan Proposal. It is anticipated that sufficient funds will be available in 1-2 years. Council would hold a work session to establish priorities. In preparation, the HHTF will review homeownership policies and programs in June 2020 to be considered for funding. This work would be completed over 2 to 3-year time period.

Recommendation. Staff recommends evaluating funding priorities that include various types of housing assistance including affordable rental housing, homeownership resale

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restricted housing or down payment assistance, and/or shelter opportunities to determine allocation of affordable housing trust funds.

XVII. Abate or Defer Property Tax for Market Rate and/or Affordable Housing Projects.

Summary	
Objective	Abate or Defer Property Tax for Market Rate and/or Affordable Housing Projects.
Benefits Market Rate Development	Yes. Reduces cost of the development.
Targeted Projects	Affordable housing; rental and ownership housing
Household Targeting	Very low, low, moderate and above moderate-income (see Appendix A for details)
State Priority for "Pro-housing City"	N/A
Regional Housing Needs (RHNA)/ Housing Element Goals	Will produce units at all income levels: Very low, low, moderate and above moderate
Level of Recommendation	Not Recommended
Proposed Timeline	N/A

Policy Description. Abate or defer property taxes for market rate and/or affordable housing that meet certain density or inclusionary housing criteria and requirements.

Policy Analysis. This proposal is not recommended since it was already considered as a referral by the City Council and direction was given to staff not to pursue it.

Recommendation. Not Recommended.

XVIII. Establish an Impact Fee on Commercial Uses for Affordable Housing

Summary	
Objective	Establish an impact fee on commercial uses to subsidize the development of affordable housing.
Benefits Market Rate Development	No.
Targeted Projects	Affordable housing; rental and ownership housing
Household Targeting	Very low, low, and moderate-income (see Appendix A for details)
State Priority for "Pro-housing City"	Local Housing Trust Fund
Regional Housing Needs (RHNA)/ Housing Element Goals	Will produce units at all income levels: Very low, low, moderate and above moderate

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Level of Recommendation	Not Recommended
Proposed Timeline	N/A

Policy Description. Establish a fee that would be collected from commercial uses and placed in the Affordable Housing Trust Fund and used as described in Sections 10-17.1000-1010 (Affordable Housing Trust Fund) of the City's Affordable Housing Ordinance.

Policy Analysis. This proposal is not recommended because it would create a disincentive for commercial uses locate in the City, which the City is actively trying to attract. This policy is better suited for Silicon Valley where there is a high demand for commercial uses.

Recommendation. Not Recommended.

XIX. Pursue Voter-Approved Ballot Measure for a Vacant Parcel Tax for Homelessness and/or Affordable Housing.

Summary	
Objective	Establish additional funding to fund services for people experiencing homelessness and/or development of affordable housing.
Benefits Market Rate Development	No.
Targeted Projects	Housing services and affordable housing; transitional housing and housing with supportive services
Household Targeting	Extremely low-income (see Appendix A for details)
State Priority for "Pro-housing City"	Local Housing Trust Fund
Regional Housing Needs (RHNA)/ Housing Element Goals	If used for housing development will produce units to meet the very low-income goal.
Level of Recommendation	Not Recommended
Proposed Timeline	N/A

Policy Description. Pursue a voter-approved ballot measure, similar to the City of Oakland, to fund services for people experiencing homelessness and/or affordable housing (including rental and homeownership).

Policy Analysis. Pursue a voter-approved ballot measure, similar to the City of Oakland, to fund services for people experiencing homelessness and/or affordable housing (including rental and homeownership).

Recommendation. Not Recommended.

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XX. Pursue Voter-Approved Ballot Measure for an Affordable Housing Bond Program

Summary	
Objective	Establish additional funding to subsidize the development of affordable housing.
Benefits Market Rate Development	No.
Targeted Projects	Mixed-income and affordable housing; rental and ownership housing
Household Targeting	Very low, low, and moderate income (see Appendix A for details)
State Priority for "Pro-housing City"	Local Housing Trust Fund
Regional Housing Needs (RHNA)/ Housing Element Goals	Will produce units at all income levels: Very low, low, moderate and above moderate
Level of Recommendation	Not Recommended
Proposed Timeline	N/A

Policy Description. Pursue a voter-approved ballot measure for an affordable housing bond program to build and preserve affordable housing units (including rental and homeownership) citywide. The bond proceeds would help stabilize housing for the city's most vulnerable populations including veterans, seniors, the disabled, low and moderate-income individuals or families, foster youth, victims of abuse, the homeless and individuals suffering from mental health or substance abuse illnesses. Furthermore, the bond would prioritize advancing supportive housing for special needs populations, including homeless and chronically homeless persons and increasing housing supply for extremely low-income populations.

Policy Analysis. Staff recommends supporting a regional housing bond measures instead of a local measure, as the potential benefits of a regional bond would have far greater potential than a local measure. This also allows the City to explore the feasibility of other revenue measures that the City may pursue over the next 2-5 years.

Recommendation. Not Recommended.

PUBLIC LANDS

TOPICS EVALUATED

Overview

City owned land is a resource that can be leveraged to increase the supply of housing. By establishing criteria for the disposition of City-owned property, the City set-priorities for development such as providing housing for low- or moderate-income housing subject to feasibility.

XXI. Prioritize On-Site Affordable Housing for Residential Projects Developed on City-Owned Land

Summary	
Objective	Increase the production of mix-income and affordable housing on City-owned land to address housing affordability and meet RHNA goals
Benefits Market Rate Development	Yes. Creates development opportunities for market rate developers to develop mixed-income housing and sets clear expectations for inclusion of onsite affordable housing.
Targeted Projects	Mixed-income and affordable housing; rental and ownership housing
Household Targeting	Very low, low, moderate and above moderate income (see Appendix A for details)
State Priority for “Pro-housing City”	N/A
Regional Housing Needs (RHNA)/ Housing Element Goals	Will produce units at all income levels: Very low, low, moderate and above moderate
Level of Recommendation	In Progress Recommended that the City continue to leverage City-owned land to create opportunities for mixed-income or affordable housing.
Proposed Timeline	Short-term (1-2 years)

Policy Description. Require that new development of City owned land include on-site affordable units at a level of affordability consistent with the affordable housing ordinance or provide a significant benefit to affordable housing in another form, as appropriate.

Policy Analysis. Currently, the City is in progress of implementing prioritization of on-site affordable housing for residential projects related to the development of City owned land, such as the 238 properties. In negotiating land deals, the City can identify development requirements that provide a public benefit to the extend the requests are feasible based on market conditions and are appropriate based on the General Plan and zoning. During the stakeholder events, developers have indicated that identifying project requirements upfront ensures project feasibility and that the framework the City has been using to identify project requirements for land disposition makes it easier to propose a feasible project that satisfies the City’s priorities.

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Workplan Proposal. This plan is already being applied to the disposition of City-owned land.

Recommendation. Recommended that the City continue to leverage City-owned land to create opportunities for mixed-income or affordable housing.

XXII. Convert Underused and Tax Defaulted Properties to Permanent Affordable Housing in Partnership with Nonprofit Affordable Housing Developers

Summary	
Objective	Increase the production of mix-income and affordable housing on City-owned land to address housing affordability and meet RHNA goals
Benefits Market Rate Development	Yes. Creates development opportunities for market rate developers to develop mixed-income housing and sets clear expectations for inclusion of onsite affordable housing.
Targeted Projects	Mixed-income and affordable housing; rental and ownership housing
Household Targeting	Very low, low, moderate and above moderate income (see Appendix A for details)
State Priority for “Pro-housing City”	N/A
Regional Housing Needs (RHNA)/ Housing Element Goals	<ul style="list-style-type: none"> • Without amendment to the Housing Element, the units developed would not count toward the RHNA goals. • Contributes to fulfilment of Housing Element goals: <ul style="list-style-type: none"> • H-2.2 Provide Incentives for Affordable Housing • H-3.5 Encourage compatible development of underutilized sites. • H-3.6 Supports adaptive reuse.
Level of Recommendation	Highly Recommended Recommended that the City continue to leverage City-owned land to create opportunities for mixed-income or affordable housing.
Proposed Timeline	Short-term (1-2 years)

Policy Description. Enter into a joint venture partnership with a non-profit organization to acquire and convert formerly blighted and tax-defaulted properties into permanently affordable housing (including rental and homeownership) for low-and-moderate income households.

Policy Analysis. Staff highly recommends converting underused and tax defaulted properties to permanent affordable housing in partnership with a nonprofit affordable housing developer and/or community land trust in a way that minimizes administrative and financial impacts to City staff. Currently, unless new units are created, the program would not contribute units to meet the City’s RHNA goals. However, staff would structure this program and update the next housing element to count affordable units developed towards achieving regional housing allocations.

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Workplan Proposal. In previous years, there have only been a small number of units available on Alameda County’s tax defaulted property list. While the program will be beneficial in creating additional affordable housing opportunities, it is being set as a lower priority. Therefore, design and implementation of the program would be within 2-3 years.

Recommendation. Highly recommended that the City establish a program to convert underused and tax defaulted properties to permanent affordable housing in partnership with non-profit housing providers.

XXIII. Create a Zoning Exemption for Affordable Housing on Surplus Land in Residential Zones regardless of Density Maximums.

Summary	
Objective	To increase the number of affordable housing units developed on surplus land in residential zones by exempting the land from maximum density.
Benefits Market Rate Development	No.
Targeted Projects	Affordable housing; rental and ownership housing
Household Targeting	Very low, low, moderate and above moderate income (see Appendix A for details)
State Priority for “Pro-housing City”	Use of Right Approval
Regional Housing Needs (RHNA)/ Housing Element Goals	Could produce units at all income levels: <ul style="list-style-type: none"> • Very low, low, moderate and above moderate
Level of Recommendation	Not Recommended
Proposed Timeline	Mid-term (2-3 years)

Policy Description. Permit 100% affordable housing developments on public land regardless of density maximums in residential and mixed-use zones. This exemption could be structured to exclude projects ineligible for state affordable housing financing program and on industrially zoned land.

Policy Analysis. This proposal may require General Plan Amendment and Zoning Text Amendments to allow densities on publicly owned land if it is not designated/zoned for residential uses. Additionally, new state law will allow increase density for 100 percent affordable housing developments. According to GIS, the City owns 335 parcels that have a Residential or Mixed-Use General Plan or Zoning designation and Successor Agency owns 13 parcels (7.7 acres) that could benefit by this proposal. Given limited staff resources and the limited potential benefits of this item, staff recommends pursuing proposals I (Density Bonus) and III (Upzoning) above instead.

Recommendation. Not Recommended.

STREAMLINING

TOPICS EVALUATED

Overview

Depending on the scope of the development, the approval process can take years to complete. During that time, construction costs, fees and financing costs can increase; and development standards change. This creates uncertainty for developers and increases risk for developers. The objective of streamlining is to accelerate the approval process for residential development.

XXIV. Streamlined Approval for Affordable Housing Projects Meeting Specific Criteria Consistent with SB 35.

Summary	
Objective	Expedite the approval of 100% affordable housing developments as required by state law.
Benefits Market Rate Development	No
Targeted Projects	Affordable housing; rental and ownership housing
Household Targeting	Very low, low, and moderate income (see Appendix A for details)
State Priority for "Pro-housing City"	Reduction of Permit Processing Time
Regional Housing Needs (RHNA)/ Housing Element Goals	Will produce units at variety of income levels: Very low, low, and moderate
Level of Recommendation	In Progress Recommended compliance with state law
Proposed Timeline	Short-term (1-2 years)

Policy Description. Develop an application process for ministerial review related to SB 35 streamlining eligible projects. Staff will identify Hayward’s objective zoning and design review standards. This will exclude qualified projects from environmental review under CEQA and reduce the approval process to 90 days from 180 days.

Policy Analysis. Currently, the City is in progress of streamlining approval for affordable housing projects that are in conformance and compliance with SB 35 eligibility criteria. Furthermore, the City has developed a checklist tool for developers to utilize during the permitting process to verify that all necessary documents and obligations are met to expedite the permitting process. Planning has received the first application for streamlined approval for affordable housing and working with other City Departments to comply with the requirements of SB 35. This policy will expedite the approval process for affordable housing a mix-income projects that otherwise meet the criteria.

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Workplan Proposal. Continue to work with City Departments to ensure compliance with SB 35 and create a process that will expedite affordable housing developments that meet the criteria for streamlining.

Recommendation. Recommended that the City continue establishing a process to comply with SB 35 to streamline approvals for affordable housing.

XXV. Review Approval Process to Address Inefficiencies with the Goal of Reducing Overall Approval Time.

Summary	
Objective	<ul style="list-style-type: none"> Expedite the approval process by addressing inefficiencies. Comply with new state law
Benefits Market Rate Development	Yes. Will make improvements to address some of the developers concerns about approval times and early identification of required reports.
Targeted Projects	Market Rate, Mixed-income, Affordable housing; rental and ownership housing
Household Targeting	Very low, low, moderate and above moderate-income (see Appendix A for details)
State Priority for “Pro-housing City”	Reduction of Permit Processing Time
Regional Housing Needs (RHNA)/ Housing Element Goals	Will produce units at all of income levels: Very low, low, moderate and above moderate
Level of Recommendation	In Progress
Proposed Timeline	Short-term (1-2 years)

Policy Description. Identify internal bottlenecks that delay the development approval process and evaluate ways to address these delays in terms of contracting on-call consultants or specialists, re-deploying staff resources more efficiently, and adding staff, if necessary. Also, identify required studies early in the application process to avoid unnecessary delays, identify the reasons why some required studies do not get identified until subsequent submittals of an application, and establish a process to improve early preparation of lengthy studies.

Policy Analysis. These improvements will be administrative by nature and will not require Council approval. Currently, the City is in progress of evaluating areas of inefficiencies in the development process with the goal of reducing overall approval time. Additionally, there are several proposed policies listed here that are intended to help address some of those inefficiencies related to permit approval time. Developers have referenced in stakeholder meetings that approval times and lack of clear requirements can impact project feasibility. This policy would improve the application process and reduce requests for additional studies late in the application process.

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Additionally, SB 330 Streamlining requires that the City publish on its website detailed information required for development application; provide development tools and resources; and develop system to track new deadlines for housing development applications (and ADUs).

Workplan Proposal. Continue work to address inefficiency and to comply with state law in order to expedite approval time. This work will be completed within 1-2 years.

Recommendation. Recommended that the City continue implementing improvements to the approval process and ensure compliance with state law.

XXVI. Provide "Package of Incentives" for Housing Projects Providing Affordable Housing.

Summary	
Objective	To synthesize policies that promote inclusion of affordable units.
Benefits Market Rate Development	Yes. This policy will provide clarity to developers about requirements, assist them in accessing benefits that mitigate cost of including affordable units in the project, and help them to comply with the Affordable Housing Ordinance.
Targeted Projects	Market Rate, Mixed-income, Affordable housing; rental and ownership housing
Household Targeting	Very low, low, moderate and above moderate-income (see Appendix A for details)
State Priority for "Pro-housing City"	Reduction of Permit Processing Time
Regional Housing Needs (RHNA)/ Housing Element Goals	Will produce units at all of income levels: Very low, low, moderate and above moderate
Level of Recommendation	Highly Recommended
Proposed Timeline	Mid-term (2-3 years)

Policy Description. Promote and incentivize new construction of mixed income and affordable housing by compiling a "Package of Incentives" of various incentives. There could be multiple packages that vary depending on the proportion of affordable units and the depth of affordability. The incentives and exemptions could include: an exemption or reduction of development impact fees, utility fee deferral, parking reductions and/or a waiver of physical building requirements imposed on development and identification of low-cost financing options or guidance for investing in an opportunity zone.

Policy Analysis. Staff recommends providing various types of packages contingent on the project meeting various affordability requirements. For example, an affordable housing project consisting of 50% income restricted units would receive lesser incentives than a 100% affordable housing project. After staff receives direction on the other proposals above, staff will design packages of incentives in greater detail. Staff would "package" policies and resources that help developers mitigate the costs with associated with affordable units to make it easier for developers to take advantage of these cost saving

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measures. If approved, staff would highlight the following: Project requirements for streamlining under SB 35, Density Bonus, Fee exemption and reductions, utility fee deferral, and special financing opportunities. This policy will demonstrate a partnership mentality that will problem solve by consolidating information that may increase feasibility of on-site affordable units.

Workplan Proposal. Creation of the “package of incentives” is dependent on approval of policies that incentivize inclusion of affordable housing on market rate projects; however, creation of the packages will be an administrative responsibility. This work will be completed within 2-3 years.

Recommendation. Recommended that the City create a “Package of Incentives”.

XXVII. Educational Work Session Regarding Project Feasibility, Residual Land Value and Implication of Demands Beyond Established Requirements

Summary	
Objective	Streamline approval process by reducing the number of last-minute requests imposed by City Council by providing an informational work session to discuss project feasibility, residual land value and implication of demands beyond established requirements.
Benefits Market Rate Development	Yes. Would reduce development timeline and unexpected expenses caused by last minute changes to the project that otherwise meets City Standards.
Targeted Projects	Market Rate, Mixed-income, Affordable housing; rental and ownership housing
Household Targeting	Very low, low, moderate and above moderate-income (see Appendix A for details)
State Priority for “Pro-housing City”	Reduction of Permit Processing Time
Regional Housing Needs (RHNA)/ Housing Element Goals	Will produce units at all of income levels: Very low, low, moderate and above moderate
Level of Recommendation	Highly Recommended
Proposed Timeline	Short-term (1-2 years)

Policy Description. Provide education to City Council about the implications of changes to a proposed project that meets all of the City’s established regulations.

Policy Analysis. Stakeholders have expressed concern that well intended project modifications have unintended consequence of affecting project feasibility. Developers have suggested education regarding providing training regarding development project feasibility, residual land value and the implication of adding additional components to a project that was not initially included the development designs and budget. This policy will create awareness that is intended to improve upfront certainty and expedite the approval process.

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Workplan Proposal. Hire a consultant to provide education at an informal work session to ensure that decision makers are aware of the implications of adding additional project requirements. This work would be complete in 1-2 years.

Recommendation. Recommend holding an educational work session regarding development project feasibility, residual land value and the implication of adding additional components to a project that was not initially included the development designs and budget.

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PRODUCTION

**APPENDIX A-2019 INCOME LIMITS FOR ALAMEDA
COUNTY AS ESTABLISHED BY CALIFORNIA
DEPARTMENT OF HOUSING AND COMMUNITY
DEVELOPMENT**

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

What the City of Hayward Can Do to Encourage More Housing Development? Feedback from Market Rate Developer Interviews

1. **Flexibility:** Promote flexibility within development standards, design guidelines and existing zoning without requiring a Planned Development or rezone that exposes a developer to a referendum. Every site and every adjacency is unique and not everything fits within a strict rulebook, especially due to changing market conditions and the unique conditions of infill sites that confront special challenges.
2. **Existing Regulations.** Honor the existing standards and regulations in the zoning without exacting more during the development process, which creates uncertainty, delays projects and jeopardizes financing.
3. **Definitive Obligations and More Upfront Certainty:** Provide upfront clarity of required or event potential impact fees, mitigation measures, agreements or early conditions of approval to solidify fees, obligations, and timing requirements and lock in regulations and codes at the time a project is deemed complete. Developers want upfront “certainty” about project requirements so that they can plan their costs and financing accordingly.
4. **Realistic Off-site Improvements:** One project cannot and should not be burdened to fix impacts greater than itself just because it’s viewed as having a deep pocket.
5. **Cost Impacts.** The Bay Area is currently experiencing inflationary cost escalation. As a result, the City’s development process should be careful about adding any requirements that add costs to projects, such as expensive roof top decks, significant design elements and exterior articulation, and more parking, which make projects more expensive, and potentially infeasible.
6. **Willing Compromise:** Constant “asks” month after month without some compromise on the cities’ part hinders and delays development. If the city wants development, then both sides will need to be willing to compromise on challenging issues.
7. **Expedite Permit Processing:** Review ways to decrease the time it takes to obtain entitlements – the longer it takes the more uncertainty the project will be built due to changing market, cost, financing and regulatory conditions. Work on a schedule from the very beginning of a process to help set expectations on both sides of the table and then work jointly to meet those timelines.
8. **Development Opportunities:** Clearly identify and market opportunities throughout the city for development.
9. **City Sponsored Zoning and General Plan (GP) Amendments:** If a City pre-zoned or amended the GP to a developable land use that the City supports ahead of the developer, risk is minimized for both the developer and their equity partners.

10. Fee Freeze or Deferral: Freezing or deferring fees are a huge help to proformas and project financial feasibility. Can certain fees be delayed until building permit, or ideally, until Certificate of Occupancy of the home itself? As some cities have done with below market rate fees, the city could get paid directly out of escrow. This helps the builder in every respect, especially when considering the fees that the city cannot control such as school impact fees. Additionally, provide flexibility in paying the affordable housing fee and not insisting on on-site affordable housing.
11. Ground Floor Commercial Requirements. There is not sufficient demand for retail and commercial uses to require these uses on the ground floor in all projects along Mission Boulevard and other major corridors. Additionally, these requirements increase costs and do not generate value for the project, which undermines the feasibility of a project. Focus on corner developments along Mission Blvd and other corridors for retail/commercial spaces and do not discount the potential for housing along the ground floor to create pedestrian vibrancy along this corridor as well.
12. Early Grading Permit: It greatly helps project viability if a developer can shorten the project duration by performing grading or clean-up prior to Improvement Plans and Final Map.
13. Expeditious Plan Checking: Anything that can be done to turn around reviews and commitments as quickly as possible helps housing feasibility and production.
14. Creative Problem Solving: Encourage a solution-oriented city culture when it comes to new housing development.
15. Strong Staff Partnership. Encourage strong staff partnership and authority to help guide, support and facilitate housing projects.
16. Councilmember Education: Educate the City Council to the impacts of their comments and the costs associated with them. Some City Councils like to redesign or “fix” a project without context or a true understanding of what Planning and the developer have gone through together for years in the entitlement process.
17. CEQA: This is where a developer is most vulnerable due to the unknowns, exposure from potential opposition (neighbors, unions, nimby’s, etc.), and the cost associated with resolution. How can the City help to mitigate this risk? Is it in their response to comments or how they qualify feedback on the CEQA document?
18. No Union Mandates: Eliminate pressure for mandatory union labor, as this is a major way to increase costs and render a project infeasible.
19. Professional Studies and Reports: Many cities require third-party reports then dismiss them because they disagree with the conclusions. Avoid requiring useless reports that increase costs and delay processing, if their conclusions are not going to be trusted.
20. City Support: It makes a difference when Planning Commissioners and City Councilmembers stand up for developers in a public forum. Nothing sends a positive, pro-housing message faster to the development community than a decisionmaker making a

public statement in favor of development in their town. There are countless benefits of development, and sometimes the community could be reminded of those benefits, such as impact fees, road improvements, retail, affordable units, school fees, open space, housing that supports jobs, site clean-up, blight removal due to redevelopment, etc.

21. Other Miscellaneous Feedback: Developers also provided other information that is helpful in understanding housing production in Hayward:

- Stacked flat multi-family housing projects are more expensive than other product types and are not currently feasible as a stand alone product in Hayward right now.
- Prices are going down and costs are staying the same or increasing slightly right now.
- Medium density housing products (18-25 units per acre) are highly feasible right now.
- It is becoming increasingly difficult to balance the needs of the surface area of new development as there are many competing uses, such as buildings, parks, parking, landscaping, stormwater treatment, and utilities.
- As new policy and planning ideas are considered, evaluate and be aware of any unintended consequences of these actions on the production of housing.
- If the City is going to promote alternative modes of transportation through developer funded transportation demand management plans, the streets need to be made safer.
- The quality of Hayward schools is a competitive disadvantage in terms of housing development compared to other nearby cities.

Multi-Family Market Rate Housing Production Incentives Forum November 14, 2019

City Approval Process and Fees

- Control fees and don't try to keep up with other cities that have different market conditions.
- Understand land residual – How do City policies impact financial feasibility?
- Educate City Council on construction costs and density implications on financial feasibility.
- Promote pre-application and CEDC meetings to obtain upfront certainty and clarity on project requirements. Avoid “late hits” from Utilities and Public Works Departments.
- Infill development requires creativity. Need policies that allow for flexibility.
- Staff attitude of “how do we make this project work?”/ Staff is doing a good job.
- Solve union issue – PLAs affect affordability and attainability
- More clarity on inclusionary requirements – fees or on-site? Provide incentive(s) for providing on-site requirement, but don't “punish” developments.
- Better fee transparency. Recommend developing a fee calculator like City of Dublin.
- Staff should be aware of financing rules/structure as it relates to feasibility of development including ADUs and adjust local regulations accordingly.
- Increase density bonus
- Fostering relationships to be sure Hayward is where folks want to invest such as school district and Hayward's image.
- Don't look to new development to solve all City's housing issues.
- Transparent rules and fees that are consistent and don't change during mid-project.
- Merge processes; tentative map and final map.
- Require on-site affordable units – can't fee out (remove option to pay in-lieu fee) with concession to lighten up RRSO
- Sliding scale of flexibility of regulations
- By right approval at certain densities
- Update base zoning districts to reflect current development patterns/needs
- PLAs
- CEQA and challenges related to CEQA
- Length of time to process building permits, especially small projects
- Identify “opportunity zones” and allow for a tax deferment incentive.
- Eliminate 50% of requirements to make project feasible
- Process is extremely costly and very time consuming. For example, park fees are extremely high.
- Impact fees should be exempted for affordable housing projects

- Feels that City Council opposes/not in favor of market-rate multi-family projects.
- Create a “Incentives Package/Checklist” that provides clear criteria for developers to receive development related incentives. This also has the potential to encourage market-rate developers to include affordable units in their project(s).
- Incentives for on-site affordable:
 - Streamline project schedule/timeline
 - Reduce development fees
 - Defer fees up until Certificate of Occupancy
 - Provide menu of items
 - Allow segregation of affordable housing
- Have the ability for developers to transfer their in-lieu fee as credit to an alternative off-site project of their choice.
- Provide clear obligations and streamline development process
- In favor of up zoning single family residential zones (R1) and consider same for commercial and industrial zones. This could potentially offset the issue of the increasing number of people experiencing homelessness.

New Funding Sources

- Do not issue/remove NOFA

Financial and Market Challenges

- Concerns about financing for multi-family housing impacted by rent control measures.
- Lack of labor supply.
- Townhomes most feasible product right now.
- Market-rate development is risky – some projects make no money.
- Ground floor retail is costly and doesn't have a positive cash return. This can impact feasibility. Retail market is changing and risky. Mission Blvd. is too busy and not safe for pedestrians to walk which makes it not a good location for retail.
- Adaptable ground floor space; facades can be made to look like retail/pedestrian scale space.

Other City Efforts

- Educate public about feasibility issues associated with multi-family housing – not feasible right now due to high costs/lower rents.
- Homeless blight issues impact investment potential – Clean downtown helps attract investment.
- Remove arbitration and mediation component of RRSO and replace with a public hearing process that is not as time consuming (i.e. City of Fremont).
- Better streetscape concept/vision for Mission



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.

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:

Felix AuYeung, MidPen Housing Corporation
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
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Mark Valentine, ReFrame It Consulting

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.

ACKNOWLEDGMENTS

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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).
- 2 Council of Infill Builders, *Bringing Downtown Back-Ways to Boost Infill Development in the San Joaquin Valley*, 2013, p. 8. Available at: <http://www.councilofinfillbuilders.org/wp-content/uploads/2016/02/Bringing-Downtown-Back.pdf> (accessed November 26, 2019).
- 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 (accessed November 26, 2019).
- 4 San Francisco Planning and Urban Redevelopment (SPUR), *San Francisco: Why does housing cost so much* presentation at SPUR, slide 10. Available at: https://www.spur.org/sites/default/files/events_pdfs/2017.05.30%20Why%20Does%20Housing%20Cost%20So%20Much%20-%20Hogan.pdf (accessed November 26, 2019).
- 5 Donald Shoup, "Cutting the Cost of Parking Requirements," *ACCESS Magazine*, Issue 48, Spring 2016. Available at: <http://www.accessmagazine.org/spring-2016/cutting-the-cost-of-parking-requirements/> (accessed November 26, 2019).
- 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).



For more information:

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Proposed Policies to Incentivize Housing Production for City of Hayward			
#	Topic	Policy Summary	Comments Received
Zoning/Housing Approvals			
1	Zoning/Housing Approvals	Adopt zoning text amendment to allow faith-based temporary shelters by right.	No - 3 votes
2	Zoning/Housing Approvals	Provide density bonus in excess of 35% (State law density bonus limit) for affordable housing.	Yes - 7 votes
3	Zoning/Housing Approvals	Expand single family residence land use categories to allow up to four units.	Yes - 11 votes
4	Zoning/Housing Approvals	Amend parking ordinance with elimination or modification to parking requirements.	Yes - 5 votes
5	Zoning/Housing Approvals	Allow emergency shelter sites in more areas within the City.	No - 2 votes
Accessory Dwelling Units (ADUs)			
6	ADUs	Reduce time to issue ADU permit.	Yes - 5 votes Reduce fees.
7	ADUs	Modify owner occupancy requirements for ADUs to allow property owner to reside in either primary residence or ADU. Alternately, allow property owner to rent primary dwelling and ADU separately or sublet individually while property owner resides elsewhere.	Yes - 5 votes No - 1 vote Oppose unless amended to exe3mpt from RRSO.
8	ADUs	Amend replacement parking requirements for ADUs.	Yes - 2 vote No - 2 votes
9	ADUs	Permit ADUs to be sold separately from primary residence if property developed by nonprofit corporation and deed restriction on property to preserve for affordable housing.	Yes - 1 vote No - 2 votes Exempt ADUs from RRSO.
10	ADUs	Permit two ADUs per primary residence lot in city-wide single-family zones.	Yes - 3 votes No - 2 votes
11	ADUs	Eliminate parking requirements for ADUs.	Perfer #3 Yes - 3 votes No - 1 vote
Fees/Transparency			
12	Fees/Transparency	Exempt affordable housing units (including on-site inclusionary units) from City development impact fees (excluding utility fees). Alternately, reduce or defer impact fees for affordable units.	Yes - 13 votes
13	Fees/Transparency	Reduce development impact fees for ADUs. Alternately, defer development impact fees for ADUs until occupancy permit.	Yes - 10 votes
14	Fees/Transparency	Defer utility fees for affordable housing/ADUs until service connection.	Yes - 7 votes Reduce fees if you pay them up front.
Funding			
15	Funding	Pursue voter-approved ballot measure for an affordable housing bond to fund affordable housing.	Yes - 8 votes No - 1 vote Make sure bond specifically calls out separate funding for ownership. With money for homeownership.
N/A	Funding	Pursue voter-approved ballot measure for a vacant parcel tax to fund homelessness and/or affordable housing.	Yes - 1 vote No - 9 votes
16	Funding	Establish an in-lieu fee on commercial uses for affordable housing.	Yes - 1 vote No - 7 votes
17	Funding	Abate or defer property tax for market rate and/or affordable housing projects that meet certain density or affordability requirements.	Yes - 5 votes No - 3 votes Nonprofit affordable developers are already exempt from AC property taxes (welfare exemption).
Public Lands			
18	Public Lands	Prioritize on-site affordable housing for residential projects related to the development of City owned land.	Yes - 5 votes For City RFPs that are slated for single family development, allow for ADUs to satisfy the affordable requirement in its entirety.
19	Public Lands	Convert underused and tax defaulted properties to permanent affordable housing in partnership with nonprofit affordable housing developer.	Yes - 2 votes No - 3 votes
20	Public Lands	Create a zoning exemption for affordable housing on surplus land in residential zones regardless of density maximums.	Yes - 4 votes
Streamlining			
21	Streamlining	Streamlining approval for affordable housing projects meeting specific criteria consistent with SB 35 (i.e., excluding qualified projects from environmental review).	Yes - 5 votes Also provide application process for AB 2162 (supportive housing). Remove prevailing wage requirements.
22	Streamlining	Review approval process to address inefficiencies with the goal of reducing overall approval time.	Yes - 7 votes Designated staff person. Can use SB2 technical assistance money. Can you use funding through SB2 (technical assistance grants) to accomplish this?
23	Streamlining	Provide "Package of Incentives" (i.e., reduction of development impact fees, parking reductions, and/or physical building concessions) for affordable housing projects and on-site inclusionary units that would vary by the number of affordable units and depth of affordability.	Yes - 15 votes No - 1 vote This would be more beneficially advantages than just reducing/waiving impact fees, but neither would be helpful! For all residential development.

General Comments		
1	Recommends to publish simple fee schedule for residential development.	General fee transparency - publish a very simple impact fee document that breaks out applicable fees for multi-family/town and single family so developers quickly understanding (and land owners) what the total city fees will be.
2	Recommends to eliminate repetitive incentives and to cross reference proposed strategies.	Not missing anything but it would be good if certain incentives weren't unnecessarily doubled up through various mechanisms. For example, parking reductions can be achieved through a density bonus, so its less attractive to include that in a new "package of incentives". The package should include other things not found elsewhere, such as streamlining, funding, fee exemption, etc.
3	Recommends roundtable discussion amongst industry experts.	Convene roundtable discussion between affordable, market rate residential developers and other stakeholders to learn more about what incentives they need and obstacles they have to manage.
RRSO		
4	Concerned about RRSO's effect on future multi-family market rate development.	What effects will the RRSO have on any future market rate multi-family development?
Multi-Family Market Rate Developments		
5	Recommends proposing/establishing more policies related to multi-family market rate development.	Why so little mention of market rate development (only mentioned once under funding section, items 4 on staff handout)?
6	Concerned about City's support for multi-family market rate development.	Is Hayward actively/passively discouraging market rate multi-family housing development?
7	Recommends increasing supply of market rate rental housing.	Please focus on increasing the supply of market rate rental housing.
8	Recommends that every residential development should include a mix of unit types (i.e., 50, 80, and 120 of FMR).	Any new development needs to be a mix of type of housing - every building needs affordable, moderate, and market rate units. 50/80/120 of FMR.
9	Recommends conducting sea level rise study for Hayward coast to determine potential environmental, housing, and development impacts.	Review impact of sea level rise on coastline in Hayward. How this may impact housing, flood insurance, and future development.
10	Recommends establishing City program to provide tenants temporary bail-out funds.	Given that JCE dis-incentives development, establish a city program that will help tenants with temporary bail-out funds that will help keep them housed.
11	Recommends consideration of infilling the bay.	Consider infilling the bay. Reference the Venus Project.
Zoning/Housing Approvals		
12	Recommends reviewing existing land uses to verify compatibility with surrounding land uses.	Review existing zoning in RS districts to see if it complies with surrounding area zoning. Some areas low density areas and neighbor high density - more consistency.
13	Recommends establishing a density bonus for affordable developments.	Consider a density bonus for "affordable" developments (AB 1763).
14	Recommends amending parking requirements for affordable housing developments.	Amend parking requirements for affordable housing developments - parking spaces/lifts are often cost prohibitive.
ADUs		
15	Concerned about effects of RRSO on ADUs.	What is the effect of the RRSO on ADUs?
16	Recommends exempting ADUs from RRSO.	Exempt ADUs from RRSO.
17	Recommends incentivizing ADUs serving low and moderate income households.	Incent creation of ADUs for low/moderate income households.
18	Recommends placing rent control for ADUs.	Rent control - ADUs.
Fees/Transparency		
19	Recommends providing incentives for BMR rental property owners.	How about incentivizing housing producers to keep rents low by providing a tax or fee credit for units rented below FMR for a year.
20	Recommends providing development incentives for affordable housing projects.	Help reduce affordable housing costs by reducing impact fees, development fees, utility fees, planning fees.
Funding		
21	Recommends establishing jobs-housing linkage fee.	Jobs and housing linkage fee.
22	Recommends City to provide funding for affordable housing.	There are only 2 items that involve city funds (#17 & 21). I would like the City to step up more to solve the problems.
23	Recommends researching impact of RRSO on fiscal feasibility of developing and maintaining properties.	Research impact of RRSO on the fiscal feasibility of developing and maintaining rental properties.
24	Recommends eligibility for increase in density for commercial mixed use sites.	Consider density bonus on commercial mixed use sites where community development identifies affordable housing.
25	Recommends expending A1 money and housing trust funds.	Spend A1 money and housing trust funds.
26	Recommends NOFA timeline to correspond with HCD funding deadlines.	Line NOFAs up with State HCD funding deadlines.
27	Recommends abatement of property tax for affordable housing developments.	Abate property tax just for affordable housing.
28	Recommends to charge market rate developments development fees.	Get in-lieu fees, impact fees, etc. from market rate development.
Public Lands		

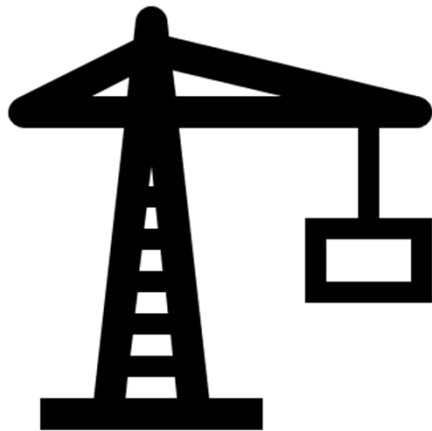
29	Recommends providing a discount in cost of city owned land for projects exceeding the City's inclusionary housing ordinance requirements.	Discount city owned land for projects that exceed the City's inclusionary housing ordinance at a meaningful threshold - 25% (?)
30	Recommends City to work with community groups when acquiring a site to provide opportunity for community needs to be addressed.	Work with community groups to determine priorities regarding a site could be an opportunity to address community needs and affordable housing.
31	Recommends to conduct site feasibility studies.	Analyze properties to figure out whether or not housing or commercial makes sense.
32	Recommends establishing a diverse range of residential type structures to be allowed.	Increase diversity; tiny homes; rv parking (perm.); floating homes.
Streamlining		
33	Recommends establishing a voluntary SB 35 process.	Create a "voluntary" SB 35 process where a developer can opt-in to the protection of SB 35 but you can negotiate key elements of the project (i.e. They might use SB 35, but you and they a better deal if you negotiate.)
34	Recommends prioritizing affordable housing projects so that developers can meet funding deadline dates.	Streamline affordable housing projects in general you do not have to use SB35, but expedite approvals so developers can apply for financing with the City, County, and State, TCAC deadlines.
35	Recommends establishing an affordable housing density bonus application with development incentives.	Have an affordable housing density bonus application with paring reductions, waivers concessions for building standards. The developer can decided to use SB 35 as well to save on time.



Proposed Workplan to Incentivize Housing Production

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

Purpose of Presentation



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

Presentation
Focus



BACKGROUND



OBJECTIVES



**REVIEW HOUSING
PRODUCTION
STRATEGIES**



**DISCUSS
PROPOSED
WORKPLAN**

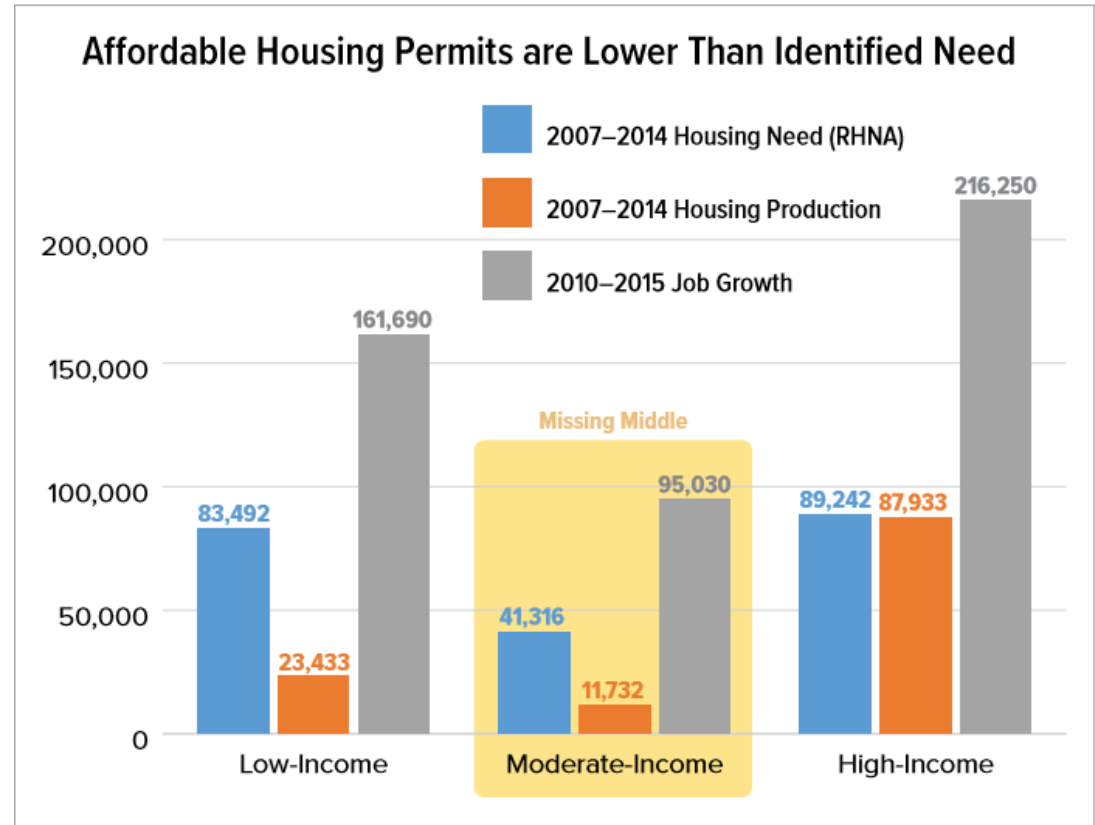


Background

Background

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

Bay Area Housing Production Versus Job Growth



Source: Casa Compact

Background

Homelessness-Housing
Taskforce Meetings
(HHTF)

Discussed proposed workplan on

- September 5, 2019
- December 9, 2019

HHTF recommended

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

Background

Stakeholder
Participation

Participation Events

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

Background

Stakeholder
Participation

Major Themes from Participants

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

Background

Changes to State Legislation

Effective January 1, 2020

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



Objectives

Objectives



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

Objectives

2015 -2023 RHNA Goal Progress



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

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

Objectives

Income Limits



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

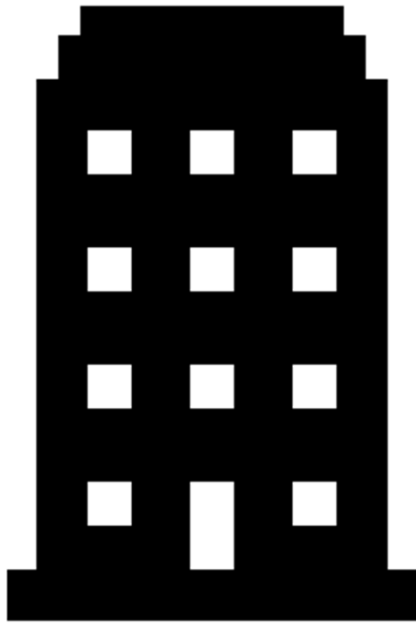
Objectives

Pro-Housing Local Policies

State defined pro-housing local policies:

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





Housing Production Strategies

Identification of Strategies



Proposed and enacted state legislation



Policies from other jurisdictions



Regional planning efforts



Industry professionals

Housing Production Incentives Categories

1. Zoning and Housing Approvals

Accessory Dwelling Units (ADU) Approvals

Impact Fees and Transparency

Funding Resources

Public Land Disposition

Streamlining Approval Process

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

Incentivizing Housing Production Zoning and Housing Approvals

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

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





Incentivizing Housing Production

Zoning and Housing Approvals

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

Incentivizing Housing Production

Accessory Dwelling Units (ADU)

	In progress/Addressed
	Highly Recommended
	Recommended
	Not Recommended

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

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

Incentivizing Housing Production Fees and Transparency

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

Incentivizing Housing Production

Reduction of Development Impact Fees

Expand current exemption

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

Reduce fee for on-site affordable units

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

Establish Impact fee loan program for affordable units

- Project must have City Regulatory Agreement

Exempt/Reduce Impact Fees for ADUs consistent with state law





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

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

Incentivizing Housing Production Funding

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

Incentivizing Housing Production Public Lands

	In progress/Addressed
	Highly Recommended
	Recommended
	Not Recommended

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

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

Incentivizing Housing Production Streamlining

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

Incentivizing Housing Production

Illustrative Package of Incentives

Package A

- **On-site affordable housing meeting AHO requirements**
- Density bonus increases and concessions consistent with current state law.
- Park fee reduction for affordable units
- Loan program for impact fees for affordable rental units

Package B

- **On-site affordable housing greater than minimum requirements (tbd)**
- Density bonus increase above 35%, if exceeds states affordability levels
- More concessions
- Park fee reduction for affordable units
- Loan program for impact fees for affordable rental units

Package C

- **100% Affordable**
- Density bonus increase above 35%
- More concessions
- Park fee exemption or reduction
- Loan program for impact fees



Workplan

Workplan

Short-term (In progress)

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

Workplan Short-term (1-2 years)

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

Workplan Mid-term (2-3 years)

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

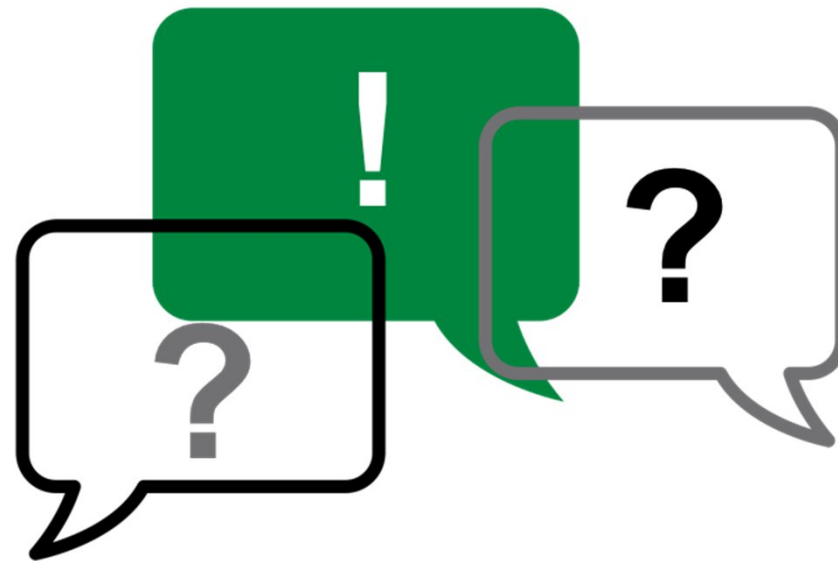
Workplan
Long-term (3+ years)

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

Next Steps

- That the City Council review and discuss the proposed workplan to incentivize housing production in the City of Hayward.
- Return to Council on January 21, 2020 for Approval of the Workplan
 - Support indicates a desire to evaluate further (Not Approval).
 - Staff will evaluate further and conduct community stakeholder work.
 - Staff will return to Council with recommendations within the proposed time frames.

Discussion and Questions





CITY OF HAYWARD

Hayward City Hall
777 B Street
Hayward, CA 94541
www.Hayward-CA.gov

File #: WS 20-002

DATE: January 14, 2020

TO: Mayor and City Council

FROM: City Manager

SUBJECT

Work Session on City of Hayward Three-Year Strategic Roadmap (Fiscal Year 2021 - Fiscal Year 2023)

RECOMMENDATION

That the Council provides feedback on the proposed Hayward Three-Year Strategic Roadmap (Attachment II).

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.

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. Due to limited discussion time at the December 17th meeting, Council is invited to provide comments to the City Manager on the strategic roadmap through January 5th, 2020. A supplemental memo will be prepared to address Council comments and questions, which will be published no later than January 10th, 2020.

ATTACHMENTS

Attachment I	Staff Report
Attachment II	Strategic Roadmap
Attachment III	Community and Staff Engagement Summary



DATE: January 14, 2020

TO: Mayor and City Council

FROM: City Manager

SUBJECT: Work Session on City of Hayward Three-Year Strategic Roadmap (Fiscal Year 2021 – Fiscal Year 2023)

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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.¹

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. Due to limited discussion time at the December 17th meeting, Council is invited to provide comments to the City Manager on the strategic roadmap through January 5th, 2020. A supplemental memo will be prepared to address Council comments and questions, which will be published by no later than January 10th, 2020.

NEXT STEPS

Staff will return to the Council on January 14th, 2020, for a work session to discuss comments received on the strategic roadmap and then on January 28, 2020 for final approval.

Prepared by: Jessica Lobedan, Management Analyst II

Recommended by: Jennifer Ott, Deputy City Manager

¹ December 17th, 2019 City Council Work Session:
<https://hayward.legistar.com/MeetingDetail.aspx?ID=749675&GUID=C8E0E807-654B-4C0B-BC89-FD602C9BB8D5&Options=info&Search=>

Approved by:

A handwritten signature in black ink, appearing to read 'K. McAdoo', written in a cursive style.

Kelly McAdoo, City Manager

Strategic Roadmap

FY2021 to FY2023 Project List

Revised December 10, 2019



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)			

Revised Vision

(The yellow color shows what has changed since the last Joint Council/E-Team meeting.)

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.

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. 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 aligned to citywide priorities and are able to grow and thrive in their roles. Employees from diverse backgrounds are recruited, retained and celebrated, and staff provide culturally responsive 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 CSUEB, 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)	
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City of Hayward Strategic Roadmap
Preserve, Protect, and Produce Housing for All

#	Projects * = needs funding ** = statutory requirement	Lead Dept	Support	Y1	Y2	Y3	Y3+
1	Sustain the Navigation Center to house and support the homeless						
	Identify sustainable funding source for the Navigation Center*	CSD	FIN				
	Oversee operations of the Navigation Center (i.e. funding administration, contract management, data collection, and performance monitoring)	CSD					
2	Create a Homelessness Reduction Strategic Plan						
	Create a Homelessness Reduction Strategic Plan modeled after Alameda County's EveryOne Home Plan	CSD	H, PL, PD, M				
	Implement the Homelessness Reduction Strategic Plan	CSD					
3	Provide winter temporary shelters						
	Partner with Alameda County to transition from Winter Warming Shelters to Winter Shelters (open nightly, regardless of temperature)	CSD	DSD, HSD, PL				
	Continue partnership with Alameda County to implement winter shelters*	CSD					
4	Implement housing incentives and production work plan in accordance to state housing limits						
	Explore moderate-income financing model	H					
	Amend Density Bonus Ordinance**	DSD					
	Update Accessory Dwelling Unit (ADU) Ordinance**	DSD					
	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					
	Explore program to convert tax-defaulted properties to affordable housing	H					

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

City Manager (CM)		Community Services (CSD)		Economic Development (ED)	
Development Services (DSD)		Finance (FIN)		Fire (FD)	
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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+
1	Update and implement a marketing plan, including an Opportunity Zone campaign						
	Update the marketing plan	ED	CMR	■			
	Implement the marketing plan	ED	CMR		■	■	■
2	Implement the Vacant Building Property Ordinance and develop a strategy to engage chronic vacant property owners and activate sites						
	Enforce ordinance*	DSD		■	■	■	■
	Engage owners and encourage activation of vacant sites	ED		■	■	■	■
3	Strengthen workforce development pipelines						
	Devise plan to maximize workforce development pipelines	ED		■			
	Re-establish the Business Engagement Program and referral process to Alameda County Workforce Development Department to address businesses' immediate workforce needs	ED			■	■	■
	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	ED			■	■	■
	Collaborate with workforce development partners to organize, host and sponsor job fairs, manufacturing/STEM career awareness events to support a local workforce pipeline	ED			■	■	■
4	Deconstruct the former City Center building and commence discussions regarding future redevelopment of the City Center properties						
	Complete deconstruction	CM	DSD PW&U	■			
	Commence discussions on property redevelopment	CM	DSD	■			
	Finalize disposition & development agreement	CM	DSD		■		
	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	■

5	Facilitate disposition and development of Route 238 Corridor lands**						
	Finalize planning on redevelopment of 6 remaining parcel groups	CM	DSD	■			
	Finalize disposition & development agreements for all parcels	CM	DSD		■		
	Implement disposition & development agreements for all parcels	CM	DSD			■	
6	Update and implement a revised cannabis ordinance to incorporate best practices to better support cannabis businesses	DSD		■	■	■	■
7	Develop and implement a local minimum wage ordinance*	DSD		■	■	■	■
8	Revise alcohol use regulations to encourage more full-service restaurants	DSD		■			
9	Update form-based zoning codes along Mission Boulevard to streamline new development, focus commercial development where appropriate, and create a cohesively designed corridor	DSD		■			
10	Revamp community preservation ordinance to combat blight and enhance neighborhood livability	DSD			■		
11	Explore a public art program	DSD			■		
12	Explore the concept of a business incubator with CEDC	ED				■	



City of Hayward Strategic Roadmap Combat Climate Change

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

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City of Hayward Strategic Roadmap

Improve Infrastructure

#	Projects * = needs funding ** = statutory requirement	Lead Dept	Support	Y1	Y2	Y3	Y3+
OVERALL: Investigate outside funding opportunities: Look for outside funding from state, federal, and regional sources for new infrastructure projects like the recycled water facility, the corp yard, and a new police station							
Multi-Modal Transportation							
1	Improve access and mobility in downtown Hayward						
	Implement downtown parking plan	PW&U	MS				
	Prepare downtown specific plan feasibility study	PW&U	DSD				
2	Implement major corridor traffic calming initiatives						
	Complete Hayward Boulevard feasibility study	PW&U					
	Implement Hayward Boulevard traffic calming plan	PW&U					
	Complete Tennyson Road feasibility study	PW&U					
	Implement Tennyson Boulevard traffic calming plan	PW&U					
3	Develop and implement a multi-modal impact fee	PW&U					
4	Increase transit options						
	Work with AC Transit Interagency Liaison Committee to make bus transit more convenient and reliable	PW&U	CSD				
	Work with Alameda County Transportation Commission (ACTC) to develop a rapid bus project along Mission Blvd.	PW&U	DSD				
	Work with Alameda County Transportation Commission (ACTC) to implement a rapid bus project along Mission Blvd.	PW&U	DSD				
5	Maintain pavement						
	Maintain Pavement Condition Index (PCI) at 70*	PW&U					
	Prepare OHHA pavement improvement program design and financing structure	PW&U					

City Manager (CM) 	Community Services (CSD) 	Economic Development (ED)
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	Construct various OHHA pavement improvements	PW&U					
6	Develop a micro-mobility policy (eBikes, eScooters.)	PW&U					
7	Improve Mission Boulevard as a key 'Gateway to the City'						
	Complete construction of Mission Boulevard Phase 2	PW&U					
	Explore funding of Mission Boulevard Phase 2 park	PW&U					
	Complete design of Mission Boulevard Phase 3 and construction*	PW&U					
8	Implement the Bike & Ped Master Plan						
	Add 2 miles of sidewalks per year*	PW&U					
	Add 5 miles of bike lanes per year	PW&U					
	Assess Safe Routes to School	PW&U					
	Implement Safe Routes School*	PW&U					
	Assess Safe Route for Seniors in the downtown area	PW&U					
	Implement Safe Route for Seniors in the downtown area*	PW&U					
	Conduct a feasibility study of Jackson Street Improvements*	PW&U					
9	Expand EV charging infrastructure for city fleet and employees*						
	Conduct analysis of future demand	MS	PW&U				
	Construct additional EV charging facilities	MS	PW&U				
City Buildings & Facilities							
10	Investigate major municipal building upgrade needs						
	Conduct a site and cost analysis of a new Police building	PW&U	PD				
	Conduct a needs assessment of upgrading the Corp Yard	PW&U	MSD				
	Investigate funding options for new Police building and Corp Yard	CM	PW&U FIN				
11	Upgrade and maintain Airport infrastructure and facilities						
	Rehabilitate the pavement in phases	PW&U					



	Design, enclose, and construct open sections of Sulphur Creek adjacent to runways	PW&U					
	Design and construct Engineered Materials Arresting System (EMAS) at the departure end of Runway 28L	PW&U					
	Design and construct capital improvements to Airport hangars	PW&U					
12	Construct the fire station and Fire Training Center	PW&U	FD				
Water Supply, Sanitation & Storm Sewers							
13	Upgrade water system infrastructure						
	Develop and launch Advanced Metering Infrastructure (AMI) customer portal	PW&U	FIN				
	Update Water Pollution Control Feasibility Plan	PW&U					
	Replace 4-6 miles of water pipelines annually	PW&U					
14	Update Water Pollution Control Feasibility Plan						
	Design the upgrade	PW&U					
	Construct the upgrade	PW&U					
15	Upgrade sewer collection system by replacing 3-4 miles of sewer lines annually	PW&U					
16	Implement phase 2 of solar project and investigate interim usages of additional energy	PW&U					
17	Meet regulatory requirements for zero trash in stormwater by installing trash capture devices						
	Install trash capture devices	PW&U					
	Perform related trash reduction activities	PW&U					
18	Expand recycled water facilities						
	Complete RW project construction (initial phase)	PW&U					
	Develop a Recycled Water Master Plan	PW&U					

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Police (PD)		Public Works & Utilities (PW&U)		CMR	

Information Technology

19	Improve broadband network						
	Investigate the use of dark fiber	IT					
	Finalize implementation of fiber grant	CM					
	Complete installation of dark fiber	PW&U	IT				

City Manager (CM)		Community Services (CSD)		Economic Development (ED)	
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City of Hayward Strategic Roadmap
Improve Organizational Health

#	Projects * = needs funding ** = statutory requirement	Lead Dept	Support	Y1	Y2	Y3	Y3+
Fiscal Sustainability							
1	Maintain and expand fiscal sustainability						
	Evaluate an increase in the Transient Occupancy Tax	FIN					
	Investigate funding strategies for Other Post-Employee Benefits (OPEB) liability	FIN					
	Redo the Business License Tax	FIN					
Racial Equity							
2	Develop and implement a racial equity action plan to best serve our community and support our employees (follow up action from the Committee for an Inclusive, Equitable, and Compassionate Community)						
	Create a language accessibility policy	CM GARE	All				
	Create a training policy	CM GARE	All				
3	Work across Strategic Roadmap priorities to include racial equity lens	CM GARE	All				
4	Continue city participation in the Government Alliance for Race and Equity	CM	All				
Employee Engagement, Professional Development & Retention							
5	Continue to support and build capacity for lean innovation throughout the organization	CM	All				
6	Performing staff resource allocation and workforce and prioritization analysis to support annual budget process and explore succession planning efforts*	FIN	HR All				

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Police (PD)		Public Works & Utilities (PW&U)		CMR	

	Develop talent acquisition plan for citywide and critical positions	HR					
7	Increase employee homeownership by rolling out a downpayment assistance program for City Staff	FIN	HR, CM				
8	Re-engineer performance management process to align with organizational values	HR	All				
9	Continue employee engagement initiatives and develop employee recognition program(s)	HR CM					
10	Interdepartmentally collaborate to formalize, expand and promote the onboarding program to improve new employee experience	HR	All				
	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				
	Develop a template/checklist departments can use to standardize and ease on-boarding	HR	All				
	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				
	Use technology to create efficiencies	HR	All				
11	Develop talent development initiatives and training platform that involves interdepartmental representation	HR	All				
	Develop training academy to cultivate leadership skills	HR	All				
	Develop training calendar to expand and share resources citywide	HR	All				
	Explore a path to higher education for employees (i.e: working scholar's)	HR	All				
12	Develop a managerial course to cultivate leadership skills						
	Identify training areas	HR	All				
	Roll out pilot course	HR	All				
	Integrate with performance evaluations	HR	All				
13	Centralize training platforms to reap greater use and efficiencies	HR	All				

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Police (PD)		Public Works & Utilities (PW&U)		CMR	

Efficient, Safe & Collaborative Work Environment

14	Establish and implement solutions which increase our security footprint and reduce the risk of system outages for business-critical systems (security & business continuity)						
	Establish an Information security awareness training and outreach program	IT					
	Upgrade water utility technology	IT					
15	Extract and publish data from existing city systems to assist in key decision making across the City as well as providing deeper access to our residents (data-driven)						
	Explore additional modules in Opengov to assist with visibility and awareness of current spending and future projections	IT					
	Implement new online planning and permitting solution	IT	DSD PW&U				
16	Deliver products and services that facilitate access to the city's technology-based tools beyond the confines of the office (mobile-focused)						
	Improve IT asset management program	IT					
	Establish new mobile device management solution	IT					
17	Identify, assess and upgrade systems, infrastructure, and technology to modern architecture and design (modernize technology and systems)						
	Replace aging fiber optic lines between City facilities	IT					
	Upgrade City network connections and speeds	IT					
18	Analyze and shift technology solutions and services to external web-based platforms and providers (cloud-first transition)						
	Assess current ERP solution, investigate new offerings available and implement appropriate solutions.	FIN	IT				

Communications

19	Maintain and expand communications efforts to better inform and gather input from the community						
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Police (PD)		Public Works & Utilities (PW&U)		CMR	

Conduct a website audit and update	CMR					
Conduct a public opinion survey on the Transient Occupancy Tax	CMR					
Inform the public about the 2020 Census	CMR					
Reconstitute the Citywide Communications Committee	CMR					
Relaunch In the Loop	CMR					
Issue an RFP for translation services	CMR					
Broadcast City Council meetings on Facebook Live	CMR					
Create a CRM operations desk manual	CMR					
Conduct the Biennial Resident Satisfaction Survey	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+
1	Oversee the rebuilding of the South Hayward Youth and Family Center (the Stack)*						
	Finalize financing	CM	Lib, CS	■			
	Design and construct center	PW&U		■	■	■	■
2	Complete gateway and corridor landscape beautification*						
	Complete Tennyson corridor landscape beautification	MS	PW&U	■			
	Complete Jackson corridor landscape beautification	MS	PW&U		■	■	■
3	Implement mental health comprehensive assessment teams (CAT) to provide targeted mental health services and avoid inefficient use of public safety resources						
	Assess findings from pilot	PD, FD	Lib, CS	■			
	Roll out permanent CAT program (outside of County)	PD, FD	Lib, CS	■	■	■	■
4	Update comprehensive emergency services plan for community and staff						
	Update and approve community emergency plan	FD	MS PW&U PD	■			
	Implement updated plan	FD	All		■	■	■
	Conduct a 'risk & resilience' assessment of water system and update emergency response plan**	PW&U	FD	■			
5	Update Fire Department strategic plan						
	Update and adopt strategic plan	FD		■			
	Implement strategic plan	FD			■	■	■
6	Plan library operations and hours to leverage the new facility						
	Conduct survey of library hours need and analysis of use	Lib		■			

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	■

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





City of Hayward Three-Year Strategic Roadmap Community and Staff Engagement Summary

December 10, 2019

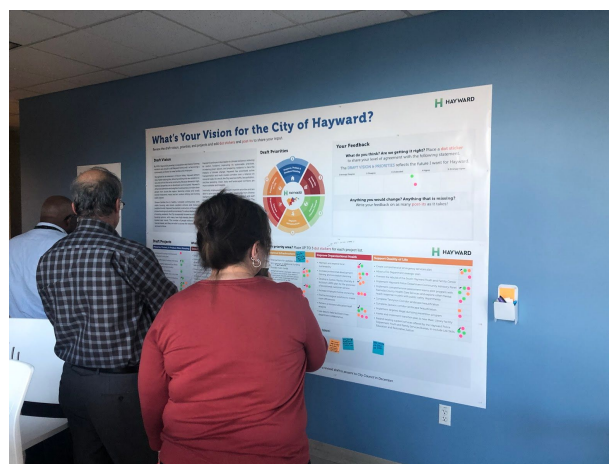
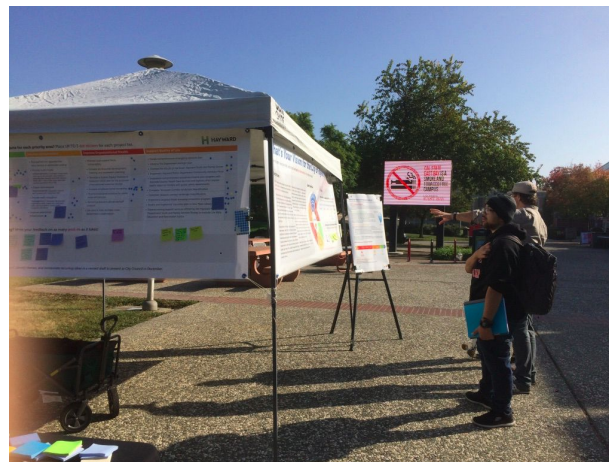


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- Priority 5: Improve Organizational Health
- Priority 6: Support Quality of Life

1. Executive Summary

Overview

To gather input on the City's Three-Year Strategic Roadmap from staff and community members, City staff and CivicMakers hosted a series of pop-up events in City buildings and public places from October 30 to November 18, 2019. Each event included a set of engagement posters to share project information and solicit input on the draft vision, priorities, and projects for the Strategic Roadmap.

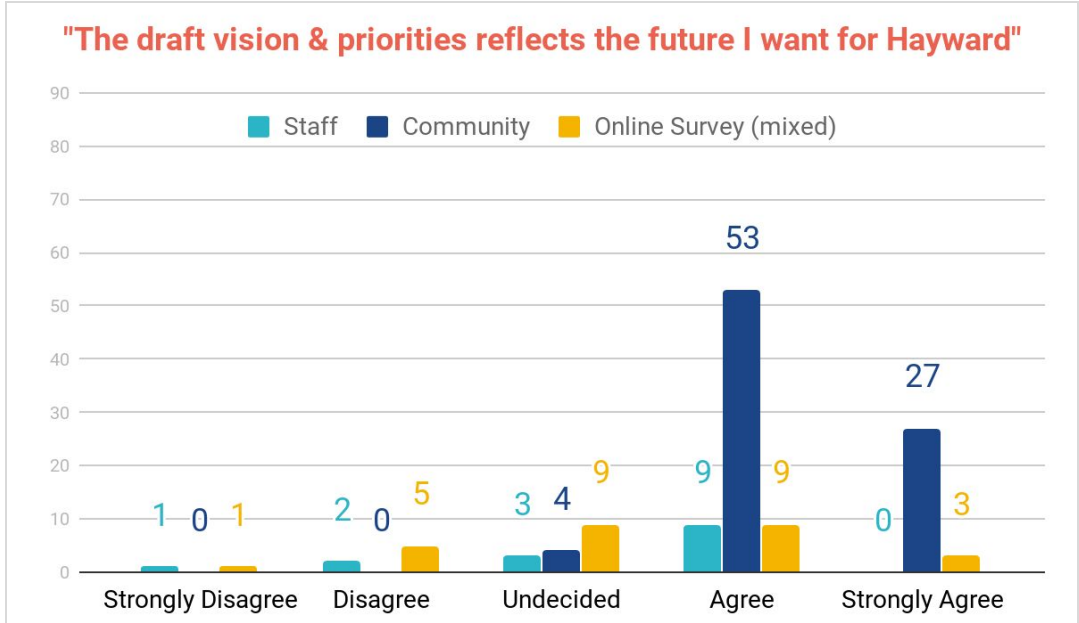
An estimated 130+ community members and 50+ staff people participated, while many more learned about the effort.

Summary of Findings

The summary below is a synthesis of findings from the community pop-ups, staff input, and an online survey. The input collected during this process adds to and reconfirms what City staff heard from the 2019 Residential Satisfaction Survey, which was a widespread, diverse, representative survey of the community.

Input on Vision & Priorities

A majority of the staff and community members who participated in the pop-up activities agree with the draft vision and priorities for Hayward. The survey results show mostly agreement and neutral responses, with some disagreement.



Comments:

- Multiple community members emphasized transportation and mobility as a priority, whether that be alleviating traffic congestion or improving public transit.
- Multiple community members reiterated that housing is a top priority, specifically underlining the importance of affordability.

Input on Projects by Priority Area

Top Votes & Comments

Community	Staff
<p>Preserve, Protect, and Produce More Housing Reduce Homelessness (37)</p> <ul style="list-style-type: none"> • Provide mental health training to Police Officers to help with homelessness crisis (+3) <p>Revise Affordable Housing Ordinance (26)</p> <ul style="list-style-type: none"> • Streamline building permits (+4) • Concerns about displacement by trying to make Hayward Silicon Valley (+3) • High cost of living not addressed (+2) <p>Grow the Economy Get rid of bad commercial landlords (20) (+) Thriving local business environment</p> <ul style="list-style-type: none"> • Organic/natural food stores (+8) • More bars, restaurants & entertainment downtown (+7) • More farmers markets, public art, theater, bowling alley <p>Combat Climate Change Plant 1000 trees a year (36)</p> <ul style="list-style-type: none"> • Conserve/create more green open space <p>Ban single use plastics (26) Transition to 100% renewable energy (26)</p>	<p>Preserve, Protect, and Produce More Housing Reduce Homelessness (37)</p> <p>Grow the Economy “Cradle to Career” workforce pipelines (19)</p> <ul style="list-style-type: none"> • Increase City’s participation in youth mentorship programs, internships, etc. <p>Mobile shower/laundry service (18)</p> <p>Combat Climate Change Ban single use plastics (20)</p> <p>Improve Infrastructure Provide multi-modal enhancements (17)</p> <p>Improve Organizational Health Increase professional development, training, and succession planning (21) Increase employee home ownership (18)</p> <ul style="list-style-type: none"> • Also active transit/public transit employee commuter incentives <p>Perform a resource allocation/staff analysis.</p> <ul style="list-style-type: none"> • Hire more people; staff is stretched too thin. <p>Support Quality of Life Life Skills Education and Restorative Justice in Youth Family Services (21)</p>

Improve Infrastructure

Provide traffic mitigation management (26)

- Address roadway safety at specific locations (mostly intersections), especially the loops
- Increase public transit options and improve sidewalks

Support Quality of Life

Plant 1000 trees a year (36)

Life Skills Education and Restorative Justice in Youth Family Services (21)

- High cost of living and food insecurity is not addressed

Targeted illegal dumping prevention program (19)

Rebuilt South Hayward Youth & Family Center (19)

(+) Improve Public Education in Hayward

- "Make education the #1 priority / improve schools" (+10)

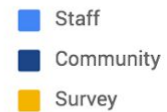
(+) Increase transparency and community engagement

- Take council meetings to the neighborhoods (+2)
- Improve gov't transparency and public information, esp budget and infrastructure spending (+3)"

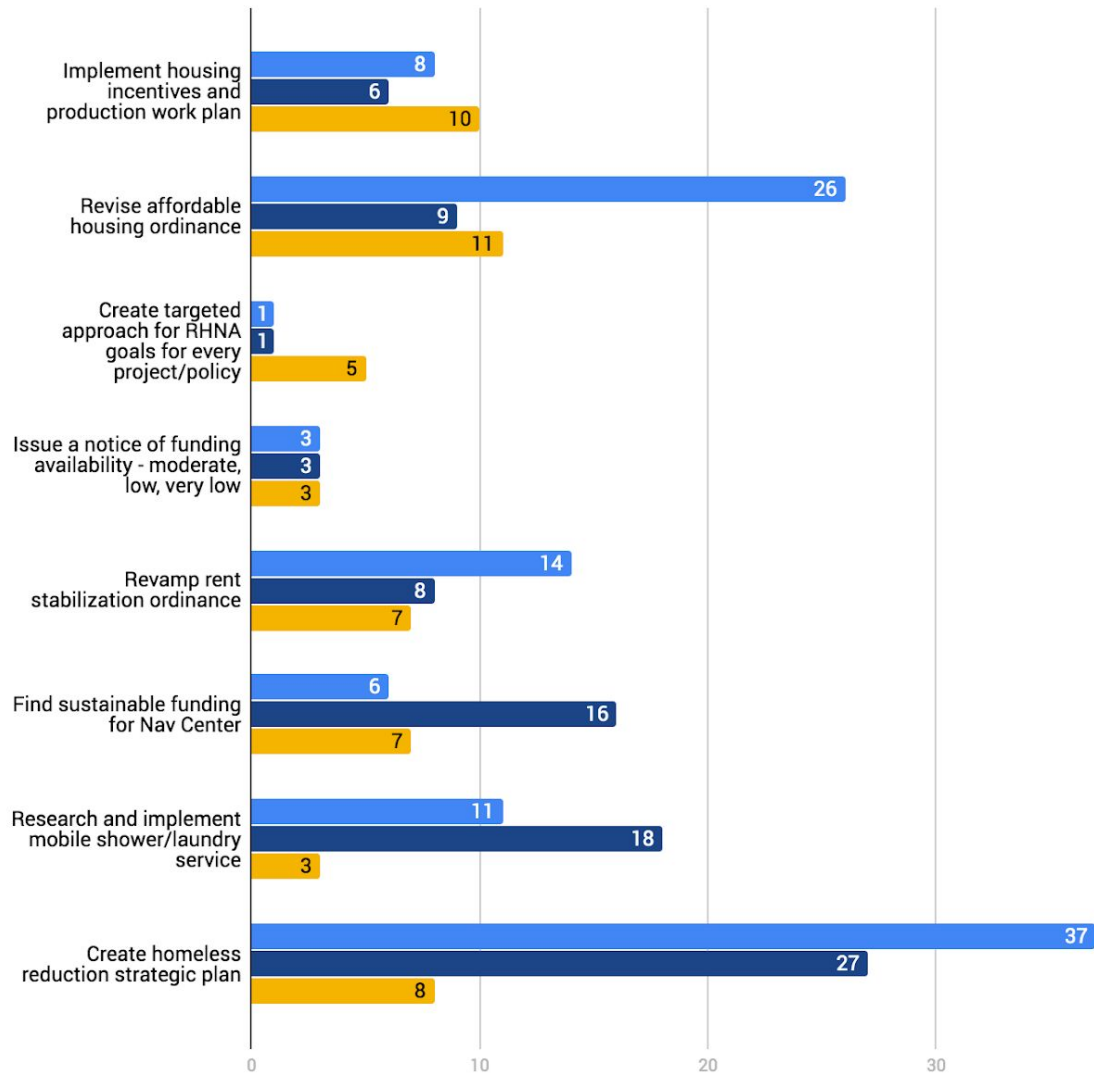
(+) Address crime to make Hayward safer

Priority 1: Preserve, Protect, and Produce More Housing

Dot Votes



"What do you think are the 3 most important projects?"



Key Themes from Comments:

- Psychological/mental health training and support programs for Police in order to help reduce homelessness.
- Streamlined building permits to speed up the development process.
- Concerns about gentrification.
- Concern about the impacts of housing and growth on existing infrastructure and service capacity.

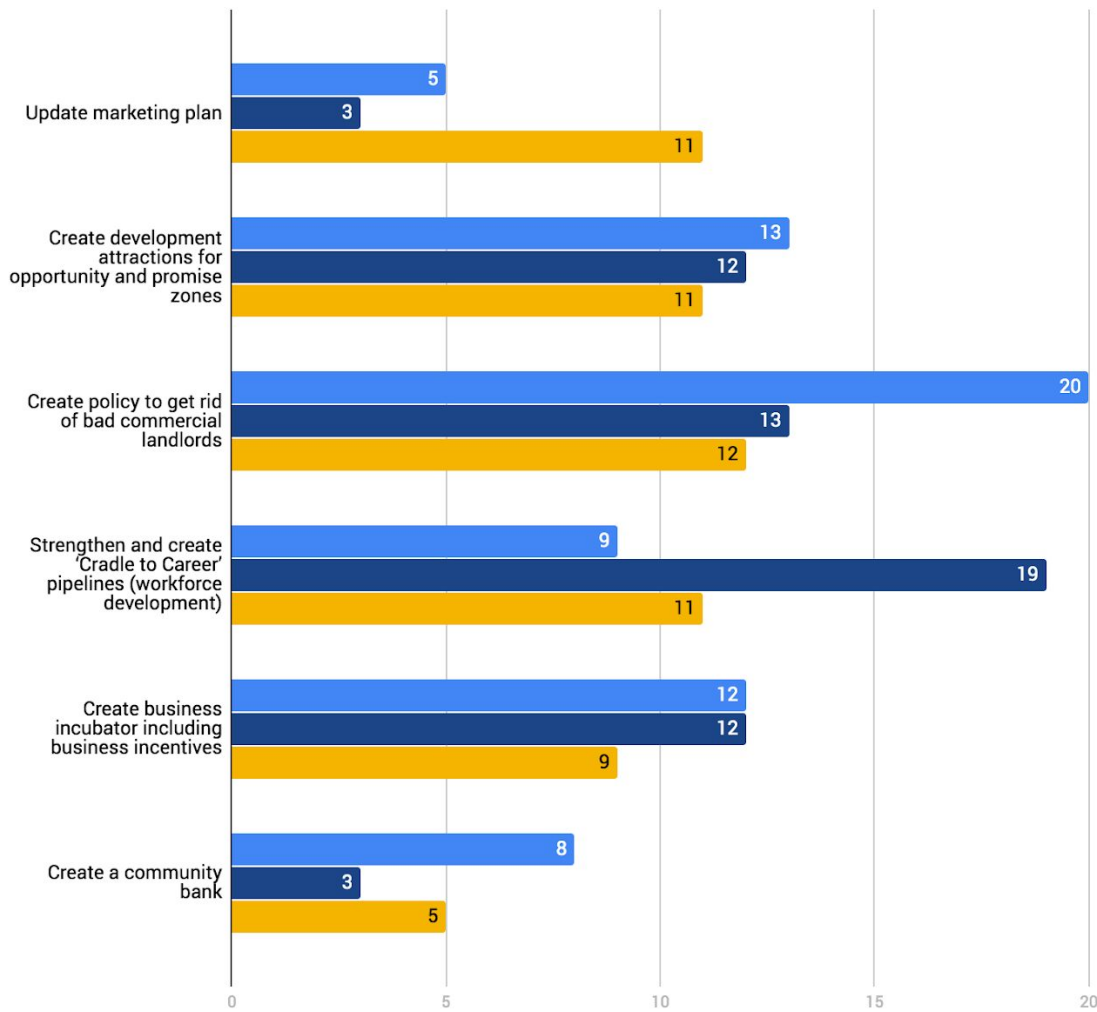
- Staff provided revisions to the language of many of the listed projects in order to clarify that these projects will benefit existing Hayward residents, homeless, and city workers.

Priority 2: *Grow the Economy*

Dot Votes:



"What do you think are the 3 most important projects?"



Key Themes from Comments:

- Numerous participants expressed a desire for the City to “bring in a Trader Joes / Sprouts / Whole Foods” type grocery store.
- A number of public comments suggested a desire for more bars.
- Similar to housing, at least one public commenter expressed concern over tech companies increasing commercial rents.

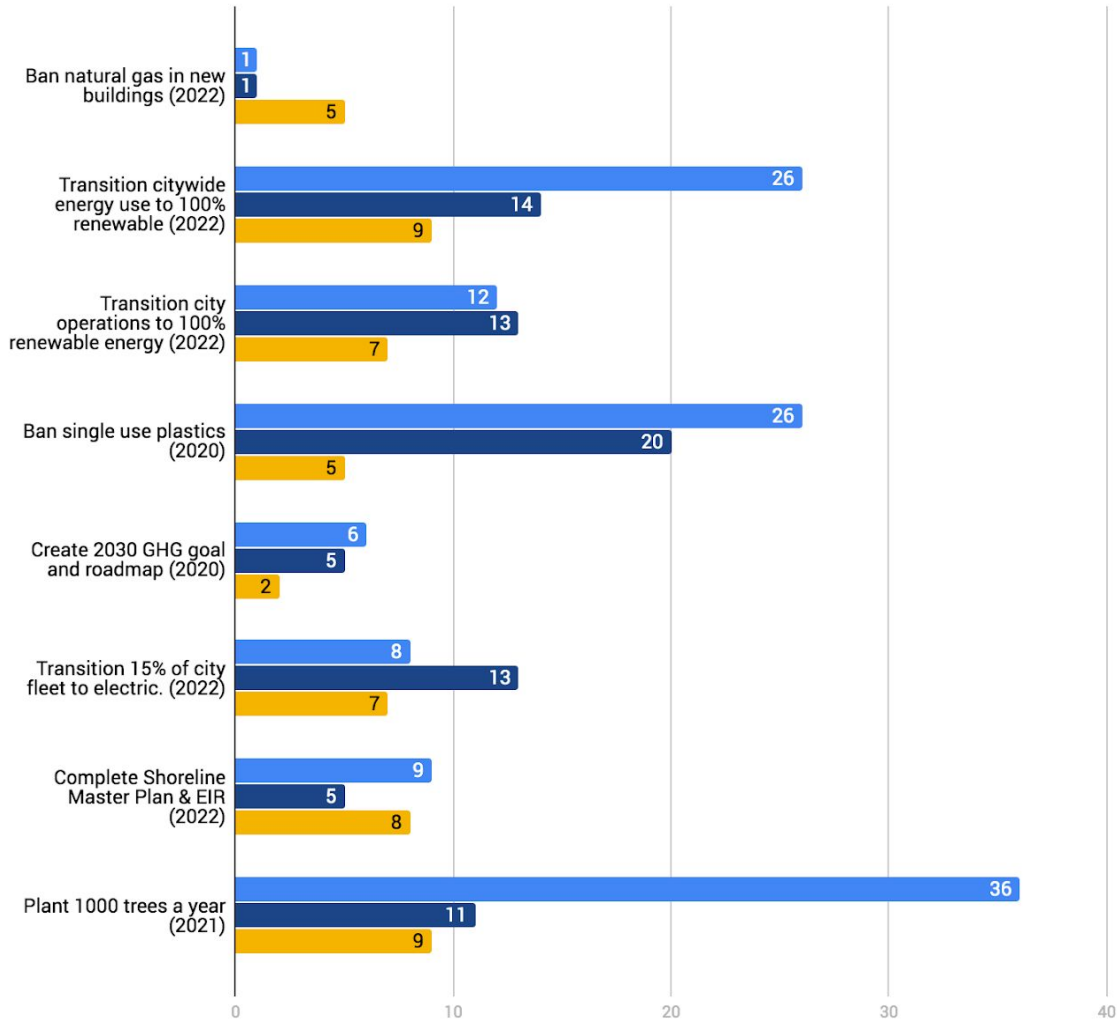
- One staff comment (also echoed in the Quality of Life category) suggested the City participate in more youth mentorship programs.

Priority 3: *Combat Climate Change*



Dot Votes

"What do you think are the 3 most important projects?"



Key Themes from Comments:

- Some participating community members felt that “Combat Climate Change” may be too narrow in focus as it doesn’t address broader environmental and sustainability goals: water conservation, sea level rise, and environment and wildlife protection.
- Several projects were suggested by staff, including organic food diversion and recovery, green infrastructure projects, and banning weed killers in city landscaping.

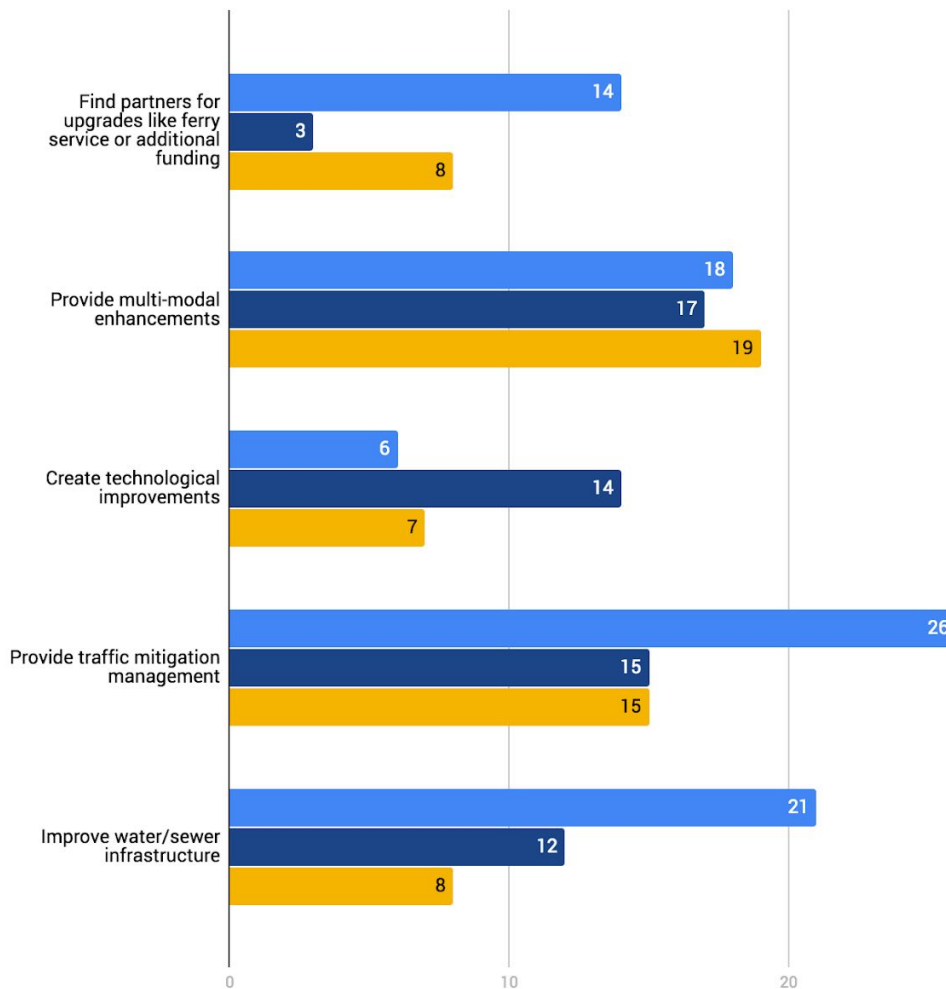
- Some staff members wondered if the targets of 100% renewable energy and the goal of electrifying 15% of the city fleet are the right targets and want to see baseline metrics.

Priority 4: Improve Infrastructure



Dot Votes

"What do you think are the 3 most important projects?"



Key Themes from Comments:

- Many participating community members and staff suggested specific roadway safety and traffic improvement projects, such as doing away with the loops, intersection video surveillance, and improvements to Highland Blvd, Jackson and B/D., D & Foothill, Freeway exists, Mission & Fourth, and other key intersections.

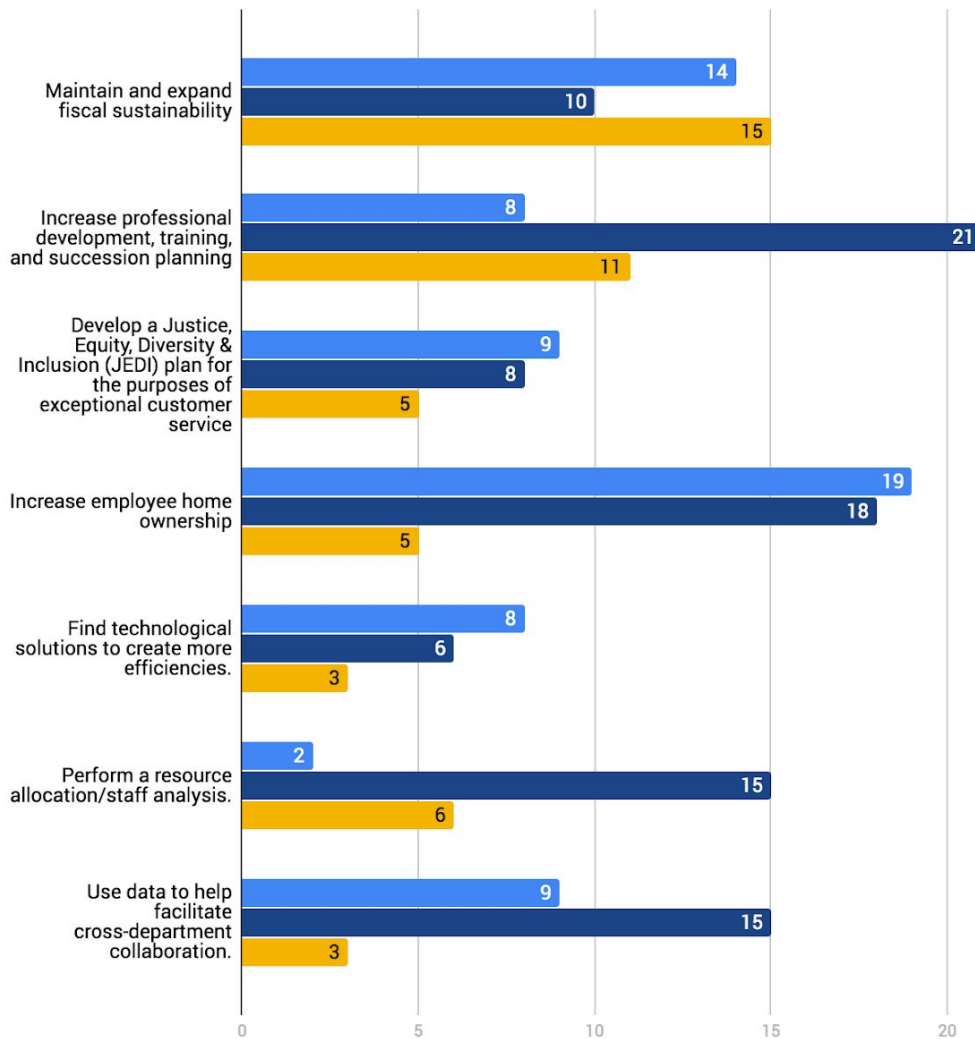
- There are some community members who worry that multimodal improvements may mean less parking and more congestion.

Priority 5: Improve Organizational Health

Dot Votes



"What do you think are the 3 most important projects?"

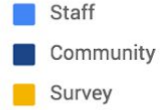


Key Themes from Comments:

- A few community members suggested additional mental health training programs for police.
- A number of staff comments expressed a need to hire more in-house staff to support these goals.

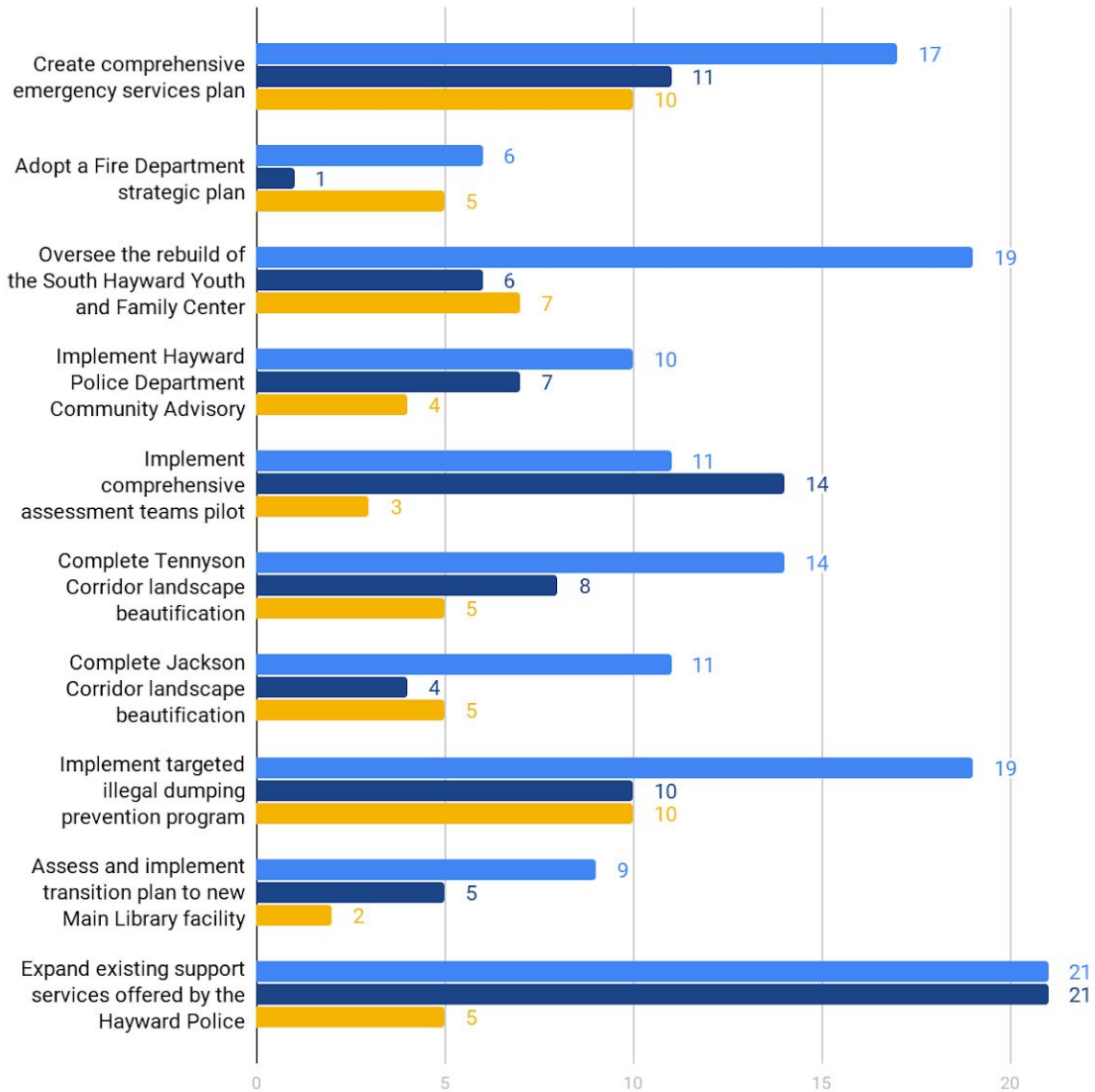
- A number of staff comments expressed the need for employee-issued mobile devices (e.g. phones, tablets, and/or laptops) with reliable service and wifi/hotspots for field staff).

Priority 6: Support Quality of Life



Dot Votes

"What do you think are the 3 most important projects?"



Key Themes from Comments:

- Many community participants felt that improving the quality of public schools, supporting education, and supporting childcare were all important priorities missing from this list.
- Numerous comments from community members reiterated a general concern over crime and safety in Hayward and did not feel the project listed adequately address this.
- A few comments from the public indicated a desire for greater government transparency and proactive governance that encourages civic participation.
- Participating staff suggested more regional collaboration on emergency plans, more public information about the risks of illegal dumping, and collaborating with low income communities on the Police Department's Life Skills Education and Restorative Justice programs.

2. Engagement Efforts

Between October 30th and November 18, the City Manager's Office of the City of Hayward hosted a series of pop-up engagement events to gather input from the community (public) and city employees (staff) on the draft vision, priorities, and projects for the City's Three-Year Strategic Roadmap. An online survey was also posted on the City's website.

In addition, many department heads held meetings with key staff to discuss the projects that are relevant to their department. After these initial meetings, staff and CivicMakers organized six cross-departmental meetings to further refine the project lists.

Engagement Events

- 1. Public Engagement Events:** October 30 - November 7, 2019
 - a. Weekes Branch Library - Oct 30, 2019
 - b. Farmer's Market Pop-Up Event - Nov 2, 2019
 - c. Cal State University East Bay - Nov 7, 2019

- 2. Staff Engagement Events:** October 31 - November 18, 2019
 - a. City Hall
 - b. Library
 - c. Utility Center ("Corporation Yard")
 - d. Water Pollution Control Facility
 - e. Airport

- 3. Online Survey:** October 30 - November 26, 2019
 - a. Available at www.hayward-ca.gov/content/hayward-strategic-roadmap

Outreach & Engagement Methods

The community engagement events and online survey were promoted on the city's social media accounts and via the city's newsletter.

Staff engagement events were promoted via an internal email sent to all staff throughout the organization and departmental announcements. Project staff held five informational meetings at City offices across the City to solicit feedback and answer questions.

Each event included three engagement posters to share project information and solicit input on the draft Three-Year Strategic Roadmap.

The posters are shown on the following pages.

About the Hayward Strategic Roadmap

The City is working to create its first Strategic Roadmap! Here's what you need to know.

WHAT is a Strategic Roadmap?

A Strategic Roadmap is a shared vision for where the City wants to go in the near future (3 - 5 years), along with achievable next steps for how to get there. Through this process we will define a shared vision for the City and identify the top priorities and projects that need to happen in the coming years to address current gaps in achieving that vision.

WHY do we need a Strategic Roadmap?

The City is obligated to deliver essential day-to-day services, like public safety, permits and recycling. However, our community also faces critical emerging issues like homelessness and climate change. In order to continue our daily work to deliver key services (bottom of the iceberg) and also work toward solving pressing problems (tip of the iceberg), we need to decide together what to prioritize.

The Strategic Roadmap will help us minimize time-consuming reactive tasks (or "fire drills") so we can prioritize more meaningful work that will enable us to make progress toward longer-term, big-picture goals.



HOW will we create a Strategic Roadmap?

This is a collaborative effort between the community, City Council, and City staff.

The draft vision, priorities, and projects shown here today were created with input from:

- **Community input:** 2018 Community Needs Assessment; 2019 Residential Satisfaction Survey.
- **Council input:** City Council retreats (May and October 2019).
- **Staff input:** 2018 Employee Engagement Survey; executive team workshops (September and October 2019); staff interviews and focus groups across departments and levels (September 2019); Employee Engagement Survey.

Now we are asking for your feedback on the Draft Roadmap! Before we finalize the Strategic Roadmap, we will summarize all input, identify themes, and incorporate recurring ideas in a revised draft to present to City Council in December, 2019.

WHEN will we create a Strategic Roadmap?



HOW can I share ideas and give input?

- Add your ideas to the poster nearby!
- Visit our website at www.hayward-ca.gov/hayward-strategic-roadmap



What's Your Vision for the City of Hayward?

Review the draft vision, priorities, and projects and add dot stickers and post-its to share your input.

Draft 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.

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. 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 aligned to citywide priorities and are able to grow and thrive in their roles. Employees from diverse backgrounds are recruited, retained and celebrated, and staff provide culturally responsive services to our community. The City is streamlining processes and using tech more effectively to provide better customer service. Hayward is also developing important partnerships between CSUEB, ferry/bus/train 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.

Draft Priorities



Your Feedback

What do you think? Are we getting it right? Place a dot sticker to share your level of agreement with the following statement.

The DRAFT VISION & PRIORITIES reflects the future I want for Hayward.

1-Strongly Disagree 2-Disagree 3-Undecided 4-Agree 5-Strongly Agree

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Anything you would change? Anything that is missing?
Write your feedback on as many post-its as it takes!

Draft Projects

What do you think are the top 3 most important projects for each priority area? Place UP TO 3 dot stickers for each project list.

Preserve, Protect, & Produce More Housing	Grow the Economy	Combat Climate Change
<ul style="list-style-type: none"> • Implement housing incentives and production work plan • Revise affordable housing ordinance • Create targeted approach for RHNA goals for every project/policy • Issue a notice of funding availability—moderate, low, very low • Revamp rent stabilization ordinance • Find sustainable funding for Nav Center • Research and implement mobile shower/laundry service • Create homeless reduction strategic plan 	<ul style="list-style-type: none"> • Update marketing plan • Create development attractions for opportunity and promise zones • Create policy to get rid of bad commercial landlords • Strengthen and create 'Cradle to Career' pipelines (workforce development) • Create business incubator including business incentives • Create a community bank 	<ul style="list-style-type: none"> • Ban natural gas in new buildings (2022) • Transition citywide energy use to 100% renewable (2022) • Transition city operations to 100% renewable energy (2022) • Ban single use plastics (2020) • Create 2030 GHG goal and roadmap (2020) • Transition 15% of city fleet to electric (2022) • Complete Shoreline Master Plan & EIR (2022) • Plant 1000 trees a year (2021)

Improve Infrastructure	Improve Organizational Health	Support Quality of Life
<ul style="list-style-type: none"> • Find partners for upgrades like ferry service or additional funding • Provide multi-modal enhancements Examples: create more pathways to the shoreline, close streets in shopping areas, beautify and finish Jackson Street, add 7 miles of bike lanes each year, maintain pavement PCT at 70% • Create technological improvements Examples: improve city's cybersecurity, implement AMI • Provide traffic mitigation management Examples: develop and implement a traffic impact fee, implement traffic calming initiatives, reduce traffic congestion downtown • Improve water/sewer infrastructure 	<ul style="list-style-type: none"> • Maintain and expand fiscal sustainability • Increase professional development, training, and succession planning • Develop a Justice, Equity, Diversity & Inclusion (JEDI) plan for the purposes of exceptional customer service • Increase employee home ownership • Find technological solutions to create more efficiencies • Perform a resource allocation/staff analysis • Use data to help facilitate cross-department collaboration 	<ul style="list-style-type: none"> • Create comprehensive emergency services plan • Adopt a Fire Department strategic plan • Oversee the rebuild of the South Hayward Youth and Family Center • Implement Hayward Police Department Community Advisory Panel • Implement comprehensive assessment teams pilot program with Alameda County Health Care Services and explore other mental health response models with public safety departments • Complete Tennyson Corridor landscape beautification • Complete Jackson corridor landscape beautification • Implement targeted illegal dumping prevention program • Assess and implement transition plan to new Main Library facility • Expand existing support services offered by the Hayward Police Department Youth and Family Services Bureau to include Life Skills Education and Restorative Justice

Your Feedback **Anything you would change? Anything that is missing?** Write your feedback on as many post-its as it takes!

*Before we finalize in the Strategic Roadmap, we will summarize all input, identify themes, and incorporate recurring ideas in a revised draft to present to City Council in December.

3. Engagement Findings

Overall, we estimate that 100+ community members and 30+ staff people participated in the pop-up events, and even more staff participated in department-level meetings on this topic. There were 27 participants in the survey, and many more learned about the effort.

Community input gathered through this process is aligned with findings from the 2019 Residential Satisfaction Survey, which identified the following key priorities:

- Rising cost of living, especially the importance of affordable housing
- Homelessness
- Traffic congestion
- Neighborhood improvements
- Condition of roads and infrastructure
- Safe neighborhoods

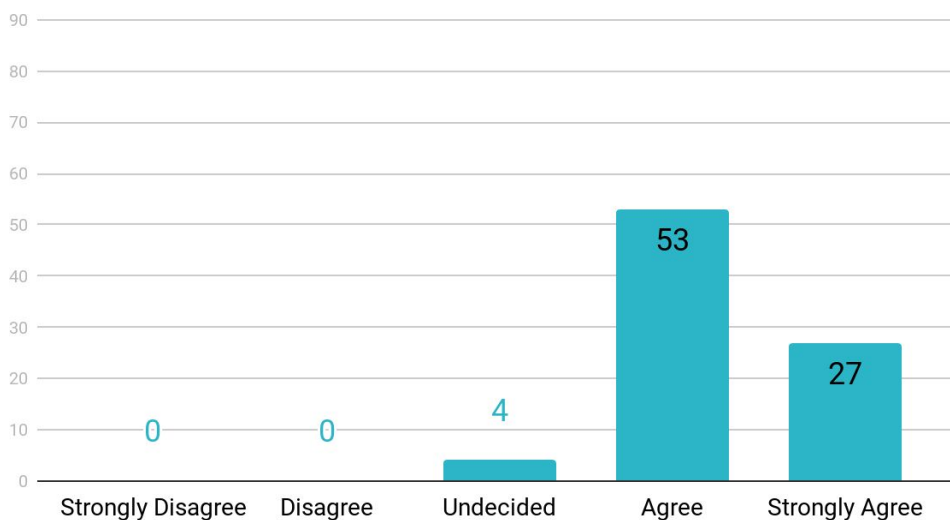
The Residential Satisfaction Survey represents a widespread, diverse, and representative survey of the Hayward community.

Overall Vision & Priorities

Public Input

Dot Votes

"The draft vision & priorities reflects the future I want for Hayward"



Takeaway:

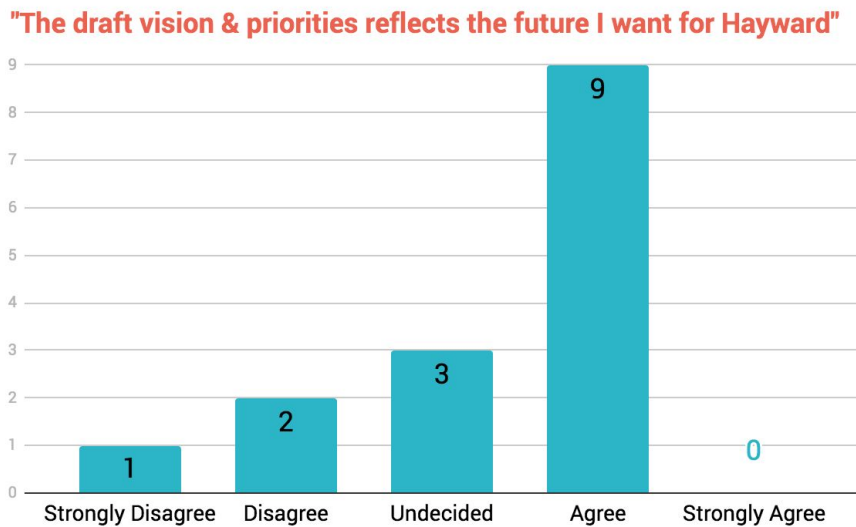
A majority of the public who participated in the pop-up activities agree with the draft vision and priorities for Hayward.

Comments

- Multiple comments (with 4 total supporting votes) reiterated housing as a priority—multiple underlining “affordability”
- Multiple comments (with 5 total supporting votes) emphasized transportation and mobility, whether that be improving traffic congestion or adding more public transit.
- Some comments suggested priorities related to food systems: food insecurity and access to healthier food options.
- Some comments suggested the priority “Combat Climate Change” could use language that is more inclusive of broader environmental goals, like protecting the environment and wildlife, green buildings or design, and water filtration.

Staff Input

Dot Votes



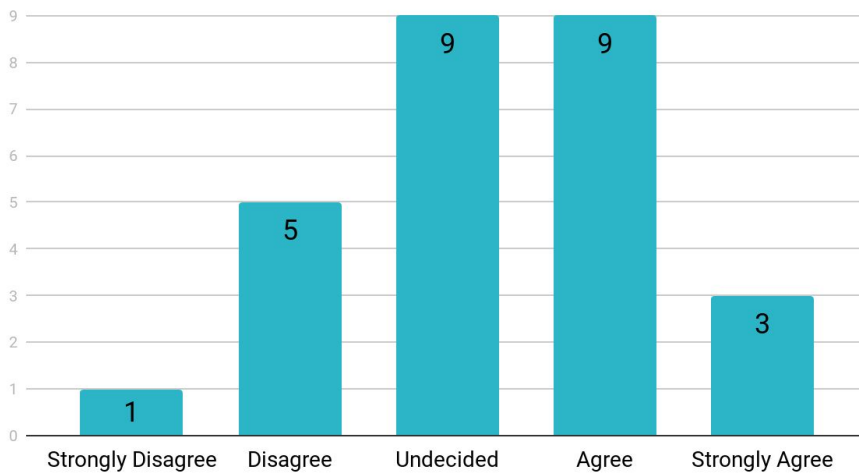
Takeaway:

A majority of staff who participated in the engagement activity agree with the draft vision and priorities for Hayward.

Online Survey (Mixed)

Dot Votes

"The draft vision & priorities reflects the future I want for Hayward"



Takeaway:

Participants of the online survey seemed to have mixed to positive feelings about the vision statement. Those who were undecided or disagreed commented that the vision was too vague or don't want growth and higher density due to frustrations with growing traffic congestion.

Comments

- Multiple comments promoted anti-growth sentiment and wanted to see traffic congestion more explicitly addressed in the vision.
- Two comments wanted to see language that promotes Hayward for its unique character, rather than just "an extension of Silicon Valley."
- Three comments emphasized housing as a goal, specifically in regards to prevent displacement. One wanted to see "diversity" explicitly stated in the language of the vision.
- Three comments emphasized attracting innovative businesses and higher paying jobs to Hayward.

Priority 1: Preserve, Protect, and Produce More Housing

Public Input

Dot Votes

Rank	Project	Votes
1	Create homeless reduction strategic plan	37
2	Revise affordable housing ordinance	26
3	Revamp rent stabilization ordinance	14
4	Research and implement mobile shower/laundry service	11
5	Implement housing incentives and production work plan	8
6	Find sustainable funding for Nav Center	6
7	Issue a notice of funding availability - moderate, low, very low	3
8	Create targeted approach for RHNA goals for every project/policy	1

Takeaway:

The top priority of community participants is addressing homelessness in the community, especially as residents feel it affects their quality of life. Secondly, the creation and protection of affordable housing, especially for renters is also important.

Comments

Project List Suggestions:

Revisions:

- Re: Research and implement mobile shower/laundry service
 - “Mobile bathrooms (in addition to shower and laundry service) for homeless”
- Re: Create homeless reduction strategic plan
 - “Implement additional psychological/mental health training and support programs for Police (+1)”

New:

- “Streamline building permits (+3)”
- “Better public info for housing protection laws”

Concerns & Questions:

- Impacts of housing and growth on existing infrastructure and service capacity.
- Displacement not addressed. A couple of comments were wary about the “Silicon Valley -type” / tech companies leading to displacement of existing residents.
- Development on fault lines: “It is irresponsible to build on the Hayward fault”
- Unclear about terminology: “What is a Nav Center?”

Staff Input

Dot Votes

Rank	Project	Votes
1	Create homeless reduction strategic plan	27
2	Research and implement mobile shower/laundry service	18
3	Find sustainable funding for Nav Center	16
4	Revise affordable housing ordinance	9
5	Revamp rent stabilization ordinance	8
6	Implement housing incentives and production work plan	6
7	Issue a notice of funding availability - moderate, low, very low	3
8	Create targeted approach for RHNA goals for every project/policy	1

Takeaway: A majority of staff voted to prioritize projects that tackle homelessness (see the top three projects).

Comments

Project List Suggestions:

Revisions:

- Re: Implement housing incentives and production work plan
 - “(Add language) For city workers”
 - “Build public housing. (No more private)”
 - “Less focus on ADUs to solve housing crisis”
- Re: Revise affordable housing ordinance
 - “ To help old and young Hayward residents”
- Re: Issue a notice of funding availability - moderate, low, very low

- "(Add language) Loans for new small business shops"
- Re: Find sustainable funding for Nav Center
 - "Sustainable funding for nav centers ≠ private funding"
- Re: Revamp rent stabilization ordinance
 - "(Add language)To help city workers + senior citizens"
- Re: Research and implement mobile shower/laundry service
 - "(Add language) For homeless people"
- Re: Create homeless reduction strategic plan
 - "(Add language) Help homeless to reunite with families or friends"

New:

- "Consider more public restrooms downtown"
- One commenter suggested providing "ALL field working employees" with literature or resource materials to distribute to the public about City services and resources like the Nav Centers.

Concerns & Questions:

- None

Online Survey (Mixed)

Dot Votes

Rank	Project	Votes
1	Revise affordable housing ordinance	11
2	Implement housing incentives and production work plan	10
3	Create homeless reduction strategic plan	8
4	Find sustainable funding for Nav Center	7
5	Revamp rent stabilization ordinance	7
6	Create targeted approach for RHNA goals for every project/policy	5
7	Research and implement mobile shower/laundry service	3
8	Issue a notice of funding availability - moderate, low, very low	3

Takeaway: A majority of respondents want to see the affordable housing ordinance revised, housing incentives and production work plan implemented, and a homeless reduction strategic plan created.

Comments

Project List Suggestions:

Revisions:

- Re: Create homeless reduction strategic plan
 - Skills/workforce development for homeless

New:

- One commenter want to see the creation of affordable “workforce housing”

Concerns & Questions:

None

Priority 2: Grow the Economy

Public Input

Dot Votes

Rank	Project	Votes
1	Create policy to get rid of bad commercial landlords	20
2	Create development attractions for opportunity and promise zones	13
3	Create business incubator including business incentives	12
4	Strengthen and create 'Cradle to Career' pipelines (workforce development)	9
5	Create a community bank	8
6	Update marketing plan	5

Takeaway:

Overall, the public participants were most interested in the creation of a thriving local business environment that caters to their tastes: more restaurants, alcohol beverage serving establishments, "natural, organic" grocery stores, bowling alley, public art, theater, etc.

Comments

Project List Suggestions:

Revisions:

- Re: Create development attractions for opportunity and promise zones
 - "Memphis opportunity zone as a good example"
- Re: Create business incubator including business incentives
 - "Tie incubators to existing business + industry you want to target"
- Re: Update marketing plan
 - Support more public art

New:

- One comment with 7 votes expressed desire for the City to "bring in a Trader Joes / Sprouts / Whole Foods" type grocery store.
- A number of comments suggested a desire for more bars.
 - Some voters agreed with a comment that the city should permit beverage-only businesses.
 - Additionally, another commenter suggested the city should assist new food and drink businesses get permits.

- A couple commenters expressed disappointment with some recent bars that had to shut down or displeasure in the variety of bar options in the city.
- "Support worker co-ops"
- "Increase minimum wage!"

Concerns & Questions:

- Re: Create community bank - What about interest rate? Who is this meant to benefit?
- Similar to housing, at least one commenter expressed concern over tech companies increasing commercial rents.

Staff Input

Dot Votes

Rank	Project	Votes
1	Strengthen and create 'Cradle to Career' pipelines (workforce development)	19
2	Create policy to get rid of bad commercial landlords	13
3	Create development attractions for opportunity and promise zones	12
4	Create business incubator including business incentives	12
5	Update marketing plan	3
6	Create a community bank	3

Takeaway: Staff want to prioritize workforce development programs.

Comments

Project List Suggestions:

Revisions:

- Re: Strengthen and create 'Cradle to Career' pipelines (workforce development)
 - "Would love to see mentorship programs across the organization with HS students"

Concerns & Questions:

- "Not sure how effective a marketing plan is!"
- "Bad landlords litter the low income families or tenants when they litter the sidewalk with old furniture from vacancy"

Survey (Mixed)

Dot Votes

Rank	Project	Votes
1	Create policy to get rid of bad commercial landlords	12
2	Strengthen and create 'Cradle to Career' pipelines (workforce development)	11
3	Create development attractions for opportunity and promise zones	11
4	Update marketing plan	11
5	Create business incubator including business incentives	9
6	Create a community bank	5

Takeaway: A majority of respondents want to see bad commercial landlords removed.

Comments

Project List Suggestions:

Revisions:

- Re: Update marketing plan
 - "Find partners to build a small theater/music hall downtown to attract visitors from around the Bay Area. The easy BART access supports this. (The Lescher Center in Walnut Creek, or the smaller venues in downtown Napa and downtown Pleasanton are models to check. (Two or three hundred seats are plenty"
 - In regards to lot and barn owned by U-Haul next to eastbound highway 92 near the SMH bridge toll plaza. "Partner with donors and the property owner or East Bay Parks to put a nice gateway monument there. It could also include a tasteful electronic billboard to advertise Hayward events and Hayward businesses."

New:

- "Consider an Economic Development Corporation along with the Community Bank to dramatically improve nimbleness and flexibility in responding to opportunities"
- More cooperation with Cal State East Bay and to integrate students into the city to benefit local economy—example: housing downtown.

Concerns & Questions:

None

Priority 3: Combat Climate Change

Public Input

Dot Votes

Rank	Project	Votes
1	Plant 1000 trees a year (2021)	36
2	Ban single use plastics (2020)	26
3	Transition citywide energy use to 100% renewable (2022)	26
4	Transition city operations to 100% renewable energy (2022)	12
5	Complete Shoreline Master Plan & EIR (2022)	9
6	Transition 15% of city fleet to electric. (2022)	8
7	Create 2030 GHG goal and roadmap (2020)	6
8	Ban natural gas in new buildings (2022)	1

Takeaway:

Participants are most interested in seeing 1000 trees planted by 2022 followed by a ban on single use plastics and the Hayward's transition to 100% renewable energy. However, some thought "Combat Climate Change" may be too narrow in focus as it doesn't address broader environmental and sustainability goals: water conservation, sea level rise, and environment and wildlife protection.

Comments

Project List Suggestions:

Revisions:

- Re: Transition citywide energy use to 100% renewable (2022)
 - "Electricity should come from solar panels (15% city fleet)"
- Re: Plant 1000 trees a year (2021)
 - "Arbor Foundation can help with [planting trees]"

New:

- Some comments (with 2 total supporting votes) expressed an interest in seeing the city's list also tackle water conservation, sea level rise, and environment and wildlife protection projects.

- There were two comments that advocated the City push for a green economy, incentivizing “Hayward businesses to become greener and use sustainable and environmentally friendly business models.”

Concerns & Questions:

- Re: Banning single use plastics
 - “Not a large enough help”
 - “What is the impact of banning plastic?”
- Re: Transition citywide energy use to 100% renewable (2022)
 - “What is City's renewable energy use now?”
- Re: Ban natural gas in new buildings (2022)
 - “Don't ban natural gas”

Staff Input

Dot Votes

Rank	Project	Votes
1	Ban single use plastics (2020)	20
2	Transition citywide energy use to 100% renewable (2022)	14
3	Transition city operations to 100% renewable energy (2022)	13
4	Transition 15% of city fleet to electric. (2022)	13
5	Plant 1000 trees a year (2021)	11
6	Complete Shoreline Master Plan & EIR (2022)	5
7	Create 2030 GHG goal and roadmap (2020)	5
8	Ban natural gas in new buildings (2022)	1

Takeaway:

Staff want to see a ban on single use plastics, a transition to 100% renewable energy, and 1000 trees planted. Staff want to see baseline metrics and data.

Comments

Project List Suggestions:

Revisions:

- Re: Ban natural gas in new buildings (2022)
 - “Natural gas ban for residential only. Commercial needs gas.”

- Re: Plant 1000 trees a year (2021)
 - "(Add language) To help clean the air and beautify the city"

New:

- "Meet all SB1383 organic diversion and food recovery regulations"
- "Complete 20% of city area converted with green infrastructure projects"
- "Ban use of weed killer roundup / glyphosate at all city landscapes and HOA common areas"

Concerns & Questions:

- General: "Do we have baseline metrics/data for projects (e.g. energy use)?"
- Re: Transition citywide energy use to 100% renewable (2022) / Transition city operations to 100% renewable energy (2022)
 - "Is 100% realistic? At what cost?"
 - "Do we have baseline metrics/data for projects (e.g. energy use)?"
- Re: Transition 15% of city fleet to electric. (2022)
 - Is 15% a bit low for electric vehicle goal?

Online Survey (Mixed)

Dot Votes

Rank	Project	Votes
1	Plant 1000 trees a year (2021)	9
2	Transition citywide energy use to 100% renewable (2022)	9
3	Complete Shoreline Master Plan & EIR (2022)	8
4	Transition city operations to 100% renewable energy (2022)	7
5	Transition 15% of city fleet to electric. (2022)	7
6	Ban natural gas in new buildings (2022)	5
7	Ban single use plastics (2020)	5
8	Create 2030 GHG goal and roadmap (2020)	2

Takeaway: A majority of respondents want 1000 trees planted by 2021 and the City to transition to 100% renewable energy.

Comments

Project List Suggestions:

New:

- "Conserve green park space in some areas such as Ruby Meadows"
- "Build a city operated recycling center to encourage residents to stop illegal dumping. Main replacement program to upgrade the current water distribution system. Start replacing the current 70% asbestos concrete pipe still in the ground. This work can be done in house within the water department."

Concerns & Questions:

- One commenter sees climate goals and projects as competing with economic development goals.

Priority 4: Improve Infrastructure

Public Input

Dot Votes

Rank	Project	Votes
1	Provide traffic mitigation management	26
2	Improve water/sewer infrastructure	21
3	Provide multi-modal enhancements	18
4	Find partners for upgrades like ferry service or additional funding	14
5	Create technological improvements	6

Takeaway:

Participating community members want to see traffic safety improvement projects explicitly listed. Many also support multi-modal enhancements, especially increasing public transit options and services. However, there are some skeptics who worry this may mean less parking and more congestion. Improvements to water/sewer infrastructure is also supported.

Comments

Project List Suggestions:

Revisions:

- Re: Provide traffic mitigation management
 - "Intersection Mission, D & Jackson is too crowded in AM"

New:

- Numerous comments expressed safety concerns over road infrastructure and design.
 - "Explicitly mention safe (in regards to traffic and roads)"
 - "Jackson and B St. traffic and accidents are bad"
 - "The Loop is a huge problem and will only get worse with more development" (+6)
 - "D. Street to Foothill - lines on the road are very confusing and unsafe" (+1)
 - "Improve Freeway exits (e.g., Southland Mall)"
 - "Synchronize signal light at Mission and Fourth"
- "Sidewalk improvements"
- "Improve public transport and parking"
 - "Free bus services to college campuses"

- "Lease extra city fiber optics so businesses and residents can get away from Comcast & AT&T" (+1)

Concerns & Questions:

- Re: Provide traffic mitigation management
 - "No! Waste of taxpayers' money."
- Re: Provide multi-modal enhancements
 - "Don't close streets to appraise bikes"
- Re: Create technological improvements
 - "Cybersecurity is a waste of money. Skeptical over use of AI."

Staff Input

Dot Votes

Rank	Project	Votes
1	Provide multi-modal enhancements	17
2	Provide traffic mitigation management	15
3	Create technological improvements	14
4	Improve water/sewer infrastructure	12
5	Find partners for upgrades like ferry service or additional funding	3

Takeaway:

Priority projects of staff are mainly related to transportation and mobility.

Comments

Project List Suggestions:

Revisions:

- "Include ways for Dept. that have ongoing duties to see themselves in plan."
- Re: Create technological improvements
 - "How about safer exchange zone area in the PD parking lot for modern online transaction exchanges. Citrus heights has it. 24 hour video surveillance "
- Re: Provide traffic mitigation management
 - "Open Highland Blvd completely upper/lower to improve traffic."
 - "Get rid of the loops"
- Re: Improve water/sewer infrastructure

- "Include "Install- capture devices under " Improve infrastructure" to comply with storm water mandate."
- "Main replacement program to help reduce 70% of the asbestos pipe in Hayward water system."
- "Invite Union City & San Leandro to join lift stations and sewer lines for the water high flows on rainy..."
- "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."

New:

- None

Concerns & Questions:

- Re: Find partners for upgrades like ferry service or additional funding
 - "Provide more specificity (ferry project description)"
 - "Ferry? Where that won't impact sea level rise and traffic?"

Online Survey (Mixed)

Dot Votes

Rank	Project	Votes
1	Provide multi-modal enhancements	19
2	Provide traffic mitigation management	15
3	Improve water/sewer infrastructure	8
4	Find partners for upgrades like ferry service or additional funding	8
5	Create technological improvements	7

Takeaway: A majority of respondents want to see multi-modal enhancements and traffic mitigation projects.

Comments

None

Priority 5: Improve Organizational Health

Public Input

Dot Votes

Rank	Project	Votes
1	Increase employee home ownership	19
2	Maintain and expand fiscal sustainability	14
3	Develop a Justice, Equity, Diversity & Inclusion (JEDI) plan for the purposes of exceptional customer service	9
4	Use data to help facilitate cross-department collaboration.	9
5	Increase professional development, training, and succession planning	8
6	Find technological solutions to create more efficiencies.	8
7	Perform a resource allocation/staff analysis.	2

Takeaway:

Participating community members didn't have much specific feedback, though there is a general interest in supporting projects that improve organizational health.

Comments

Project List Suggestions:

Revisions:

- Develop a Justice, Equity, Diversity & Inclusion (JEDI) plan for the purposes of exceptional customer service / Increase professional development, training, and succession planning
 - "Implement additional psychological/mental health training and support programs for Police (+1)"

Concerns & Questions:

- Develop a Justice, Equity, Diversity & Inclusion (JEDI) plan for the purposes of exceptional customer service
 - "JEDI term is confusing"

Staff Input

Dot Votes

Rank	Project	Votes
1	Increase professional development, training, and succession planning	21
2	Increase employee home ownership	18
3	Perform a resource allocation/staff analysis	15
4	Use data to help facilitate cross-department collaboration	15
5	Maintain and expand fiscal sustainability	10
6	Develop a Justice, Equity, Diversity & Inclusion (JEDI) plan for the purposes of exceptional customer service	8
7	Find technological solutions to create more efficiencies.	6

Takeaway:

Many staff want to prioritize professional development and training, assistance programs that help retain City employee (reduce turnover over cost of living), as well as technological upgrades that create more efficiencies and improve communication.

Comments

Project List Suggestions:

Revisions:

- Re: Find technological solutions to create more efficiencies.
 - A number of staff comments expressed the need for employee issued mobile devices (e.g. phones, tablets, and/or laptops) with reliable service and wifi/hotspots for field staff)
- Re: Increase professional development, training, and succession planning
 - One comment proposed offering employees memberships to online learning platforms
- Re: Use data to help facilitate cross-department collaboration.
 - "Share information between water utilities + sewer lift stations specifically for wet weather"

- “Work with Fire to look for opportunities to clear easements and possibly create fire breaks – get rid of invasive, non-native, highly flammable eucalyptus trees “
- Re: Maintain and expand fiscal sustainability
 - “Purchase trench plates rather than rent them all the time.”

New:

- There were at least two comments that expressed interest in engaging and mentoring youth interested in public sector careers
 - “Would love to see mentorship programs across the organization with HS students”
 - “Recruit more interns for different Dept's + Divisions”
- “Active transit and or public transit employee commute incentive program”

Concerns & Questions:

- Re: Increase professional development, training, and succession planning
 - One commenter promoted internal skill sharing between City staff and organizations: “Can current staffing support these goals? Create incentives + take on move or cross train/assist”
- A number of comments expressed a need to hire more in-house staff, pointing to employee stress, capacity-stretched departments, and frustrations managing projects outside contractors.
- One commenter expressed concern over inefficiencies and project failures caused miscommunication
 - “So there's a big communication gap between contractors and our project planners you will see a street just overlaid with asphalt and restripped two weeks later. A contractor is digging up a street for more.”

Online Survey (Mixed)

Dot Votes

Rank	Project	Votes
1	Maintain and expand fiscal sustainability	15
2	Increase professional development, training, and succession planning	11
3	Perform a resource allocation/staff analysis.	6
4	Develop a Justice, Equity, Diversity & Inclusion (JEDI) plan for the purposes of exceptional customer service	5

5	Increase employee home ownership	5
6	Find technological solutions to create more efficiencies.	3
7	Use data to help facilitate cross-department collaboration.	3

Takeaway: Many respondents want fiscal sustainability maintained and expanded.

Comments

None

Priority 6: Support Quality of Life

Public Input

Dot Votes

Rank	Project	Vote s
1	Expand existing support services offered by the Hayward Police Department Youth and Family Services Bureau to include Life Skills Education and Restorative Justice	21
2	Implement targeted illegal dumping prevention program	19
3	Oversee the rebuild of the South Hayward Youth and Family Center	19
4	Create comprehensive emergency services plan	17
5	Complete Tennyson Corridor landscape beautification	14
6	Implement comprehensive assessment teams pilot program with Alameda County Health Care Services and explore other mental health response models with public safety departments	11
7	Complete Jackson Corridor landscape beautification	11
8	Implement Hayward Police Department Community Advisory Panel	10
9	Assess and implement a transition plan to new Main Library facility	9
10	Adopt a Fire Department strategic plan	6

Takeaway:

Projects that support education and crime prevention are general priorities for members of the public who participated.

Comments

Project List Suggestions:

Revisions:

- Re: Expand existing support services offered by the Hayward Police Department Youth and Family Services Bureau to include Life Skills Education and Restorative Justice
 - “YFS should be managed under different dept than PD”

- Re: Implement comprehensive assessment teams pilot program with Alameda County Health Care Services and explore other mental health response models with public safety departments
 - “Implement additional psychological/mental health training and support programs for Police (+1)”

New:

- Education is a top priority for the public. One comment that said “ Make education the #1 priority / improve schools” received an additional 10 votes.
 - “Work with school district to provide affordable childcare (+2)”
 - “Positive youth programs and activities (+3)”
 - “More support for immigrants (+1)”
- A few comments indicated a desire for greater government transparency and proactive governance that encourage civic participation.
 - “Improve voter turnout”
 - “Take council meetings to the neighborhoods (+2)”
 - “Improve govt transparency and public information / budget transparency, esp around city infrastructure (+3)”
- A few comments asked for increased crime prevention initiatives at:
 - BART (to/from)
 - Parks
- There was a general desire for public spaces and programming
 - One comment suggested temporary activation of empty lots via the creation of community gardens
 - “More Farmer’s Markets”
 - “Diverse community events”
 - More parks and community spaces according to a couple of comments
- “Offer more access to vaccines”

Concerns & Questions:

- Numerous comments and votes reiterated a general concern over crime and safety in Hayward.
- Food insecurity is not addressed
- High cost of living is not addressed

Staff Input

Dot Votes

Rank	Project	Votes
1	Expand existing support services offered by the Hayward Police Department Youth and Family Services Bureau to include Life Skills Education and Restorative Justice	21
2	Implement comprehensive assessment teams pilot program with Alameda County Health Care Services and explore other mental health response models with public safety departments	14
3	Create comprehensive emergency services plan	11
4	Implement targeted illegal dumping prevention program	10
5	Complete Tennyson Corridor landscape beautification	8
6	Implement Hayward Police Department Community Advisory Panel	7
7	Oversee the rebuild of the South Hayward Youth and Family Center	6
8	Assess and implement a transition plan to new Main Library facility	5
9	Complete Jackson Corridor landscape beautification	4
10	Adopt a Fire Department strategic plan	1

Takeaway:

Priority project: Expand existing support services offered by the Hayward Police Department Youth and Family Services Bureau to include Life Skills Education and Restorative Justice.

Comments

Project List Suggestions:

Revisions:

- Re: Expand existing support services offered by the Hayward Police Department Youth and Family Services Bureau to include Life Skills Education and Restorative Justice
 - “ Invite the low income neighborhoods + communities to inform educate”
- Re: Implement targeted illegal dumping prevention program
 - “Add on utilities bills information [about] how illegal dumping can be slow down make people aware of Big Fire”

- Re: Create comprehensive emergency services plan
 - “Ask neighbor cities for emergency plans floods earthquakes fires”
 - “[Hire] safety coordinator”

New:

- Identify opportunities for the creation of more open space
 - “Moratorium on building on the Hayward Hills”

Concerns & Questions:

- Re: Oversee the rebuild of the South Hayward Youth and Family Center
 - “Is Matt Jimenez Community Center a part of South Hayward Youth & Family Rebuild?”
 - “Matt Jimenez Community Center is fairly new and in good shape”
- Re: Assess and implement a transition plan to new Main Library facility
 - “Isn't it too late to “assess & implement transition plan to new library? We already transitioned.”

Online Survey (Mixed)

Dot Votes

Rank	Project	Vote s
1	Implement targeted illegal dumping prevention program	10
2	Create comprehensive emergency services plan	10
3	Oversee the rebuild of the South Hayward Youth and Family Center	7
4	Expand existing support services offered by the Hayward Police Department Youth and Family Services Bureau to include Life Skills Education and Restorative Justice	5
5	Adopt a Fire Department strategic plan	5
6	Complete Jackson Corridor landscape beautification	5
7	Complete Tennyson Corridor landscape beautification	5
8	Implement Hayward Police Department Community Advisory Panel	4
9	Implement comprehensive assessment teams pilot program with Alameda County Health Care Services and explore other mental health response models with public safety departments	3
10	Assess and implement a transition plan to new Main Library facility	2

Takeaway:

The priority project for respondents was to implement a targeted illegal dumping prevention program and create a comprehensive emergency services plan.

Comments**Project List Suggestions:**

New:

- Two commenters want to see more public art (“not just murals) and cultural events

Concerns & Questions:

None