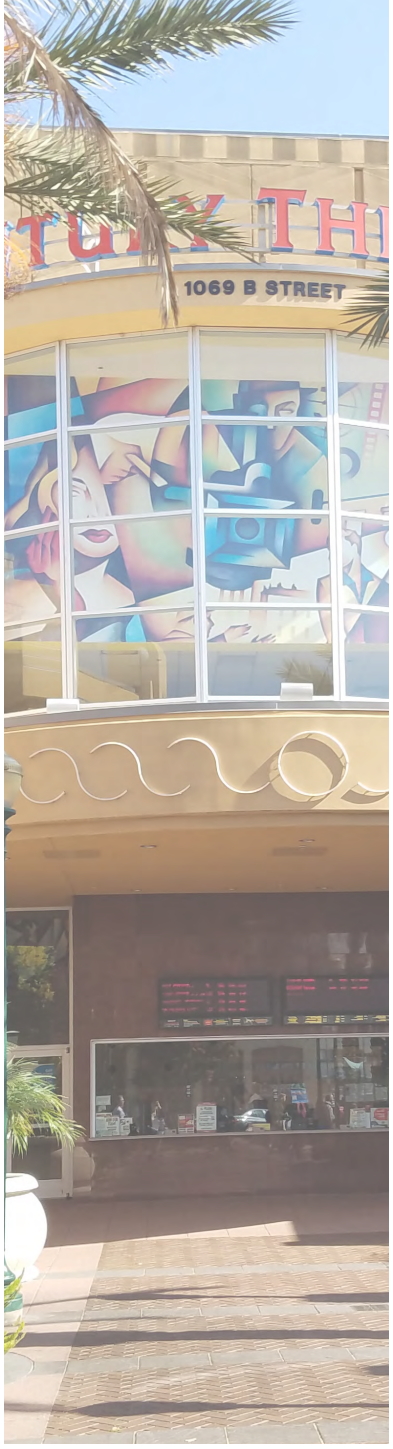








HAYWARD DOWNTOWN SPECIFIC PLAN

City of Hayward, California

Adopted | April 30, 2019

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City of Hayward, California
Adopted | April 30, 2019

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CHAPTER 1
INTRODUCTION



In this chapter...

This chapter describes the planning context, key objectives, and the public outreach program that informed the planning process.

1.1 Downtown Specific Plan Overview

1.2 Vision and Plan Goals

1.3 Key Challenges and Recent Investments

1.4 Plan Area Conditions

1.5 Public Participation

1.1 DOWNTOWN SPECIFIC PLAN OVERVIEW

The Downtown Specific Plan and Code (Plan or Specific Plan) provides a strategy to achieve the community's vision of a resilient, safe, attractive, and vibrant historic Downtown by clearly outlining an implementation plan, delineating an inclusive, multi-modal circulation system, integrating public open spaces, and establishing new regulations that clearly establish Downtown Hayward as the heart of the City and a destination for visitors and residents.

The Plan guides initiatives and investments that capitalize on the City's unique assets, such as its central location in the Bay Area, its proximity to educational institutions, the Downtown Hayward Bay Area Rapid Transit (BART) station, the beautiful parks, creek and public gardens, the compact street grid, the historic buildings, and the extensive public art. As illustrated on Figure 1.1 (Downtown Specific Plan Area Map), the Plan Area encompasses 320 acres bounded loosely to the west by Grand Street, south by E Street, east by 3rd Street, and north by Hazel Avenue.

The City of Hayward initiated the Specific Plan and Code in August 2016. The project, which also includes the development of a programmatic Environmental Impact Report (EIR), is funded primarily by a grant from the Alameda County Transportation Commission (ACTC). Under California law, specific plans enable a community to articulate a vision for a defined area and develop goals, policies, and implementation strategies to achieve desired outcomes in a coordinated manner. The Downtown Specific Plan and Code aims to implement the goals and policies of the Hayward 2040 General Plan (See Appendix A for the General Plan Consistency Analysis).

Specific Plans

According to California Planning, Zoning and Development Laws (Government Code Section 65450-65457), a Specific Plan shall include:

(1) The distribution, location, and extent of land uses within the plan area.

(2) The proposed distribution, location, and extent and intensity of major components of public and private needed to support the land uses described in the plan.

(3) Development standards and review criteria.

(4) Implementation measures including regulations, programs, projects, and financing measures.

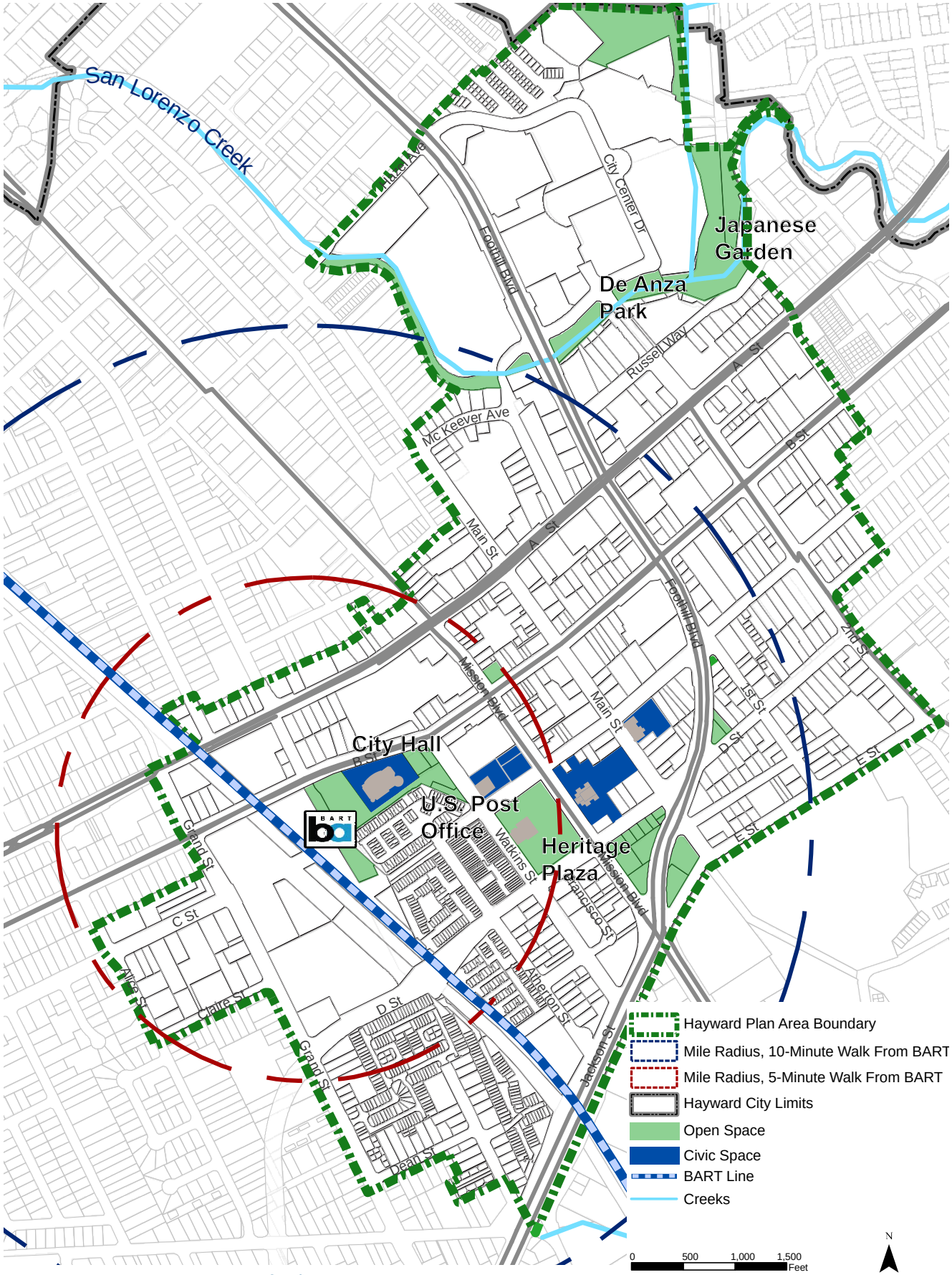


Figure 1.1 **Downtown Specific Plan Area Map**

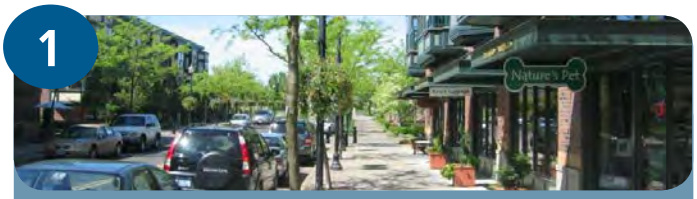
1.2 VISION AND PLAN GOALS

The Vision generated through the community engagement effort conveys the overarching intent for future growth and development in Downtown Hayward. Goals are an expression of the end results to be achieved by the Plan, informed by the community's values and long-term aspirations for Downtown Hayward. The goals provide the foundation for the Plan's policies and programs aimed at achieving the Vision, located in Chapter 5 (Implementation).

VISION STATEMENT

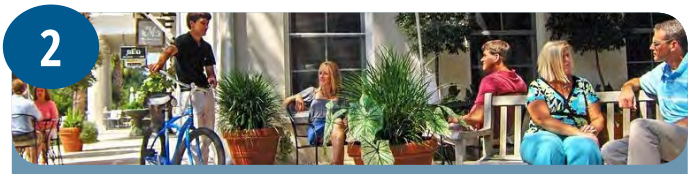
Downtown Hayward is a regional destination, celebrated for its distinct history, culture, and diversity; providing shopping, entertainment, employment, and housing options for residents and visitors of all ages and backgrounds; that is accessible by bike, foot, public transit, and car.

1



LAND USE. Downtown is transformed into a vibrant, walkable City center that serves as a regional destination to live, work, and play for City residents, neighboring communities, and local college students.

2



COMMUNITY DESIGN. Downtown is a beautiful, safe, and high-quality pedestrian-oriented environment for all ages to enjoy day or night, with sufficient and attractive lighting, sidewalk amenities, landscaping, and inviting ground floor frontages.

3



HOUSING. A wide variety of housing types are available to meet the economic and physical needs of a diverse population.

4



CIRCULATION. The public right-of-way is recognized as the backbone of the public realm and Downtown streets are comfortable for people walking and bicycling, efficient and convenient for people taking transit, and accommodating to people driving automobiles at a posted speed limits.

5



TRAVEL DEMAND MANAGEMENT AND PARKING. Public transportation, walking, biking and shared rides are the preferred means of travel for most trips in Downtown thereby reducing cut-through traffic and the need for parking while also supporting economic development and sustainability initiatives.

6



ECONOMIC DEVELOPMENT. Downtown capitalizes on its location in the region, leverages its amenities, and captures more sales tax revenue to become a national model for the revitalization of mid-size cities.

7



INFRASTRUCTURE AND PUBLIC FACILITIES. Public services, community facilities, and utility systems are well maintained, implement Citywide climate change policies, and meet the needs of current and future Downtown residents, businesses, and visitors.

Route 238 Bypass Alternative

Completed in 2013, the Route 238 Bypass Alternative (Bypass Alternative) was designed to ease motor vehicle traffic congestion on State Route 238. The Bypass Alternative facilitates commuters in bypassing heavily congested State Route 238 by cutting through Hayward when traveling north or south between Interstate-580, Interstate-880, San Mateo Bridge, and/ or Fremont. The project converted three major streets – Foothill Boulevard, Mission Boulevard and A Street – into a five-lane, one-way loop encompassing six blocks in the middle of Downtown (see Figure below).

The Bypass Alternative is the final proposal to address regional congestion after Caltrans abandoned two previous attempts. First, in the 1960s and 1970s Caltrans planned to develop State Route 238 into a freeway. Then in the 1980s, Caltrans proposed the Hayward Bypass, a 5.3-mile, four-lane expressway from Industrial Park to Interstate 580. The Bypass Alternative, the City's response to the Hayward Bypass, while effective in achieving the initial goals to accommodate high volumes of automobile traffic during peak commute times, has led to unintended consequences. The City, now prioritizing people over cars, seeks to encourage multi-modal transportation.

1.3 KEY CHALLENGES AND RECENT INVESTMENTS

Downtown has operated as the historic center of Hayward and a main commercial node in the Bay Area since the 1880s. Over time, the walkable street grid, on which Downtown was built, has been replaced with a more automobile-centric network of busy streets and large parking lots. The most notable shift occurred when Foothill and Mission Boulevards were redesigned into a highway bypass to accommodate regional traffic (see Side Bar "Route 238 Bypass Alternative"). While the Bypass Alternative was successful in serving regional automobile traffic, resulting higher vehicle speeds created unfriendly pedestrian and bicycle conditions.

However, the challenges facing the Plan Area are complex and not tied to a single factor or event. They are the combined result of shifts in urban economics and policies, including circulation expansions to accommodate traffic and parking, changes in the retail industry, the opening of the Southland Mall, the Great Recession, and the loss of key anchors, such as the Mervyn's Headquarters in 2008, among others.

In recent years, the Downtown has attracted significant investment and launched catalytic revitalization projects, including the mixed-use development at Maple and Main and the Lincoln Landing development at the old Mervyn's Headquarters. In addition, public investment in Hayward's 21st Century Library and Heritage Plaza is an anchor destination in the middle of the historic Downtown. The Downtown also has a Century Theaters on B Street, 60 new senior apartments on A Street, the renovation of the historic Green Shutter Hotel, and other smaller scale projects. The successful Mural Art Program brings together artists, schools, property owners, and the police to increase public art and significantly reduced graffiti-based vandalism. (See Chapter 2 for more details on new investment and opportunities).

To continue these success stories and fulfill Hayward's vision for a dynamic Downtown, the Downtown Specific Plan builds on local strengths such as a strong connection to the region through its BART station, the presence of Chabot College and California State University, East Bay, significant historic resources, parks and open spaces, established local businesses, and provides a road map for fostering economic development, encouraging a growing, diverse population, providing more community amenities and services, and enhancing the arts and culture of Downtown.



Diagram of the Route 238 Bypass Alternative

1.4 PLAN AREA CONDITIONS

1.4.1 Regional Context

Hayward is strategically located, with easy access to San Francisco, Oakland, and other Bay Area cities by BART and linked to San Mateo and Santa Clara Counties by the San Mateo and Dumbarton bridges (See Figure 1.2). Transit access to San Jose will be provided with the completion of BART's Silicon Valley extension (anticipated by 2026), providing a stronger and more comprehensive connection with the region. Downtown also has vehicular access to Highways 238 and 580. In addition, the Plan Area is three-fourth miles from the Hayward Amtrak station, eight miles to the Oakland International Airport, and within easy access to the San Francisco International Airport via BART or the San Mateo Bridge.

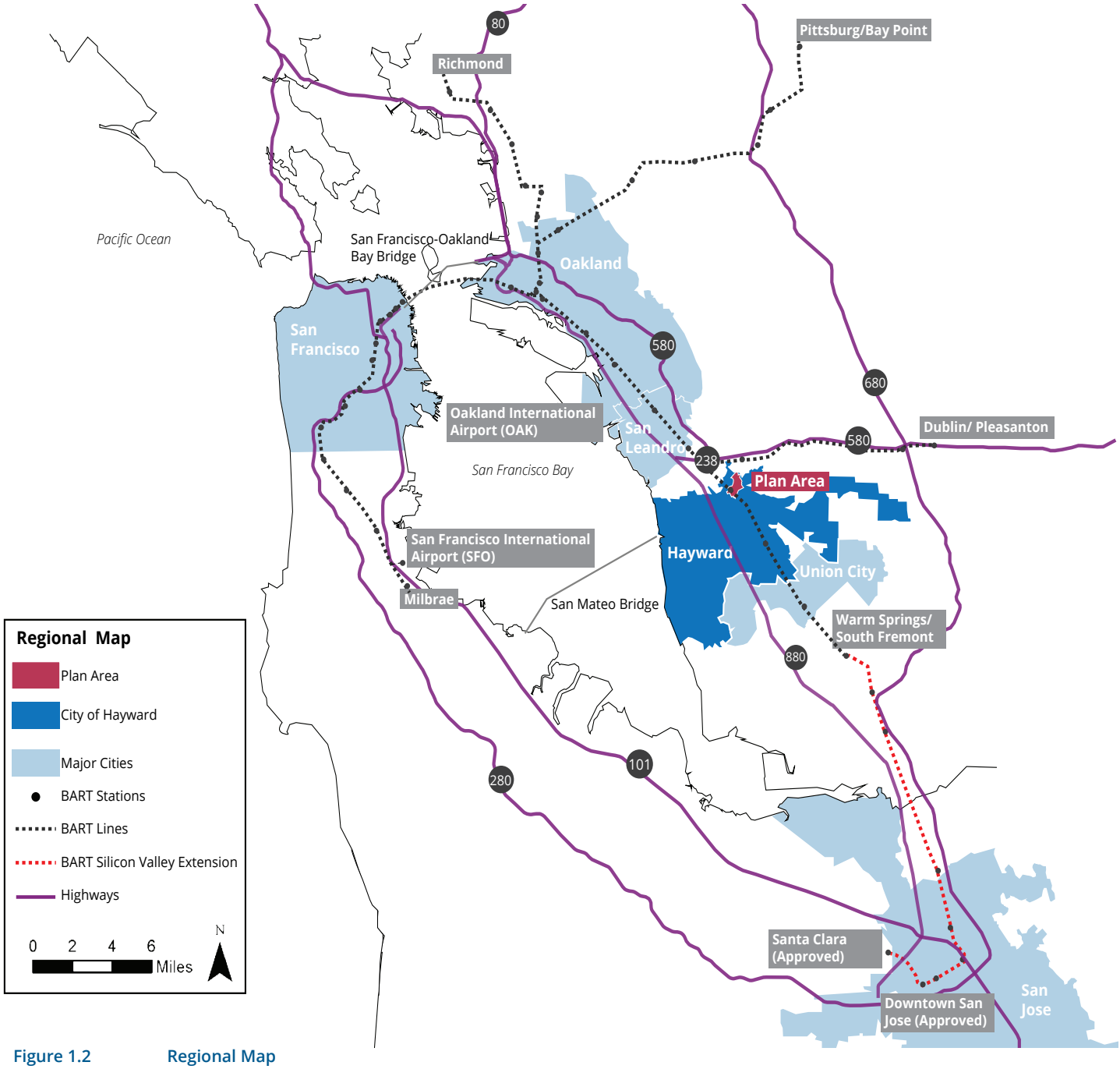
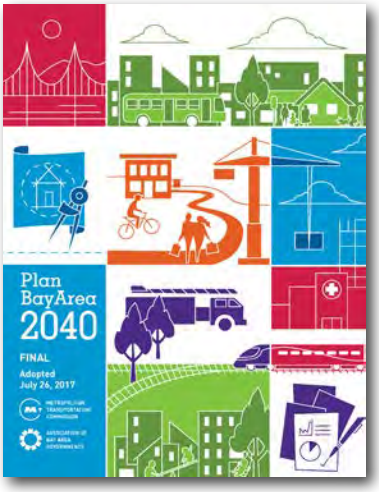


Figure 1.2 Regional Map

Priority Development Area

The Downtown Hayward Priority Development Area (PDA) has been designated a City Center PDA, defined as a sub-regional center of economic and cultural activity served by frequent dedicated regional transit with connections to frequent sub-regional and local service (MTC & ABAG, 2013). Objectives of City Center PDAs are to: reduce greenhouse gas emissions, improve public health, alleviate the housing crisis, and facilitate economic development through coordinated land use and transportation planning.



Plan Bay Area 2040 cover

1.4.2 Demographic Trends

Hayward is the sixth largest city in the San Francisco Bay Area in population with approximately 144,00 residents and is one of the most ethnically and linguistically diverse cities in America. While the Plan Area serves as the city center, it accounts for a relatively small share of the City's population and total number of jobs (see Table 1.A). Median household incomes in the Plan Area are lower than the City and County, and the Downtown is primarily a community of renters with a very low vacancy rate when compared to the rest of the City and County.

TABLE 1.A PLAN AREA POPULATION AND HOUSEHOLDS

	Plan Area	City of Hayward	Alameda County
Population	4,630	144,186	1,510,271
Housing Units	2,290	48,300	582,550
Renter-Occupied	68.7%	46.2%	45.8%
Owner-Occupied	29.1%	48.3%	48%
Vacancy	2.1%	5.6%	6.3%
Jobs	6,300	68,140	694,460
Median Household Income	$53,566	$63,587	$73,722

Source: Plan Bay Area Projections, 2013; ESRI Business Analyst Online as cited by Economic and Planning Systems, Inc., 2015; American Community Survey as cited by Economic and Planning Systems, Inc., 2015

The Association of Bay Area Governments (ABAG) tracks and forecasts the region's demographic and economic trends to inform and guide decision-making in the Bay Area. According to ABAG projections for the Plan Area (See Table 1.B), the population is expected to grow nearly 161 percent in the next 25 years. This Specific Plan accommodates housing and employment growth by adding 3,430 new housing units and 1.9 million square feet of non-residential space such as retail, hospitality, office, and education. The specifics of the development buildout are located Chapter 2 (Land Use and Community Design).

TABLE 1.B ABAG GROWTH PROJECTIONS FOR THE PLAN AREA

	2010	2040	Percentage in Growth
Population	4,630	12,100	161%
Households	2,100	5,730	173%
Jobs	6,300	9,270	47%

Source: Plan Bay Area Projections, 2013.

1.4.3 Local Amenities

There are many local amenities in the Plan Area that contribute to Hayward's success and make Downtown a great place to live, work, and play. The goals, policies, and programs of the Specific Plan (listed in detail in Chapter 5) seek to build upon and enhance these community assets.



The Douglas Morrison Theatre, the Hayward Japanese Garden, the San Lorenzo Creek, and De Anza Park provide the Plan Area with open space and recreation opportunities. Managed by the Hayward Area Recreation District, these amenities promote **health and wellness** *in the Plan Area.*

Downtown Hayward already has many **great businesses and restaurants** *that have contributed the local economy for decades including Caspers Hot Dogs, the World Famous Turf Club, and Los Compadres. Downtown is also home to the Century at Hayward movie theater.*

City Hall is located Downtown at the corner of B Street and Watkins Street, directly next to the Hayward BART station. For more than 20 years, the City has hosted a farmer's market every Saturday in the Hayward City Hall Plaza.

Hayward's 21st Century Library and Heritage Plaza will be a designation in the heart of Hayward's historic district. The Heritage Place create an **outdoor gathering space** *that will host community and civic events for the entire Hayward community.*

The Plan Area is conveniently located in the heart of the East Bay, making Downtown Hayward easily accessible from the Downtown Hayward BART station and the I-580, I-238, and the I-185 freeways. This easy access will help contribute to Hayward becoming a **regional designation.**

1.4.4 Historic Context

In the 1850s, the East Bay saw a significant population growth that altered land use patterns in the region. As more people settled in the East Bay, Hayward saw a rise in settlers seeking farmland close to San Francisco. In 1852, William Hayward set up a small general store at the corner of A Street and Mission Boulevard. The store became a major stop on the road from Oakland to San Jose, generating commercial development in the region. By the late 1880s, Hayward had grown into a regional center for commerce and growth.

By the 1930s, the commercial core of Hayward had developed at the corner of B Street and Main Street and continued to grow into the next decade. In the Post-World War II era, the City's population increased significantly as people moved into the area seeking family homes. As a result, property values increased and commercial development expanded along Foothill Boulevard. In 1949, the first 16 stores on the Hayward Strip opened, further cementing the City as a commercial hub of the region.

The growing population, doubling in size every decade, changed the community character of Hayward from an agriculturally-focused regional trade center to a suburban bedroom community. To accommodate the growing Hayward population and an increasing autocentric culture, the City sought to expand the transportation network in and out of the East Bay. In the 1950s, Foothill Boulevard was significantly widened to accommodate the increased traffic. In 1972, the Hayward BART Station in Downtown was opened to the public, serving to further connect Hayward to the rest of the San Francisco region.

One hundred and forty Downtown buildings are Hayward designated properties with medium to high historic integrity (See Figure 1.3). Ten historic properties are listed on National, State, or local historic registers, which are primarily located along B Street and C Street, between Watkins Street and Foothill Boulevard.



Historic Plan Area street grid, 1879 (Hayward Area Historical Society)



B Street circa 1912 (Hayward Area Historical Society)



B Street circa 1940s (Hayward Area Historical Society)



B Street circa 1940s (Hayward Area Historical Society)

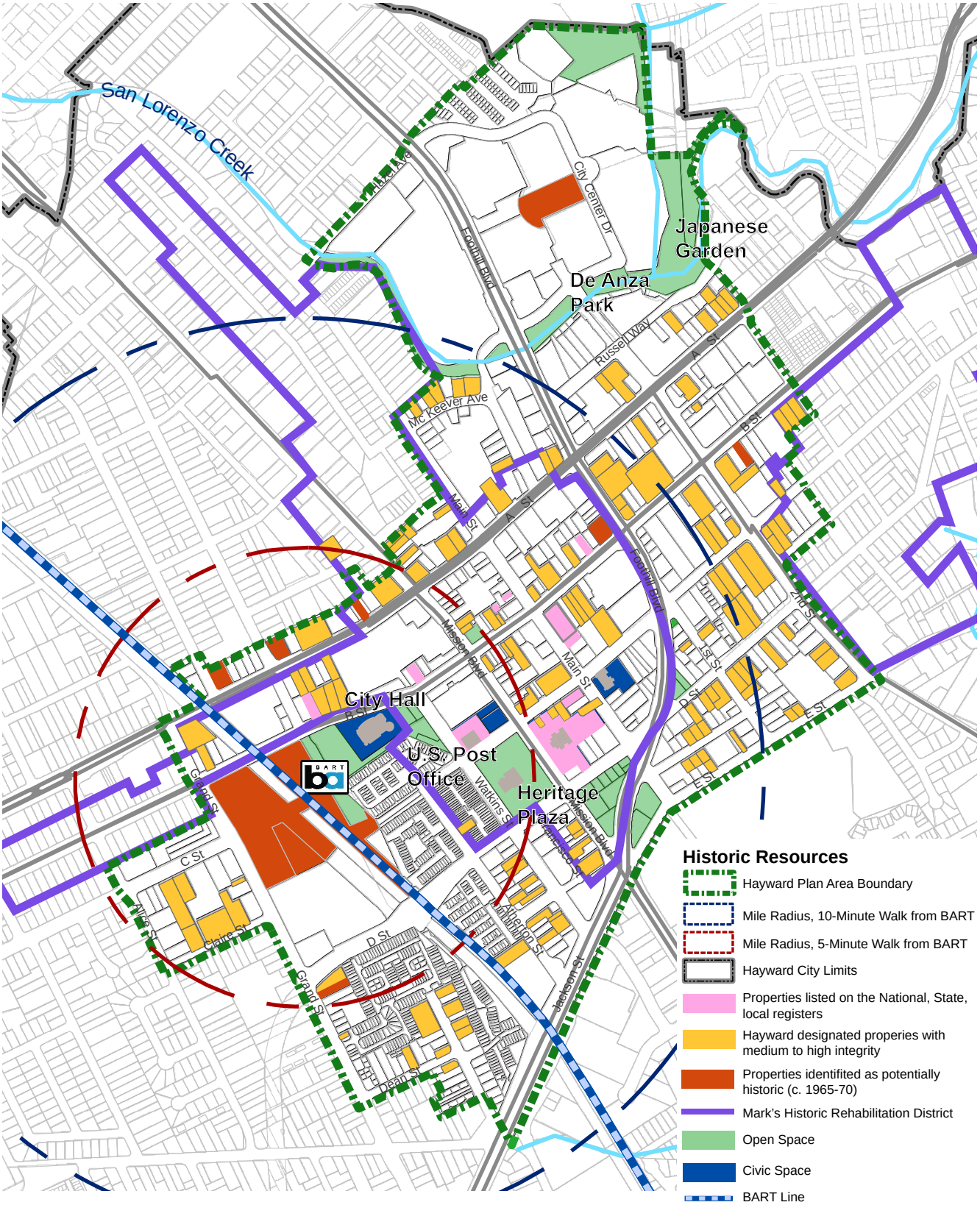


Figure 1.3 **Downtown Hayward Historic Resources**

Data Source: City of Hayward, 2015; LWC, 2018.

1.4.5 Environmental Context

Hayward represents a unique crossroad of commerce and ecology. Just to the north of the City, the coastal mountain range splits, allowing for a gradual passage east to west from the rich farmland of the central valley to the natural harbors along the Hayward shoreline.

The major topographical feature of the Plan Area is the creek system. The San Lorenzo Creek runs east-west through the northern end of the Plan Area. The Coyote Creek runs north-south between the Japanese Gardens and the adjacent multiple-family residential project, meeting the San Lorenzo Creek in the De Anza Park.

Downtown Hayward sits on the Hayward Fault line, a spur of the Calaveras fault. The fault runs along the base of the coastal mountains from the Niles district of Fremont, through Downtown Hayward, north along the I-580 to I-13 to Berkeley. In Hayward, the fault parallels Mission Boulevard (Figure 1.4 shows where the fault line runs through the Plan Area). The last major earthquake along the fault was recorded in 1868 and reached a magnitude of 6.8. The 1868 Hayward Quake was known as the "Great San Francisco Earthquake" until 1906.



Figure 1.4 Section of the Plan Area that sits on the Hayward Fault line.

1.5 PUBLIC PARTICIPATION

The Consultant Team and City Staff led a multi-faceted public engagement process that involved multiple and diverse opportunities for input from Hayward's community.

1.5.1 Stakeholder Interviews

In January 2017, the Consultant Team conducted personal interviews with stakeholders comprised of City staff, Task Force members, special interest groups, community members, and business owners to gather information concerning the long-term vision for the Plan Area and to gain insight on opportunities and constraints in achieving that vision. The following top themes emerged from the interviews:

- The Plan Area's potential is diminished by a negative perception held by many visitors and residents;
- Cars travel through the Plan Area at dangerous speeds, resulting in safety concerns;
- The circulation system (e.g. Route 238 Bypass Alterative) is not conducive to a walkable, business-friendly environment;
- The permit process for development and renovations is cumbersome; and
- A greater diversity in businesses, housing, and mixed-use development is needed.



Consultant team during kick-off meeting and site tour



Public workshop held on January 25, 2017

1.5.2 Planning Commission and City Council Work Sessions

Joint Work Sessions

Two joint Planning Commission and City Council work sessions were held over the course of the planning process. The purpose of the first work session, held at the beginning of the planning process, was to provide an opportunity for the Consultant Team to obtain high-level input regarding key topics, issues, and objectives from elected and appointed officials and the public. The second work session was held later in the process and focused on gaining feedback on the Long-Term Vision. Elected and appointed officials and the public had the opportunity to provide input on the community priorities articulated in the Long-Term Vision, as well as development, design, and mobility concepts.

Other Work Sessions

The City held four other other work sessions during the development and review of the Plan. Two meetings with the Council Infrastructure Committee to discuss the mobility plan and infrastructure improvements, one work session with the City Council to present and discuss the Public Hearing Draft Plan and Code, and one Planning Commission work session to discuss and provide input on the Public Draft Environmental Impact Report.

Project Website

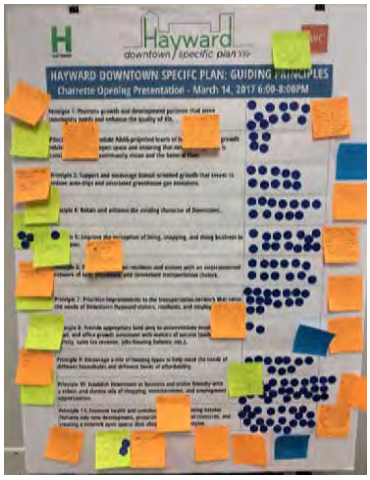
Plan information was posted to the project website over the course of the planning process to keep the public informed, including Plan Goals, the Long-Term Vision, Plan maps, and Task Force meeting presentations and summary notes.



Public workshop held on January 25, 2017

What is a charrette?

A charrette is an intensive planning session that allows the community an opportunity to work directly with land use and transportation planners, and economics and environmental professionals. These sessions provide opportunities for collaboration and ensure the community's substantive participation in the Plan.



Community votes on priorities during design charrette, March 2017

1.5.3 Public Workshops

The Consultant Team facilitated two community workshops and one 5-day design charrette during the planning process.

Workshops

Workshop 1: Vision

On January 25, 2017, 53 community members attended the first public workshop. The workshop attendees participated in group activities aimed at understanding the community perspective on the vision, opportunities, and constraints of Downtown. Key themes that emerged from the workshop included the need for affordable housing and traffic safety, improved access to transit, improved safety and lighting, preservation of historic character, lack of office space, and better connections in the Plan Area.

Workshop 2: Public Hearing Draft Plan

On January 12, 2019, over 110 people attended the open house on the Public Hearing Draft Plan and Code. The open house began with a presentation by the Consultant Team and time for questions. After the presentation, participants visited the open house stations to learn more about and discuss specific elements of the Plan and Code with City staff and the Consultant Team. There were five stations, covering: 1) Long Term Vision and Guiding Principles, 2) Mobility Plan, 3) Plan Implementation and Process, 4) Land Use Plan and Community Character, and 5) Development Code.

Design Charrette

In March 2017, the Consultant Team held a 5-day design charrette with the primary objective to develop a long-term vision for the Plan Area. The week consisted of a series collaborative community workshops, design events, lunch presentations, and meetings.

Over 90 attendees participated in the charrette, including Task Force members, residents, business owners, and special interest groups, including, but not limited to Bike East Bay, Friends of San Lorenzo Creek, Hayward Chamber of Commerce, and the Bay East Association of Realtors.

At the end of the week, the Consultant Team presented the draft Long-Term Vision, a culmination of work conducted throughout the week.

1.5.4 Long Term Vision Survey

In May 2017, the Consultant Team and the City released an online survey to gather additional feedback on the Long-Term Vision. Input from the questionnaire was used to refine the Long-Term Vision and was considered during the development of goals, policies, and programs contained in this Plan. Questions focused on a range of topics, including community priorities, land use, architectural design, mobility concepts, and implementation strategies. Notable responses included support for increased mixed-use development, retail spaces, pedestrian and bicycle network improvements, lane reduction, and a desire to improve the creek into a public asset.

1.5.5 Hayward Downtown Specific Plan Task Force

The Hayward Downtown Specific Plan Task Force is a 14-member advisory body, acting as a public voice for the community and representing a wide range of stakeholder interests. The Task Force guided the Consultant Team during key points in the Plan development process by providing valuable feedback on project goals and major deliverables (see Table 1.C).

TABLE 1.C TASK FORCE MEETING DESCRIPTIONS

Meeting Date	Agenda and Objectives
Meeting #1 **Project Initiation** **December 12, 2016**	The Consultant Team introduced the project goals, purpose and role of the Task Force, schedule and next steps. This was followed by a discussion of key issues, opportunities, and constraints.
Meeting #2: **Community and Character Analysis** **January 23, 2017**	The Consultant Team presented best practices for placemaking and how these can inform the Plan. Discussion points included historic development patterns, transit-oriented communities, walkability, human scale development, and civic spaces.
Meeting #3: **Market Analysis** **February 16, 2017**	Meeting #3 focused on market conditions and economics, including demand for commercial and residential space and strategies to spur economic development. Discussion points centered on the retail environment, need for entertainment space, and vacancy issues.
Meeting #4: **Preferred Alternative Vision** **June 5, 2017**	Meeting #4 focused on the Long-Term Vision, presenting outcomes of the charrette and results from the Long-Term Vision Survey. The meeting consisted of discussion on all topics covered in the Long-Term Vision, as well as development concepts for the opportunity sites identified at the design charrette .
Meeting #5: **Code Diagnosis** **October 23, 2017**	The Consultant Team presented an outline of the Development Code (Code), including issues with the existing Code that may impede implementation of the Long-Term Vision and preliminary recommendations for improvement.
Meeting #6: **Administrative Draft Specific Plan** **January 22, 2018**	The Consultant Team presented the draft Plan goals and policies. The Task Force then discussed the draft goals and policies to determine how well they align with the vision and assessing the relative priority level of the policy directions.

Summaries of all Task Force meets were posted on the City website and other online media outlets for community review.





Task Force Meetings



Consultant team working during charrette

1.5.6 Public Hearings

On March 28, 2019 the Planning Commission voted 5-0 (one absent, one recused) to recommended the City Council adopt the Specific Plan and Code, and certify the Final EIR. There were no public comments received.

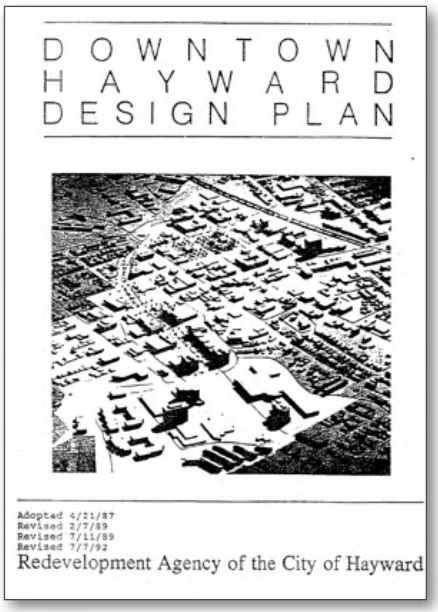
On April 30, 2019 the City Council voted 7-0 to adopt the Specific Plan and Code and certify the Final EIR. The Council approved two amendments, one to strongly encourage affordable housing be produced on site and one to prioritize the converstion of A-Street to two-way within the short term (0-5 year) timeframe. Public comments resulted in no changes to the Specific Plan.

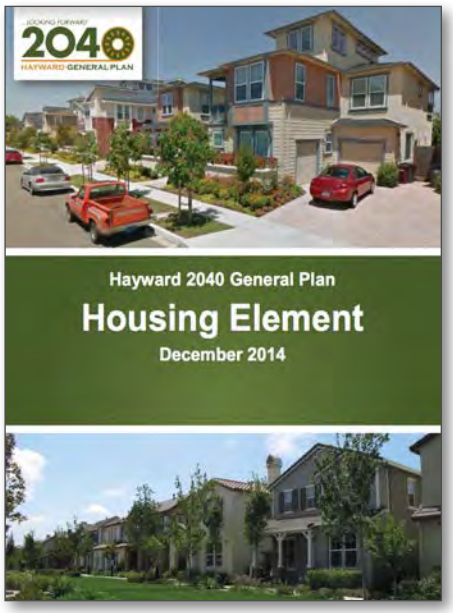
Related Plans & Programs

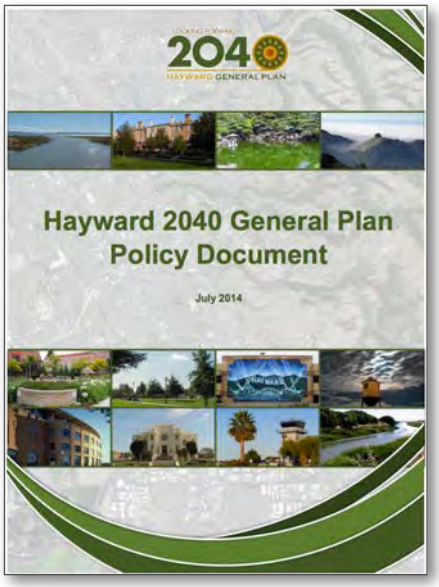
- *1975-2001 Downtown Hayward Redevelopment Plan*
- *1991 Downtown Focal Point Master Plan*
- *1992 Downtown Hayward Core Area Plan*
- *1992 Downtown Hayward Design Plan*
- *1998 Amended Downtown Hayward Redevelopment Project*
- *2010 City of Hayward Urban Water Management Plan*
- *2012 South Hayward BART Parking & Access Study, by Nelson\Nygaard Consulting Associates, Inc.*
- *2012 Envision Downtown Hayward, by the Community Planning Lab at Cal Poly State University, San Luis Obispo*
- *2014 Hayward City Center Feasibility Study, by Economic Planning Systems, Inc.*
- *2016 City of Hayward Local Hazard Mitigation Plan*
- *2040 City of Hayward General Plan*
- *Plan Bay Area 2040 by the Association of Bay Area Governments (2017 Update)*

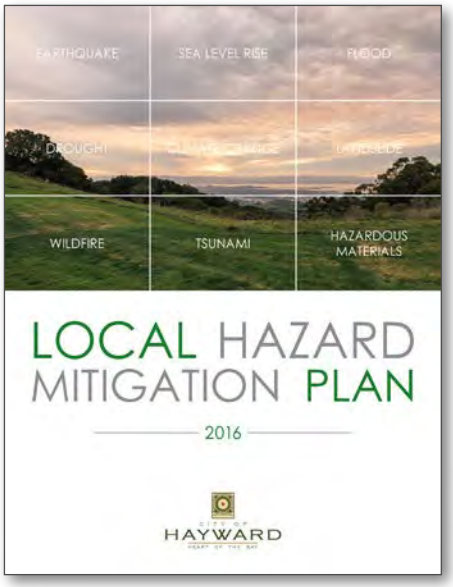
1.5.7 Related Plans and Programs

Throughout the preparation of the Plan, the following documents were reviewed and referenced to better understand existing conditions, opportunities, potential constraints, and community priorities.





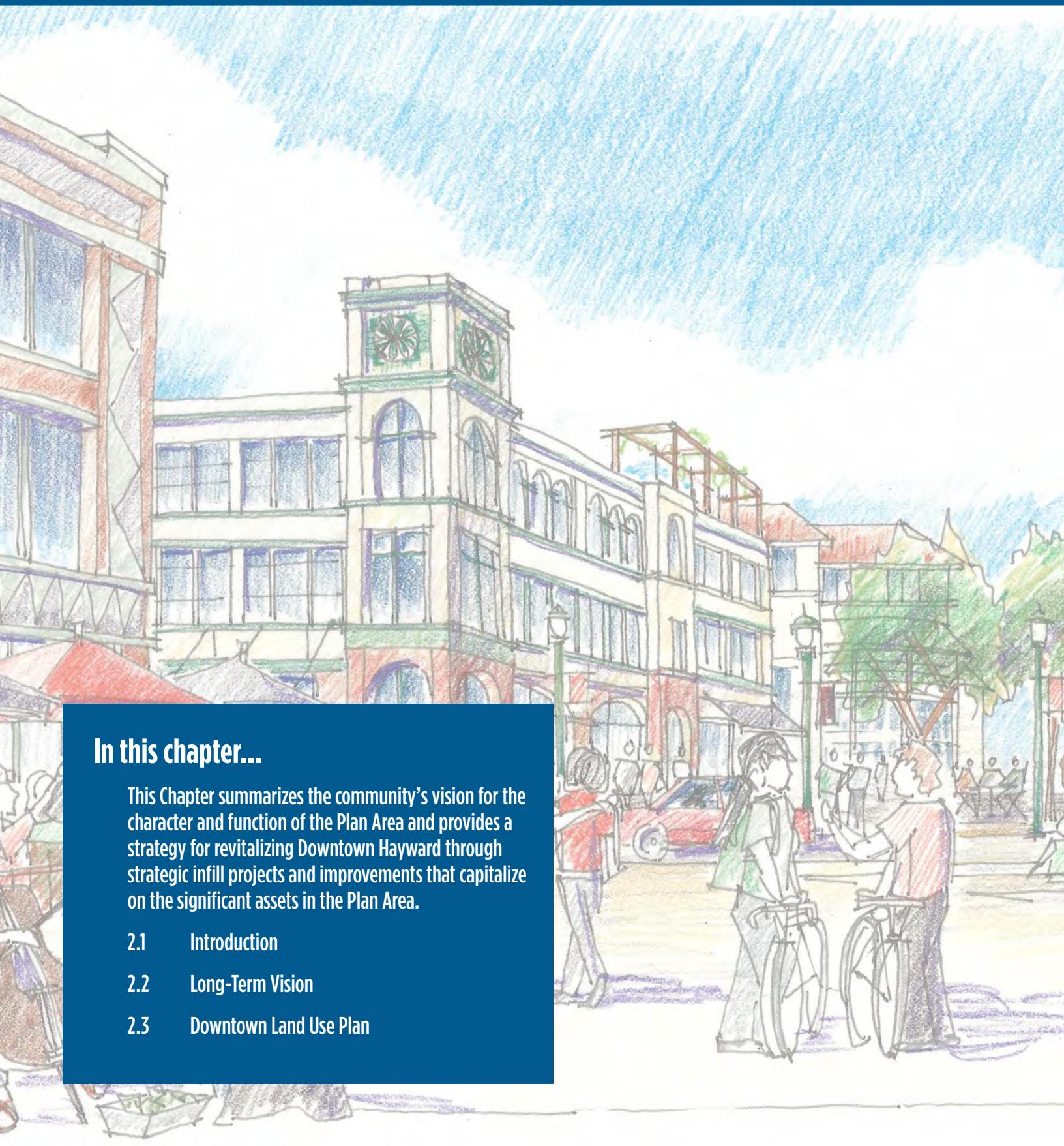




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CHAPTER 2

VISION AND COMMUNITY DESIGN



In this chapter...

This Chapter summarizes the community's vision for the character and function of the Plan Area and provides a strategy for revitalizing Downtown Hayward through strategic infill projects and improvements that capitalize on the significant assets in the Plan Area.

2.1 Introduction

2.2 Long-Term Vision

2.3 Downtown Land Use Plan

2.1 INTRODUCTION

This Chapter describes the Long-Term Vision (Vision) of the Plan, directed by guiding principals, community goals, and aspirations that were developed through extensive community outreach. The Vision for the Plan Area is to transform Downtown into a vibrant, lively, and walkable destination serving the Hayward community and the larger region.

This Plan acknowledges that the physical design of a space is just as, if not more, important to the perception of a place as the businesses and uses that occupy the buildings. The Plan envisions improvements to the public and private realms to enhance the perception of Downtown as an entertainment hub and to create a place that is safe and comfortable to walk and bike around. The Vision includes direction on the physical character, building design, and intensity of Downtown's commercial and residential areas.

RELEVANT SPECIFIC PLAN GOALS

(See Chapter 5)

#1 **LAND USE.** *Downtown is transformed into a vibrant, walkable City center that serves as a regional destination to live, work, and play for City residents, neighboring communities, and local college students.*

#2 **COMMUNITY DESIGN**. *Downtown is a beautiful, safe, and high-quality pedestrian-oriented environment for all ages to enjoy day or night, with sufficient and attractive lighting, sidewalk amenities, landscaping, and inviting ground floor frontages.*

#3 **HOUSING**. *A wide variety of housing types are available to meet the economic and physical needs of a diverse population.*

#6 **ECONOMIC DEVELOPMENT.** *Downtown capitalizes on its location in the region, leverages its amenities, and captures more sales tax revenue to become a national model for the revitalization of mid-size cities.*

2.2 LONG-TERM VISION

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

This vision promotes transformative change for Downtown Hayward that will magnify the qualities and character that make Downtown unique in the region, while improving and growing to become an even greater Heart of the Bay, pumping excitement, energy, and opportunity into the City and the region. The Plan vision is based on extensive community input and is guided by the following five community-derived Guiding Principles and is depicted in Figure 2.1(Specific Plan Illustrative Plan):



Promote Downtown as safe, lively, and business friendly

Programming and promotional efforts communicate the welcoming, lively character of Downtown that is reinforced by buildings with active frontages and shopfronts, streetscapes that promote safety and window shopping, and local businesses that both support and are supported by the success of Downtown.



Improve the circulation network to better serve Downtown businesses, residents, and visitors

Thoroughfares in Downtown Hayward range from boulevards to quiet neighborhood streets and sheltered pedestrian paseos. All streets make walking, bicycling, and riding transit safe and comfortable for people of all ages, while a return to a two-way street network emphasizes that Downtown is a destination rather than an area to pass through. (See Chapter 3 for more information on Circulation improvements).



Preserve the history, arts, and culture of Downtown

Downtown Hayward provides an authentic, urban experience through the integration of public services, and cultural and historical amenities along with retail, entertainment, employment, and residential uses. This mix of uses differentiates Downtown Hayward from nearby shopping districts by offering more than just retail and services. The history, arts, and culture of Downtown Hayward support a sense of place by expressing the story of its past, the state of its present, and the City's aspirations for its future.



Build on and enhance natural features and open spaces

Downtown Hayward features diverse outdoor spaces, each connected to the other by pedestrian and cyclist-friendly streetscapes. Natural features and open spaces provide a tangible link to Hayward's cultural and ecological history and make Downtown an intriguing and inviting place by offering a variety of environments and experiences.



Establish Downtown as a regional destination

A diverse mix of uses, a walkable public realm, and a density of population and activity differentiate Downtown Hayward from surrounding communities and position it as the destination of choice for residents, visitors, and employers throughout the region.

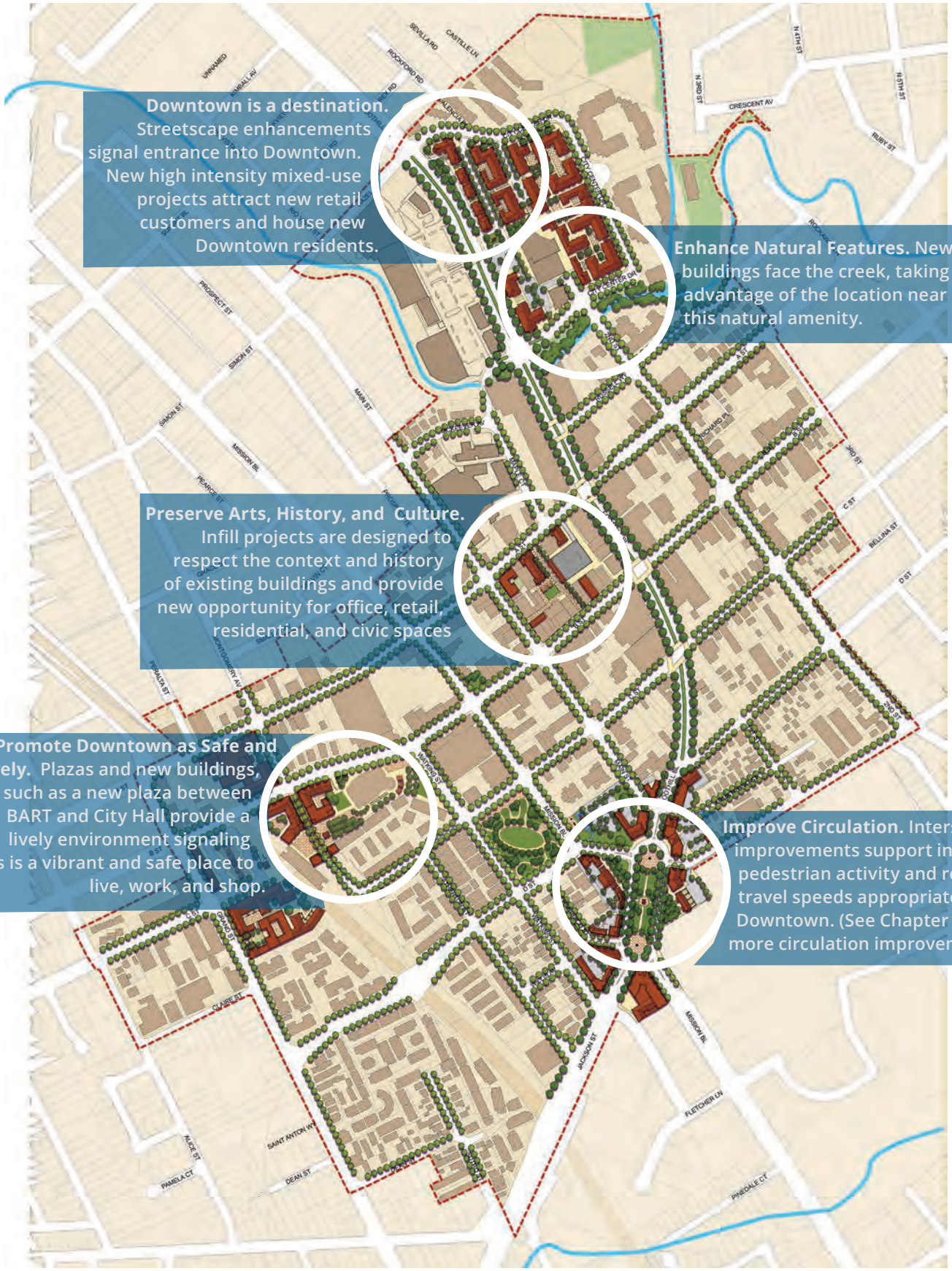


Figure 2.1 Specific Plan Illustrative Plan









With the Vision for the Plan Area, Downtown becomes a distinctive place that is a destination accessible via a diverse array of mobility options. The elements of the built environment that best support this vision are Downtown's streets and connections, public realm and public spaces, and urban form and buildings.

2.2.1 Streets and Connections

Downtown Hayward is a destination, rather than an area to pass through. Transforming the circulation in Downtown to reduce emphasis on automobile traffic moving through the area will reinforce the walkable sense of place that differentiates Downtown Hayward from other regional centers. Mobility enhancements will provide for an active, safe, attractive, and convenient environment that promotes walking, biking, and transit as viable alternatives to driving in Downtown.

People visiting Downtown who arrive via car will find it most convenient to "park once" and walk between destinations. Those who arrive via bicycle will feel comfortable riding on the dedicated bike routes and will find numerous secure places to store their bicycles. And visitors and residents who access Downtown using transit will benefit from an improved BART station plaza that better connects the station with the energized hustle-and-bustle of a thriving Downtown Hayward.

2.2.2 Public Realm and Public Spaces

Downtown Hayward is where the action is, and its public spaces support and promote a variety of activities in Downtown. The revitalized Heritage Plaza across from the 21st Century Library will become an anchor for events. City Hall plaza will help to connect the vibrancy of B Street with the BART station, while small pocket parks provide a quiet place for relaxation and conversation. Trails along the San Lorenzo Creek are improved to create a safe and comfortable connection to nature, while better access to the Japanese Gardens, De Anza Park, and the Douglas Morrisson Theatre better connect these iconic civic spaces to Downtown. Each of these places are connected via a high quality pedestrian realm that makes walking and cycling safe and attractive.

2.2.3 Urban Form and Buildings

Downtown Hayward is a significantly walkable, urban center not only for the City but also for the region. The connectivity provided by Downtown's intact street grid is complemented by urban buildings that encourage walkability by activating the sidewalk and defining the public realm. Buildings come up to or near the sidewalk edge and include active frontages such as shopfronts and stoops that bring indoor activity outside. Active building frontages energize the public realm and provide "eyes on the street" to promote safety. Buildings will include a mix of uses to provide activation throughout the day and will be a size and scale that is complementary to walkable environments and that allows for significant job and population growth in Downtown.

2.2.4 Development Program

The Plan calls for significant infill development in Downtown over the next 20 or more years. While land uses are flexible and may vary according to market demand, the Plan Area may approximately accommodate up to 3,430 new housing units and 1.9 million square feet of non-residential space such as retail, hospitality, office, and education. Table 2.A (Development Program) provides a detailed estimate of the buildout potential within the Plan Area.

TABLE 2.A DEVELOPMENT PROGRAM

Type	Buildout Estimate
Health, Education, and Recreation	814,375 sq. ft.
Other	637,175 sq. ft.
Financial and Professional Services	351,850 sq. ft.
Retail	96,600 sq. ft.
Multi-Family Residential	3,427 units

2.3 DOWNTOWN LAND USE PLAN

Downtown is divided into five placetypes (see Figure 2.2) based on existing character, land use, and urban form. The Plan uses these placetypes to present the vision, proposed building form, land use, and public realm improvements that makeup the Land Use Plan (see Figure 2.2) for the Plan Area.











Mixed-Use Gateway

Located in the northern edge of Downtown, the Mixed-Use Gateway is the entry point into Downtown from neighboring Castro Valley and San Leandro. This area has the potential to provide a significant amount of new residential and commercial uses to support Downtown revitalization and direct visitors to area amenities. The area is roughly bounded to the south and west by the San Lorenzo Creek, to the east by the Japanese Gardens, and to the north by Hazel Avenue. The area encompasses the old City Center and the former Mervyn's headquarters.



Downtown Core

The Downtown Core is the center of Downtown. The area is bounded generally to the south by C Street, to the north by the San Lorenzo creek, to the west by Watkins Street, and includes the properties along Foothill Boulevard to the east. The "heart" of Downtown is B Street, where a majority of restaurants, retail, and entertainment options are located. The Downtown Core is located in the Mark's Historic Rehabilitation District and contains several historic properties.



Downtown Neighborhoods

There are two downtown neighborhoods: **The Urban Neighborhood** is roughly bounded by the San Lorenzo creek, Foothill Boulevard, 3rd Street and E Street. The area is characterized by a mix of housing types and provides opportunity for higher density housing within walking distance to Downtown Core and Mixed Use Gateway. **The Transition Neighborhood** connects the Plan Area to the rest of the City and is bounded by C Street, Watkins Street, Jackson Street, and Grand Street. The area provides a natural transition between low density single family outside of Downtown and the mixed-density residential near the BART station and City Hall.



Station Plaza

The Station Plaza lies to the west of the Downtown Core and includes the area around the Hayward BART station, with the opportunity to support transit-oriented development. It is bounded to the south by C and D Streets, to the east by Watkins Street, to the north by A street, and to the west by Alice Street. Hayward City Hall is also located in this area, with the potential to provide better connection, physically and visually, between the BART station and the rest of Downtown.



Downtown Southern Gateway

The Downtown Southern Gateway is the formal entrance into Downtown from the rest of the City. It is bounded to the south by Jackson Street and E Street, to the east by 1st Street, to the north by C Street, and to the west by Francisco Street. The old City Hall and the Hayward Veterans Memorial are located in this area. This area is the gateway into the Heart of the City and directly links to areas of civic significance such as the new 21st Century Library and future Heritage Plaza.

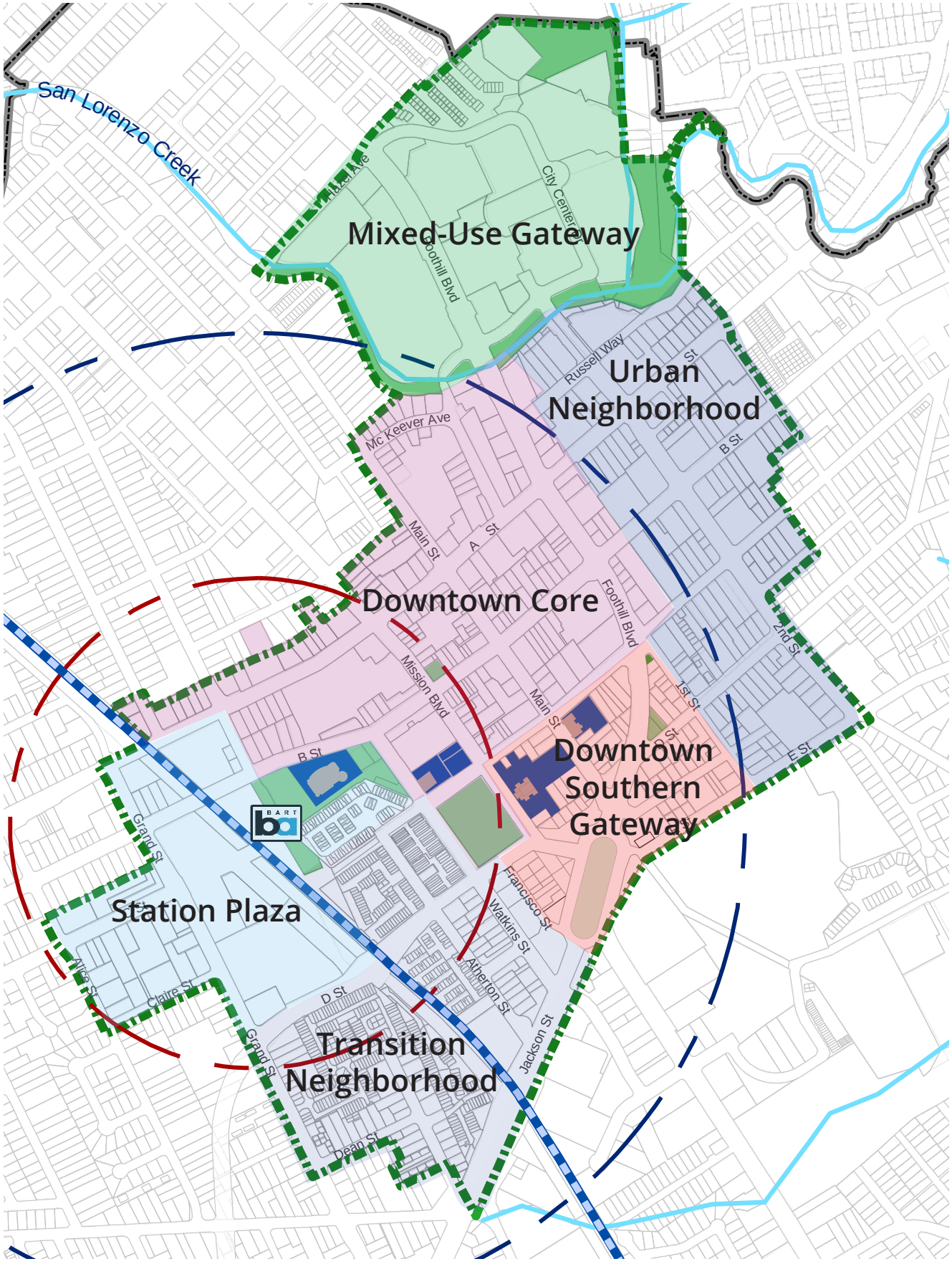


Figure 2.2 Land Use Map

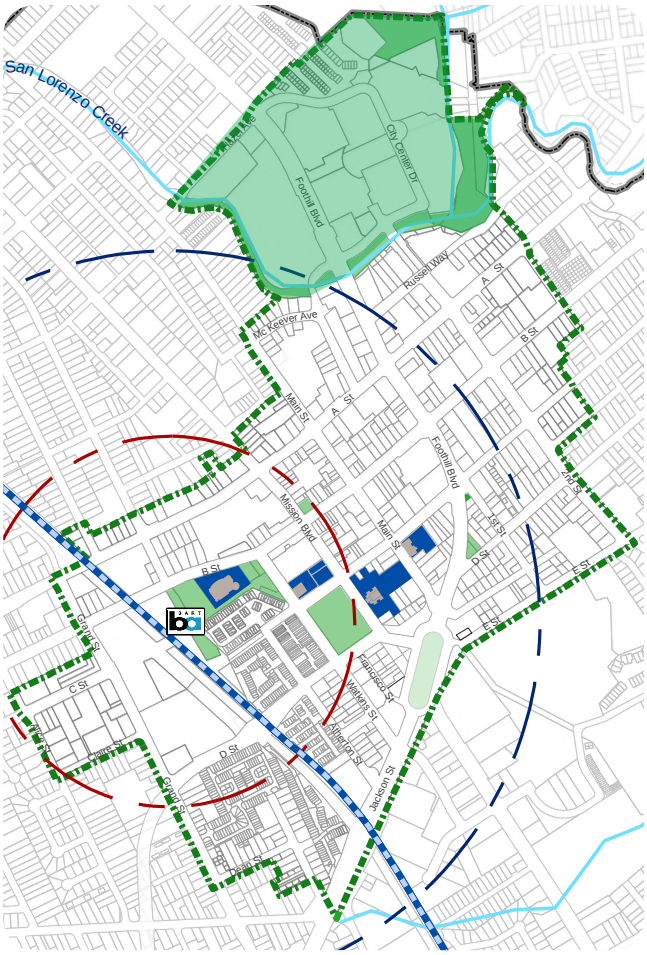
MIXED-USE GATEWAY

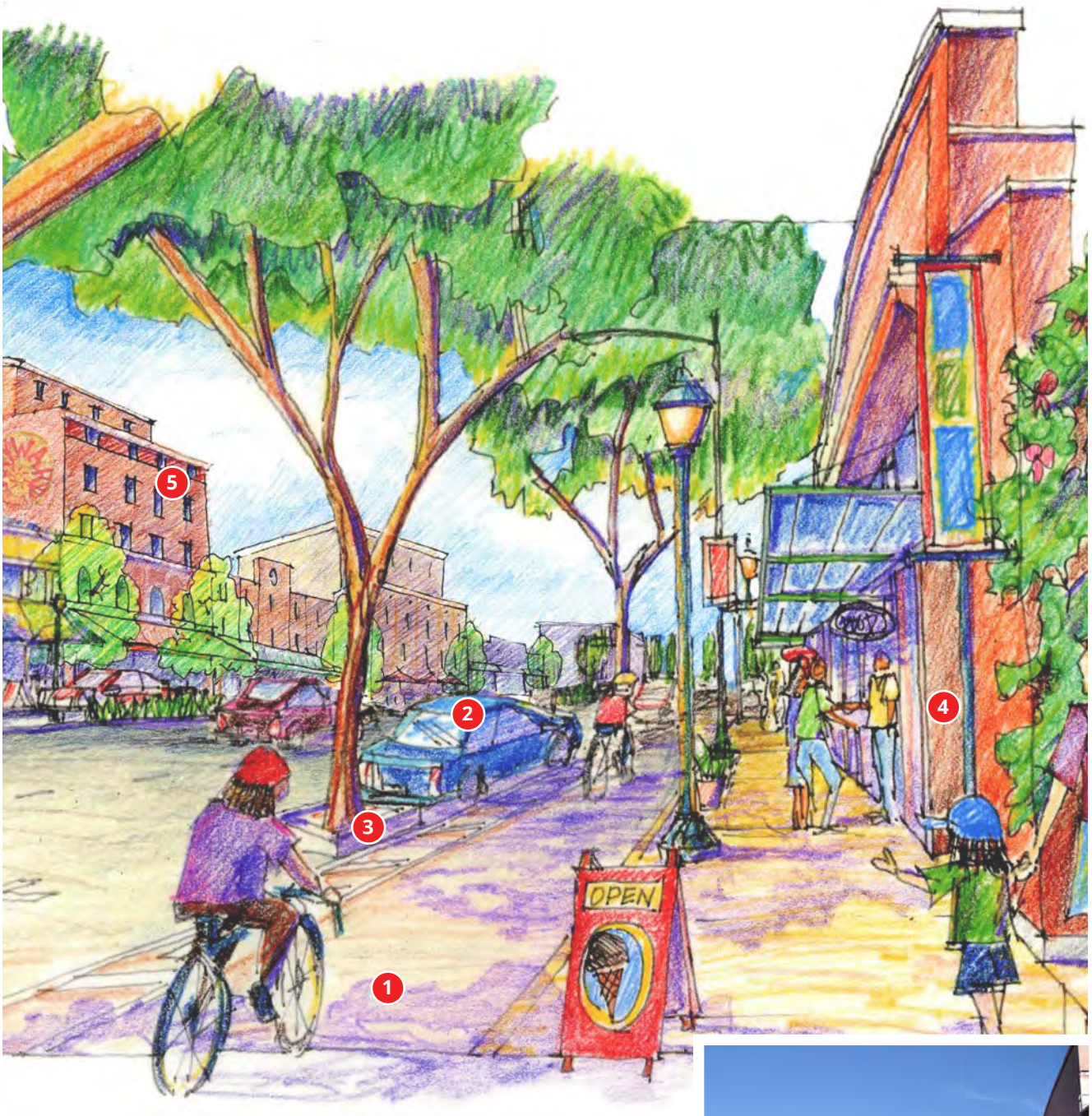
Vision

The area bound by Foothill Boulevard and City Center Drive is transformed from an auto-oriented environment into a dense and vibrant activity center nestled against the San Lorenzo Creek, that serves as a distinctive northern gateway into Downtown Hayward.

The pedestrian-oriented character of this area is reinforced by substantial streetscape improvements along Foothill Boulevard and new, mixed-use buildings with active ground-floor uses anchored around a pedestrian passage punctuated by small civic spaces.

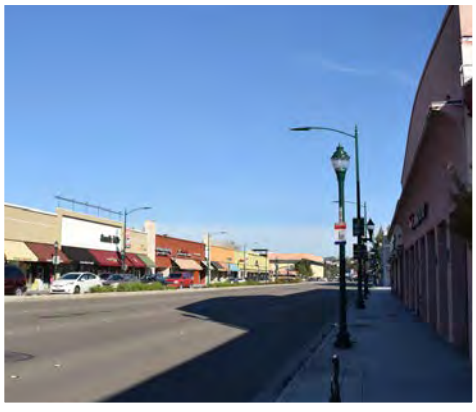
This area provides housing for a substantial residential population within walking distance of Downtown businesses, transit, and amenities, and has the opportunity to become a regional destination with retail, medical, and hotel space.





Rendering of Foothill Boulevard improvements, developed at the March 2017 Design Charrette

1. Protected bike lane separates pedestrians from travel lanes
2. On- street parking provides additional separation between cars and bikes
3. Street trees provide bicycle buffer and shade
4. Businesses provide entrances from Foothill Boulevard
5. New five to seven story mixed-use buildings define the public realm and provide “eyes on the street”



Existing Conditions



Diagram is illustrative only, showing one example of potential site configuration

Building Form and Use

Mixed-use, residential, and commercial block-form buildings are up to 11 stories. Buildings are articulated to maintain a scale compatible with adjacent and planned residential uses. Upper-floor height stepbacks reduce overall bulk and mass.

This area is developed with a range of uses, specifically high density residential, office, retail, restaurant, and entertainment. There is opportunity for new hotel or conference spaces. Active ground floor uses, such as restaurants and retail, are required along Foothill Boulevard to promote pedestrian activity.

1. New buildings located at the sidewalk along a slip lane for local traffic parallel to Foothill Boulevard contain active ground-floor uses and form a welcoming gateway into Downtown.
2. Phased redevelopment of the existing Safeway shopping center enables the introduction of new residential units above ground floor retail and services.
3. Existing higher-intensity buildings continue to provide employment opportunities, with improved street-level frontages and non-residential ground floor uses.
4. New buildings take advantage of the sloping topography to locate parking into the hillside and avoiding exposed parking spaces by lining them with buildings.
5. New 5-11 story block-form buildings provide housing and commercial opportunities within walking distance of Downtown businesses, services and amenities, as well as BART and AC Transit routes.
6. Redevelopment sites along the San Lorenzo Creek have two 'fronts' to orient development towards the creek and the street, with active frontages along both to provide greater access to this unique civic amenity, and provide "eyes on the creek" to improve safety.

Public Realm Components

The following improvements help to create a walkable urban gateway into Downtown by signaling to drivers through contextual cues that they are entering an area of high pedestrian activity and to slow down and be alert.

A new mid-block pedestrian connection on Foothill Boulevard midway between Hazel Avenue and City Center Drive provides direct access to new development on the west of Foothill Boulevard and reduces the distance between pedestrian crossings.

Foothill Boulevard, from Hazel Avenue to the San Leandro Creek, is reconfigured with widened sidewalks with lighting, street trees, a slip lane in each direction with parallel parking, protected bike lanes, such as a cycle track, and a landscaped median.

A new path along through the center of the area becomes an opportunity for civic space. Commercial shopfronts and residential uses are oriented toward new and existing open space, such as the San Lorenzo Creek. Residential buildings provide "eyes on the street" to improve pedestrian sense of security.

This large superblock is redeveloped as a pedestrian-friendly center of activity with integrated pedestrian connections that provide direct, visible, and well-marked access to the Hayward Japanese Gardens and the Douglas Morrisson Theatre from Foothill Boulevard.

Smaller civic spaces throughout the center of this area draws pedestrians through the site towards the Hayward Japanese Gardens and the Douglas Morrisson Theatre and provide informal gathering and leisure space for residents and employees.



Example of building massing and articulation



Example of multi-story mixed use facing main thoroughfare



Example of walkable, two lane streetscape



Example of a pedestrian path and public space on a mixed-use block

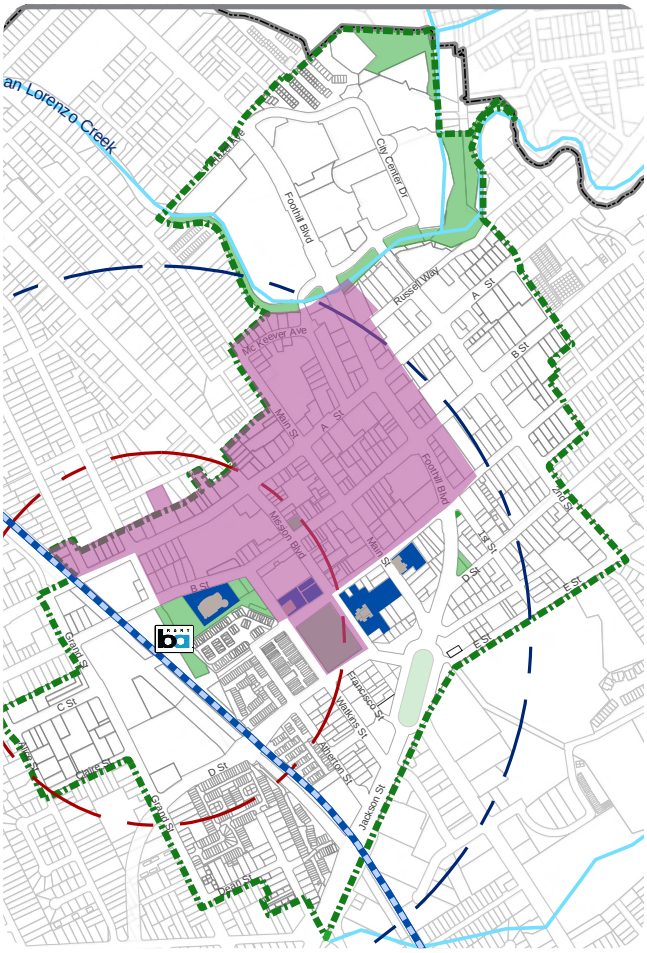
DOWNTOWN CORE

Vision

The Vision builds upon the pedestrian-oriented nature and rich historic character of this area. Recognized as the "Heart of Downtown," this area provides a variety of retail, restaurant, and entertainment options.

Appropriately-scaled infill development and facade improvements for existing buildings will reinforce the distinct "Main Street" character in this area. New mid-block pedestrian passages improve connectivity and accessibility and provide opportunity for public gathering spaces.

Medium density mixed-use projects provide new opportunities for singles, new families, seniors, and college students to live Downtown, as well as storefronts for new businesses.





Rendering of interior block improvements, developed at the March 2017 Design Charrette

1. Businesses with outdoor seating activate the street
2. Drive lane transitions to shared multi-modal path
3. Infill development replaces parking lot to add development opportunities
4. Mixed-use development provides new residential and retail space



Existing Conditions



Diagram is illustrative only, showing one example of potential site configuration

Building Form and Use

Low-rise two to three story block-scale main street buildings are typical in the Downtown Core.

New buildings up to seven stories are designed to reduce perceived building bulk, mass, and height from the street and remain compatible with existing historic structures.

In the long-term, lot consolidation provides larger redevelopment sites to accommodate high-density, mixed-use, residential, office, and retail development.

This area continues to provide a mixture of residential, retail, restaurant, and entertainment uses. Corner lots should have entertainment, restaurants, and retail uses to activate the streetscape. Mid-block ground floor uses include office, service, and residential.

1. Center block parking lots are transformed into civic spaces and sites for infill development.
2. New buildings fill in vacancies to complete an uninterrupted street wall and improve pedestrian experience when walking along Foothill Boulevard, A Street, and B street.
3. Buildings have two frontages, with entrances from the perimeter and center of the block.

Public Realm Components

Streetscape and public realm improvements reclaim the Downtown Core as a walkable center of activity in the region and support increased pedestrian activity at the street level.

A Street, B Street, C Street, Mission Boulevard, and Foothill Boulevard return to two-way to make getting to and around Downtown easier and more direct. (See Chapter 3 for phasing and implementation).

"Complete Streets" improvements reinforce the pedestrian-oriented character of Downtown, provide opportunities for on-street parking, and accommodate new bicycle facilities.

Pedestrian passages — curbless, very low-volume streets for pedestrians, cyclists, and motorists— break-up longer Downtown blocks and provide more route choices when moving around Downtown.

New pedestrian lighting improves sense of security for pedestrians walking in and around Downtown and to and from BART.

Street trees, benches, and art installations support increased foot-traffic and encourage businesses to provide pedestrian access from the street and outside dining opportunities.

New projects provide small, pedestrian-scaled pocket parks for green relief and informal spaces for relaxing, people-watching, and catching up with friends and coworkers.

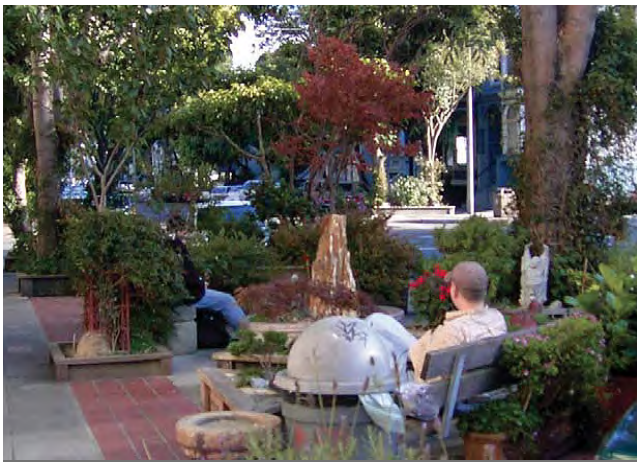
Reuse of underutilized surface parking lots as public plazas provides additional civic gathering space.



Example of mixed-use main street building frontage



Example of walkable streetscape along B Street



Example of a pocket park



Example of potential building massing and articulation on large lot

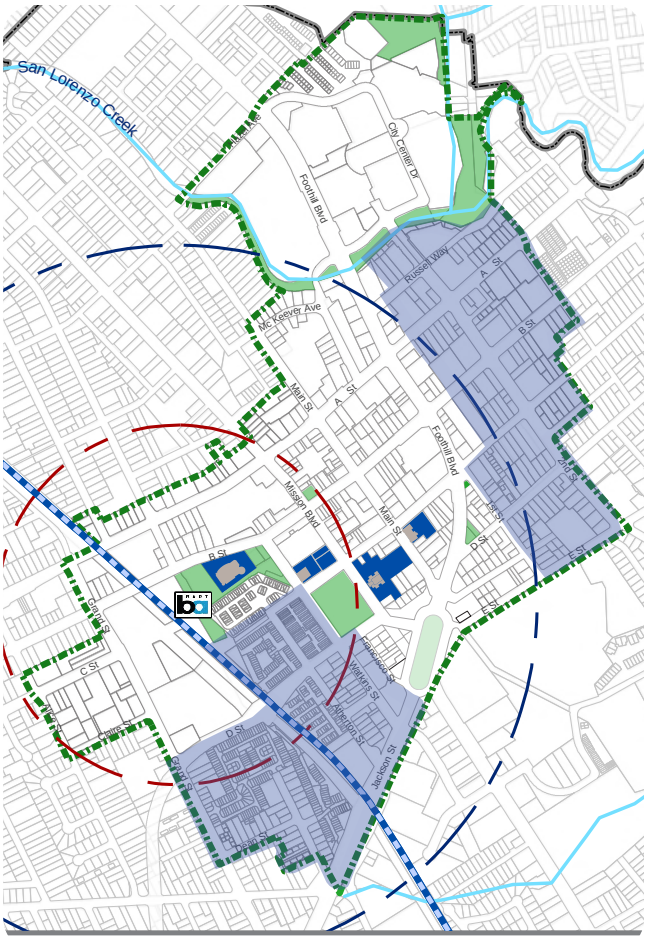
URBAN NEIGHBORHOODS

Vision

The neighborhoods bordering Downtown evolve to provide a variety of housing types at mixed intensities. New residents live within close proximity to the businesses and amenities in Downtown Hayward, and a short walk or bike ride away from BART.

Neighborhoods in the southern end of the Plan Area maintain their existing forms while adding new multi-family uses in building types that fit within the character of the existing neighborhood, such as townhomes, duplexes, and single-family.

Neighborhoods in the northern end of the Plan Area evolve to include a combination of higher intensity urban buildings that are compatible in scale with existing taller buildings along Foothill Boulevard and the Mixed Use Gateway. Mixed-use projects provide housing as well as neighborhood scale commercial, such as restaurants, cafes, small offices, and service uses.





Drawing of an urban neighborhood at A Street and 2nd Street, 2018

1. New four to five story buildings provide housing and ground floor commercial spaces
2. Street level frontages includes residential stoops and dooryards as well as commercial shopfronts in mixed-use buildings
3. Pocket plazas provide neighborhood open spaces
4. Buildings are designed to reduce sense of bulk with facade articulation and upper story stepbacks



Existing residential units on C Street in the Transition Neighborhood



Existing buildings and streetscape in the Urban Neighborhood

Building Form and Use

The Transition Neighborhood maintains existing house form and scale.

- *Duplexes and small multiplex buildings of up to six units provide additional housing capacity in multi-unit buildings that look like single-unit detached houses.*
- *Parking for new buildings is located at the rear of the lot so that parking does not dominate street-facing building facades.*
- *Porch and stoop frontages create a welcoming and community-oriented environment.*

The Urban Neighborhood includes a mix of urban block-scale buildings and house-scale buildings.

- *New multiplexes, courtyard buildings, and rowhouse buildings are located along 2nd, A, B, and C Streets.*
- *Residential buildings feature stoop and dooryard frontages to provide residents with privacy while fostering a pleasant pedestrian environment along building frontages.*
- *Mixed-use buildings with shopfront frontages provide places to shop and eat locally.*
- *Small multiplexes, courtyard buildings, and cottage courts with porch and stoop frontages are located along C, D, E, Armstrong, and 1st Streets.*

The neighborhoods accommodate new medium to high density residential, including duplexes, multi-plexes, townhouses, and apartments.

Where appropriate, small corner stores provide goods and services to the neighborhoods. Uses are designed to encourage compatibility with surrounding lower density uses.

Public Realm Components

All Downtown neighborhoods are highly walkable with "Complete Streets," whenever possible. Wider streets accommodate pedestrian and cyclist amenities that provide easy, safe, and convenient ways of reaching destinations in Downtown Hayward and beyond.

In the Transition Neighborhood, D Street provides frequent transit service, with stop intervals of 15 minutes or less, improving connections to existing transit routes and Downtown Hayward BART.

On the perimeter, Foothill Boulevard and 2nd Street have protected bike lanes, connecting to the existing bicycle network. Although located outside of the neighborhoods these improvements increase pedestrian and cyclist safety and comfort for residents living in the neighborhoods.

The Bypass Alternative returns to two-way traffic, reducing the need for drivers to cut-through the neighborhoods to avoid the one-way streets or correct course if they miss a turn. (See Chapter 3 for phasing and implementation).

Pocket parks, playgrounds, and community gardens provide neighborhood gathering spaces and green relief for neighborhood residents.

New multi-family projects incorporate common open spaces to serve new residents and supplement larger public parks and open spaces in the Plan Area and surrounding City.



Example of a house-scale multi-plex building on a smaller lot



Example of multi-story residential building on a larger lot



Example of rowhouses designed to look like individual structures



Example of neighborhood playground

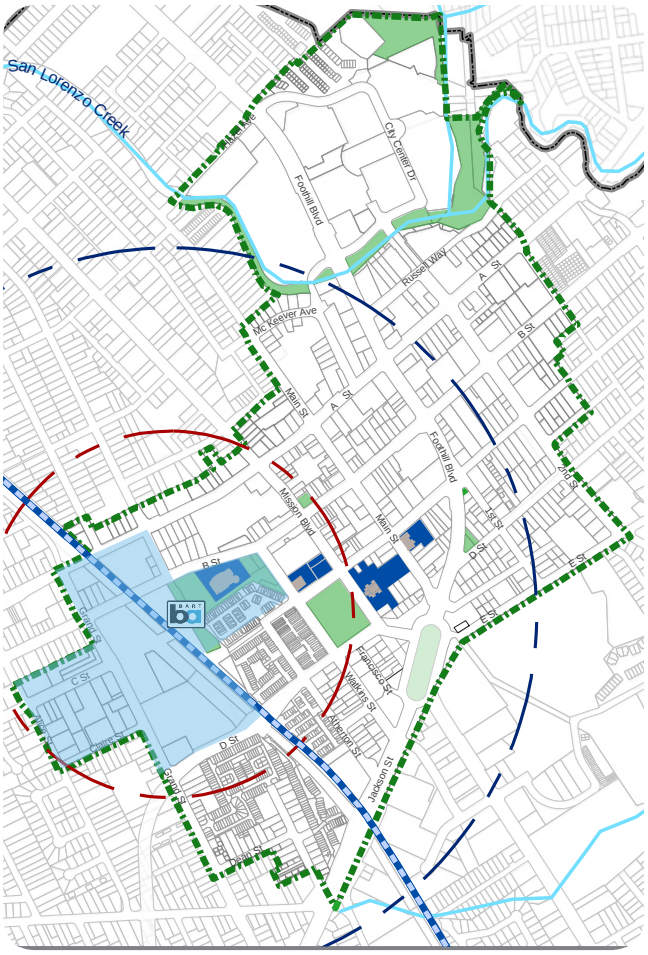
STATION PLAZA

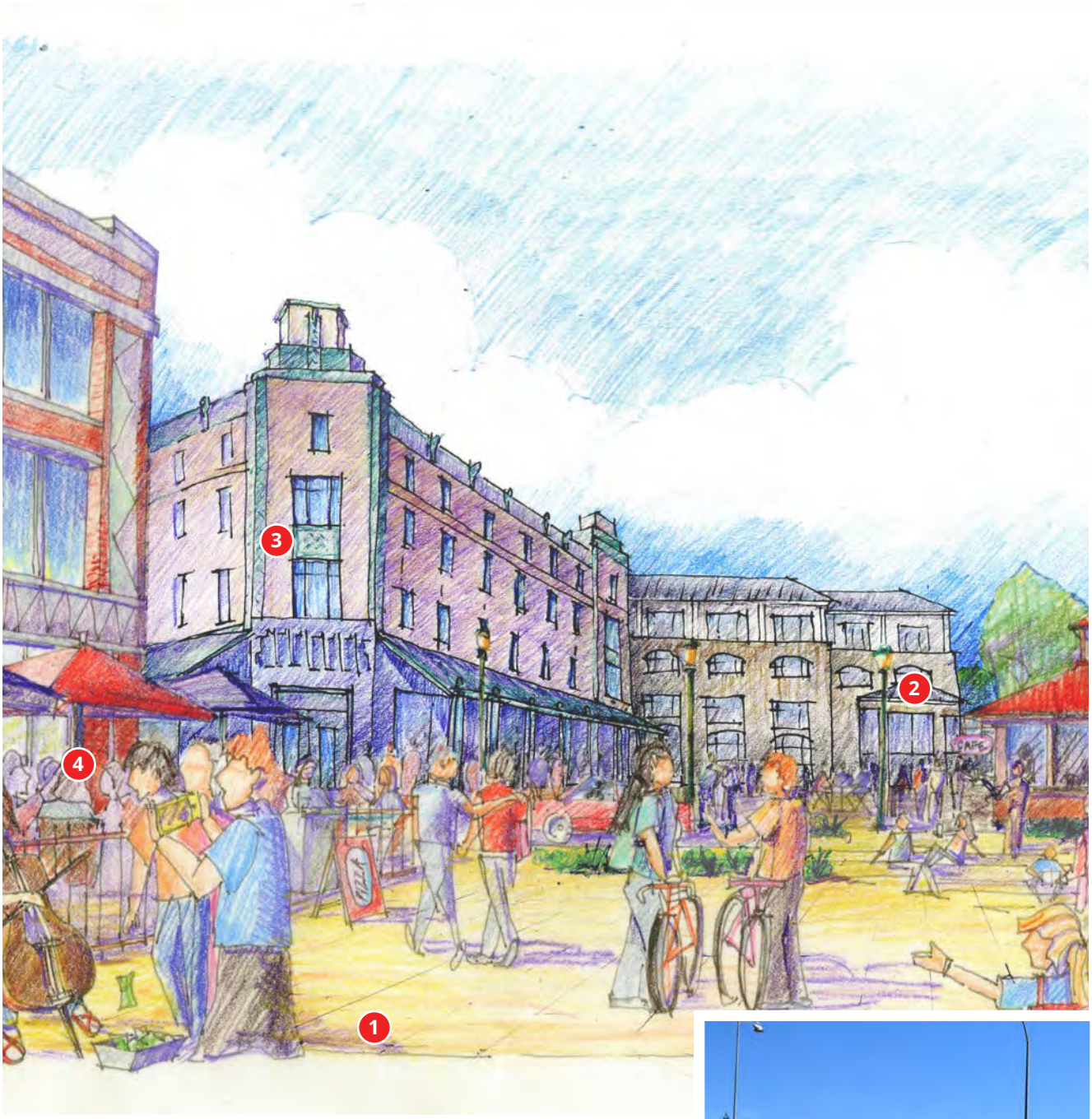
Vision

The area around the Hayward BART station transforms into a dense, transit-oriented, urban center, providing new jobs and housing opportunities within a very short walking distance of bus and rail transit.

The area immediately surrounding the Hayward BART station becomes a welcoming public plaza bordered by new mixed-use buildings which provide a vibrant and positive first impression of Downtown Hayward for residents, visitors, and employees arriving via transit.

As more Downtown residents and visitors live near BART, the existing BART parking garage becomes obsolete and is redeveloped into a mixed-use block with courtyards and outdoor spaces.





Rendering of public plaza near City Hall, developed at the March 2017 Design Charrette

1. Public plaza links BART to Downtown, drawing visitors to the Downtown Core
2. City hall is a focal point, visible from the BART platform
3. Mixed-use infill increases Downtown population and new housing near transit
4. Outside dining creates new activity at the street level adding to vibrancy of Downtown life



Existing Conditions



Diagram is illustrative only, showing one example of potential site configuration

Building Form and Use

New block- scale and mid-rise buildings are up to 11 stories. Five to seven story block-form lined buildings at the perimeter reduce the perceived bulk and height taller buildings and help transition adjacent blocks.

This area can accommodate a full range of uses such as office, hotel, residential, retail, and entertainment.

Office and other non-residential uses increase day time population and are well served by the Hayward BART and AC Transit.

1. *A new 11-story office building, mixed-use development, or hotel on land owned by BART provides employment opportunities near transit and helps activate the Downtown during working hours.*
2. *Existing two-story historic houses accommodate a variety of residential, retail, and service uses.*
3. *New block-form mixed-use buildings frame a new pedestrian plaza connecting the BART station and City Hall. These buildings activate the area, and improve the first-impression of Downtown for transit users, and focuses pedestrian traffic towards Downtown businesses.*
4. *In the long-term, the BART parking garage is redeveloped into a 7-11 story mixed-use block with active and pedestrian-oriented frontages along the street, a series of internal courtyards, and additional housing and employment near transit.*
5. *A smaller building screens the relocated bus transit center from adjacent residential uses, while also activating the streetscape along Grand Street with pedestrian-oriented frontages.*
6. *Buses are relocated to the west side of the station to improve the pedestrian connection between BART and Downtown.*

Public Realm Components

A Street returns to two-way traffic and becomes a "Complete Street."

Intersection bulb-outs, crosswalks, and bike facilities on A and B Streets south of the BART making walking and biking into Downtown from the south easier and more attractive.

A reconfigured BART station drop-off includes bus bays relocated to the west side of the tracks, very low speed, curbless shared-space street, and passenger drop-off space adjacent to the BART station.

Bollards and a change in pavement indicate where cars are allowed, and allows the plaza to be perceived as a single grand civic space.

A grand plaza between the BART station and City Hall creates a memorable pedestrian gateway into Downtown to welcome transit riders to the City and provides a positive and welcoming first impression.

The plaza provides unique open spaces bordered by new mixed-use infill buildings with active plaza-level frontages and pedestrian-scale massing and design elements.

Programming activities for public spaces helps to activate parks and plazas, creating a more lively and welcoming atmosphere. Examples include rotating public art exhibits, facilities for outdoor performances, permanent facilities for the Hayward Farmer's Market, and mobile vendors and kiosks.



Example of transit-oriented development and integrated public space



Example of block form mixed-use buildings



Example of public plaza



Example of a mixed-use building framing a public plaza

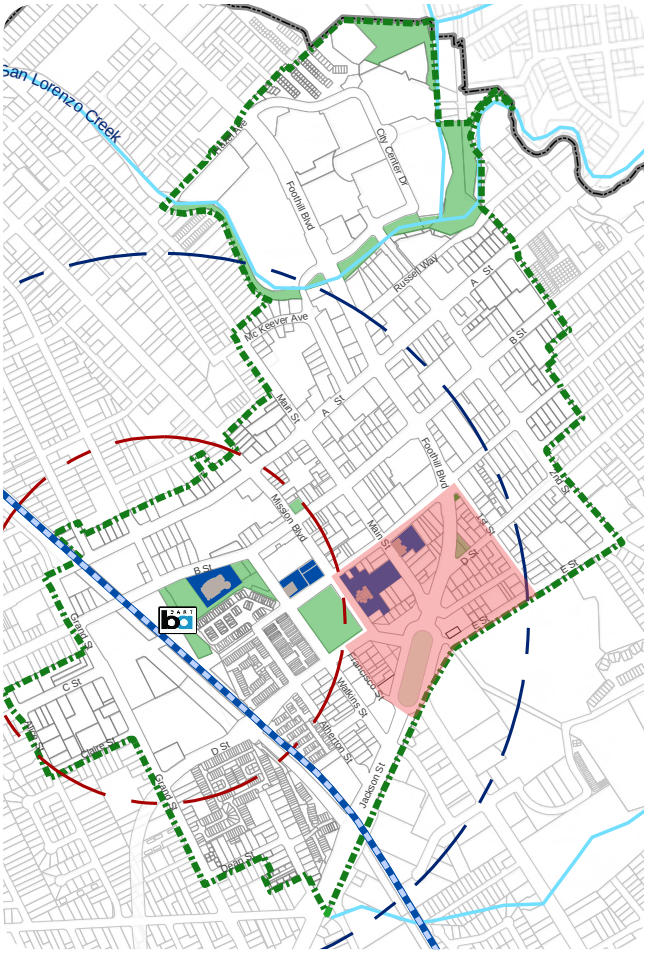
DOWNTOWN SOUTHERN GATEWAY

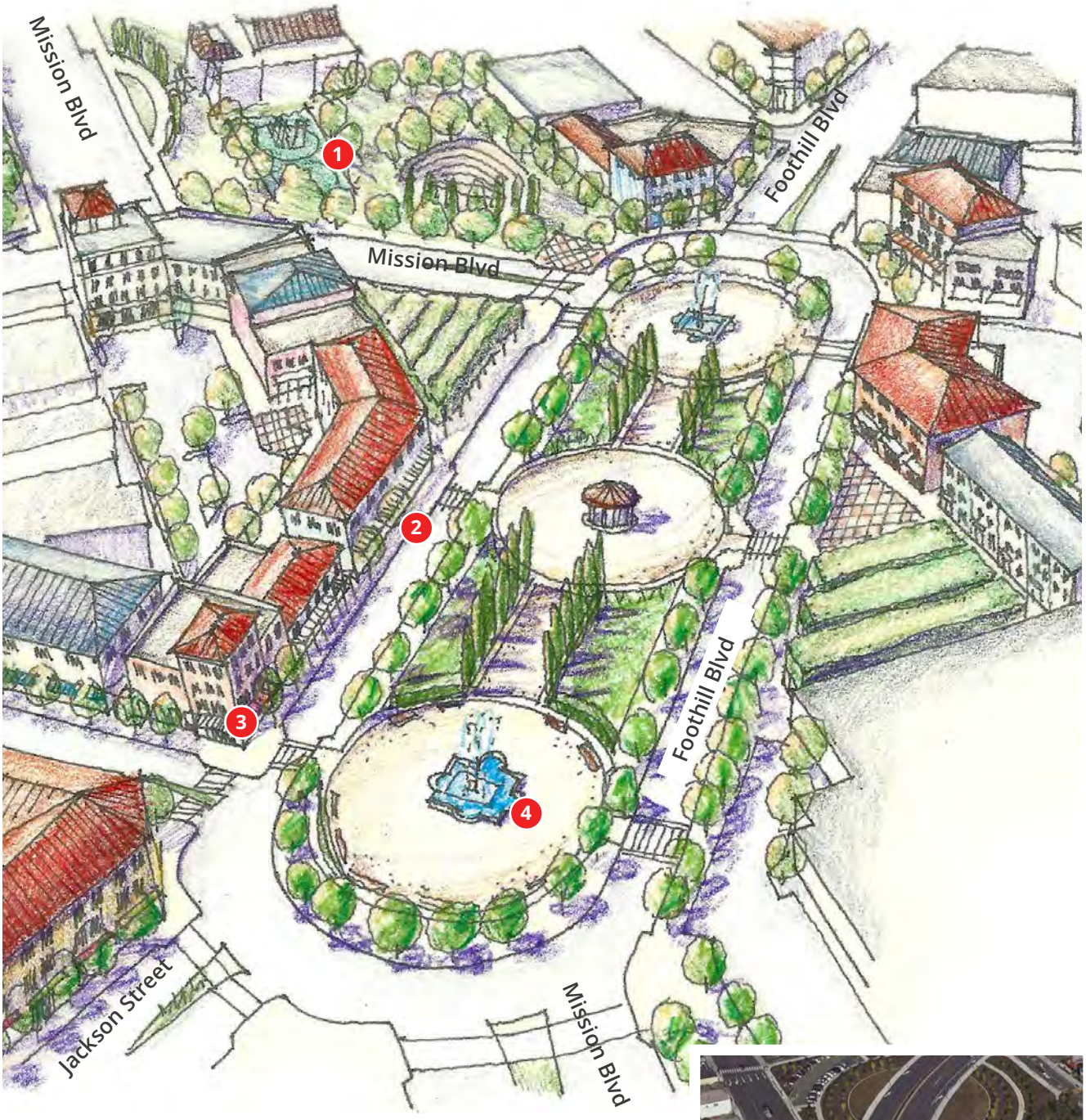
Vision

The intersections of D Street, Jackson Street, and Foothill Boulevard with Mission Boulevard are transformed into a new southern gateway and center of activity for Downtown Hayward.

An oval roundabout with over 60,000 square feet of new open space in the center provides an attractive area for new development, businesses, and residences, while creating a landmark gateway for Downtown visitors arriving from South Hayward and beyond.

Former right-of-way at the "Five Flags" intersection is reclaimed to create approximately 20,000 square feet of net new development sites. This area is ideal for mid-rise, mixed-use, and residential buildings to support residential and commercial growth Downtown, where possible given location of the Hayward Fault.





Rendering of the new intersection and plaza, developed at the March 2017 Design Charrette

1. Linear greenway on the fault zone provides connection to Heritage Plaza
2. Pedestrian crosswalks provide access to the new park and short-cuts across the street
3. Former street right-of-way become new buildings provide housing and commercial space
4. Center of new roundabout is used as open space



Existing Conditions



Diagram is illustrative only, showing one example of potential site configuration

Building Form and Use

Buildings are up to seven stories tall in the interior. Shorter three to four story buildings help transition to the adjacent neighborhoods to the north, south, and east.

Land uses in the area include residential, mixed use, restaurants, and retail as well as dedicated open space.

Uses along the Hayward Fault must comply with the Alquist-Priolo Fault Act.

1. Five to seven story mixed-use, block-form buildings line the roundabout and the interior green space.
2. Buildings along the Hayward Fault provide entrances accessible from the park. Ground-floor business uses take advantage of park access and provide outdoor seating and café take-out windows.
3. Buildings on rectangular and wedge-shaped lots are designed to maximize frontage along the sidewalk edge to help better define the public realm and reinforce the walkable urban character of Downtown.
4. A linear greenway along the Hayward Fault provides a green pedestrian link to the new library and the rest of Downtown and Heritage Plaza.

Public Realm Components

The intersection of Foothill Boulevard and Mission Boulevard is redesigned to improve navigation and to create a landmark gateway at the southern entry to Downtown.

An oval-shaped roundabout includes space for a 60 to 80 foot wide public park in the center, and creates an opportunity for businesses and residences to have frontage along green space.

Complete streets improvements along Foothill Boulevard and Mission Boulevard begin in this area and are extended into the rest of the Plan Area.

Portions of parcels along the Hayward Fault that are unsuitable for occupiable structures according to the Alquist-Priolo Earthquake Fault Zoning Act are gradually converted to linear greenway used as civic space.

A public park located in the center of the oval roundabout provides for passive recreation and may include stormwater infrastructure that is planted with native plants to clean stormwater while offering green relief and opportunities for hands-on ecological education about Hayward's unique position in the Bay Area ecosystem.



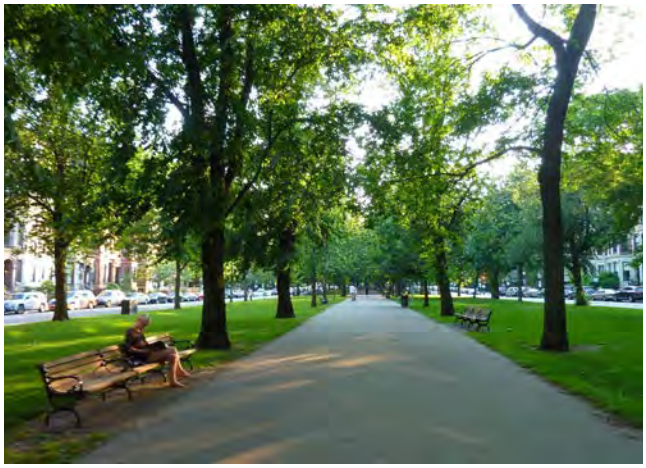
Example of buildings oriented to public open space



Example of urban building form



Example of mid-block infill



Example of urban greenway

Pipeline Projects

Hayward is strategically connected to the Bay Area making Downtown an attractive location for commercial and residential development. City staff is currently working with several developers to bring projects Downtown that will enhance the community, provide new retail and entertainment options, create new jobs, and deliver new housing opportunities. Building on this progress, the Specific Plan creates a unified vision for future development in the Plan Area.

Featured projects shown below are examples of current development activity in the Plan Area.



1 Lincoln Landing

Approved by Council on February 23, 2017, the Lincoln Landing project will bring 476 new apartments and over 80,000 square feet of new commercial space to Downtown. Located six blocks away from the Hayward BART Station at the former Mervyn's headquarters site, this project brings new opportunity into the Mixed-Use Gateway and is Hayward's largest retail development in decades.



Rendering of Lincoln Landing (Dollinger Properties, 2016)

2 Maple & Main

Approved by Council on December 15, 2016, "Maple & Main" a 3.9-acre mixed-use project- consists of 240 market-rate and affordable apartments, over 5,000 square feet of retail space, and 48,000 square feet of office space. This mixed-use projects provides housing options within walking and biking distance to all of Downtown's services and amenities, including Hayward BART, City Hall, restaurants, shopping, and the Century at Hayward movie theater.



Rendering of Maple & Main (Bay Area Property Developers, 2016)

3 City Center Site

Across from Lincoln Landing and home to Hayward City Hall from 1969 to 1998, the City Center site has the potential to contribute to the revitalization of Downtown and establish Hayward as a destination. In December 2017, the City of Hayward entered into an exclusive right to negotiate with Healthcare Development Partners.



Existing conditions at City Center Site, 2018

BART and Transit Oriented Development (TOD)

BART TOD Policies

BART's TOD policy, adopted in 2005 and updated in 2016, promotes high-quality, intensive development around stations. The TOD policy contains six goals by which it measures and evaluates progress: Complete Communities, Sustainable Communities Strategy, Ridership, Value Creation and Capture, Transportation Choice, and Affordability. The TOD policy includes the following targets:

- *Twenty percent minimum affordable housing units per station in new developments, and 35 percent affordable systemwide by 2025*
- *Seven thousand residential units to be produced on BART property, 1,000,000 sq. ft. office/commercial space on BART property, and minimum 75 dwelling units per acre net density threshold as targets by 2025*
- *0.9 average maximum parking space per residential unit by 2025*

BART's TOD policy favors long-term ground leases to the sale of property in joint development projects. The policy also commits BART to working with local jurisdictions in creating transit-supportive station area plans and land use policies.



Exterior of Hayward BART Station



Interior of Hayward BART Station

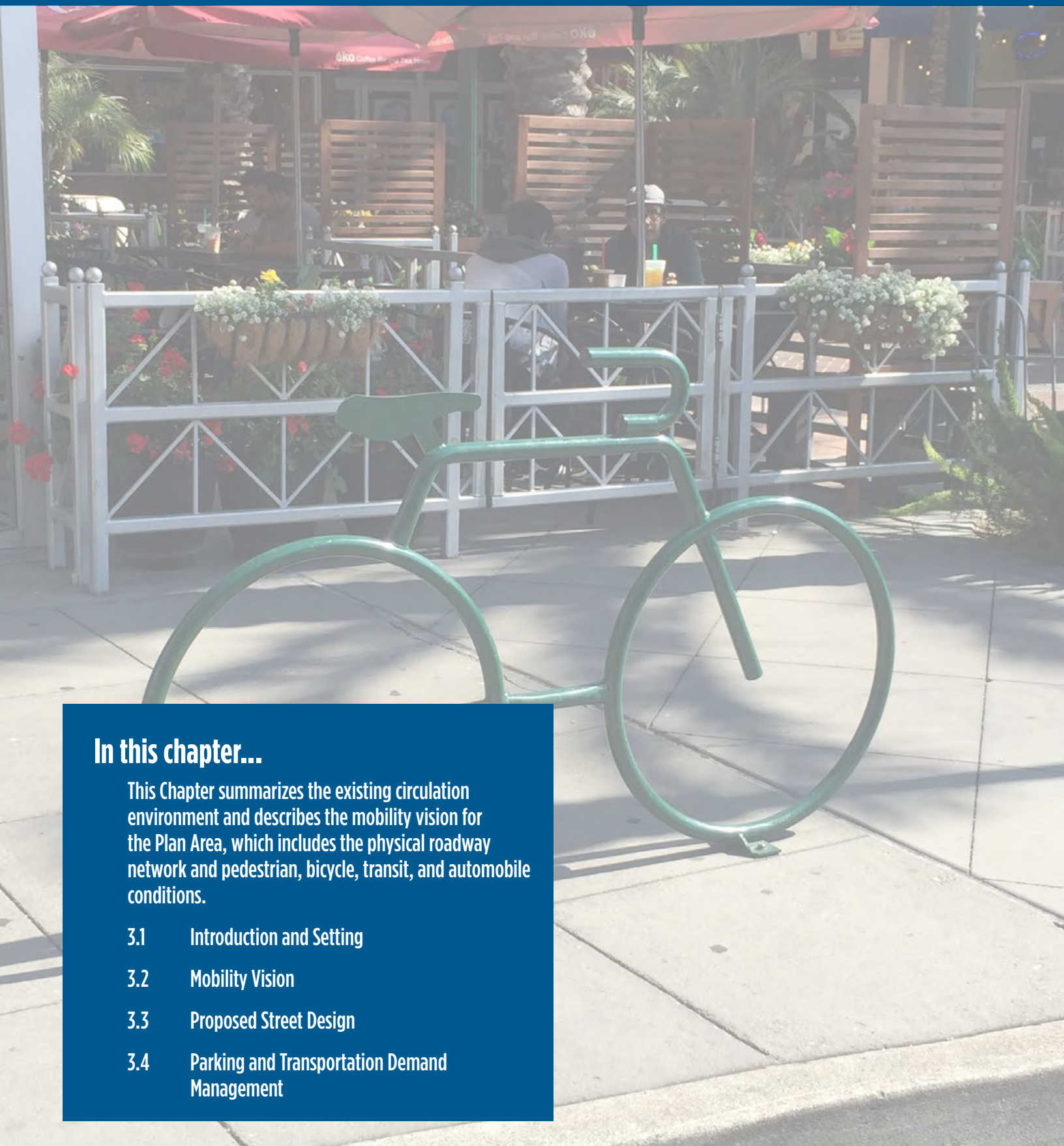
South Hayward BART Family & Seniors Communities

Two new developments on the site of the former South Hayward BART overflow parking lots showcase BART's TOD policies in action. Alta Mira provides 151 affordable units reserved for residents with annual income that is 30 to 50 percent of the Alameda County area median income. Adjacent to Alta Mira is Cadence, a 206-unit market-rate project. These developments are part of the City's plans for a vibrant, pedestrian-friendly neighborhood, where residents can utilize the full benefits of BART. The collaboration among BART, the City, State, and federal agencies, and private and nonprofit sectors demonstrates a successful partnership promoting TOD.



Rendering of South Hayward BART Family & Senior Apartments (source: http://www.joneshall.com/project/south-hayward-bart-family-senior-apartments/)

CHAPTER 3
MOBILITY



In this chapter...

This Chapter summarizes the existing circulation environment and describes the mobility vision for the Plan Area, which includes the physical roadway network and pedestrian, bicycle, transit, and automobile conditions.

3.1 Introduction and Setting

3.2 Mobility Vision

3.3 Proposed Street Design

3.4 Parking and Transportation Demand Management

3.1 INTRODUCTION AND SETTING

3.1.1 Introduction

The Specific Plan builds on recent revitalization efforts and repositions the Downtown as a destination and urban core, rather than an alternative to the freeway for commuters passing through. The Plan envisions Downtown streets as public spaces that are safe and comfortable for people walking and bicycling, efficient and convenient for people taking transit, and accommodating to people driving automobiles at a safe speed. By providing safe and convenient walking and biking facilities and supporting better transit service, residents and visitors are more likely to walk, bike, or take transit to their Downtown destinations. Moreover, prioritizing multi-modal mobility and access helps to achieve broader community goals of livability, environmental sustainability, and economic development.

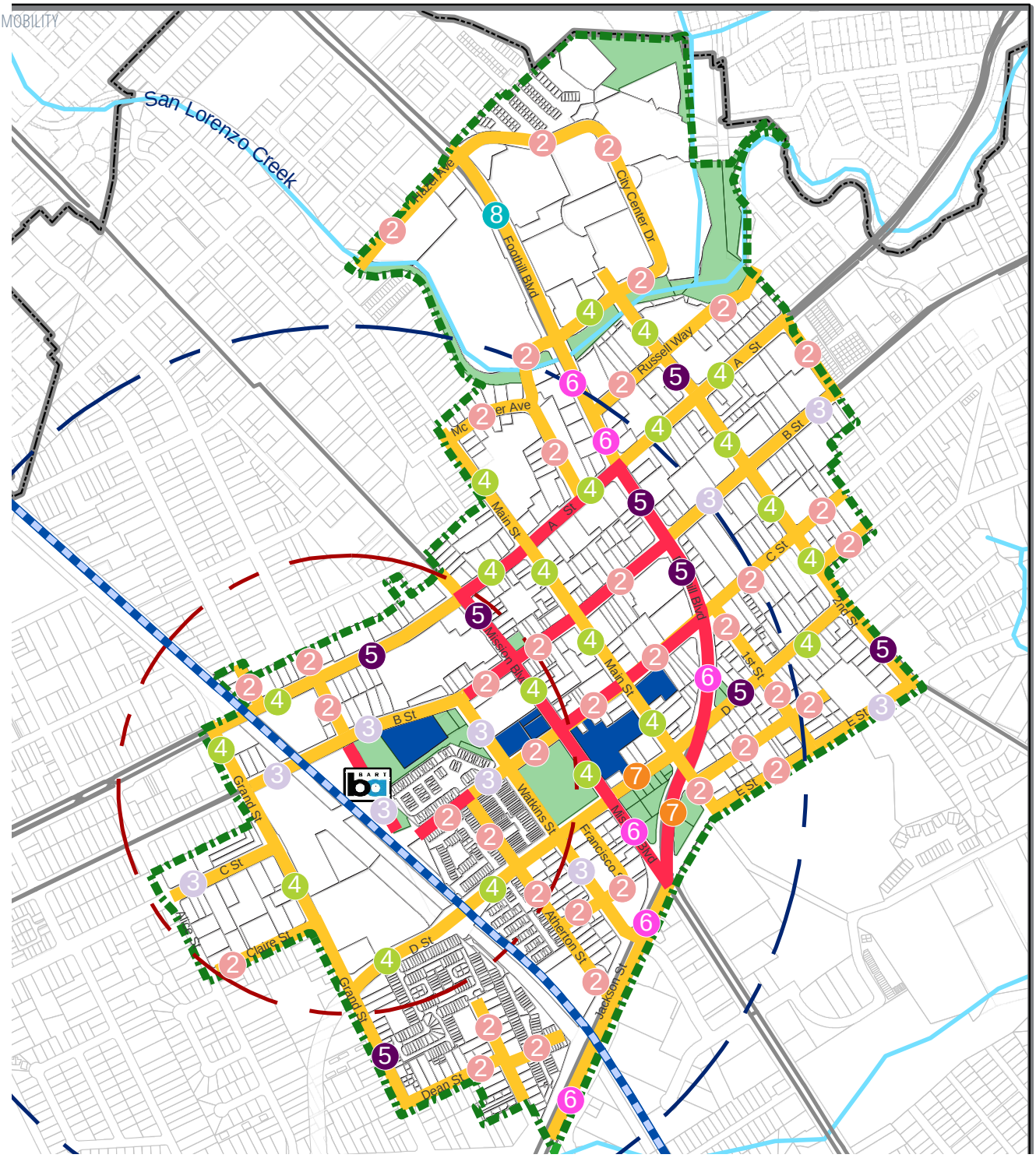
The public right-of-way is the backbone of the public realm, and the design of the public right-of-way profoundly influences not only each person's ability to travel, but also the economic viability of Downtown businesses and the City's quality of life. The proposed circulation network focuses on placemaking by converting one-way streets to two-way streets and using complete street principles to encourage more walking, bicycling, and transit use. Slower travel speeds, landscaping, and wider sidewalks will make walking feel safer and create a better pedestrian experience. A well-connected bikeway network will help cyclists safely, directly, and comfortably navigate the Downtown, and streets with transit will prioritize maintaining the speed, reliability, and on-time performance of buses. In addition, parking and transportation demand management strategies in the Plan are designed to be flexible and support a long-term mobility strategy. The overall policy framework will remain viable, and adjust as new buildings are added, blocks are redeveloped, streets are redesigned, and land uses and mobility needs change over time.

RELEVANT SPECIFIC PLAN GOALS

(See Chapter 5)

#4 **Circulation.** *The public right-of-way is recognized as the backbone of the public realm and Downtown streets are comfortable for people walking and bicycling, efficient and convenient for people taking transit, and accommodating to people driving automobiles at a posted speed limits.*

#5 **Travel Demand Management and Parking**. *Public transportation, walking, biking and shared rides are the preferred means of travel for most trips in Downtown thereby reducing cut-through traffic and the need for parking while also supporting economic development and sustainability initiatives.*



Existing Roadway Network

- Hayward Plan Area Boundary
- 1/2 Mile Radius, 10-Minute Walk From BART
- 1/4 Mile Radius, 5-Minute Walk From BART
- Hayward City Limits
- Open Space
- Civic Space
- BART Line
- Creeks
- Two-Way Street
- One-Way Street
- 2 Two Lane Street
- 3 Three Lane Street
- 4 Four Lane Street
- 5 Five Lane Street
- 6 Six Lane Street
- 7 Seven Lane Street
- 8 Eight Lane Street

Figure 3.1 Downtown Hayward Existing Roadway Network

3.1.2 Setting

The roadway network is a loose grid serving local and regional trips. From a regional context, adjacent interstates and highways shape the roadway network in the Plan Area, providing access to the South Bay via Interstate 880, the San Francisco Peninsula via State Route 92, the Tri-Valley (Dublin, Pleasanton, and San Ramon) via Interstate 580, and Oakland via Interstate 880 (See Figure 1.2). From a local context, the network in the Plan Area is configured as a mix of two-way streets on the outer edges that surround the core of one-way streets known as the Route 238 Bypass Alternative, comprised of Foothill Boulevard, A Street, and Mission Boulevard (see Figure 3.1).

The Bypass Alternative serves regional pass-through traffic (i.e., traffic with neither origin nor destination in downtown), such as commuters between the Tri-Valley and the San Francisco Peninsula or the South Bay. While the Bypass Alternative's one-way streets improve traffic flow, they may be confusing to users unfamiliar with the area and limit access within the network. In addition, the inherent design of one-way streets tends to encourage higher vehicular speeds, which may cause conflicts with pedestrians and bicyclists (see Page 1-2 for additional information on the Bypass Alternative).

Some blocks, particularly on B Street, have generous sidewalk widths, healthy street trees, and slow-moving traffic, and perhaps as a result, have succeeded in attracting sidewalk dining, pedestrian-friendly shop fronts, and many people on foot. While basic pedestrian infrastructure exists throughout the Plan Area, several streets have an unappealing environment for pedestrians, and high traffic volume arterial streets (e.g., Foothill Boulevard) have high speeds and long crossing distances for pedestrians. These arterial and collector streets have higher posted speed limits outside of Downtown, and there are few or no physical design elements, other than speed limit signs, that indicate to drivers that speed limits within the Plan Area are reduced to between 25 and 30 miles per hour.

The bicycle network in the Plan Area is mostly comprised of Class III bikeways (i.e., shared lanes with automobiles marked with special roadway markings, such as sharrows). A few streets have Class II bikeways (i.e., striped bike lanes) such as



Crosswalk on Foothill Boulevard at City Center Drive



Sidewalk along Foothill Boulevard north of Mission Boulevard



"Please enter from back of parking lot" sign on Foothill Boulevard



A Street approaching Mission Boulevard, with sharrow marking bicycle route

D Street and portions of Foothill Boulevard and A Street. There are no Class I bikeways (i.e., bike paths) or Class IV bikeways (i.e., protected bike lanes) within the Plan Area. While people riding bicycles can legally use any local roadway within the Plan Area, users can feel uncomfortable or unsafe doing so.

Local and regional transit providers, such as AC Transit (Alameda-Contra Costa Transit District), BART, Amtrak, Greyhound, and several private shuttles, provide access to the Plan Area. The Plan Area is served by 15 AC Transit bus routes, providing access to and from the Hayward BART station, which serves as an AC Transit transfer point. Despite a rich transit environment, infrequent service may be contributing to low average daily ridership. To help encourage higher ridership in Downtown Hayward, AC Transit has identified improvements to increase service frequency on select corridors.

BART, a regional heavy rail service, connects Hayward to the Bay Area region, including San Francisco, San Mateo, Alameda, and Contra Costa Counties (See Figure 1.2). The Hayward BART station is located in the western portion of the Plan Area and serves the Fremont/Richmond and Fremont/Daly City lines. Most users of the Hayward BART station access it via car. However, proposed improvements from AC Transit discussed above may shift some of this automobile access to transit. BART has also developed a bicycle plan to identify strategies, such as wayfinding signage, optimizing routes to fare gates, providing bicycle parking, improved lighting, allowing Clipper payment for bike parking, and bikeshare to increase bicycle usage to access BART stations.

The Plan Area is also served by Greyhound Bus Service (located on B Street, across from the Hayward BART station) and shuttles, including the California State University, East Bay shuttle, Visa shuttle, and Genentech shuttle. An Amtrak station is located less than one mile from the Plan Area at Meekland Avenue and B Street.

Data collected from the Hayward Downtown and BART Station Area Parking Management Plan (CDM Smith, January 2018) provides an analysis of public parking occupancy from August 2014 through February 2015. Public parking inventory totals 5,094 parking spaces (2,031 on-street and 3,063 off-street spaces) covering 15 surface lots and three structures. Areas of highest demand are within the core of the Plan Area as well as the BART Catchment Area. Parking occupancy peaks during the weekday between 12:00 p.m. and 1:00 p.m., where overall occupancy for the Plan Area is 45 percent (See Figure 3.2).



Crosswalk on B Street south of Foothill Boulevard

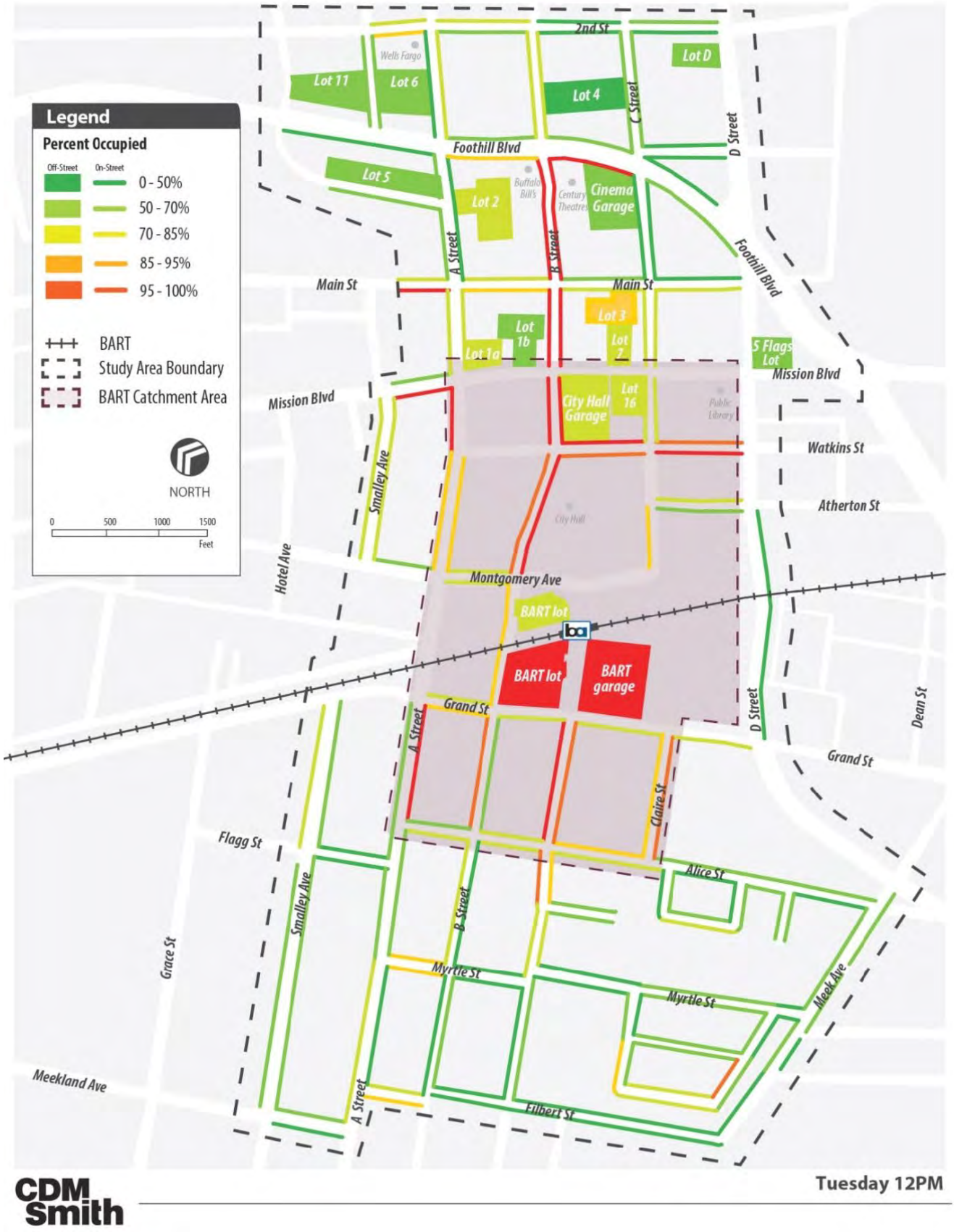


Figure 3.2 **Peak Period (Weekday 12:00 p.m.) Parking Occupancy, December 2017**

3.2 MOBILITY VISION

Downtown mobility and accessibility can be improved with street network modifications that complete bicycle and pedestrian connections and prioritize transit on key transit corridors. This Section describes the Plan's multimodal approach to transportation and outlines a strategy for implementation that includes short-term, mid-term, long-term, and final buildout components, considering connections among various modes of transportation, including walking, bicycling, public transit, and automobile.

The City recently adopted the Alameda County Central County Complete Streets Design Guidelines (2016). The guidelines demonstrate how to implement complete streets for each street type, for different modal priorities, and for varying contexts.

The Hayward 2040 General Plan serves as the foundation to guide the design of multimodal thoroughfares (i.e., streets, passages, and trails) that result in the creation of "complete streets." Relevant General Plan policies are included in this Chapter for easy reference.

3.2.1 Street Modifications

As shown on Figure 3.3 and pages 3-8 and 3-9, the Plan proposes a range of improvements for street design and streetscape enhancements that prioritize a multi-modal transportation system and encourages more walking, bicycling, and transit use. These improvements include completing work in progress, such as the Main Street Complete Streets project, road diets, converting one-way streets to two-way, adding bike lanes, and more pedestrian amenities. Most of the improvements depend on securing necessary funding, additional design work and community outreach, environmental analysis, and coordination with other City efforts like the Bike and Pedestrian Master Plan update.

To provide a framework for implementation, the major elements have been grouped into four phases discussed below. Detailed pedestrian and bike enhancements have also been identified and prioritized in the short-term. Implementation timeframes are recommendations and may change based on City priority, availability of funding, or timing of other improvements.

Short-term (under 5 years) – The short-term improvements include projects that have a significant amount of design complete and identified funding, such as the Main Street Complete Streets project; high-priority improvements, such as converting A Street to two-way operation, lane reductions and two-way cycle tracks on Foothill Boulevard and Mission Boulevard; and lower cost recommendations, such as a road diet and bike lane on 2nd Street. Temporary measures, such as painting, are used to make incremental progress. Other improvements include a mid-block pedestrian crossing on Foothill Boulevard between City Center Drive and Hazel Avenue as well as other intersection improvements to shorten crossing distance and improve pedestrian connections.

Mid-term (5 to 10 years) – The major infrastructure improvements in the mid-term include converting some one-way streets to two-way streets (B, Street, C Street, and 1st Street), realigning channelized turn pockets to shorten crossing distance and reduce turning speeds, and extending bike lanes on Mission Boulevard from "Five Flags" (Intersection of Foothill Boulevard, Mission Boulevard, and Jackson Street) to Industrial Parkway. Converting some streets back to two-way streets is a big step and supports the Plan's emphasis on slowing auto speeds, providing better pedestrian connections, improving livability, and increasing economic activity. Further, two-way streets create more route options for motor vehicles, which supports the City's Emergency Access goal to develop a roadway system that includes multiple alternative routes to ensure the mobility in the event of emergencies.[1]

Long-term (11 to 15 years) – The long-term improvements include converting Foothill and Mission Boulevards to two-way streets and reconstructing the intersection at Foothill Boulevard, Mission Boulevard and D Street to support two-way movements.

Final Vision Buildout (15+ years) – The long-term vision of the Plan includes constructing a roundabout at the "Five Flags" intersection. The roundabout is envisioned to provide space for plazas, fountains, and events (see Chapter 2 for more details on this area).

[1] Hayward 2040 General Plan, Goal M-4.5: Emergency Access, https://www.hayward2040generalplan.com/goal/M4

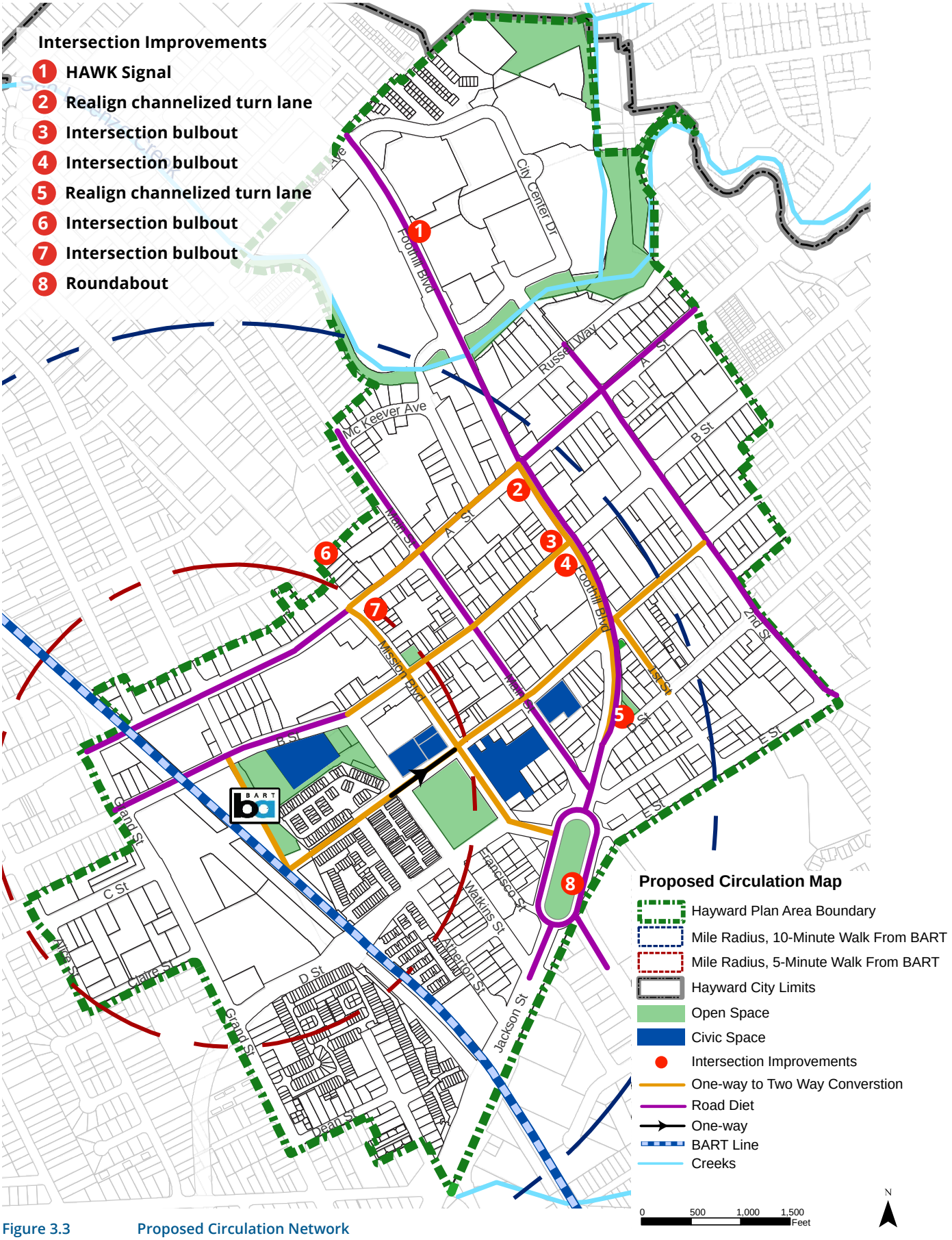


Figure 3.3 Proposed Circulation Network

PUBLIC REALM ENHANCEMENTS

Intersection Improvements



Bulbouts. Painted bulbouts at corners, other temporary installation.



High-intensity Activated Crosswalk (HAWK) Pedestrian Signal on Foothill



Pedestrian Improvements. Parklets, lighting, benches (work with businesses to target locations)



Bicycle Improvements. Sidewalk bike racks, bike corrals at select parking spaces

See Figure 3.3 (Proposed Circulation Network) for locations of proposed intersection improvements

MAJOR ROADWAY ELEMENTS

Main St. Complete Streets project between McKeever Ave and D St. (funded construction estimated Fall 2020)

2nd St. road diet and bike lane within the Plan Area

Foothill Blvd single lane reduction and two-way cycle track (between D St. and City Center Dr.)

Mission Blvd single lane reduction and two-way cycle track (between A St. and D St.)

A St. 2-way conversion (between Mission Blvd and Foothill Blvd)

Realign channelized turn pockets (at Foothill Blvd and A St. and Foothill Blvd and D St.)

C St. 2-way conversion (between Mission Blvd and 2nd St.)

Short Term

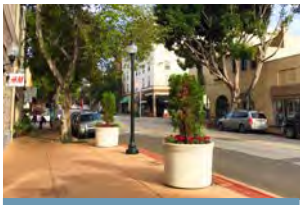
Under 5 Years

Mid Term

5-10 Years



Additional Bike and Pedestrian Improvements. Identify areas for additional bike amenities and pedestrian improvements based on increased foot traffic and bicycle activity



Greening. Greening on Foothill Blvd with additional tree wells and planting strips. *{See Section 4.2.5 for recommendations to incorporate green infrastructure into tree wells, planting strips, permanent bulbouts and other ROW improvements}*



Median. Median island reconstruction to support 2-way movements in and around Foothill Blvd/Mission Blvd/D St. intersection



Open Space. Plazas, event space and programming of open space

1st St. 2-way conversion (between C St. and D St.)

Mission Blvd, add northbound and southbound bike lanes (Five Flags to Industrial Parkway)

B St. 2-way conversion (between Watkins St. and Foothill Blvd)

Mission Blvd and Foothill Blvd 2-way conversion

Mission/Foothill Blvd roundabout intersection (depending on design and funding)

Mid Term

5-10 Years

Long Term

11-15 Years

Final Vision Buildout

15-20 Years

Relevant General Plan Policies for the Proposed Circulation Network

Policy LU-4.4 Design Strategies for Corridor Developments. *The City shall encourage corridor developments to incorporate the following design strategies:*

Widen and improve public sidewalks to accommodate street trees, pedestrian- scaled lighting, and streetscape furniture. When sidewalks cannot be widened within the public right-of-way, the City shall encourage developers to extend sidewalk improvements on private property to create room for improvements.

Place buildings and outdoor gathering and dining spaces along or near the public sidewalk of the corridor.

Policy LU-4.11 Streetscape Enhancements. *The City shall strive to improve the visual character of corridors by improving streetscapes with landscaped medians, and widened sidewalks that are improved with street trees, pedestrian-scaled lighting, underground utilities, landscaping, and street furniture and amenities.*

Policy M-1.2 Multimodal Choices. *The City shall promote development of an integrated, multimodal transportation system that offers desirable choices among modes including pedestrian ways, public transportation, roadways, bikeways, rail, and aviation.*

Policy M-1.3 Multimodal Connections. *The City shall implement a multimodal system that connects residents to activity centers throughout the city, such as commercial centers and corridors, employment centers, transit stops/stations, the airport, schools, parks, recreation areas, and other attractions.*

Policy M-5.5 Streetscape Design. *The City shall require that pedestrian-oriented streets be designed and maintained to provide a pleasant environment for walking including shade trees; plantings; well-designed benches, trash receptacles, and other furniture; pedestrian-scaled lighting fixtures; wayfinding signage; integrated transit shelters; public art; and other amenities.*

Policy M-3.10 Motorists, Bicyclists, and Pedestrian Conflicts. *The City shall develop safe and convenient bikeways and pedestrian crossings that reduce conflicts between pedestrians, bicyclists, and motor vehicles on streets, multi-use trails, and sidewalks.*

Policy M-1.4 Multimodal System Extensions. *The City shall require all new development that proposes or is required to construct or extend streets to develop a transportation network that complements and contributes to the City's multimodal system, maximizes connections, and minimizes barriers to connectivity.*

Policy M-1.7 Eliminate Gaps. *The City shall strive to create a more comprehensive multimodal transportation system by eliminating "gaps" in roadways, bikeways, and pedestrian networks, increasing transit access in underserved areas, and removing natural and man-made barriers to accessibility and connectivity.*

Policy M-3.1 Serving All Users. *The City shall provide safe, comfortable, and convenient travel along and across streets to serve all users, including pedestrians, the disabled, bicyclists, and motorists, movers of commercial goods and users and operators of public transportation.*

Policy M-3.2 Non-Auto Needs. *The City shall consider the needs of transit riders, pedestrians, people in wheelchairs, cyclists, and others in long-range planning and street design.*

Policy M-3.3 Balancing Needs. *The City shall balance the needs of all travel modes when planning transportation improvements and managing transportation use in the public right-of-way.*

Policy M-4.8 Priority Development Areas. *The City shall improve access to and circulation within the Downtown City Center, Cannery Transit Neighborhood, South Hayward BART Mixed-Use Corridor and Urban Neighborhood, and Mission Boulevard Mixed-Use Corridor Priority Development Areas, consistent with adopted plans.*

Policy M-1.6 Bicycling, Walking, and Transit Amenities. *The City shall encourage the development of facilities and services, (e.g., secure term bicycle parking, street lights, street furniture and trees, transit stop benches and shelters, and street sweeping of bike lanes) that enable bicycling, walking, and transit use to become more widely used modes of transportation and recreation.*

Policy M-1.1 Transportation System. *The City shall provide a safe and efficient transportation system for the movement of people, goods, and services through, and within Hayward.*

3.2.2 Pedestrian and Bicycle Improvements

Downtown streets should be attractive public spaces that are safe and comfortable for people walking and bicycling. Emphasizing complete streets, defined as a transportation facility that is planned, designed, operated, and maintained to provide safe mobility for all users, including bicyclists, pedestrians, transit vehicles, and motorists by the California Department of Transportation, helps to achieve many community goals related to circulation and quality of life. The proposed pedestrian enhancements and bikeway network will also improve access to transit stops and stations. The proposed bikeway network improvements will change a 10-minute walk from BART to the edge of Downtown into a three-minute bike ride. Key elements of pedestrian and bicycle improvements are discussed below.

Pedestrian Improvements

Many of the recommendations in Figure 3.3 (Proposed Circulation Network) are designed to slow traffic and improve the pedestrian experience through proposed changes to the roadways. These include: the Main Street Complete Streets project, the 2nd Street road diet, recommended short-term improvements on Foothill Boulevard to slow traffic, converting one-way streets to two-way streets to slow traffic and make crossing the street easier, a HAWK pedestrian signal on Foothill Boulevard just north of City Center Drive, and improving intersections with bulb outs and realigning channelized turn pockets.

However, in addition to the street and intersection improvements, the Plan calls for enhanced pedestrian amenities in the sidewalk zone to create an important transition between the street and the buildings. Typically, in urban environments the sidewalk area has three zones known as the frontage zone, pedestrian through zone, and the furniture zone as shown in Figure 3.4 (Sidewalk Zones). In the furniture zone, the Plan recommends pursuing funding for outdoor seating, lighting, trash receptacles, and landscaping. The Plan also call for pedestrian passages on large sites, working with property owners to rehabilitate shop fronts, and pedestrian oriented frontages on new or significantly remodeled buildings. Because the sidewalks are generally adequate, the Plan focuses on providing parking and bike lane buffers between sidewalks and travel lanes and maintaining current sidewalk widths (see Appendix B for proposed design of street cross sections).



Figure 3.4 **Sidewalk Zones**

Source: NACTO Urban Street Design Guide

Bikeway Improvements

Creating a successful bikeway network requires more than just adding bike lanes. A great bikeway network is a system of linked bikeways that provide a consistent, low-stress user experience, regardless of whether the person is bicycling on a local residential street or in the Downtown Core. The type of bikeway needed depends on the roadway's characteristics, such as traffic volumes and speeds. Protected bike lanes provide the highest level of safety and include a physical barrier, such as bollards, a curb, or planters that separate the bike lane from the motor vehicle lane. They are typically located on streets with higher traffic volumes and speeds.

By removing travel lanes and reconfiguring streets, as described in the street modifications proposed in Section 3.2.1, the City can add additional bikeways to its Downtown street network, including bike lanes on Main Street, Mission Boulevard, Foothill Boulevard, 2nd Street, A Street, and C Street. As roadways become more multi-modal, amenities such as short-term and long-term bicycle parking and fix-it stations should be prioritized on streets with major destinations and with the highest number of people bicycling.

The City is currently updating the Bike and Pedestrian Master Plan. The update builds upon the 2007 Bicycle Master Plan to identify opportunities to improve and enhance bicycle and pedestrian infrastructure in Hayward. Upon adoption, the Master Plan will propose bicycle and pedestrian network improvements. City Staff is coordinating these two planning efforts.



Examples of bikeway improvements

Relevant General Plan Policies for the Pedestrian Network

Policy LU-2.3 Downtown Pedestrian Environment. *The City shall strive to create a safe, comfortable, and enjoyable pedestrian environment in the Downtown to encourage walking, sidewalk dining, window shopping, and social interaction.*

Policy M-5.1 Pedestrian Needs. *The City shall consider pedestrian needs, including appropriate improvements to crosswalks, signal timing, signage, and curb ramps, in long range planning and street design.*

Policy M-5.2 Pedestrian System. *The City shall strive to create and maintain a continuous system of connected sidewalks, pedestrian paths, creekside walks, and utility greenways throughout the City that facilitates convenient and safe pedestrian travel, connects neighborhoods and centers, and is free of major impediments and obstacles.*

Policy M-5.7 Safe Sidewalks. *The City shall develop safe and convenient pedestrian facilities that are universally accessible, adequately illuminated, and properly designed to reduce conflicts between motor vehicles and pedestrians.*

Policy M-5.3 Access to Transit. *The City shall enhance and maintain sidewalk and other pedestrian improvements for access to key transit stops and stations for seniors and other persons with special needs.*

Policy M-5.4 Sidewalk Design. *The City shall require that sidewalks, wherever possible, be developed at sufficient width to accommodate pedestrians including the disabled; a buffer separating pedestrians from the street and curbside parking; amenities; and allow for outdoor uses such as cafes.*

Policy M-5.6 Safe Pedestrian Crossings. *The City shall strive to improve pedestrian safety at intersections and mid-block locations by providing safe, well-marked pedestrian crossings, bulb-outs, or median refuges that reduce crossing widths, and/or audio sound warnings.*

Relevant General Plan Policies for the Bicycle Network

Policy M-6.2 Encourage Bicycle Use. *The City shall encourage bicycle use in all neighborhoods, especially where short trips are most common.*

Policy M-6.3 Appropriate Bikeway Facilities. *The City shall provide bikeway facilities that are appropriate to the street classifications and type, traffic volume, and speed on all right-of-ways.*

Policy M-6.5 Connections between New Development and Bikeways. *The City shall ensure that new commercial and residential development projects provide frequent and direct connections to the nearest bikeways and do not interfere with existing and proposed bicycle facilities.*

Policy M-6.6 Bike Safety for Children. *The City shall support infrastructure and programs that encourage children to bike safely to school.*

Policy M-6.7 Conversion of Underused Facilities. *The City shall convert underused rights-of-way along travel lanes, drainage canals, and railroad corridors to bikeways wherever desirable and financially feasible.*

Policy M-6.8 Bicycle Wayfinding. *The City shall encourage bicycling by providing wayfinding and signage that directs bicyclists to bike routes and to civic places, cultural amenities, and visitor and recreational destinations.*

3.2.3 Transit Network and Facility Improvements

Streets with transit should support dependable transit operations through design measures that prioritize maintaining the speed, reliability, and on-time performance of buses. The Alameda County Central Complete Streets Design Guidelines (2016), which support the City's 2040 General Plan Goal M-3 Complete Streets Policy, identifies the following first and second transit-priority streets in the Plan Area:

First Modal Priority Streets

- Mission Boulevard, north of A Street
- Main Street, between A Street and C Street
- Watkins Street, B Street to Fletcher Lane

Second Modal Priority Streets

- Atherton Street, between C Street and D Street
- B Street, between Watkins Street and Grand Street
- B Street, east of Foothill Boulevard
- 1st Street, between D Street and E Street

The Complete Streets Design Guidelines includes best practices for pedestrian and bicycle access and preferred designs for transit priority streets, such as:

- Bus stops should be placed on the far side of the intersection to reduce the time buses waiting for traffic signals, conflicts with right-turning vehicles, and waiting for pedestrians crossings in front of buses.
- Bus stops should have a minimum four-feet of sidewalk clearance in front of the bus shelter, which should be located on a sidewalk with a ten-foot minimum width.
- Bus bulbs eliminate delays to buses from pulling in and out of traffic; they also create designated waiting space for passengers outside of the sidewalk zone.

Alameda County Transportation Commission (ACTC) is exploring short, medium, and long-range transit options as part of the East 14th Street/ Mission and Fremont Boulevard Multimodal Corridor Project, which is currently in progress. The corridor traverses several jurisdictions in Alameda County, including Downtown Hayward. The project will identify specific transit-priority improvements (e.g., queue jump lanes, signal priority, and enhanced bus stops) and pedestrian and bicycle improvements. This Plan identifies Mission Boulevard as a transit-priority street. However, the conceptual street designs presented in this Plan may need to be changed, depending on the results of the Multimodal Corridor Project, which takes a more in-depth look at the corridor's needs.



A Hayward bus shelter



Passenger Terminal at Downtown Hayward BART station



Hayward BART station

Operational Recommendations

The City should continue to work with private developers and AC Transit to explore additional service that supports recommendations from the City's shuttle feasibility study.

AC Transit is working to improve Line 97, one of the 11 high ridership routes in the service area, with Transit Signal Priority (TSP) technology at all signalized intersections, including those on Hesperian Boulevard in Hayward, to reduce bus wait times at red lights. The Intelligent Signal System at signalized intersections on the Line 97 route will also adjust their signal timing based on actual traffic patterns in real time. The system can be updated to adjust to traffic demands as conditions change frequently.

The City should also work with the developers of the Lincoln Landing and the Maple and Main projects (both of which are required to either contribute to a City-operated shuttle or provide their own shuttle service to the Hayward BART station) and developers of future downtown projects to improve transit Downtown.

BART Station Access

The concept for the Station Plaza opportunity site (See Chapter 2) at the BART Station includes relocating the designated bus bays to the west side of the station, while retaining some passenger pickup and drop-off access on the east side of the station. Overall, bus access to this BART station should include the following:

- Integrating bus stops on existing streets adjacent to the station, where feasible, to avoid the delays and congestion of using a bus intermodal;
- Designating bus, shuttle, and passenger pickup/drop-off on both sides of the BART station and both sides of the nearby streets; and
- Maintaining adequate designated curb space for non-transit passenger loading (e.g., for taxis, ride hailing services, and passenger drop off).

Relevant General Plan Policies for the Transit Network

Policy M-7.1 Transit System. *The City shall support a connected transit system by improving connections between transit stops/stations and roadways, bikeways, and pedestrian facilities.*

Policy M-7.2 Agency Coordination. *The City shall coordinate with AC Transit, BART, Amtrak and other transit providers to meet the travel needs of Hayward residents, students, visitors, and businesses.*

Policy M-7.3 Transit Service Expansion. *The City shall collaborate with BART and AC Transit to expand short- and long-term opportunities to expand services (e.g., extend rapid bus service from Bayfair to the South Hayward BART Station), pursue a hydrogen fueling station for both buses and personal vehicle use, and improve transit stations by expanding amenities at stations.*

Policy M-7.4 Transit Links. *The City shall encourage improved transit links from the BART and Amtrak stations to major activity centers within the city (e.g., Downtown, the Industrial Technology and Innovation Corridor, Southland Mall, Chabot College, and California State University East Bay).*

Policy M-7.5 Transit Needs. *The City shall work with transit providers to identify transit needs and develop options for providing expanded service to underserved areas in the city.*

Policy M-7.6 Safe System. *The City shall work with AC Transit, BART, and Amtrak to maintain a safe, clean, comfortable, and rider-friendly waiting environment at all transit stops within the City.*

Policy M-2.4 Regional Transit Options. *The City shall work with adjacent communities, AC Transit, BART, and Amtrak to assess transit options and provide facilities and services that efficiently move local and regional transit riders through Hayward.*

Policy M-7.7 Transit Information. *The City shall work with AC Transit to coordinate routes and service times and to post routes and schedules at bus stops.*

Policy M-7.8 Service Disruptions. *The City shall advise AC Transit of proposed changes in street networks which may affect bus service.*

Policy M-7.9 Development Impacts on Transit. *The City shall require developers of large projects to identify and address, as feasible, the potential impacts of their projects on AC Transit ridership and bus operations as part of the project review and approval process.*

Policy M-7.10 New Facilities. *The City shall work with transit providers to incorporate transit facilities into new private development and City project designs including incorporation of transit infrastructure (i.e., electricity, fiber-optic cable, etc.), alignments for transit route extensions, and new station locations.*

Policy M-7.11 Shuttle Service. *The City shall evaluate the need for shuttle service citywide and support public and private efforts and activities to bridge gaps in existing transit service.*

Policy M-7.12 Paratransit. *The City shall continue to support paratransit services to meet the transportation and mobility needs of all Hayward residents with special needs.*

Policy M-7.13 Taxi Service. *The City shall promote the continued operation of taxi services, including the provision of a dedicated taxi stand at the Downtown Hayward BART Station, on-street loading spaces (where appropriate), incremental improvements in gas mileage, and improved access for passengers with disabilities.*

Policy M-4.6 Transit Arterials. *The City shall consider improvements on arterials with transit service to preserve bus operating speeds.*

3.3 PROPOSED STREET DESIGN

The Alameda County Central County Complete Streets Design Guidelines (2016) informed the proposed street designs for Downtown Hayward. However, the Guidelines anticipate that city engineers and planners will need to apply technical expertise and professional judgment in final street designs. This Plan's proposed designs sometimes differ from the Guidelines, because they are tailored to the specific circumstances, existing and proposed land uses and public spaces, and limited rights-of-way. See Appendix B (Proposed Street Designs) for proposed street designs.

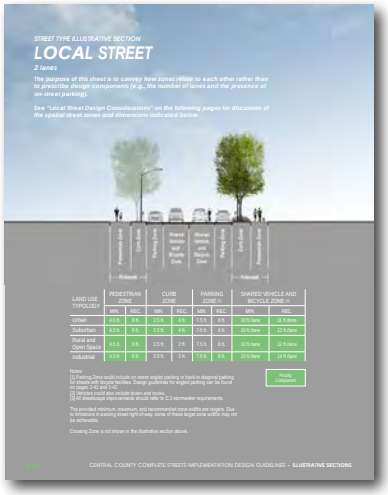
The Plan recommends ten-foot travel lanes depending on the right-of-way, which draw upon the conclusions of National Cooperative Highway Research Program (NCHRP) Report 783, the FHWA's updated design guidance, and other recent safety research. The NCHRP Report 783 arrived at the following conclusions regarding safety:

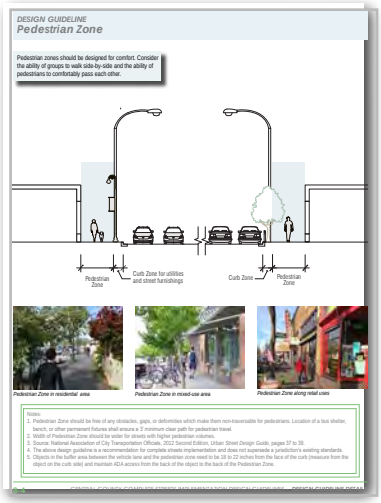
- "Chapter 12 (Urban and Suburban Arterials) of the HSM [2010 AASHTO Highway Safety Manual] does not include a CMF [Crash Modification Factor] for lane width on urban and suburban arterials."
- "Recent research by Potts et al. (23, 24) under NCHRP Project 03-72 found no difference in safety performance for urban and suburban arterials in lane widths ranging from 10 to 12 feet, with only limited exceptions that could represent random effects."
- "On roadways with speeds of 45 mph or less, there are often good reasons for using narrow lanes as a flexibility measure to obtain other benefits: shorter pedestrian crossing distances, inclusion of turn lanes, medians, bicycle lanes, etc."
- In summary, the report concludes, on urban and suburban arterial streets, "Lane width does not appear to affect crash frequency or severity."

Another critical issue is the selection of appropriate design speeds. In the complex environment of city streets – particularly in walkable, transit-oriented districts where a high level of pedestrian activity is both expected and encouraged – adopting a proactive design approach that explicitly focuses on decreasing speeds may be the single most consequential intervention in reducing pedestrian injury and fatality. Design speeds for all streets within the Plan Area should be selected using the concept of target speed. Target speed is the speed that the designer intends for drivers to go, rather than operating speed. The maximum target speed for urban arterial streets should be 35 miles per hour (mph), while the maximum target speed for urban collector or local streets should be 30 mph.

Complete Streets

*Complete streets are planned, designed, operated, and maintained with **all travelers** in mind, including people of all ages and abilities who **walk, drive, bicycle, use transit, travel with mobility aids, or haul freight**. By simply making room for non-auto modes, complete streets **encourage walking, biking, and transit use**, leading to many beneficial secondary impacts (e.g., better air quality, lower rates of obesity, etc.).*





Examples of Street Type Illustrations from the Central County Complete Streets Guidelines

Performance Criteria

Performance criteria is a critical factor in any transportation impact analysis, because it establishes quantitative criteria for evaluating progress toward the City's policy goals. Performance measures are typically used to:

-Improve efficiency of system operations;

-Manage a given road or corridor;

-Prioritize funding;

-Measure impact of new development;

-Impose development fees; and

-Report on achievement of various goals.

3.3.1 Performance Metrics

Currently, the performance criteria for roadways set forth in the City's General Plan Mobility Element includes the use of level of service (LOS). The use of LOS to evaluate Downtown streets is problematic, partially because LOS identifies driver delay as a negative impact, but also because LOS does not take into account delays to transit passengers or people bicycling and walking. As a result, the use of LOS as a performance measure for Downtown streets often encourages projects to focus on reducing delays for single-occupant vehicle drivers, often at the expense of other modes.

The City should exempt projects within the Plan Area from LOS standards. Projects within the Plan Area should instead be required to use vehicle miles traveled (VMT) per capita as a primary metric for evaluating transportation impacts. Several California cities, such as Oakland and San Francisco, have already adopted policies replacing LOS with VMT per capita, and their policies can provide a useful model for Hayward.

3.4 PARKING AND TRANSPORTATION DEMAND MANAGEMENT

The Plan's guiding principles for Parking and Transportation Demand Management (TDM) were developed to support projects in Downtown that will require an integrated and comprehensive package of parking and TDM strategies to stimulate economic development and support a vital and growing Downtown. In alignment with the City's General Plan and based on input from the community, the following are guiding principles for parking and transportation demand management in the Plan Area to:

- Prioritize, support, and facilitate employers' efforts to participate in TDM programs that reduce employee parking demand and single occupancy vehicle travel within the Downtown.
- Make Downtown parking user-friendly – easy to access, easy to understand.
- Improve Downtown parking policies and management to facilitate the efficient use of existing supplies and support Downtown vitality.
- Better understand current and future parking supply and demand, in order to thoughtfully plan for long-term parking and transportation needs.
- Identify sustainable funding to ensure that Downtown public parking is self-supporting.

3.4.1 Parking and Transportation Demand Management Improvements

This Subsection recommends strategies to improve the way that downtown parking facilities and TDM programs and services are managed, regulated, and funded. The goals of the Parking and TDM strategies are described in this Subsection and work within the framework of the City's General Plan.

The strategies described in this Subsection are designed to help make it physically possible and financially feasible to fully realize the long-term vision of the Plan. Some strategies may not need to be implemented in the short-term (e.g., the next one to two years), but will be vital in the mid- to long-term. The Plan includes 18 strategies organized in five main categories, as shown in Table 3.A (Parking Implementation Strategy).

TABLE 3.A PARKING IMPLEMENTATION STRATEGY

Category	Strategy	Timeframe
1. Regulating Private Development	1A. Establish a Mobility-Friendly In-Lieu Fee Policy	Short-Term
	1B. Update Minimum Parking Standards	Short-Term
	1C. Require Unbundling of Parking Costs from the Cost of Other Goods and Services	Short-Term
	1D. Update Bicycle Parking Standards	Short-Term
	1E. Require Parking Cash-out	Short-Term
2. Improving Transportation Choices	2A. Establish TDM Program including a Commuter Benefits Program (M-8.2 and 8.5) and the Regional TDM Program and TDM Checklist (M-8.8)	Short to Mid-Term
	2B. Establish Carshare and Bikeshare Programs and Facilitate Adoption with Large City Employers	Short to Mid-Term
	2C. Establish a Transportation Management Association	Mid-Term
3. Managing City-Owned Lots and Garages	3A. Establish a Downtown Business Permit Parking Program (BPP)	Short-Term
	3B. Set Lot and Garage Fees That Ensure Availability and Make City-owned Lots and Garages Self-supporting	Mid to Long-Term
	3C. Assess Highest and Best Use of City-Owned Lots and Garages	Short-Term
4. Managing Curb Parking	4A. Time Limits with Active Enforcement	Short-Term
	4B. Establish Downtown Residential Permit Parking (RPP) Program	Short-Term
	4C. Active Parking Enforcement	Short-Term
	4D. Improve Parking Wayfinding Signage	Short to Long-Term
	4E. Set Performance-based Prices for Curb Parking	Long-Term
	4F. Consider Establishing Residential Parking Benefit Districts	Short to Mid-Term
5. Commercial and Passenger Loading	5A. Reduce Congestion on Downtown Roadways by Designating Appropriate Curb Allocation and Management Approaches for Commercial and Passenger Loading Activities	Mid-Term

1. Regulating Private Development

1A. Establish a Mobility-Friendly In-Lieu Fee Policy

Objectives: Establish an In-lieu fee policy to support infill development and invest in mobility improvements in Downtown.

Recommendation: Update and/or amend the City in-lieu fee policy to provide guidance regarding fee setting and fund allocation in the Central Parking District.

1. Fees must be set at a level to encourage active participation by developers and to collect enough funds to do something substantive with those funds.
2. Funds must be set aside for a dedicated purpose, to seed an enterprise fund for the mobility improvements recommended in the Plan Area.

1B. Update Minimum Parking Standards

Objectives: Remove barriers to desired types of new Downtown development and create a healthy market for parking, where parking spaces are bought, sold, rented, and leased like any normal commodity.

Recommendation: Amend the Code to remove minimum parking requirements (for small projects) and reduce minimum parking requirements for projects in areas with high transit accessibility within the Plan Area. (Note: This is implemented in the Downtown Code. See Chapter 6).

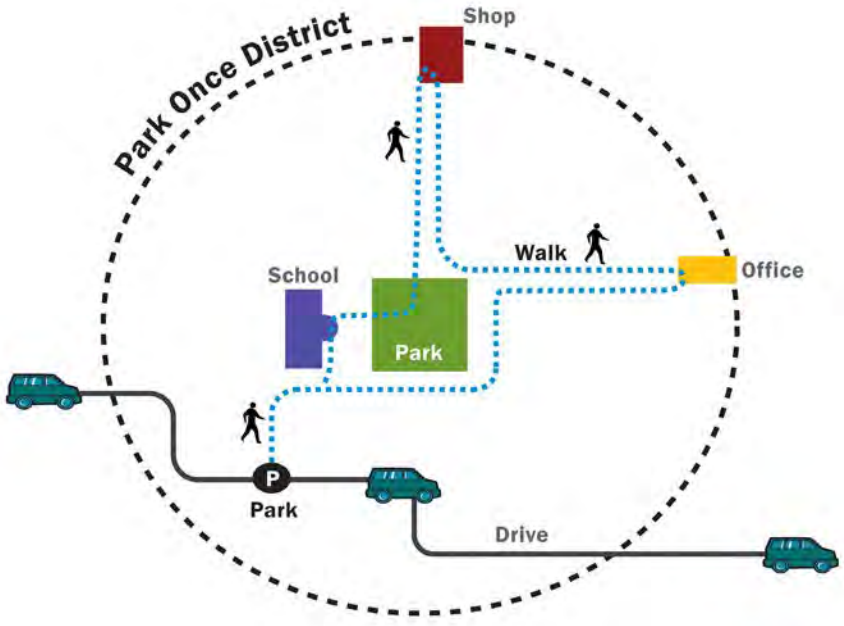
Discussion: For Hayward to realize its goals for the ongoing revitalization of Downtown, the City's parking policies must support those goals.

Minimum parking requirements have emerged as one of the biggest obstacles to many cities' efforts to encourage new residential and commercial development in their transit-oriented districts. Moreover, minimum parking requirements work at cross purposes to virtually all of Hayward's other adopted goals for the Plan Area.

The one useful purpose that minimum parking requirements do currently serve is to prevent spillover parking, the phenomenon of commuters filling up all of the parking spaces on a destination's streets and then spilling over into adjacent areas. However, as the recommendations of the Plan come into effect, time limits and/or performance-based prices for the curb parking in the commercial areas will ensure that ample vacancies exist on the street. In the adjacent residential neighborhoods, the mechanism of Residential Permit Parking and/or Residential Parking Benefit Districts will ensure that unwanted spillover parking is prevented there as well. Once these two key policies have been implemented, imposing minimum parking requirements becomes unnecessary.

Parking Requirements

UCLA professor Donald Shoup explains, "Parking requirements cause great harm: they subsidize cars, distort transportation choices, warp urban form, increase housing costs, burden low-income households, debase urban design, damage the economy, and degrade the environment… [O]ff-street parking requirements also cost a lot of money, although this cost is hidden in higher prices for everything except parking itself."



"Park Once" District Concept

1C. Require Unbundling of Parking Costs from the Cost of Other Goods and Services

Objectives: Increase housing affordability and choice and reduce parking demand and motor vehicle trips.

Recommendation: Require that new projects unbundle the cost of parking from the cost of other goods and services.

Discussion: Many residential and commercial leases in buildings that include off-street parking include the cost of those spaces in the total cost of the lease. Unbundling the cost of parking means separating out the cost of parking from the cost of living or working space, by charging separately for parking. To accomplish this, the City can require that new residential and commercial projects with common parking areas unbundle the full cost of parking from the cost of the property itself, by identifying parking costs as a separate line item in the lease and to allow tenants to lease as few parking spaces as they wish.

1D. Update Bicycle Parking Standards

Objectives: Meet current bicycle parking demand, encourage additional bicycle use, and reduce auto travel for all types of trips (e.g., recreational, commuting, school, etc.).

Recommendation: Amend the City's Code to adopt the Association of Pedestrian and Bicycle Professionals (APBP) recommended minimum bicycle parking standards as a standard for new Downtown projects and include minimums for both short-term and long-term bicycle parking.

Discussion: The APBP Bicycle Parking Guidelines provide recommended minimum bicycle parking standards, with ratios based upon the size of the land use (e.g., bicycle parking spaces required per 1,000 square feet of office space). The guidelines also provide best practices on guidelines for bicycle parking design and installation. (Note: This is implemented in the Downtown Code. See Chapter 6).

1E. Require Parking Cash-Out

Objectives: Subsidize all employee commute modes equally and create incentives for commuters to carpool, take transit, and bike or walk to work.

Recommendation: Require all new and existing employers that provide subsidized employee parking to offer their employees the option to cash out their parking subsidy.

Discussion: Many employers in Hayward provide free or reduced price parking for their employees as a fringe benefit. Under a parking cash-out requirement, employers will be able to continue this practice on the condition that they offer the cash value of the parking subsidy to any employee who does not drive to work.

2. Improving Transportation Choices

2A. Establish a Downtown TDM Program including a Commuter Benefits Program (M-8.2 and 8.5) and the Regional TDM Program and TDM Checklist (M-8.8)

Objectives: Increase transit ridership and provide incentives for employees and residents to reduce parking demand by implementing a TDM program. The program will support employee's alternative commute options by providing benefits such as deeply-discounted group transit passes, a Guaranteed Ride Home program, and rideshare matching to all Downtown residents and employees.

Recommendation: Build upon the existing TDM program as outlined in the General Plan, for the Plan Area. The City can require employers and residential developments in the Plan Area to provide funding to purchase passes for their buildings' employees and residents to help fund a deep-discount group transit pass program and other TDM benefits for all downtown employees and residents. In the long term, the City may consider dedicated Parking District revenues for this use. Elements of a TDM Plan should at a minimum include elements listed from General Plan 2040:

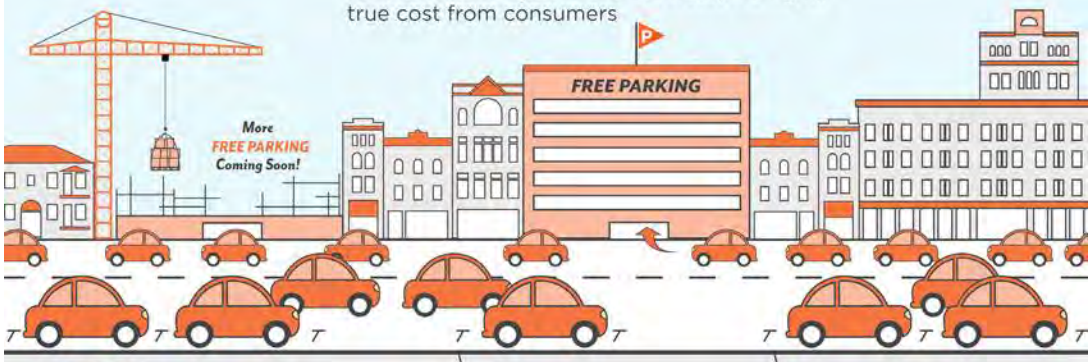
- Commuter Benefits Program
- Employer Checklist of TDM Programs
    - Discounted Transit Passes
    - Guaranteed Ride Home
    - Carpool/Vanpool/Rideshare matching
    - Parking Cash-Out
    - Bikeshare memberships
    - Bike safety education

What is "unbundled" parking?

Traditionally, parking costs are included in the sale or rental price of offices and housing. This is called "bundled" parking, and though the cost of this parking is hidden, it is never free. Consumers are passed on the cost of parking in the form of higher costs for goods, services, and rents. Another problem is that those who cannot afford a car, do not drive, or drive less, subsidize parking costs for those that do. One way to combat issues resulting from bundled parking is to reveal the true price of parking to the consumer by "unbundling" it. This allows people to make informed decisions about their parking needs, and the opportunity to save money by choosing to not park, or park less.

Bundled Parking

The cost of parking "bundled" into price of rents and other goods and services, hiding its true cost from consumers





1 Cost of parking is hidden in goods and services

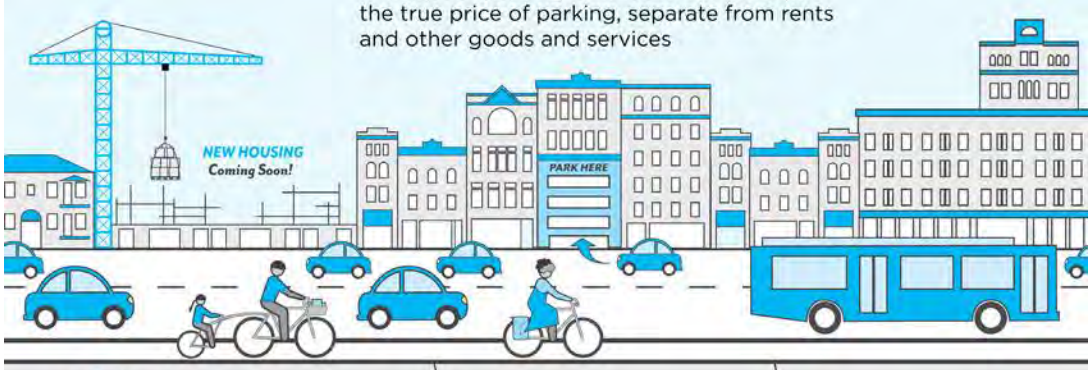
2 Parking appears free, resulting in higher parking demand

3 More parking must be funded and built

VS

Unbundled Parking

The cost of parking is "unbundled" to reveal the true price of parking, separate from rents and other goods and services





1 Cost of parking is revealed to the user

2 Consumers can save money by using less parking, resulting in lower parking demand

3 Less parking needs to be funded and built

NELSON NYGAARD

Interim TDM Guidance: To boost interim TDM adoption and compliance, the City must create a staff position to administer and implement the current TDM ordinance until the new program is adopted. This staff person will become the City's liaison with the future Transportation Management Association (TMA) upon its adoption in Recommendation 2C.

2B. Establish Carshare and Bikeshare Programs and Facilitate Adoption with Large City Employers

Objectives: Encourage carsharing and bikesharing operators to establish permanent operations within the Plan Area, allowing residents and employees to have access to shared cars and bikes when needed.

Recommendation: Encourage the establishment of a permanent carsharing service with one or more shared vehicle "pods" strategically located within the Plan Area. To help establish carsharing services in the area, the City should evaluate the results of the 2018/2019 carsharing pilot and consider the following strategies:

1. Require that large projects offer carsharing operators a limited number of parking spaces free of charge.
2. Require new projects to pay into a carshare startup fund.
3. Partially or fully subsidize operations costs for a specified term.
4. Provide other incentives, such as offering convenient and visible curb spaces to carsharing providers for locating carsharing "pods."

Recommendation: Encourage the establishment of a either a docked-based bikesharing service with a network of shared bike stations strategically located within the Plan Area, or a dockless service that provides self-locking bikes for share throughout the service area. To help establish bikesharing in the area, the City should consider the following strategies:

1. **Identify/procure bike system operator**
   a. Formalize responsibilities with a Service Level Agreement.
   b. Develop Performance Metrics.
2. **Design bikeshare system**
   a. Refine bikeshare locations and siting.
   b. Work with operator to develop implementation plan.

2C. Establish a Transportation Management Association

Objectives: Effectively manage and market TDM programs for Downtown to cost-effectively reduce parking demand, while providing better transportation choices to Downtown employers, employees, and residents.

Recommendation: Establish a Transportation Management Association (TMA) or similar entity that is responsible for the management and promotion of transportation programs. Fund this organization and its programs using a combination of parking revenues and/or other dues, fees, assessments, grants, and public transportation funds, to establish a full menu of transportation programs for the benefit of all area employers and residents.

Discussion: A TMA is typically a nonprofit, member-based organization that provides transportation services in a particular area, formed to address the transportation needs and challenges of a particular destination with a distinct geographic boundary, such as a Central Business District. TMAs address parking and circulation through employee commute programs, trip planning, information about various travel options, and other tools. A TMA for the Plan Area would be an efficient mechanism to deliver the various TDM measures that the City and other community organizations may provide. The TMA would also function as a point of coordination for employers and organizations that deploy their own TDM programs, and also provide information to residents and visitors looking to learn more about their transportation options.

3. Managing City-Owned Lots and Garages

3A. Establish a Downtown Business Permit Parking Program (BPP)

Objectives: Encourage and support Downtown employees to park in off-street facilities rather than occupy high demand on-street parking and simplify the complex system of off-street time restrictions per the Downtown Parking Management Plan.

Recommendation:

- Establish a business permit parking program, where all permit holders can parking in any public city lot for an unlimited number of hours.
- Limit all of the City's off-street parking lots and structures (BART parking excluded) to four-hour parking. Employees with Business permits would also be allowed to park in these facilities, although in some cases permit parking would be limited to specific areas or spaces on-street.
- Allow business permits to be used in some on-street parking spaces (See Figure 3.5), and if employees choose to park on-street they would have to adhere to the posted time restrictions on that street.

3B. Set Lot and Garage Fees That Ensure Availability and Make City-Owned Lots and Garages Self-Supporting

Objectives: Efficiently manage demand for parking while accommodating customer, employee, and resident parking needs. Ensure that in each City-owned lot and garage, parking is well used but readily available. Generate sufficient revenue to make City-owned lots and garages financially self-supporting.

Recommendation:

1. Refrain from subsidizing automobile storage and use by requiring that City-owned lots and garages in Downtown be operated as an enterprise operation, which pays for itself through user fees.
2. Require that off-street parking enterprise operation support itself solely through lot and garage user fees without additional support from other taxpayer dollars or curb parking revenues. Increase permit fees gradually until this goal is reached.
3. Plan and budget for the long-term financial sustainability of this enterprise operation, including setting parking rates which are sufficient to provide for long-term facility maintenance, renovation, reconstruction, staffing, and pension liabilities.
4. Implement performance-based parking pricing with rates that vary by time of day and day of week. Specifically, raise or lower both monthly and hourly rates at each lot and garage as necessary to:
   a. Avoid the need for wait lists and "lot full" signs; and
   b. Raise all funds necessary to support the off-street parking enterprise operation.
5. Extend or contract lot and garage hours of operation as necessary, with the goal of ensuring that public and/or private parking is readily available within a reasonable walk of all significant destinations.
6. Improve parking signage and implement a real-time parking wayfinding system.

Performance-Based Parking Pricing

Cities that have adopted performance-based parking pricing (in some neighborhoods or citywide) include:

- *Berkeley*
- *Boston*
- *Glendale (CA)*
- *Los Angeles*
- *New York*
- *Oakland*
- *Pittsburgh*
- *Redwood City*
- *San Francisco*
- *Seattle*
- *Ventura*
- *Washington DC.*

3C. Assess Highest and Best Use of City-Owned Lots and Garages

Objectives: Determine whether parking, or another use, is the best use of each existing City parking facility.

Recommendation: Evaluate each City-owned parking facility within the Plan Area from an economic and land use planning perspective and consider whether parking is the highest and best use for each site.

Discussion: Given the City's goals for the Plan Area, the consistent underutilization of many off-street parking facilities, and the cost of maintaining and operating these facilities, the City should evaluate each City-owned parking facility to determine the maximum potential of these properties. Both the existing parking use and alternative land uses for each site should be evaluated, considering the following:

- Is this land use desirable, given City goals?
- Is this land use physically possible?
- Is this land use financially feasible?
- Does this land use result in the highest value to the public possible?



Parking Wayfinding Signage, Source: SFPark

4. Managing Curb Parking

4A. Time Limits with Active Enforcement

Objectives: Provide adequate short-term on-street parking to visitors, incentivize off-street parking for long term and employee use per the 2018 Downtown Parking Management Plan.

Recommendation: Limit on-street parking in the Downtown core to one-hour parking without the option for any permitted parking. This restriction will allow free parking for visitors making a short trip Downtown. It will also incentivize Downtown business employees to not park in highly-coveted on-street parking spaces and instead head for unrestricted free parking located at City lots and garages. Visitors seeking long-term parking will be incentivized to use one of the City lots or garages.

4B. Establish Downtown Residential Permit Parking (RPP) Program

Objectives: Prevent spillover in residential streets neighboring Downtown due to BART commuters and set Downtown parking limits in compliance with the 2018 Downtown Parking Management Plan.

Recommendation:

- Establish a two-hour time restriction with a Residential Preferential Permit (RPP) in the area surrounding Downtown. The new restrictions allow for free, short-term on-street parking for Downtown visitors, while allowing Downtown residents to have a place to park their car nearby.
- Limit on-street parking along west Grand Street and B Street to two-hour parking with RPP and Outer Business Permit parking. The restriction will maintain on-street parking along Grand and B Street for Downtown visitors and provide a location for nearby residents to park their cars.
- Limit on-street parking in the area west of Grand Street to four-hour parking and RPP parking. The restrictions will provide the residential area with more opportunities for on-street parking and limit long-term parking for BART users.

4C. Active Parking Enforcement

Objectives: Increase enforcement and revenue collection efficiency, automate the collection of parking occupancy data, and reduce costs to improve the compliance of the parking program per the 2018 Downtown Parking Management Plan.

Recommendation: Improve parking enforcement, occupancy monitoring, and revenue collection. Procure license plate recognition (LPR) systems and integrate them with smart meters, pay-by-phone, parking access and revenue control systems (PARCS), and handheld citation units.

4D. Improve Parking Wayfinding Signage

Objectives: Help direct motorists to underused off-street lots and garages to more efficiently utilize existing parking in compliance with the 2018 Downtown Parking Management Plan.

Recommendation: Establish a coordinated system of on-street and off-street signage. Good wayfinding strategies help orient visitors, shoppers, and residents, pointing them to parking, shops, pedestrian and bicycle routes, and other important destinations. Clear signage can help direct motorists to underused off-street lots and garages.

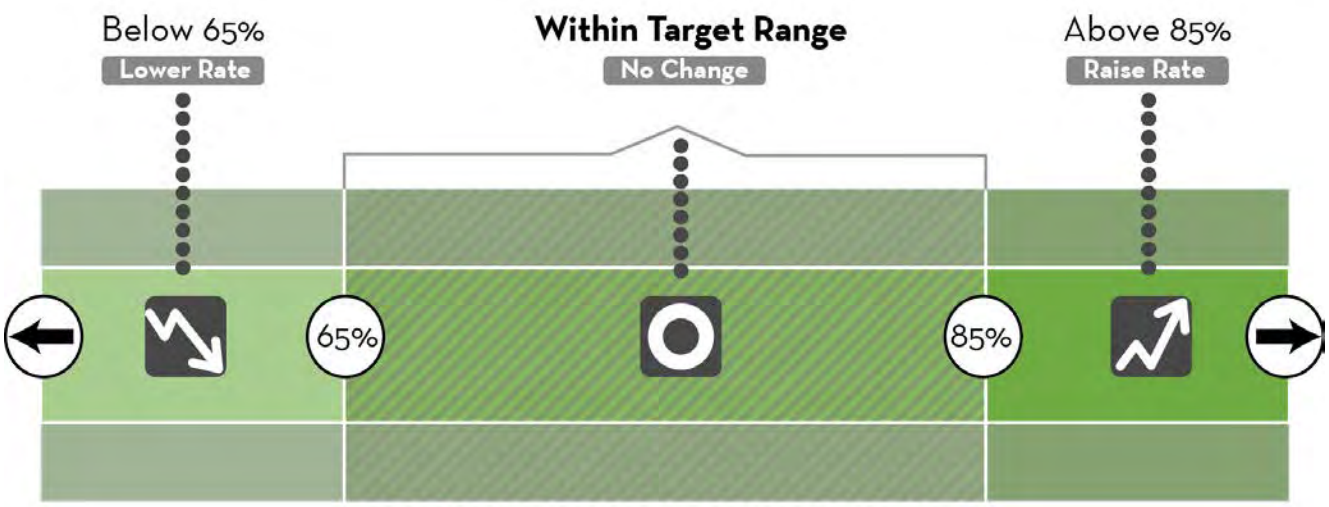
4E. Set Performance-Based Pricing for Curb Parking

Objectives: Efficiently manage demand for parking while accommodating customer, employee, and resident parking needs. Put customers first by ensuring that on each block and curb parking spaces are well-used and readily available.

Recommendation: Ensure curb parking is well-used and readily available by charging the right prices for parking. Establish a target occupancy rate of 66 percent to 85 percent for each block face, so that there will usually be at least one or two available spaces on every block face. On each block face, set the parking price at the lowest rate needed to achieve the target occupancy rate of 66 percent to 85 percent and remove time limits.

Discussion: What Are the Alternatives to Charging for Parking?

Rather than charging for parking to create vacancies in prime parking spaces, the City can set time limits and give tickets to violators. The "time limits and tickets" approach works, but has limitations, for example, enforcement of time limits is labor-intensive, and employees quickly become familiar with enforcement and move their cars regularly during the workday. For customers, strict enforcement can bring "ticket anxiety," the fear of getting a ticket if one lingers too long. Overtime, as Downtown develops, becomes more popular, and parking demand intensifies, pricing the curb appropriately will prove to be the most effective solution to free-up on-street parking spaces.



Parking Target Occupancy Rate, Source: City of Seattle

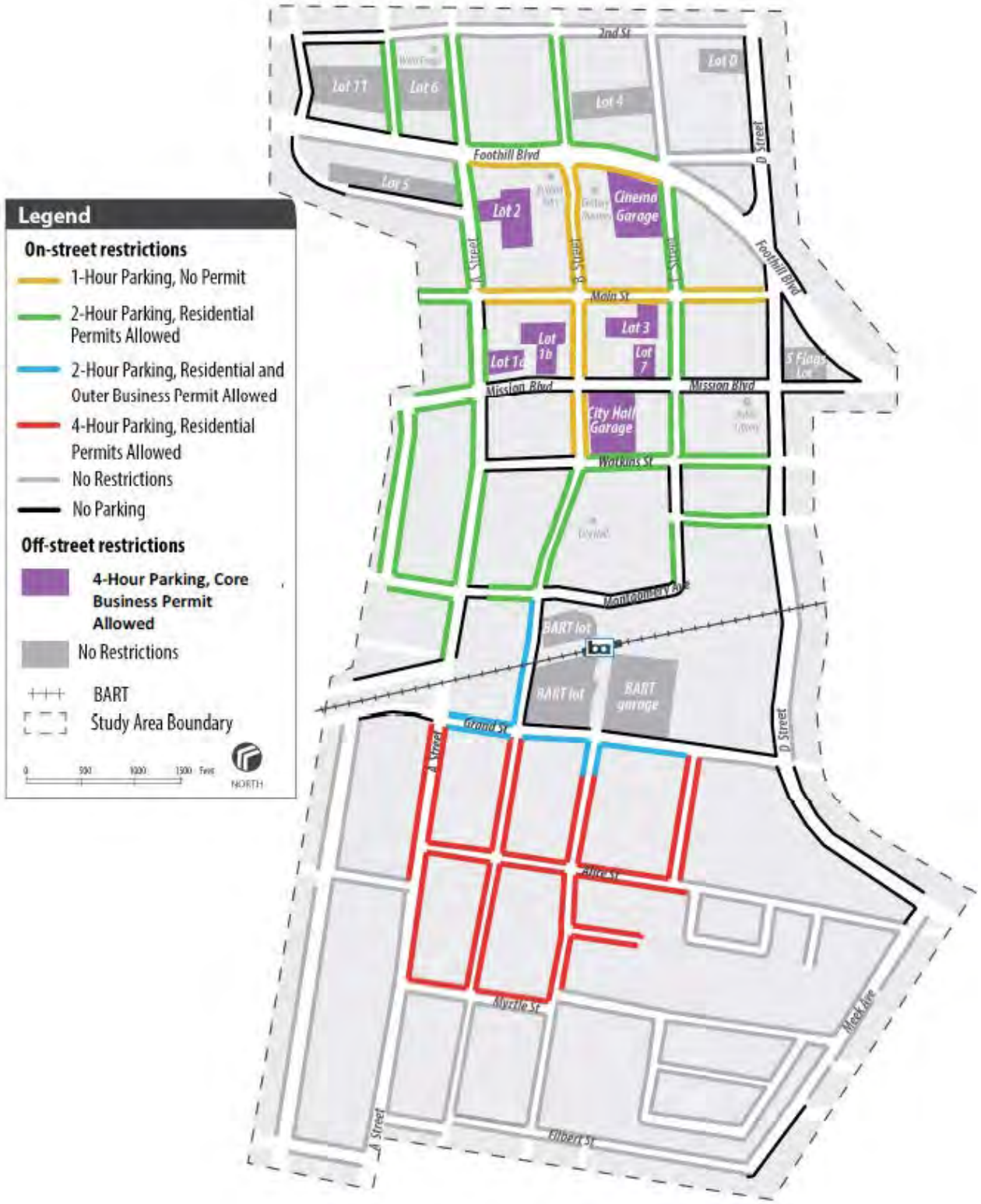


Figure 3.5 **Adopted Parking Management Plan Restrictions, 2018.**

4F. Consider Establishing Residential Parking Benefit Districts

Objectives: Prevent excessive spillover parking onto residential streets adjacent to commercial areas.

Recommendation: Work with residents to consider establishing Residential Parking Benefit Districts on residential streets adjacent to Downtown commercial blocks. Residential Parking Benefit Districts are similar to residential permit parking districts, but allow a limited number of commuters to pay to use surplus curb parking spaces in residential areas and return the resulting revenues to the neighborhood to fund public improvements.

5. Commercial and Passenger Loading

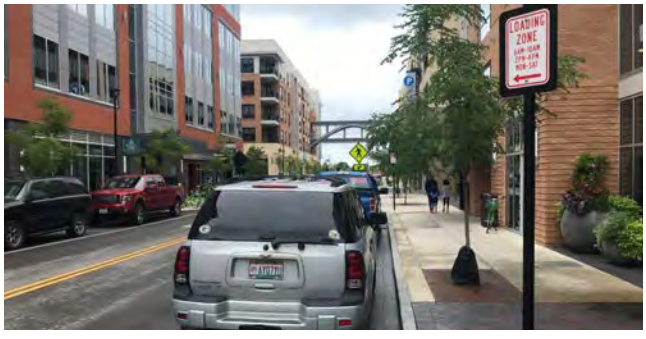
5A. Reduce Congestion on Downtown Roadways by Designating Appropriate Curb Allocation and Management Approaches for Commercial and Passenger Loading Activities.

Recommendation: Effectively appropriate and manage limited curb space through the following strategies:

1. **Time Limited Loading Zones.** Time limited commercial loading zones are effective in reserving curb space for loading during specified time bands, particularly when curb parking is usually in lowest demand. However, it releases the curbs to regular vehicle parking during the times of highest demand usually 11 a.m. to 1 p.m. and 4 p.m. to 6 p.m.
2. **Off-Hours Delivery Program.** New York City DOT has developed the Off-Hours Delivery (OHD) Program which may be considered for the City of Hayward. The OHD off-hours hours were established from 7 p.m. to 6 a.m. to decrease truck congestion and emissions. However, a similar program for Hayward will need to be tailored to meet the needs of the local business community.
3. **Passenger Loading/Package Delivery**. Short-term curb loading spaces may be appropriate for multifamily residential developments for use in both passenger loading and unloading and package delivery. The City of Santa Monica permits "three (3) minute passenger loading only" or "loading only" if curb parking is insufficient and loading activity exists to warrant reducing curb parking.



Downtown Detroit's unused All-Day Loading Zone.



Effective use of Dublin, Ohio's time-restricted loading zones.

Relevant General Plan Policies for Parking

Goal M-9 Parking. *Provide and manage a balanced approach to parking that meets economic development and sustainability goals.*

Policy M-1.8 Transportation Choices. *The City shall provide leadership in educating the community about the availability and benefits of using alternative transportation modes.*

Policy M-5-8 Parking Facility Design. *Ensure that new automobile parking facilities are designed to facilitate safe and convenient pedestrian access, including clearly defined internal corridors and walkways connecting parking areas with buildings and adjacent sidewalks and transit stops and adequate lighting.*

Policy M-8-1 Increase Vehicle. *Occupancy The City shall work with a broad range of agencies (e.g., Metropolitan Transportation Commission, BAAQMD, AC Transit, Caltrans) to encourage and support programs that increase vehicle occupancy including the provision of traveler information, shuttles, preferential parking for carpools/vanpools, transit pass subsidies, and other methods.*

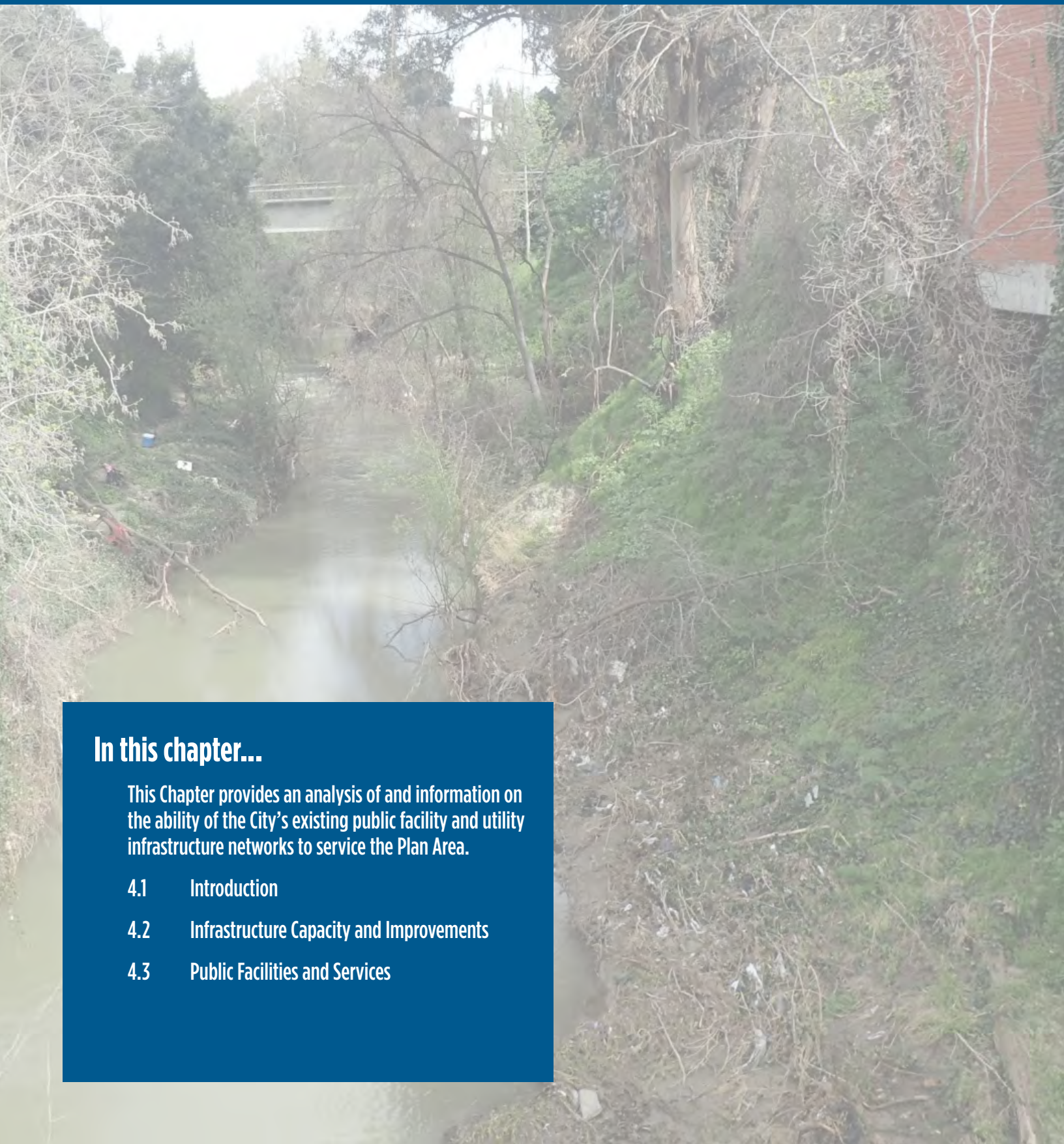
Policy M-8.6 Car/Bike Share. *Programs The City shall assist businesses in developing and implementing car and bike sharing programs, and shall encourage large employers (e.g., colleges, Hayward Unified School District (HUSD)) and the BART stations to host car and bike sharing programs available to the public.*

Policy LU-4.4C Design Strategies for Corridor Developments. *The City shall encourage corridor developments to incorporate the following design strategies: locate parking lots to the rear or side of buildings or place parking within underground structures or above-ground structures located behind buildings.*

Policy LU-4.8 Shared Driveways and Parking Lots. *The City shall encourage adjoining properties along corridors to use shared driveways and shared parking lots to promote the efficient use of land, reduce the total land area dedicated to parking, and to create a more pedestrian-friendly environment by minimizing curb-cuts along the sidewalk.*

CHAPTER 4

INFRASTRUCTURE AND SERVICES



In this chapter...

This Chapter provides an analysis of and information on the ability of the City's existing public facility and utility infrastructure networks to service the Plan Area.

4.1 Introduction

4.2 Infrastructure Capacity and Improvements

4.3 Public Facilities and Services

4.1 INTRODUCTION

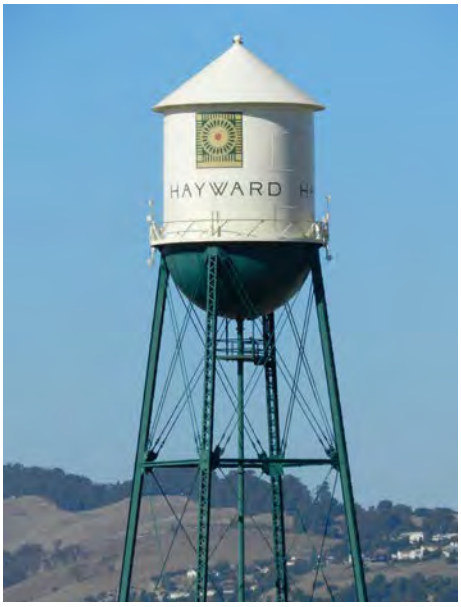
The Plan Area within the City is supported by public services and a network of utilities that protect and provide for the community. The physical and economic growth of this neighborhood is dependent on this network and on the availability of adequate resources needed to allow the City to grow in a sustainable manner. This Plan realizes that the vision for Downtown will require investments into this system to ensure that the basic needs of current and future residents, workers, and visitors are met. This will be manifested through the development and implementation of sustainable systems and infrastructure at all scales to support the functionality of a revitalized public realm in Downtown Hayward.

Although many buildout scenarios are feasible under the Plan, only one is presented here for evaluating infrastructure improvements necessary to serve Downtown through 2040. Consistent with the projections studied under the Downtown Hayward Specific Plan Environmental Impact Report (EIR) (2018), this Chapter assumes the following buildout: 43.62 acres of non-residential use and 3,427 residential units over the next 20 years. These figures are tools for analysis, not an aspiration of the Plan. The EIR did not require additional improvements to the utilities infrastructure facilities discussed in this Chapter.

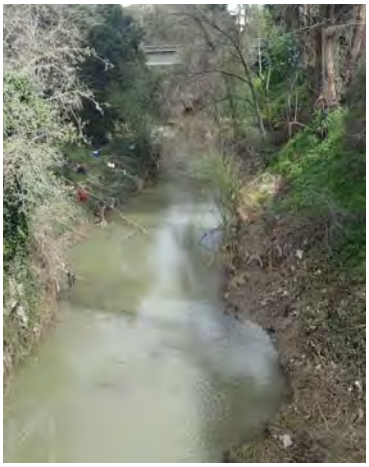
RELEVANT SPECIFIC PLAN GOALS

(See Chapter 5)

#7 Infrastructure and Public Facilities.
Public services, community facilities, and utility systems are well maintained, implement Citywide climate change policies, and meet the needs of current and future Downtown residents, businesses, and visitors.



Hayward Water Tower



Portion of the San Lorenzo Creek



Hayward Sewer Gutter



Drawing of the Hayward area pre-development on display at the Hayward Museum of History and Culture

4.2 INFRASTRUCTURE CAPACITY AND IMPROVEMENTS

4.2.1 Setting

The utility infrastructure in the Plan Area, in general, is well-maintained with years of design life remaining. The City owns and operates the majority of both the water and sanitary sewer system in the Plan Area, and has upgraded infrastructure with annual capital improvement projects through the years. The City provides a storm water collection system that conveys storm runoff to the main drainage and flood control infrastructure owned and maintained by Alameda County Flood Control and Water Conservation District (ACFCWCD). While the City of Hayward is implementing a Recycled Water Project, the planned improvements are not within the Plan Area.

The existing water, sanitary sewer, and stormwater systems were described by BKF in the Existing Conditions and Opportunities Analysis (Dyett and Bhatia et al, 2015). In addition, recent master plan updates for both Sewer and Water systems provide clear overviews of the existing systems along with detailed plans for meeting future demands and specific recommendations for capital improvements. In response to the Downtown Specific Plan, the capacity of the sewer and water infrastructure under proposed build-out conditions was modeled and technical memorandums for water and sewer infrastructure were provided in June, 2018.

The Pacific Gas and Electric Company (PGandE) provides electrical and natural gas service to the Plan Area. PGandE maintains the Hayward substation, located in western Hayward near Chabot College (southwest of the Plan Area). There are also several renewable energy facilities (e.g., Water Pollution Control Facility Cogeneration System, CSU East Bay Fuel Cell Station, and the Hayward Wastewater Solar Facility) and smaller onsite renewable energy facilities located in Hayward.

4.2.2 Potable Water Systems

Water Source

Water service to the Plan Area is mostly provided by City's Water System, however, a small portion of the Plan Area is supplied by a 12-inch water distribution line in Foothill Boulevard located within East Bay Municipal Utility District's (EBMUD) service area. The EBMUD area is bounded to the South and West by the San Lorenzo Creek, to the east by Route 238 and Foothill Boulevard, and to the north by the Plan Area boundary and Hazel Avenue.

Water distributed by the City is obtained from the San Francisco Public Utilities Commission (SFPUC). Approximately 85 percent of the SFPUC water supply originates from the Hetch Hetchy watershed, located in Yosemite National Park; the remaining 15 percent of the SFPUC water supply is produced in the Alameda and Peninsula watersheds. Water is delivered to the City through East Bay transmission mains operated by the SFPUC.

Water Distribution Network

Potable water is conveyed throughout the City through a pressurized distribution system, owned and operated by the City. The City's distribution system consists of eight main pressure zones, 14 water storage tanks, and seven pump stations delivering water to upper pressure zones. As shown in Figure 4.1 (Water Distribution Network within the Plan Area), distribution mains within the Plan Area range in size from eight inches to 12 inches, with a majority of the streets having 12- inch mains.

The Plan Area is located within the 250 pressure zone, which is the pressure maintained in the Pressure Regulating Station as measured in feet above mean sea level. Water enters the City's water distribution system from the SFPUC mains through Zone 250 and is then pumped to reach higher elevation zones. Zone 250 provides sufficient pressure throughout the Plan Area under most conditions. Available pressure within the Plan Area during the existing peak hour demand ranges between 40 pounds per square inch (psi) and 60 psi for portions of the Plan Area east of Mission Boulevard, and between 60 psi and 80 psi for the areas along Mission Boulevard and to the west. Available fire flow under maximum day demand within the Plan Area ranges from 2,500 to 4,500 gallons per minute (GPM), depending on location and the size of pipes within the local pipe network.

Demand

The City's historical per capita water use is amongst the lowest in the San Francisco Bay Area, with a base daily water use of 130 gallons per capita per day (gpcd) for the 10-year period of FY 1995/96 through FY 2004/05. The City's 2020 target per capita use is 122 gpcd, which is a five percent reduction from the City's base daily per capita use.

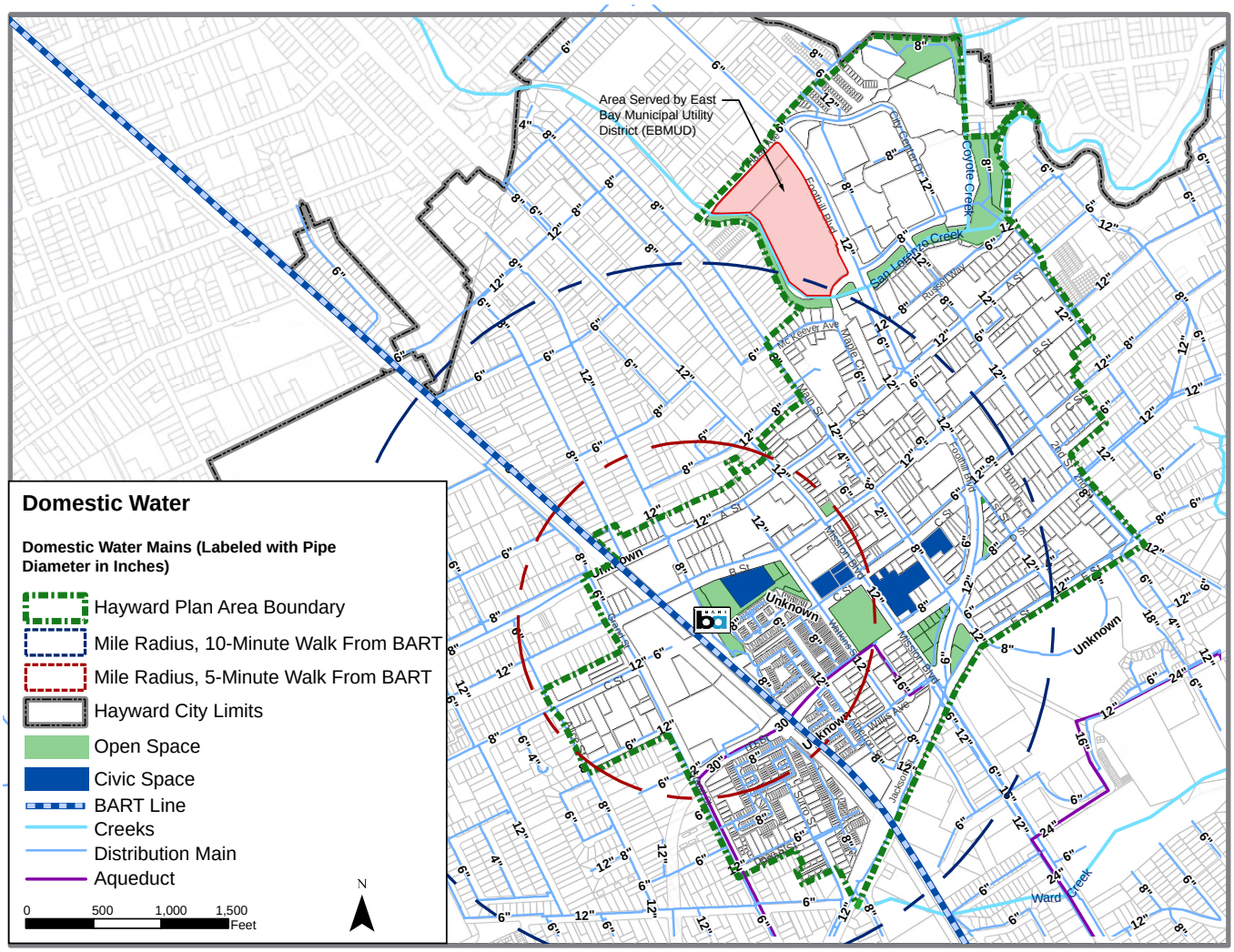


Figure 4.1 Water Distribution Network within the Plan Area

Within the 2014 Water System Master Plan, West Yost Associates evaluated the City's water system under both current operating conditions and future conditions (2040) as defined by 2010 Association of Bay Area Governments (ABAG) household and employment projections for (1) Traffic Analysis Zones and (2) Priority Development Areas (PDA). This data was refined by the City's subdivision tract information for planned developments and redevelopments, which, in some areas, indicated the rate and distribution of growth was deviating from the ABAG projections.

The development program for the Plan Area, as described in Chapter 2 (Vision and Community Design), exceeds the program modeled within the Master Plan. The City contracted West Yost Associates to update the hydraulic model and evaluate the water distributions system's ability to meet the required minimum pressures and flows for the Plan Area. A technical hydraulic memorandum dated June 18, 2018 summarizes the results of the hydraulic impact evaluation and is the basis for the recommendations included within the Specific Plan.

The proposed development within the Plan Area is estimated to increase the City's Zone 250 average day demand from 25.63 mgd (17,800 gpm), estimated in the 2014 WSMP, to 26.18 mgd (18,177 gpm), which is an overall increase of approximately two percent from the Zone 250 projections presented in the 2014 WSMP. Since there are no other modified factors influencing the demands, the Citywide projected demand is 29.15 mgd (0.55 mgd greater than the 28.6 mgd provided in the 2014 Master Plan). See the next Section for water system improvements

Per the 2015 Urban Water Management Plan (UWMP), in average water years the SFPUC would be able to meet all of the City's projected demand through 2040, but during years of water shortages the UWMP anticipated that supplies would be reduced and demand would need to be controlled through demand management measures, the UWMP was not re-evaluated based on the updated development projections as part of the Plan development.

Capacity and Planned Improvements

Results from the June 2018 hydraulic memo indicate that the existing pressure regulating station supply capacity is sufficient to support the development within the Plan Area. However, storage capacity at buildout was found to be deficient for the Zone 250. (see the Water Distribution Network section above for a description of Zone 250) There is an existing storage capacity deficit of 2.58 million gallons (MG) and a 10.87 MG deficiency projected in 2040 per the 2014 Master Plan.

The 2014 Master Plan recommended creating additional storage to meet future operational and fire flow requirements, but did not require physical storage for the emergency storage deficit because there are other emergency supply management systems in place. These systems include groundwater wells, interties and already existing excess reservoir storage in the upper pressure zones. The hydraulic memo notes that a total of 0.68 MG of additional storage capacity is recommended to support the Plan Area. The hydraulic memo and Master Plan provide potential locations for this storage.

Results from the hydraulic performance indicate that the existing water distribution infrastructure is adequate to provide pressures and flows under buildout peak hour conditions, but is insufficient to meet buildout maximum day demand plus fire flow conditions. Improvements are recommended in areas with low fire flow availability with no planned redevelopment or to provide additional redundancy. However, new development within the Project area will trigger the need to upsize smaller diameter mains to meet current fire flow standards, which are assumed to be in effect at the time of development. To mitigate fire flow deficiencies, approximately six miles (31,300 linear feet) of pipelines are recommended to be upsized to 12-inch diameter.

Additionally, some of the water mains in the Plan Area were constructed as early as 1924, which suggests they may be nearing the end of their useful life and leaks may become more prevalent in the future.

While replacement of small diameter piping and construction of additional storage are the only anticipated retrofits, in certain instances some localized upgrades (typically increased pipe sizes in specific blocks) may be required. All

project proposals should be evaluated on a site by site basis to ensure that localized upgrades are not triggered. Additionally, at the time of any planned improvements of public right-of-way it is recommended that the City evaluate if existing utilities should be replaced as part of the roadway construction.

4.2.3 Wastewater and Sewer Collection System

Wastewater Treatment

Wastewater in the Plan Area is conveyed through a series of gravity mains to the Water Pollution Control Facility (WPCF) at the end of Enterprise Avenue in Hayward. The WPCF is permitted to provide secondary treatment for up to 18.5 mgd average dry weather flow (ADWF) with current ADWF much lower, at 11.3 mgd. Treatment consists of influent waste grinding to protect pumps from large debris, grit removal and primary sedimentation followed by biological treatment and finally discharge to San Francisco Bay via the East Bay Dischargers Authority (EBDA) outfall.

Collection Network

Most sewer facilities within the Plan Area are owned and maintained by the City. A small portion of the collection infrastructure in the north part of the Plan Area is located within the Oro Loma Sanitary District (OLSD) service area. Similarly, there is a very small area served by the Castro Valley Sanitation District in the northeast portion of the Plan Area (see Figure 4.2).

The City facilities consist of gravity pipe lines of various materials such as vitrified clay (VCP), cast iron, asbestos cement, and polyvinyl chloride (PVC) pipe. As shown in Figure 4.2 (Sanitary Sewer Network within the Downtown Specific Plan Area), wastewater discharge from the Plan Area flows to the west predominantly through a 12-inch VCP line in A Street, an 18-inch HDPE / PVC main in B Street and an 8-inch VCP line within C Street. From the Plan Area, flow collects in the 27-inch West A Street sewer, continues downstream along Hesperian Boulevard, across the Hayward Executive Airport and along West Winton Avenue and Clawiter Road before reaching to the Water Pollution Control Facility (WPCF) via the Enterprise interceptor.

Capacity and Improvements

Hayward's June 2015 Sewer Collection System Master Plan included an evaluation of the future sewer system. RMC Water and Environment projected wastewater flows in 2040 based on ABAG household and employment projections for (1) Traffic Analysis Zones and (2) Priority Development Areas, and (3) subdivision tract information for planned developments and redevelopments as described in the Potable Water Systems Capacity and Improvements section.

The development program for the Plan exceeds the modeled program within the 2015 Master Plan. As such the City contracted Woodward and Curran to update the sanitary sewer model and evaluate the impact of the proposed development on the sewer utilities. A technical memorandum dated June 18, 2018 (sewer memo) summarizes the results of the sanitary sewer capacity analysis and is the basis for the recommendations included within this Plan.

The study conducted for the 2015 Sewer Master Plan monitored existing sewer flows, both dry-weather and wet-weather, and modeled the existing sanitary sewer system to identify deficiencies. The study revealed no deficiencies of note within the Plan Area. The model did indicate some surcharge due to "throttling" and "backwater" in the 12-inch line in Mission Boulevard and some segments of the 8-inch main in C Street. These deficiencies were not serious enough to be recommended for a capacity improvement project.

The sewer capacity analysis completed in June, 2018 analyzed the peak dry weather (PDWF) and peak wet weather flows (PWWF) under the same criteria as the Master Plan. Two scenarios were evaluated: (1) the existing condition and the proposed Plan Area development; and (2) the existing condition, the proposed Plan development, and the additional growth throughout the City as modeled in the 2015 Master Plan.

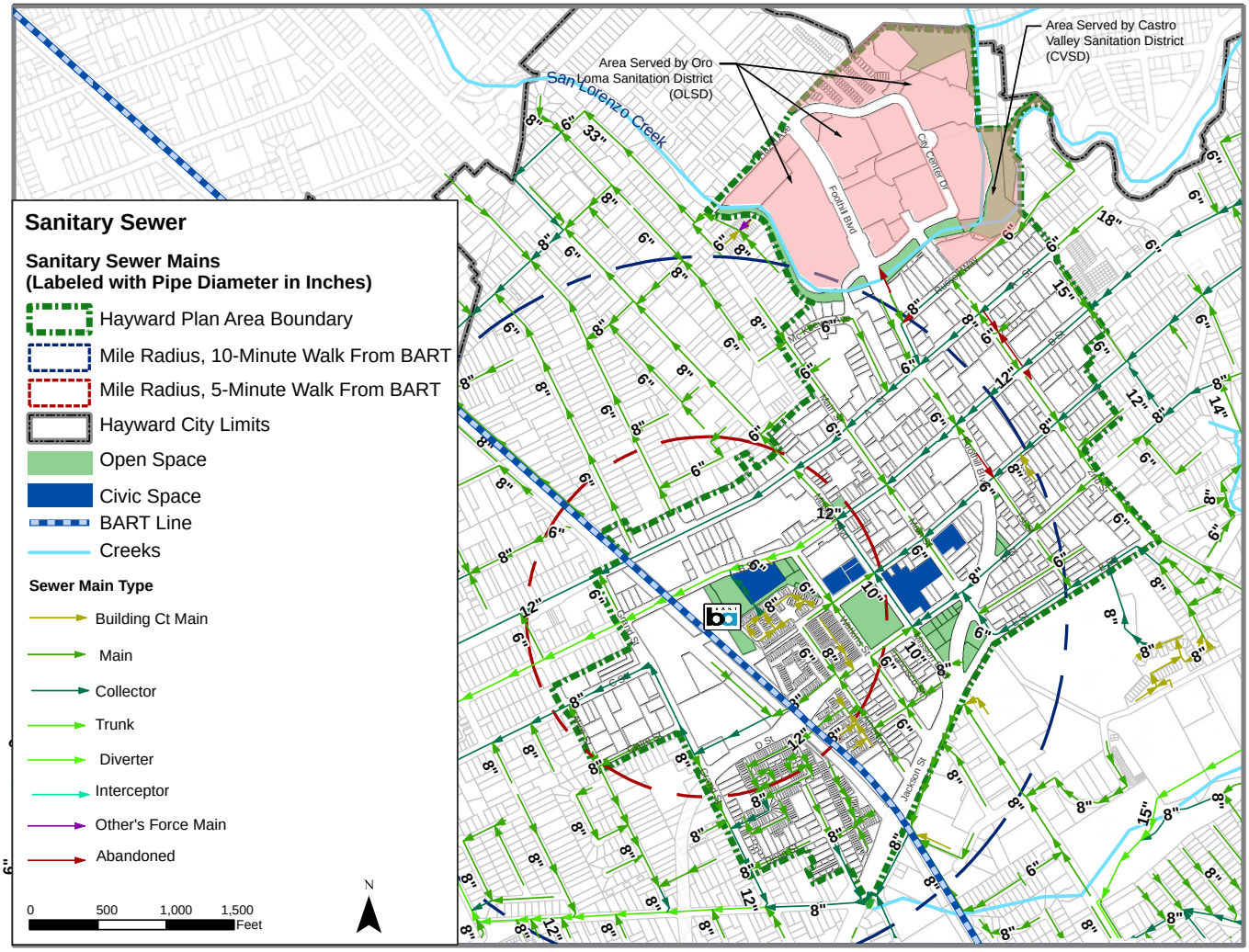


Figure 4.2 Sanitary Sewer Network within the Downtown Specific Plan Area

Under both scenarios, within the Plan Area, all pipes have sufficient capacity under peak dry and wet weather flows. Under PWWF there is a 10 inch sewer in Mission Boulevard which has some surcharging, however the water level remains far below the ground and is not considered to be deficient. Downstream of the Plan Area there is an 8-inch sewer in Meek Avenue that is slightly surcharged under both PDWF and PWWF, however, this pipe has over 10 feet of freeboard and is not considered capacity deficient.

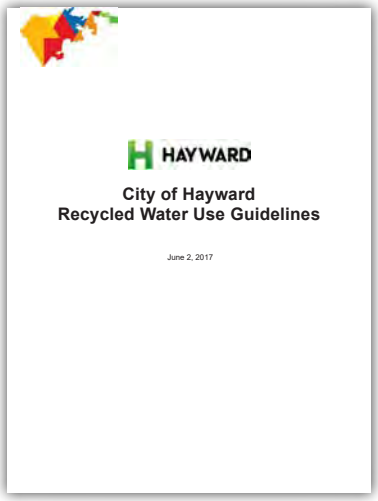
In summary, the model determined that no capacity issues would be triggered by the flow from the proposed Plan Area development, and no additional capacity improvements are needed a part of the Plan Area.

While no capital improvements to the existing system are planned in the area at this time, it should be noted a majority of the sewer mains in the Plan Area were constructed as early as 1927, which suggests they may be nearing the end of their useful life and leaks or additional infiltration and inflow may become more prevalent in the future.

The Plan Area development also contributes some additional flows to the Oro Loma Sanitary District (OLSD). The ORSD hydraulic model, which was run with the updated Plan Area flows for wet weather flows, indicated that adding the Plan Area flow does not result in any additional hydraulic deficiencies within the collection system. There is minor surcharging near the treatment plant, and also surcharging in the 33 inch diameter main in Grant Avenue, but the Plan Area flows do not significantly affect these conditions. Also, model results do not indicate any overflows along the flow paths or due to the Plan Area flows.

A portion of the Plan Area is also within the Castro Valley Sanitation District, which primarily includes a large trunk sewer that runs under the Japanese Gardens. There are no known deficiencies and the Sanitation District does not anticipate any repairs in the near future. Because there is no development within this portion of the Plan Area, there are no anticipated capacity improvements that should be triggered by Plan Area development.

The City does not anticipate the cumulative increased wastewater generation from smaller projects will trigger the need for any system upgrades. In certain instances, some localized upgrades (typically increased pipe sizes in specific blocks) may be required and should be evaluated on a project by project basis. Additionally, with any planned improvements of public right-of-way it is recommended the City complete a sewer repair, rehabilitation, and replacement decision process, to evaluate if existing utilities should be replaced as part of the roadway construction.



City of Hayward Recycled Water Use Guidelines, June 2017.

4.2.4 Recycled Water Systems

Availability of Non-Potable Water

The City is implementing a Recycled Water Project, which is scheduled to begin non-potable water deliveries to the western portion of the City in mid-2020. Providing recycled water for irrigation will benefit the region considerably by creating a locally sustainable water supply which conserves drinking water, increases drought resiliency, and decreases wastewater discharges.

However, the City of Hayward Proposed Recycled Water Project Location Map and Distribution System, shows that almost all proposed improvements are located west of Hesperian Boulevard and there will be no municipally available non-potable water within the Plan Area.

As the municipal recycled water infrastructure becomes a reality, the City is looking for opportunities to expand the recycled water delivery and is considering preparing a Recycled Water Master Plan that will consider future non-potable demands and recycled water expansion.



Proposed Recycled Water Project Location Map and Distribution System, City of Hayward





The San Lorenzo Creek

4.2.5 Stormwater Drainage

Hydrology

Historically, the wet meadow ecology stretched from the tidal wetlands of the Hayward shore to the southern extent of present day D Street within the Plan Area (Figure 4.3). Natural creek channels flowed from the upland coastal range, draining through the lowlands of the Castro Valley and out of the hills located east of the Plan Area. These seasonal streams moved westward through the Plan Area and across the landscape, feeding willow groves spotted throughout wet meadows, replenishing vernal pools and permeating throughout tidal marshlands before reaching the San Francisco Bay. With infrequent rains and isolated peak storm events common throughout the year, occasional inundation of the surrounding landscape was vital to reducing the risk of more extreme flooding, commonly seen in highly impervious urban settings.

The northern portion of the Plan Area drains into the San Lorenzo Creek Watershed, accounting for approximately 40 percent of the Plan Area land area. The Plan Area comprises roughly 0.4 percent of the watershed's overall area, which, at 48 square miles, is one of the largest watersheds draining to the eastern shore of the San Francisco Bay. The watershed begins in the East Bay hills at the Dublin Grade, encompassing the unincorporated communities of Castro Valley and San Lorenzo, plus portions of San Leandro and Hayward. Within the Plan Area, stormwater inlets and drainage piping direct surface runoff to the creek channel. There is a significant elevation change of over 100 feet within the northernmost portion of the Plan Area, and the topography flattens closer to the creek. San Lorenzo Creek leaves the Plan Area as an engineered channel with water flowing first north and then west, entering the central portion of the San Francisco Bay near Roberts Landing, west of San Lorenzo.

The waterways of the Hayward Landing-Bockman Canal-Sulphur Creek watersheds flow entirely through underground culverts and engineered channels to drain the low lying areas of San Lorenzo and the northwest section of Hayward. These three sub-watersheds drain to San Francisco Bay through the Hayward Regional Shoreline Park, where former salt evaporation ponds have been restored to tidal marsh. The 2.7-square-mile Sulphur Creek Watershed drains the west-central portion of the Plan Area, covering approximately 35 percent of the land within the plan boundary. Across the Plan Area, storm water is collected through inlets connected to the Sulphur Creek box culvert, which measures six feet wide and two feet deep. Storm water continues westward, draining the Hayward Executive Airport on its way to the bay. The portion of this system's original drainage area above 2nd Street was diverted to the San Lorenzo Creek and is no longer part of the Sulphur Creek watershed.

Capturing the southern 25 percent of the Plan Area, the 22-square-mile Ward Creek Watershed (Old Alameda Creek Watershed), drains a portion of the East Bay hills in Hayward, then spreads through urban flatlands before flowing to San Francisco Bay. Within the Plan Area, the Ward Creek has been buried and the drainage is collected in a 30-inch concrete storm drain pipe running through the intersection of Mission and Foothill Boulevards and continuing west via Jackson Street.

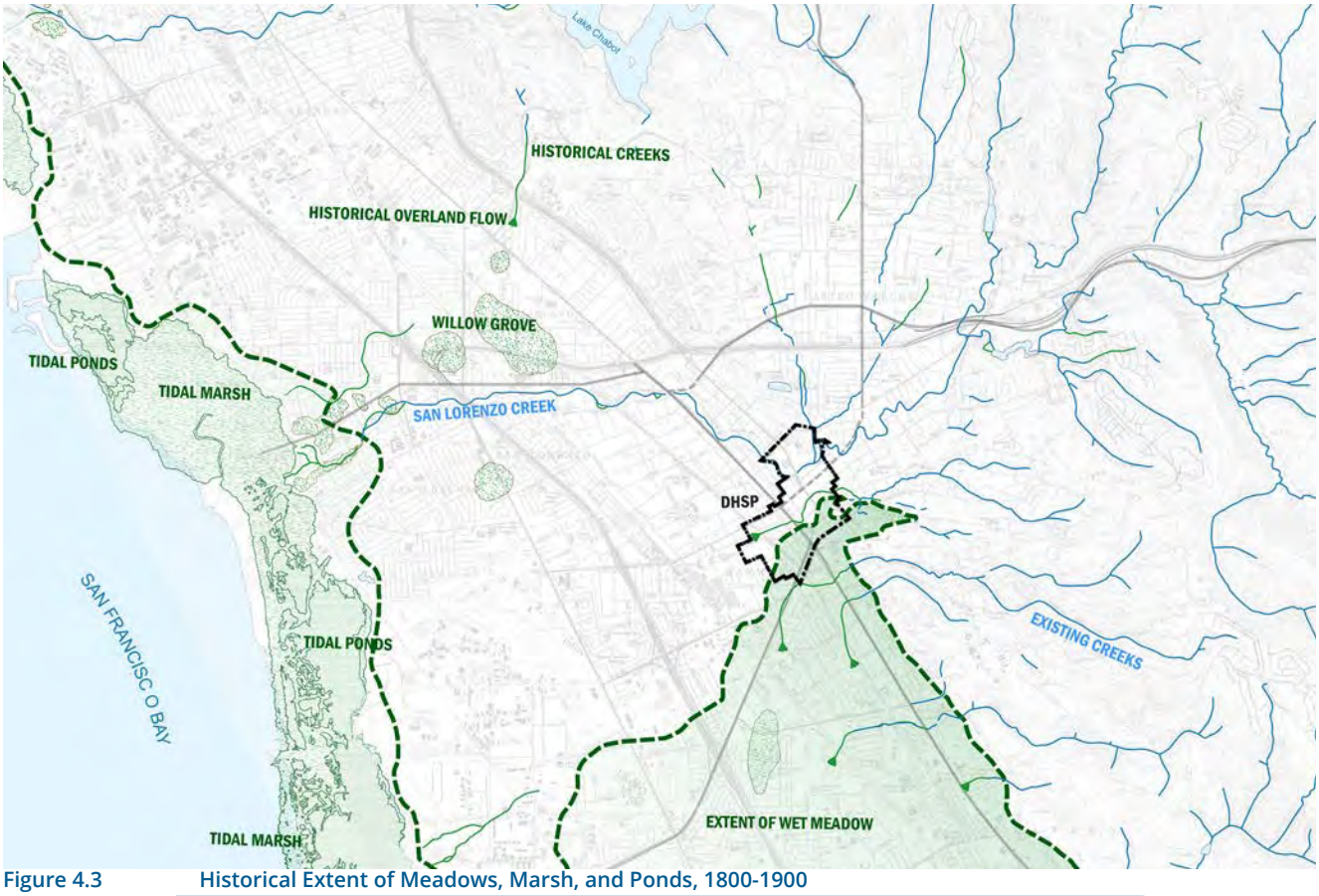


Figure 4.3 Historical Extent of Meadows, Marsh, and Ponds, 1800-1900

There are three major watersheds within the Plan Area: the San Lorenzo Creek Watershed, the Ward Creek Watershed and the Sulphur CreekWatershed,

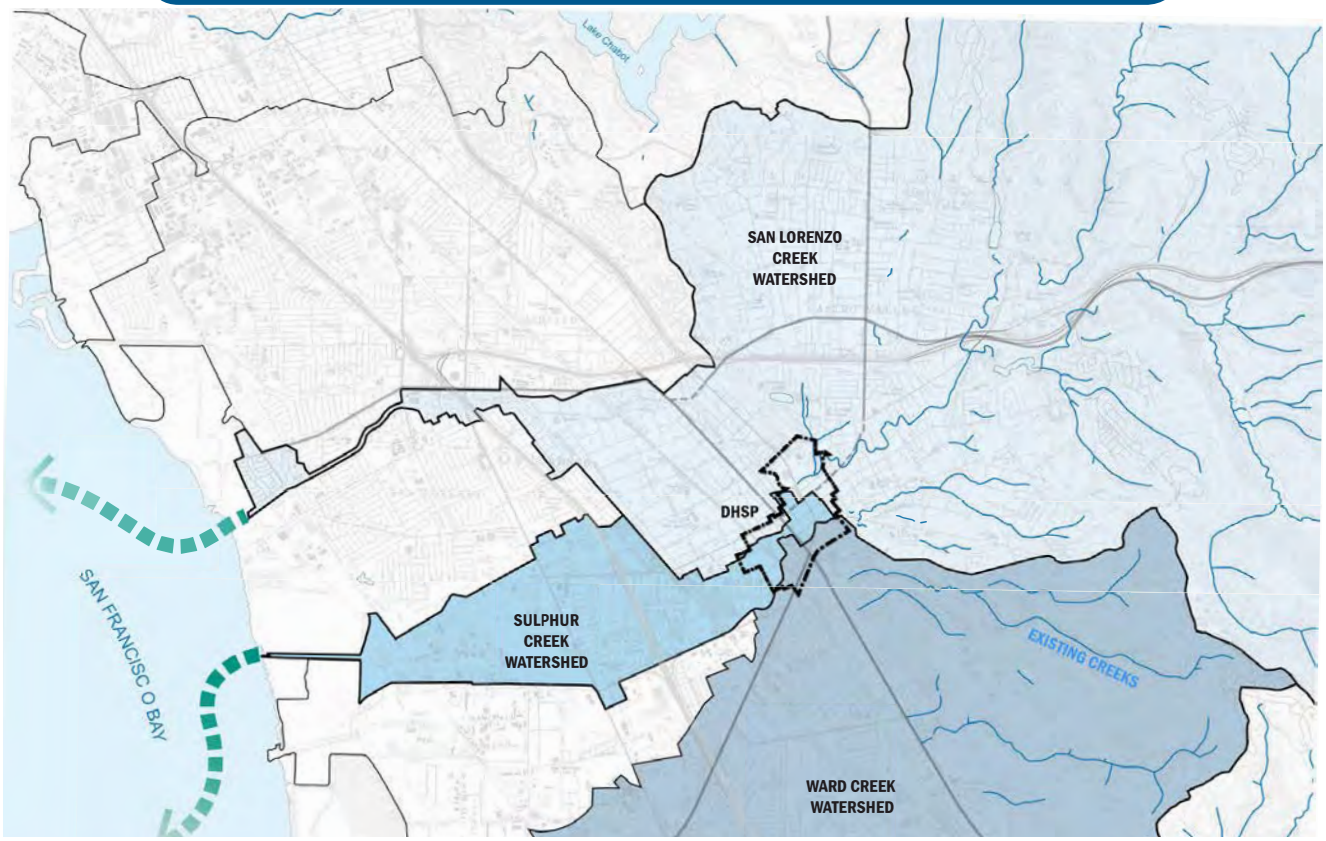


Figure 4.4 Regional Watersheds within the Plan Area

The Plan Area has two mapped Federal Emergency Management Agency (FEMA) flood zones, shown in Figure 4.5 (Flood Zones within the Plan Area). The first is a special flood hazard area on the San Lorenzo Creek that is subject to inundation by the one percent annual chance (100-year) flood. No base flood elevations have been determined, but the limits of this zone are largely contained within the creek channel and apparently do not encroach on adjacent properties. The second FEMA flood zone is a flood area subject to inundation by the 0.2 percent annual chance (500-year) flood, and possibly the one percent annual chance flood with average depths of less than one foot. This area lies within C Street east of Mission Boulevard, and then bends north over to B Street, following the alignment of the Sulphur Creek culvert through the City Hall parcel. Although this area has been mapped by FEMA, the projected depth and frequency of flooding does not require affected properties to purchase flood insurance. The remainder of the Plan Area is located outside of FEMA flood zones.

Drainage

The larger storm drainage facilities in the Plan Area are owned and maintained by Alameda County Flood Control and Water Conservation District (ACFCWCD), while storm drain pipes smaller than 30 inches are typically owned by the City. In general, the storm drain system consists of gravity pipe lines, predominantly made of reinforced concrete, which discharge to underground storm drain lines or manmade open channels owned by the ACFCWCD (see Figure 4.6).

As noted above, the north portion of the Plan Area is drained by San Lorenzo Creek, which the ACFCWCD has designated as Zone 2, Line B. The major tributary storm drain in this area is a 78-inch diameter culvert (Zone 2, Line B-7) that runs north in 2nd Street to a junction with Line B just south of the former City Hall. Smaller, City- owned storm drains pick up runoff from streets that intersect 2nd Street and convey it to Line B-7, while other pipes connect

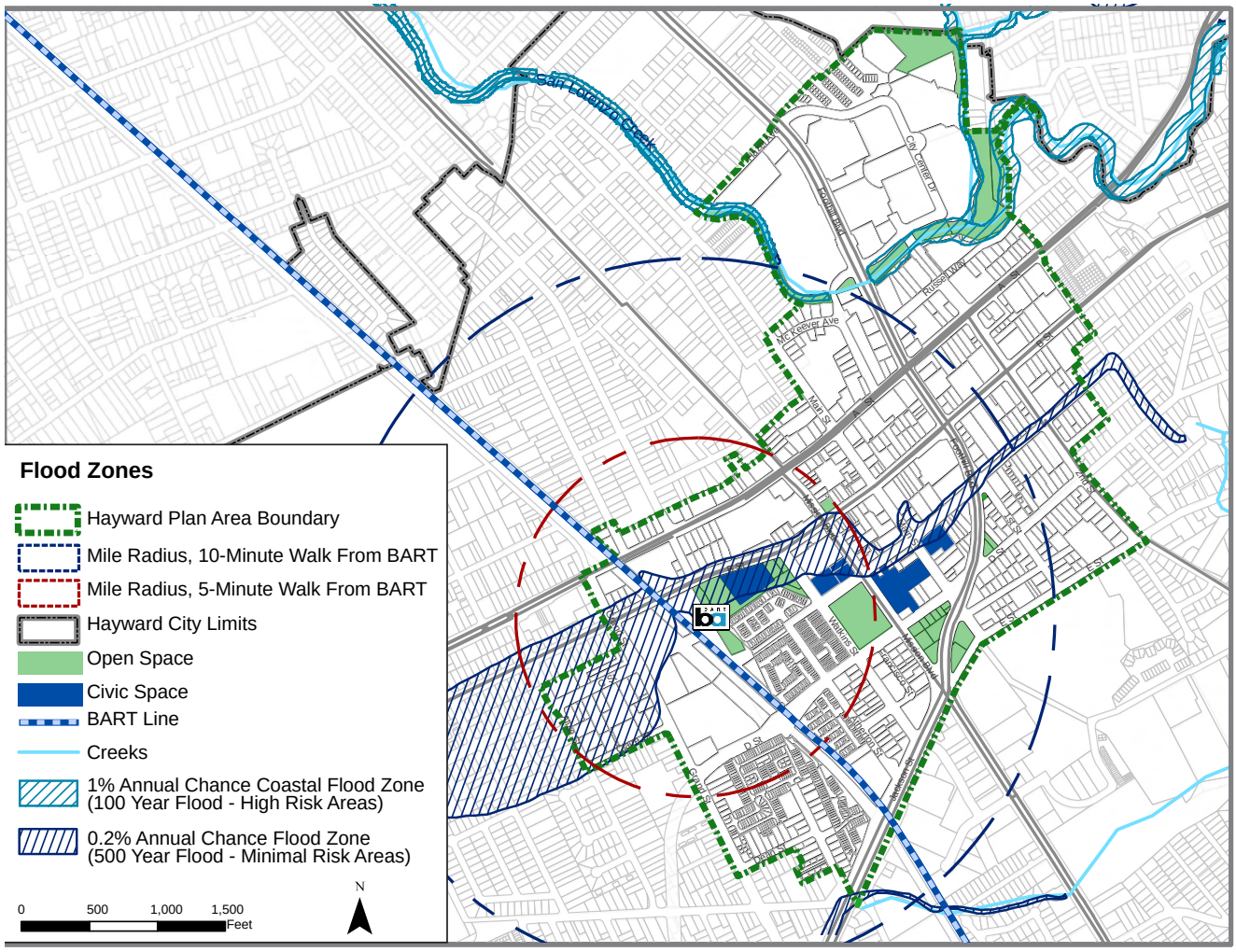


Figure 4.5 **Flood Zones within the Plan Area**

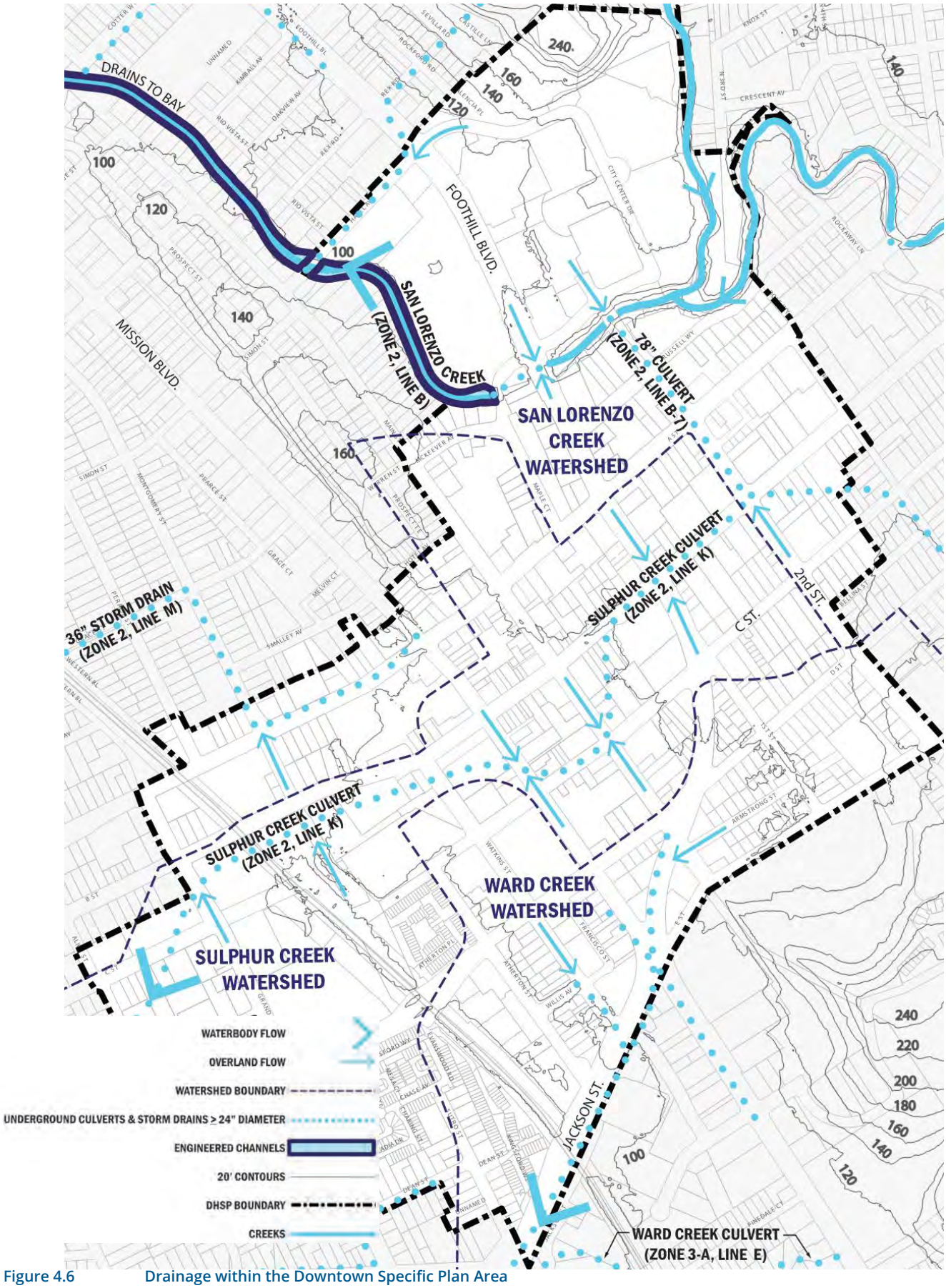


Figure 4.6 Drainage within the Downtown Specific Plan Area

directly to Line B. Farther south in the San Lorenzo Creek Watershed, storm water along A Street is collected in 24-inch lines that connect to ACFCWCD Line M (also tributary to Line B) north of the Plan Area.

Sulfphur Creek Culvert (Zone 2, Line K) is an underground two-foot by six-foot reinforced concrete box culvert (RCB) that begins east of the Plan Area and drains north on 3rd Street. Line K then turns west on B Street and generally follows the historic stream channel under a number of parcels along and between B and C Streets until it passes under the new City Hall property and exits the Plan Area.

The south portion of the Plan Area drains to Jackson Street, which outfalls to the Ward Creek Culvert (Zone 3-A, Line E) just outside of the Plan Area. This culvert is a County-maintained facility that runs south on Jackson Street and eventually joins Old Alameda Creek before entering the bay.

Water Quality Protection and Runoff Control Requirements

The City follows the stormwater management, and hydraulics and hydrology design standards provided by the County. Stormwater management (quantity and quality) requirements are governed by Provision C.3 of the Municipal Regional Stormwater NPDES Permit (MRP), with guidance provided in the C.3 Technical Guidance Manual provided by the Alameda County Clean Water Program.

In general, public and private projects that create and/or replace 10,000 square feet or more of impervious surface are regulated projects in compliance with Provision C.3.b, although the guidelines make exception for certain categories of projects. Of significance for the Plan Area, single-family dwellings that are not part of a larger development plan, interior remodels, roadway reconstruction, roadway widening that does not add one or more new lanes of travel, and most trail, sidewalk and bicycle lane projects are excluded from Provision C.3.

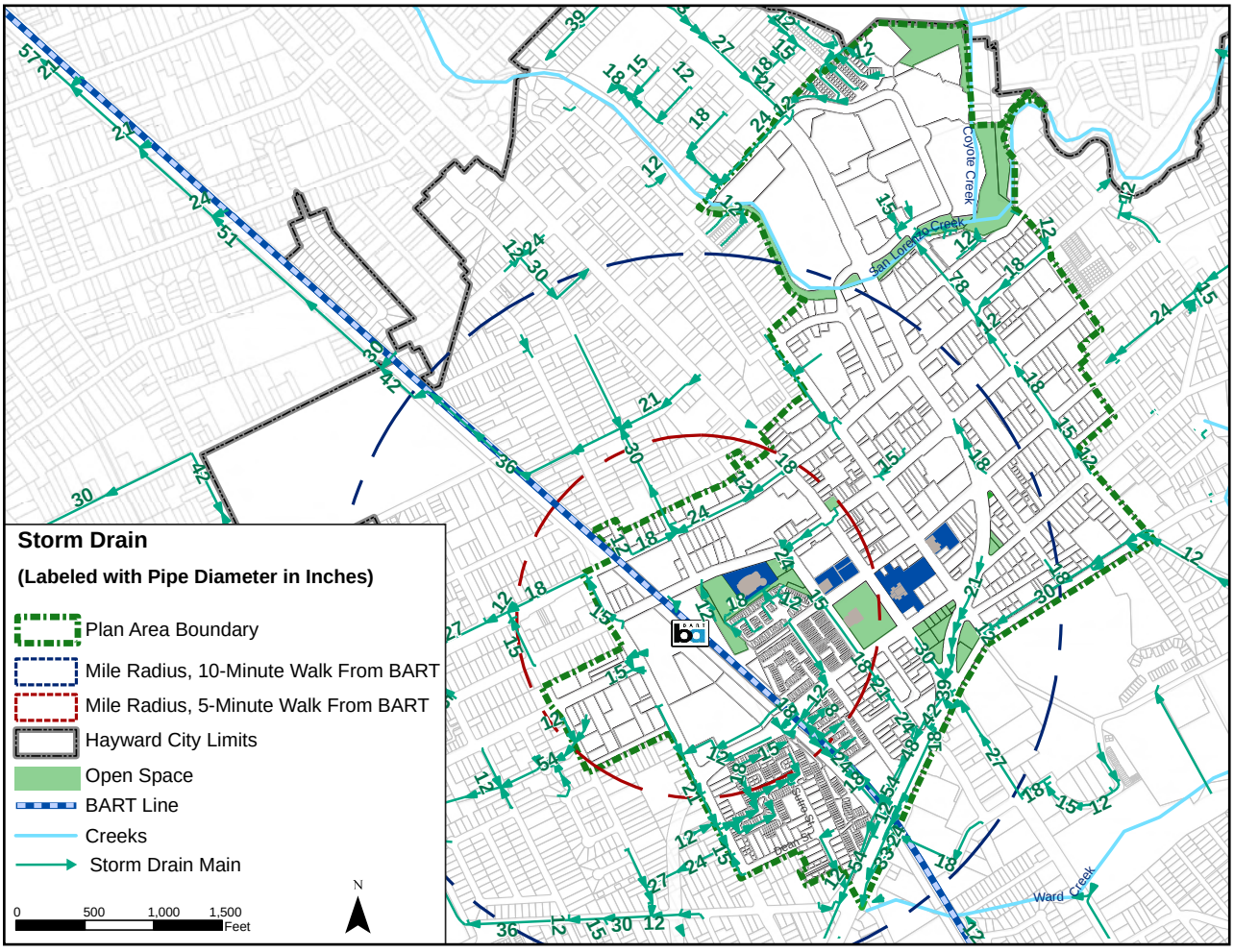


Figure 4.7 Storm Drainage within the Downtown Specific Plan Area

Regulated projects must provide water quality treatment for stormwater runoff by incorporating site design measures, source control measures, and low impact development (LID) measures that are hydraulically sized as specified by Provision C.3.d.

Site design measures are planning techniques that reduce the amount of runoff requiring treatment and detention, such as: reducing impervious surfaces, directing impervious areas to pervious surfaces, planting interceptor trees, and designing for rainwater harvesting and reuse.

Source control measures are structural features and operational controls that minimize pollutant contact with stormwater such as: roofed trash enclosures, street sweeping, and inspection and maintenance of storm drain inlets.

Treatment measures are engineered systems that remove pollutants from stormwater using filtration, infiltration, flotation and/or sedimentation. These measures are collectively referred to as LID features or best management practices (BMPs), and are the focus of the following improvement recommendations sections.

There are currently some existing, privately owned LID facilities located within the Plan Area, and it is expected some projects currently underway will trigger the C.3 standards and incorporate stormwater treatment facilities.

Additionally, projects that create and/or replace one acre or more of impervious surface and increase impervious surface area over that which existed in the pre-project condition need to incorporate hydromodification management measures, if located in an area that drains to a waterway with erosion potential, as mapped by Alameda County. Changes in the timing and volume of runoff from a site are known as "hydrograph modification" or "hydromodification." When a site is developed, much of the rainwater can no longer infiltrate into the soils, so it flows offsite at faster rates and greater volumes. As a result, erosive levels of flow occur more frequently and for longer periods of time in creeks and channels downstream of the project. Hydromodification protections can include storage to detain runoff and measures to retain runoff such as infiltration and storage for rainwater reuse. These measures help to minimize the effects of increased runoff from developed sites to waterways, such as erosion, loss of habitat, increased flooding, and increased sediment transport and deposition.

The northeastern portion of the Plan Area located within the San Lorenzo Creek Watershed falls within the "Special Consideration" (hydromodification susceptibility) zone because runoff is flowing directly to a natural waterway. Projects located in this area that will create and/or replace one acre or more of impervious surface and increase impervious surface area over the pre-project condition will have to incorporate hydromodification measures into project plans. The remaining areas of the Plan Area are not within a susceptible watershed because stormwater runoff flows from the already developed area to below ground storm drain and engineered channels.

Plan Area Standards

There are no known flooding issues and the storm drain system works. However, flooding may become a concern if projects within the Plan Area that are not affected by hydromodification controls increase the total amount of impervious area, resulting in higher rates of stormwater runoff. To prevent this from happening as Downtown builds out, it is recommended the City expand the scope of the County's hydromodification standards to include all parts of the Plan Area, and not just those located within designated Special Consideration zones.

If the City adopts a standard that all projects must limit the rate and total volume of offsite discharges to the pre-development levels, then the existing storm drainage infrastructure is anticipated to have capacity available for future development.

Right-of-Way Improvement Recommendations

There are no existing stormwater treatment facilities within the public right-of-way (ROW) in the Plan Area, however the City has expressed a desire to include stormwater treatment measures within the public realm. Opportunities exist to incorporate such measures into currently planned traffic calming and vehicular routing ROW improvements that will make the Plan Area more accessible for pedestrians and cyclists, while continuing to accommodate automobile use. Each of these improvements has the opportunity to have a dual purpose and incorporate green infrastructure (infrastructure designed to reduce and treat stormwater runoff from impervious areas).

Although compliance with C.3 standards may not be required for many of these projects, the City must evaluate every project for incorporation of green infrastructure and incorporation of these treatment measures would provide additional benefits to local waterways and the Bay, and put the City in a better position in the event that future stormwater requirements force municipalities to further improve the quality of runoff discharged to the Bay.

If any improvements trigger C.3, the treatment will likely need to be sized for the entire ROW. However, most projects will not trigger the need for compliance with the county guidelines, so the ROW improvement recommendations prioritize providing treatment for the vehicular surface area, which generate runoff with higher pollutant loading than runoff from the pedestrian and bike areas.

Potential opportunity sites for the installation of runoff treatment and/or discharge controls are shown in Figure 4.8 (Green Infrastructure Opportunities). There are four proposed designs illustrated in Figure 4.8, below and described in the following sections.

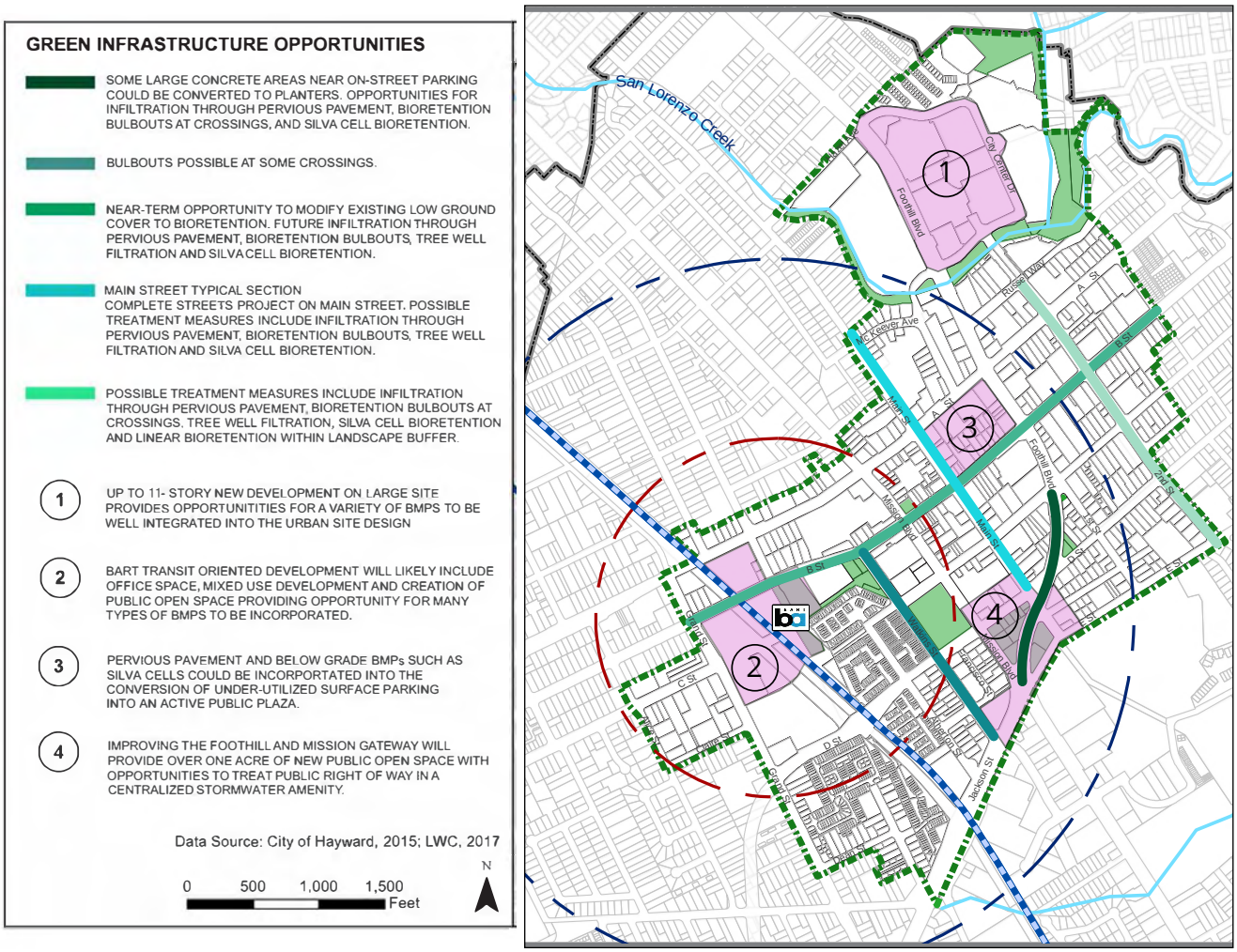


Figure 4.8 **Green Infrastructure Opportunities Map**

Main Street, between Foothill Boulevard and Warren Street, has been recommended for One Bay Area Grant (OBAG) funding. The complete streets project will implement measures such as bulbouts for pedestrian crossings and adding protected bike lanes. There is an opportunity for many forms of LID best management practices in order provide treatment for runoff from the vehicular right-of-way (See Figure 4.9).

The improvement recommendations on this street prioritize providing treatment for the vehicular surface area, which, as noted above, will generate runoff with higher pollutant loading than runoff from the pedestrian and bike areas.

The proposed typical section for Main Street is a 76-foot ROW with a mirrored section of 8.5-foot sidewalk, 5-foot bike lane, 2.5-foot passenger landing, 7-foot parking area and a 10-foot traveled lane. In addition, there is a middle 10-foot two-way turning lane. It is assumed the street will have a crowned roadway section with the high point in the center of the turning lane.

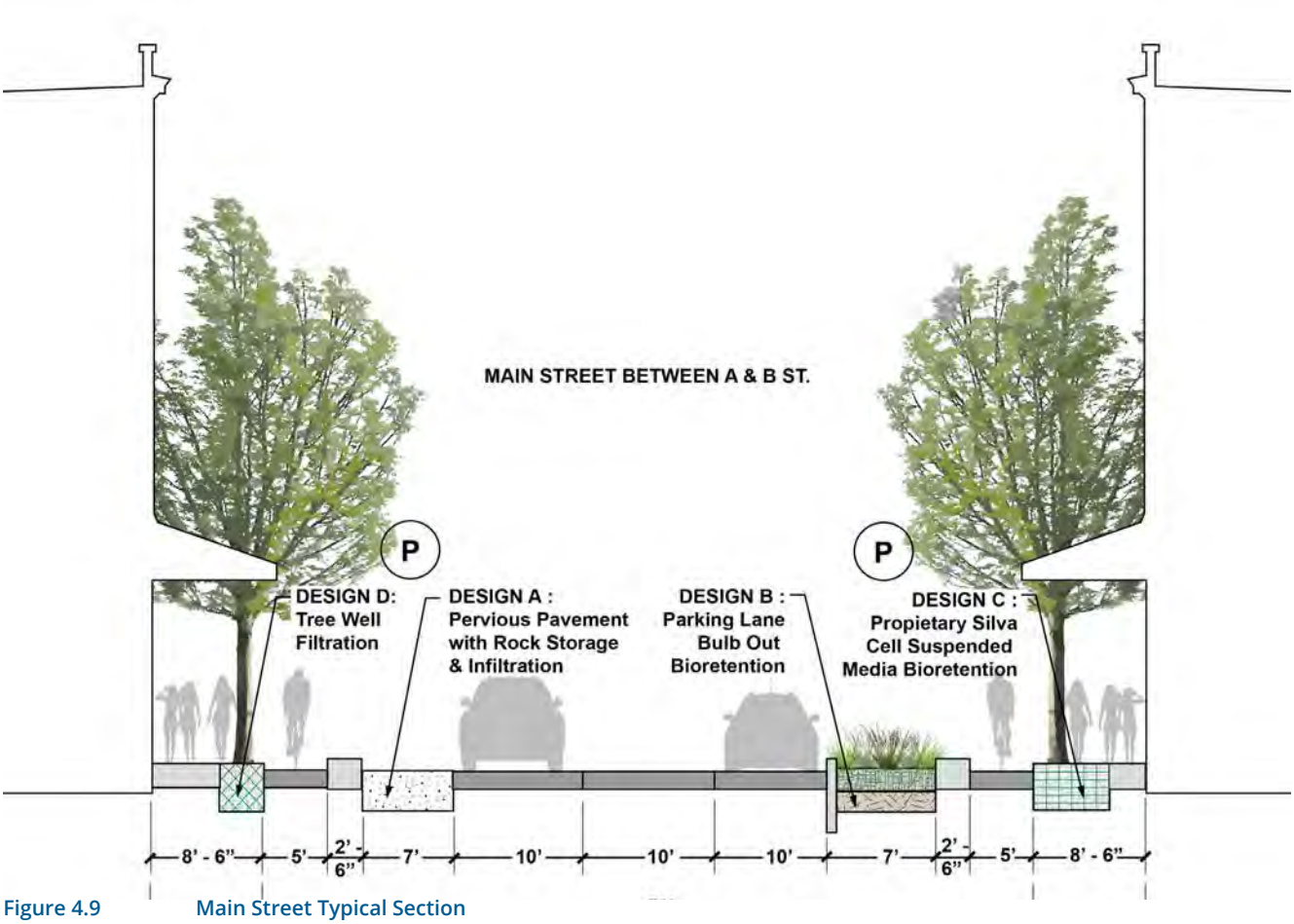


Figure 4.9 **Main Street Typical Section**



Porous Concrete Parking Lane, City of Ventura CA (https://nacto.org/publication/urban-street-stormwater-guide/stormwater-elements/green-stormwater-elements/permeable-pavement/)



Bioretention bulbout in Philadelphia, PA (https://nacto.org/publication/urban-street-stormwater-guide/stormwater-elements/green-infrastructure-configurations/stormwater-curb-extension/)

Design A

Construct parking lanes with pervious pavement to treat runoff from vehicular lanes. Pervious pavement, underlain with a pervious storage material sufficient to hold runoff from the design water quality event, is a BMP which provides both water quality treatment and also decreases the volume and rate of runoff from the site. Recommended sizing is to not exceed a two to one ratio between contributing impervious area and receiving pervious pavement. For Main Street, the runon area of the impervious vehicular surfaces is 15 square feet per linear foot of pervious pavement (10-foot traveled lane plus one half of the turning lane). The design for the typical section is for a 7-foot parking lane, which results in an impervious to pervious ratio that is slightly higher than optimum. However, this design could be made workable by slightly increasing the rainwater storage section below the pervious pavement. The bike lane proposed on Main Street could also be constructed with a permeable material to achieve additional stormwater treatment, however, the surface would need to be designed to also allow a comfortable riding surface.

Design B

Construct bulbouts or curb extensions with bioretention at intersections to treat the runoff from the vehicular right-of-way. Bioretention areas, or "rain gardens," function as soil and plant based filtration devices that remove pollutants through a variety of physical, biological, and chemical treatment processes. These facilities normally consist of a ponding area, organic layer or mulch layer, planting soil, and plants. Typical sizing sets the surface area of the rain garden equal to four percent of the contributing watershed. For Main Street, between A and B Streets (approximately 500 linear feet), a proposed design would convert the parking area to bulbout in advance of intersections with an approximately 6.5-foot wide planted area approximately 85 feet long (the length of approximately five parallel parking spaces).

Design C

Silva Cells are a proprietary modular suspended pavement system that uses soil volumes to support large tree growth and provide on-site stormwater management through filtration, absorption, evapotranspiration, and interception. These systems are similar to bioretention, but with the media section contained underground. The sizing for stormwater is similar to rain gardens, with the area of Silva Cells equal to about four percent of the contributing drainage area or about 500 square feet for the example section of Main Street. This area would support one or two standard 30-foot canopy trees or four smaller street trees and the Silva Cells would be centered around each street tree. If more street trees are desired, a larger area of Silva Cells should be designed to provide a similar growing environment for all street trees.

Design D

Non-proprietary tree well filtration can be designed in conjunction with street trees in the public ROW. The tree well filter's basic design is a vault filled with bioretention soil mix, planted with vegetation, and underlain with a subdrain. The surface area of biotreatment media is, similar to other discussed BMPs, approximately four percent of the contributing watershed. Assuming a five foot by five foot tree well planter, this would result in a street tree BMP approximately every 20 feet on center along Main Street. Where flows enter the biotreatment media, a change in elevation of four to six inches between the paved surface and biotreatment soil elevation is needed and a tree grate or fencing could be used to protect against tripping.

Public Open Space Improvements

The most significant opportunity within proposed open space is at the reconfiguration of the Foothill Boulevard and Mission Boulevard intersection. The vision for the intersection will provide over an acre of new public open space. This area could be designed to provide stormwater management of adjacent right-of-way through rainwater capture, surface storage, and reuse for landscape irrigation. Elsewhere in the Plan Area there are opportunities to convert surface parking to public plaza space where pervious pavements and below ground BMPs such as Silva Cell treatment would be very well suited.



Silva Cell Installation (http://www.deeproot.com/blog/blog-entries/sacred-memorial-20-years-in-the-making-silva-cell-case-study)





Example tree well filtration (https://nacto.org/publication/urban-street-stormwater-guide/stormwater-elements/green-stormwater-elements/stormwater-tree/, right: http://www.ironsmith.cc/TREE-GRATES-STARB.htm)

4.3 PUBLIC FACILITIES AND SERVICES

4.3.1 Schools

The Plan Area falls within the boundaries of the Hayward Unified School District (HUSD), which services the City. Just outside the Plan Area, but within the boundaries of the City, are California State University, East Bay (CSUEB) and Chabot College, which as of 2017 have a total enrollment of 15,855 and 13,742, respectively (Univstats, 2017). HUSD currently operates 20 elementary schools, five middle schools, and three high schools, enrolling a total of 20,771 students as of July 2017 (Hayward Unified School District, 2017). Schools serving the Plan Area include the following (Hayward Unified School District, 2017):

- **Burbank Elementary School.** This school is located on 222 Burbank Street Hayward, just four blocks west of the Hayward BART station.
- **East Avenue Elementary School**. This school is located on 2424 East Avenue, about one mile away from the Plan Area.
- **Strobridge Elementary School**. This school is located on 21400 Bedford Drive, about half a mile away from the north boundary of the Plan Area.
- **Bret Harte Middle School.** This school is located on 1047 E Street, right outside of the southeast boundary of the Plan Area.
- **Winton Middle School.** This school is located on 119 West Winton Avenue, about half a mile away from the southwest boundary of the Plan Area.
- **Hayward High School.** This school is located on 1633 East Avenue, a few blocks away from the eastern boundary of the Plan Area.

Capacity

HUSD is currently updating its Facilities Master Plan, and does not have current recorded enrollment capacities for each school. However, the *2013 Facilities Master Plan* reported a significant decline in student enrollment in the last 10 years district-wide, particularly in elementary schools. Markham Elementary School, which closed in 2010 due to this decline, was located just a few blocks from the Plan Area, between C and D Streets on 6th Street. All Saints Catholic School is also located just outside of the Plan Area at E Street and 2nd Street, which services Kindergarten through Seventh Grade, and enrolls 214 students (See Figure 4.10). Per the *2013 Facilities Master Plan*, Middle School enrollment is expected to see a slight increase in 2018, but ultimately have a small net decline between 2012 and 2019. High School enrollment has seen the largest decline, losing 25 percent of its population between 2003 and 2012. However, HUSD expects to see an overall small net growth from 2013 to Fall 2019. The Hayward Unified Schools Design Team (HUSDT) reached a consensus in a 2005 report on recommended school populations for Elementary, Middle, and High Schools in the District, as outlined in the *2013 Facilities Master Plan*. However, HUSDT also stated that the District needs to decide the ideal size for student populations and work to make a more efficient use of existing schools. Per this recommendation, no additional school facilities are needed at this time, however HUSD may want to review the organization and use of existing facilities.

4.3.2 Parks

Downtown Hayward currently has 6.2 acres of dedicated parkland, managed by the Hayward Area Recreation and Park District (HARD). The "Health and Quality of Life Element" of the *Hayward 2040 General Plan* establishes a standard for every 1,000 residents, there must be two acres of local parks, two acres of school parks, three acres of regional parks, and one mile of trails and linear parks, with five acres of parks district-wide (Goal HGL-10). The General Plan defines local parks as generally three to 10 acres in size serving a one-quarter to one-half mile radius, and regional parks as 500 acres in size or larger, and including scenic or natural resources in at least 70 percent of their area. Parks included in or within one mile of the Plan Area include the following (See Figure 4.11):

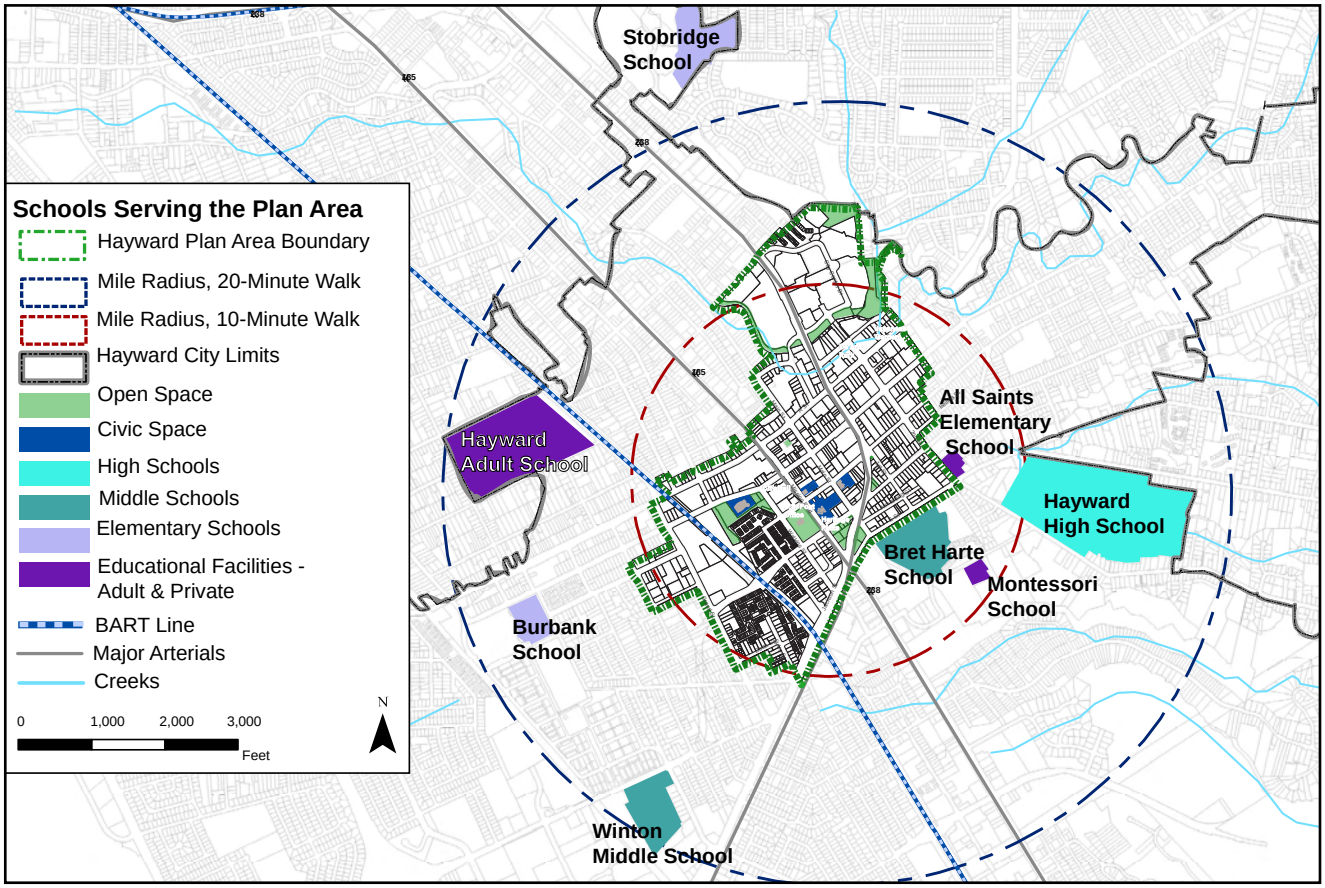


Figure 4.10 Schools Serving Plan Area

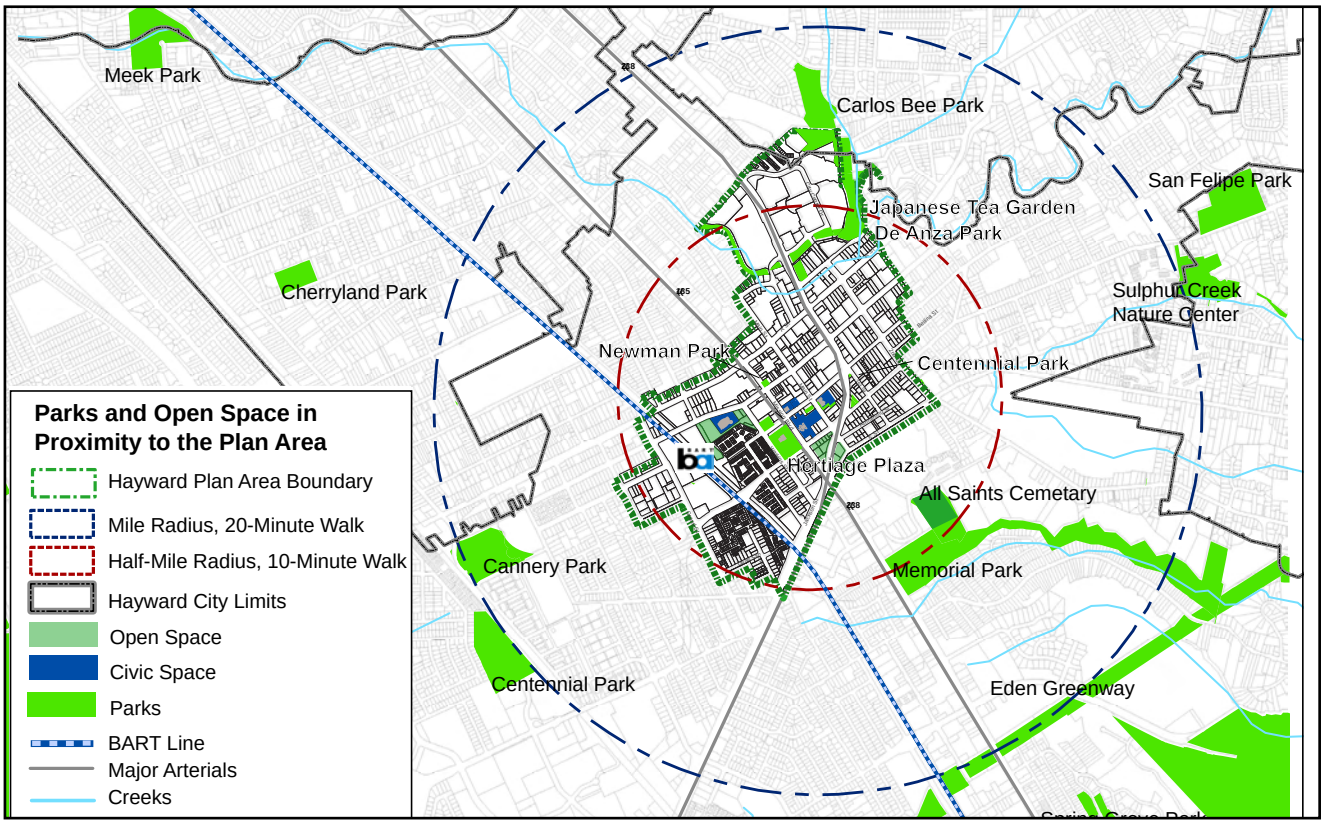


Figure 4.11 Parks and Open Space in Proximity to Plan Area

Parks Within the Plan Area

- **The Japanese Garden.** Located between the Coyote and San Lorenzo Creeks, in the north end of the Plan Area, the Japanese Garden is the largest park in the Plan Area at 3.5 acres. The Garden makes up a portion of the 4.4-acre Special Use Facility, along with the Hayward Area Senior Center and the Douglass Morrison Theater, which lay just outside of the Plan Area. These Special Use Facilities are operated by HARD.
- **De Anza Park.** An additional 1.5 acres of open space extends along the San Lorenzo Creek from the Japanese Gardens to Foothill Boulevard.
- **Newman Park.** Located in the center of Plan Area, by City Hall at the northern corner of Mission Boulevard and B Street, Newman Park covers 0.18 acres.

Parks Within 1/2 Mile of the Plan Area

- **Carlos Bee Park.** Located in the north end of the Plan Area adjacent to the Japanese Garden, Carlos Bee Park covers 6.9 acres.
- **Cannery Park.** Adjacent to Burbank Elementary School, Cannery Park is north of Centennial Park, and east of the Hayward Amtrak station, covering 8.91 acres.
- **Memorial Park**. Memorial Park is the largest park near the Plan area at 34.5 acres, lies along Ward Creek, just south of the Plan Area.

Parks within 1 Mile the Plan Area

- **Centennial Park.** Centennial Park lies southwest of the Plan Area between Martin Luther King Drive and Amador Street, covering 11.63 acres.

Additional open space in the Plan Area includes the creekside areas around the San Lorenzo and Coyote Creeks. There is additional open space immediately adjacent to City Hall, at the northern corner of Foothill Boulevard and D Street, and at the Foothill Boulevard/Mission Boulevard/Jackson Street "Five Flags" intersection, which currently serves as a gateway to the Route 238 Bypass Alternative.

While these areas provide open space to the Plan Area, they may not count towards the required park acreage as outlined by HARD, which states that non-traditional parklands can only count towards the requirement if they provide some form of recreational value, which may include amenities such as bicycle paths, pedestrian walkways, and picnic areas (HARD, 2006).

Capacity

Including parkland within one mile of Downtown, there are approximately 67 acres of pakland within walking distance from Downtown. As of 2018 the population of Downtown Hayward was 4,968 people, which translates to roughly 13.5 acres of parks per 1,000 residents. Population increases in Downtown Hayward will correspond to an increase in the use of local parks. The City is not meeting the park standards for local, school, and districtwide parkland, but is exceeding its regional parkland standard.

Improvements

Heritage Plaza, currently under construction, is located at the former site of the Hayward Public Library bounded by Mission Boulevard, C Street, D Street, and Watkins Street, will provide an additional three acres of park space. The Plan proposes an additional 4.25 acres of open space coming from the Southern Gateway opportunity site. The Plan also includes a new pedestrian plaza at the Hayward BART station. Upon completion, the East Bay Greenway project will also add open space to the Plan Area along the BART rail line, in addition to improved pedestrian and bicycle infrastructure. The Plan proposes working with HARD to improve access to the San Lorenzo Creek by building a creekside trail and bicylce path.

Alameda County voters passed measure F1 on November 8, 2016, approving a $250 million bond for HARD project-related funding, which could be used towards new park space in the form of infill park space like plazas and community gardens. While no currently announced projects lie within the Plan Area, there are a few parks projects in the pipeline in other parts of Hayward through HARD. One includes a roughly 30-acre regional park roughly three miles north of the Plan Area on a former EBMUD Site. Three-quarters of a mile east of the Plan Area is the San Felipe Community Park, which also has a proposed HARD Master Plan Update, which includes park space expansion.

There are a number of private projects in progress that will add additional open space within the Plan Area. These include the Lincoln Landing Development, providing about one acre of common open space, and Maple and Main, which will provide roughly 13,750 square feet of common open space.

The City should modify zoning regulations to ensure the integration of open space into new projects and work with HARD to identify additional sites and funding streams for open space. Examples of relevant policies and programs within the Plan, which are outlined further in Chapter 5, are:

- Modify zoning standards to require new public or private open space, depending on the type and size of the project.
- Create new development and design regulations for open space of all sizes, including pocket parks, plazas, and community gardens, to ensure new open space can support active and passive recreational uses for users of all ages and abilities.
- Re-purpose underutilized street right-of way as a new linear park along the Alquist-Priolo Fault Zone.
- Encourage the use of roofs for civic space.

4.3.3 Fire

The Hayward Fire Department runs a total of nine stations, nine engine companies, and two trucks companies. The Plan Area is located within Fire District 1 (District 1), and served by Fire Station 1, which is located at the corner of Main Street and C Street (See Figure 4.12). Fire Station 1 currently employs two captains, two apparatus operators, two firefighters, and one battalion chief. Current equipment on hand includes one ladder truck and one fire engine available per shift.

Capacity

The Hayward Fire Department currently operates at 0.7 responders per 1,000 residents, which is below the service standard of one responder per 1,000 residents established by the International City/County Management Association. Per ABAG projections, the City's population is expected to increase to 188,000 by 2040, which would lower this figure to 0.6 responders per 1,000 residents should staffing numbers remain unchanged. The Department has previously stated that facilities are currently able to maintain a sufficient level of service for anticipated population growth in both the Plan Area and City-wide over the next 20 years as outlined in Plan Bay Area 2040, but that staffing levels are not presently adequate. As of 2014, the average response time for District 1 was three minutes 27 seconds for Engine 1 and three minutes 14 seconds for Truck 1, faster than the national standard of five minutes 50 seconds 90 percent of the time.

Improvements

The performance of the Fire Department indicates there is no identified Emergency Services deficiency at this time and no recommendations for improvement are proposed at this time.

4.3.4 Police

As of 2017, the Hayward Police Department (HPD) employed 322 staff members, including 1 Police Chief, 3 Captains, 11 Lieutenants, 27 Sergeants, 1 Inspector, and 154 Police Officers. This translates to 197 sworn peace offiers, or 1.32 per 1,000 residents. Located across the street from Fire District 1 is the North District Office of the Hayward Police Department, which services the Plan Area (see Figure 4.12). The Plan Area is also covered by the Downtown Bicycle unit, which employs the community-policing method. The Hayward Police Department divides patrolling into geographic "Beats," and the Plan Area is covered by both the B and C Beats.



Fire Station 1 in Hayward, CA.

Crime Prevention Through Environmental Design (CPTED)

CPTED uses environmental design strategies to improve public safety and perceptions of public safety. Strategies alter the physical realm of mainly urban communities and range from major changes that seek to increase the number of "eyes on the street," to smaller built environment additions such as lighting and landscaping that deter criminal activity.

Capacity

The standard for response times is established in the *Hayward 2040 General Plan*, which has a goal that responders should arrive at the scene of Priority 1 Police Calls, the highest priority call, within five minutes of dispatch, 90 percent of the time. 2017, HPD responded to Priority 1 calls for service within 5 minutes 65.8 percent of the time. However, noted by HPD, the amount of time a police officer takes to respond to the scene of a service call depends on each individual officer pushing an "on scene" button in their service vehicle. Priority 1 calls are typically calls are classified as emergency calls in which an officer may neglect to record their on-scene time due to an emergency situation, meaning response times to Priority 1 calls within 5 minutes of dispatch are likely higher. Given population increase, the number of sworn officers will decrease to 1.0 per 1,000 residents at 2040 buildout if staffing levels remain unchanged. As under existing conditions, this ratio is below the standard 1.6 responder per 1,000 residents.

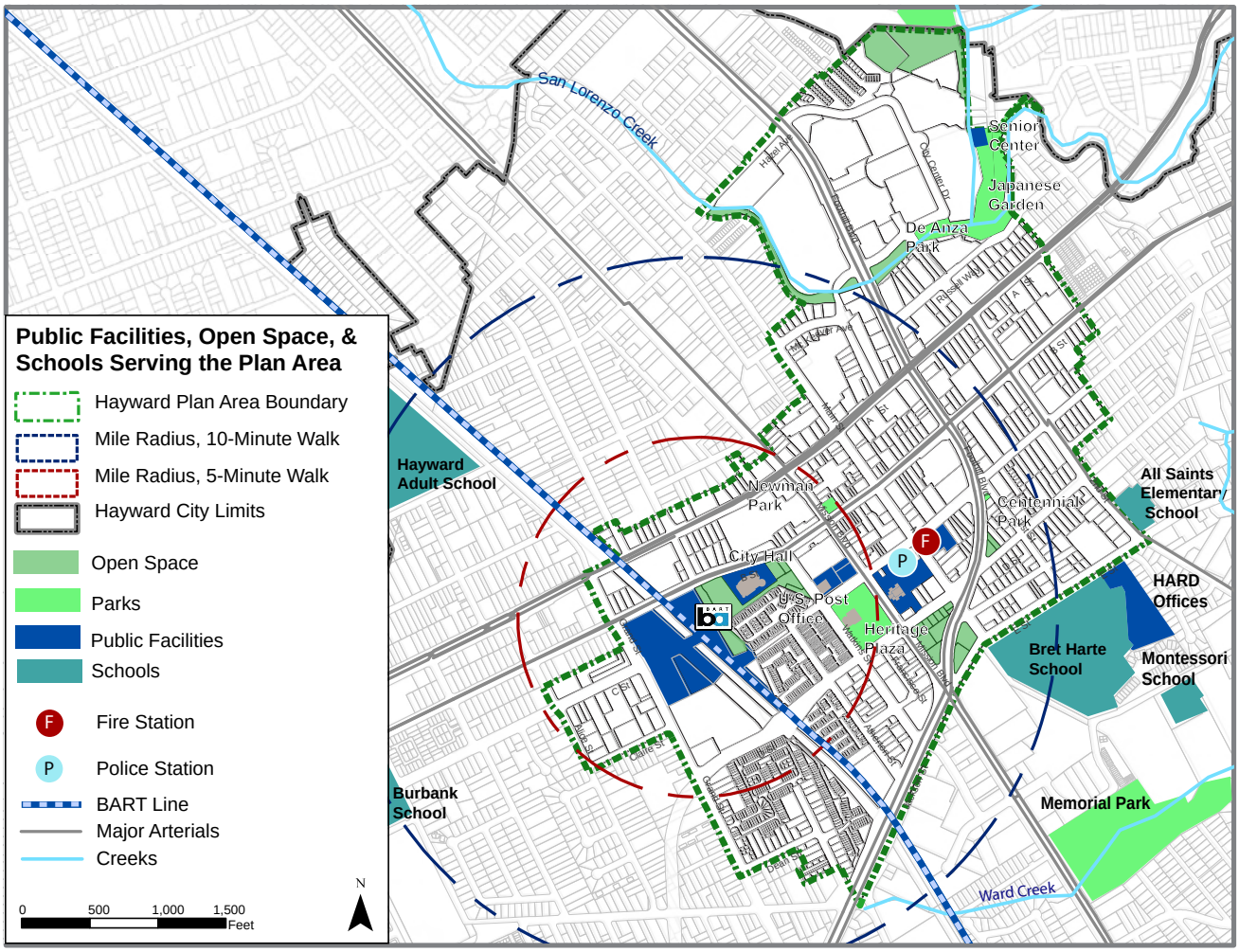


Figure 4.12 Public Facilities, Open Space, and Schools

Improvements

The Hayward Citywide Budget for FY 2018 allocated a portion of the $5.56 million overtime budget to the Police and Fire departments to maintain adequate staffing levels. Additional funding for police services in 2018 will come from Measure C, passed in 2014. The budget also outlines a number of public safety systems updates such as a safety camera pilot project Downtown that is currently in progress. Multiple measures elsewhere within the Plan seek to address the perception of safety identified by local stakeholders throughout the Plan development process. These include improvements to the public realm such as better outdoor lighting, alterations to the public sphere that increase both the number of pedestrians. Taken together, these and other strategies make-up what is known as crime prevention through environmental design (CPTED).

4.3.5 Hospital Services

There are currently several facilities that provide residents within the Plan Area with medical services.

- **Eden Medical Center.** Located roughly two miles from the center of the Plan Area in Castro Valley.
- **St. Rose Hospital.** Located roughly 2.5 miles from the center of the Plan Area in the southwestern portion of the City, next to Highway 880.
- **Kaiser Permanente Hayward-Sleepy Hollow Medical Offices**. Located roughly 2.8 miles from the center of the Plan Area, close to St. Rose Hospital.
- **Planned Parenthood – Hayward Health Center.** Located within the Plan Area at 1032 A Street.

4.3.6 Libraries

The Hayward 21st Century Library is anticipated to open in the winter of 2018. The new library will occupy the southern portion of the block bounded by Mission Boulevard, B Street, Watkins Street, and C Street, directly behind the City Hall parking garage. Heritage Plaza and the new library's accompanying open space will occupy the entire block directly south on the site of the former library (see Figure section 4.3.2). The new 58,000 square-foot library will provide more space, computers, services, books for Hayward's growing population. The library will be 100-percent energy self-sufficient, becoming the most environmentally sustainable public building ever constructed in Hayward. The building will be powered by 100 percent carbon free sources of electricity, and is expected to receive a LEED certified rating of Platinum from the U.S. Green Building.



First Library in Hayward



Site plan rendering of 21st Library Redevelopment. Image courtesy of http://www.haywardlibrary.org

AC Care Connect

"In November 2016, the State of California announced that Alameda County Health Care Services Agency (HCSA) had been awarded more than $140 million by the California Department of Health Care Services for an ambitious and innovative program that aims to improve health outcomes for the homeless and other high utilizers of health care services while reducing avoidable costs.

The program, known as AC Care Connect, focuses on people experiencing homelessness, people who are high utilizers of multiple systems, such as emergency services, hospitalizations, and law enforcement, and people with complex conditions who need care coordination across multiple systems in order to obtain good treatment outcomes. An estimated 20,000 people will be touched over the four years of the program."

Source: https://www.achch.org/ac-care-connect.html

4.3.7 Homeless Services

Like many cities in the Bay Area, Hayward faces growing issues of housing security and homelessness. According to a 2016 report, approximately 380 to 422 persons experienced homelessness or were at immediate risk of becoming homeless in the City of Hayward, and 90 percent of those persons consider Hayward their home (Cal State East Bay and The Task Force to End Hunger and Homelessness in Hayward, 2016). Additionally, the biennial data report released in May 2017 showed a 39 percent increase in the homeless population over the previous two years. Citywide, there are different types of support services, emergency shelters, and transitional housing services for the homeless population as noted by the 2016 report:

- **Family Emergency Shelter Coalition.** Located just immediately outside of the Plan Area at the intersection of 3rd and C Streets, the Family Emergency Shelter Coalition operates a 22-bed shelter for families with children under 18.
- **Ruby's Place.** Located within the Plan Area at 1180 B Street (between 2nd Street and Foothill Boulevard), Ruby's Place is a 42-bed shelter for homeless women. Additional shelters are provided outside of the Plan Area during the winter season.

As of 2016, the above shelters were at full capacity. In addition to other services provided by these shelters and the South Hayward Parish, such as drug and alcohol counseling services, food, and mental health services, the Downtown Streets Team provides homeless individuals with non-cash stipends to help cover basic needs in exchange for taking part in Downtown beautification projects, such as cleaning up litter (streetsteam.org, 2017). Additional funding has been identified through various ballot measures and programs to address homelessness countywide such as Alameda County Measure A1 and Alameda County's Whole Person Care Pilot Program.

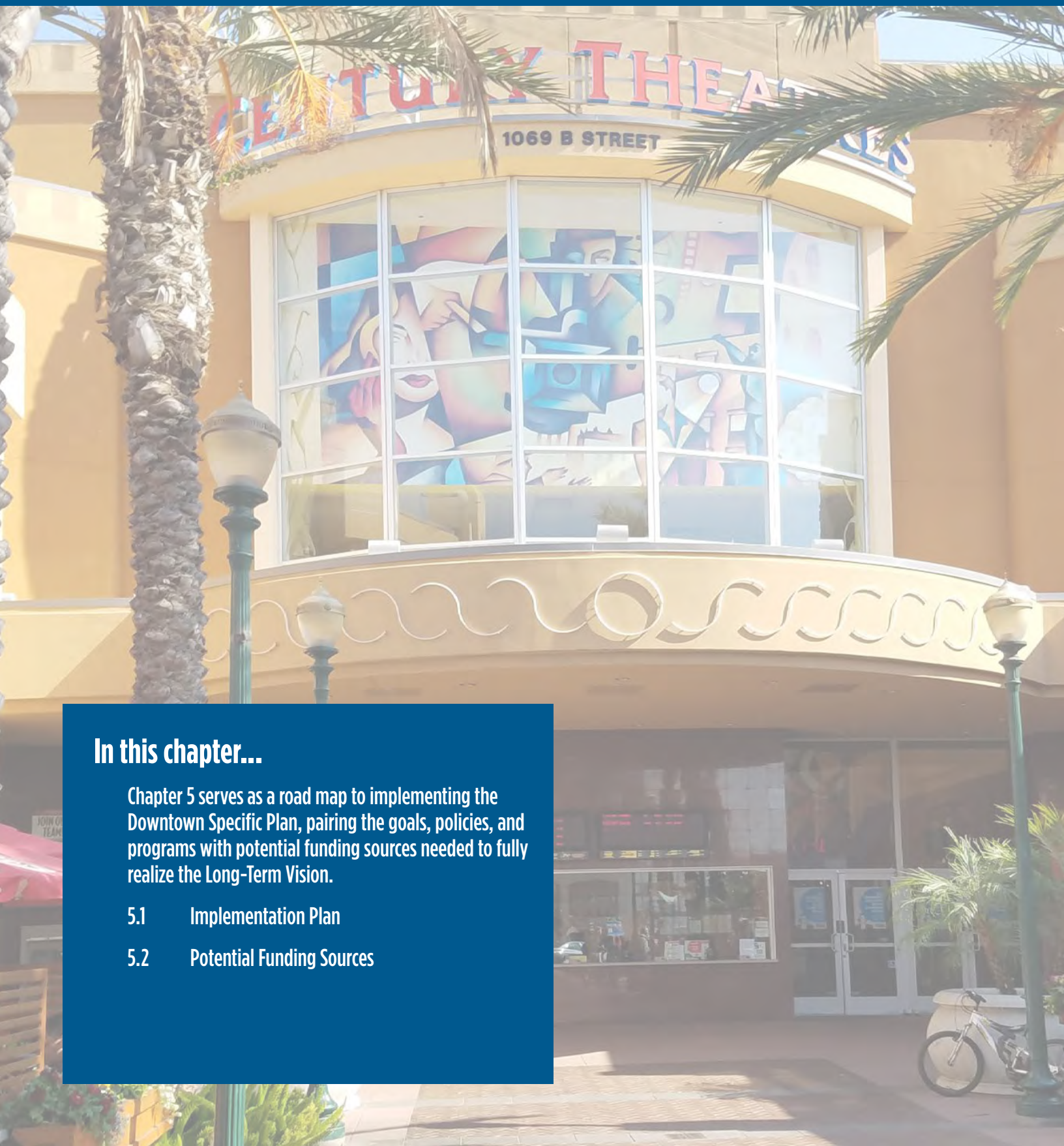


"Denyse Del Rio, who is homeless, sweeps up litter on Tuesday along B Street in Downtown Hayward as part of Downtown Streets Team" Image courtesy of Paul Kuroda of the Bay Area News Group, and the East Bay Times. Source: https://www.eastbaytimes.com/2016/10/13/zeroing-in-on-homelessness-housing-insecurity-in-hayward/

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CHAPTER 5

IMPLEMENTATION AND FINANCING



In this chapter...

Chapter 5 serves as a road map to implementing the Downtown Specific Plan, pairing the goals, policies, and programs with potential funding sources needed to fully realize the Long-Term Vision.

5.1 Implementation Plan

5.2 Potential Funding Sources

5.1 IMPLEMENTATION PLAN

5.1.1 Goals, Policies, and Implementation Programs

The goals, policies, and programs reflect the comprehensive and community-driven nature of the Downtown Specific Plan and address topics of land use, community design, housing, circulation, travel demand management, economic development, and infrastructure and public facilities. While the goals, policies, and programs are organized by these topics, many are inextricably linked. Together the goals, policies, and programs are intended to capture the community's values, vision, and priorities for the Plan Area.

In total, this Section sets seven goals, creates 48 policies, and recommends 129 programs. Each implementation program includes the party responsible for implementation, timeframe, and potential funding source. Assigning a responsible party helps to ensure continued commitment by City staff, elected officials, and other vital organizations to the goals of the Plan. In addition, to help establish priorities, programs include anticipated timeframes for implementation. Short-term programs are anticipated to be implemented within the first four years of Plan adoption, mid-term programs to occur within five to 10 years, and long-term programs in 11 or more years.

Finally, the table connects implementation to potential funding sources. While the availability and sources of funding will change over time, achieving the Plan's vision relies heavily on funding for proposed programs. Potential funding sources are identified together with a list of many current funding sources described in Section 5.2 (Potential Funding Sources). Further, each program implements at least one of the five guiding principles introduced in Section 2.2 (Long-Term Vision).

Implementation

Goals *are an expression of the end results to be achieved by the Plan, informed by the community's values and long-term aspirations for Downtown Hayward.*

Policies *are specific statements that guide decision making by offering targeted direction to accomplish Plan goals.*

Programs *are actionable techniques and measures that implement specific corresponding Policies.*

TABLE 5.A ACRONYMS (USED ON THE FOLLOWING PAGES)

Responsible Party

CED	Development Services-Code Enforcement Division	**MS**	Maintenance Service Department
EDD	City Manger's Office-Economic Development Division	**NSD**	City Manger's Office-Neighborhood Service Division
FD	Fire Department	**PLD**	Development Services-Planning Division
IT	Information Technology Department	**PoD**	Police Department
MS	Maintenance Service Department	**PW**	Public Works Department
LCS	Library and Community Services Department	**UES**	Utilities and Environmental Service Department

Timeframe

Short	Short-Term (<5 years)
Mid	Mid-Term (5 - 10 years)
Long	Long Term (11 + years)

Proposed Funding Source

AHSC	Affordable Housing and Sustainable Communities	**ESG**	Emergency Solutions Grant
APG	Caltrans Adaptation Planning Grant	**GF**	General Fund
ATP	Active Transportation Program	**GSAF**	Golden State Acquisition Fund
BID	Business Improvement District (including Downtown Community Benefit District)	**HCD**	Department of Housing and Community Development
CDBG	Community Development Block Grant	**HOME**	Home Investment Partnerships Program
CIG	Capital Investment Grant	**HPTC**	Historic Preservation Tax Credit
CNRA	California Natural Resource Agency	**IIG**	Infill Infrastructure Grant
COP	Certificate of Participation	**PBD**	Parking Benefit District
DA	Community Options Program	**PPP**	Public-Private Partnership
DIF	Development Impact Fee	**SCGP**	Site Cleanup Subaccount Program
EDA	Economic Development Administration	**TFCA**	Transportation Fund for Clean Air
EIFD	Enhanced Infrastructure Finance Districts	**TOAH**	Transit-Oriented Affordable Housing Fund

GUIDING PRINCIPLES KEY

See Section 2.2 (Long-Term Vision) for more information on Guiding Principles



Promote Downtown as safe, lively, and business friendly



Preserve the history, arts, and culture of Downtown



Improve the circulation network to better serve Downtown businesses, residents, and visitors



Build on and enhance natural features and open spaces



Establish Downtown as a regional destination

Goal 1: Land Use

Downtown is transformed into a vibrant, walkable City center that serves as a regional destination to live, work, and play for City residents, neighboring communities, and local college students.

Policy LU 1 **Diversity of Uses**	Attract more downtown visitors, including families and college students and faculty from Cal State University, East Bay, and Chabot College, by offering a wide array of retail, dining, services, and entertainment uses that create a dynamic environment and depend on pedestrian foot traffic.
Policy LU 2 **Transit Supportive Development**	Create an urban environment and development regulations in the Plan Area for transit supportive development that benefits from and promotes a rapid transit public transportation system.
Policy LU 3 **Opportunity Sites**	Encourage the development and improvement of opportunity sites that have the potential to attract developer interest in the Downtown and generate more economic activity.
Policy LU 4 **Marketing Campaign**	Support marketing programs that emphasis Downtown's unique economic opportunities and attractions and encourage the development of a unique brand that distinguishes the Downtown as the cultural and economic center of the City.
Policy LU 5 **Consistent Citywide Policy**	Ensure that updates to Citywide policies and regulations support the Downtown vision, goals, and development standards.

	Program	Responsible Party	Timeframe	Proposed Funding Source	Guiding Principle
Program LU 1	Develop zoning regulations that allow for increased intensity, reduced parking requirements, and a mix of uses to encourage walkable and transit accessible retail, office, and residential uses Downtown (see Chapter 6).	PLD	Concurrent with Specific Plan Adoption	N/A	
Program LU 2	Update zoning regulations to allow temporary uses such as temporary structures on vacant lots, temporary uses in existing structures, pop-up shops, fruit stands, and mobile businesses, especially in vacant or underutilized spaces (including vacant storefronts) to increase small-scale business opportunities and to temporarily fill gaps in the urban fabric (see Chapter 6).	PLD	Concurrent with Specific Plan Adoption	N/A	
Program LU 3	Modify zoning regulations, including lot size, setback, height, and parking requirements, which were identified as constraints to achieving General Plan intensities and densities (see Chapter 6).	PLD	Concurrent with Specific Plan Adoption	N/A	

Goal 1: Land Use (cont.)

Downtown is transformed into a vibrant, walkable City center that serves as a regional destination to live, work, and play for City residents, neighboring communities, and local college students.

	Program	Responsible Party	Timeframe	Proposed Funding Source	Guiding Principle
Program LU 4	Update zoning regulations to modernize land use regulations and allow uses consistent with the vision for Downtown; such as neighborhood and regional serving retail, destination dining, entertainment, and indoor recreation that serve a diverse population including students, families, seniors, creative class professionals, and artists (see Chapter 6).	PLD	Concurrent with Specific Plan Adoption	N/A	
Program LU 5	Incentivize the consolidation of small and irregularly sized parcels and lot mergers to improve the feasibility of larger scale catalyst development projects. For example, allow larger building types on larger lots.	PLD	Concurrent with Specific Plan Adoption	N/A	
Program LU 6	Remap the following General Plan Land Use Designations within the Plan Area to the City Center-Retail and Office Commercial Land Use Designation to implementation the Specific Plan Vision: 1. Commercial/High Density Residential; 2. Medium Density Residential; 3. Parks and Recreation (between Mission Boulevard and A Street); and 4. Sustainable Mixed Use.	PLD	Short	GF	
Program LU 7	Amend the General Plan Land Use Designation, City Center-Retail, Office Commercial, and City Center - High Density Residential, to allow for density up to 210 dwelling units per acre.	PLD	Short	GF	
Program LU 8	Conduct a survey of business owners on the demographic characteristics and shopping habits of core customers to inform marketing efforts.	EDD	Short	BID, EDA	
Program LU 9	Establish a program to advertise opportunity sites (including those identified in the Plan) to encourage the full and efficient use of vacant and underutilized parcels.	EDD	Short	BID	

Goal 1: Land Use

Downtown is transformed into a vibrant, walkable City center that serves as a regional destination to live, work, and play for City residents, neighboring communities, and local college students.

	Program	Responsible Party	Timeframe	Proposed Funding Source	Guiding Principle
Program LU 10	Complete a wayfinding signage program and accompanying implementation plan to enhance and increase wayfinding signage that helps residents and visitors navigate the Plan Area and find public and cultural amenities, businesses, transit facilities, bicycle routes, and on-street and off-street parking lots and garages.	PLD, PW, EDD	Short-Mid	BID, ATP	
Program LU 11	Working with the business community, develop a Downtown branding plan highlighting the Plan Area's unique opportunities and attractions that includes creative taglines, logos, and other visual themes along with an accompanying implementation plan.	EDD	Short-Mid	BID, EDA	
Program LU 12	Work with the business community to develop a comprehensive marketing plan that includes 1) a target list of businesses for attraction and expansion; 2) marketing strategies; and 3) benchmarks to measure progress in implementation. The marketing strategies should highlight the following Plan Area attributes in support of long-term goals: 1. Unique restaurants and eateries; 2. Youth and family-oriented uses; 3. Entertainment uses, including those desirable to college students; and 4. Arts, events, music festivals, farmers markets, and other cultural activities.	EDD	Mid	BID, EDA	

Goal 1: Land Use

Downtown is transformed into a vibrant, walkable City center that serves as a regional destination to live, work, and play for City residents, neighboring communities, and local college students.

	Program	Responsible Party	Timeframe	Proposed Funding Source	Guiding Principle
Program LU 13	Expand the public WiFi in Downtown to reach the entirety of the Plan Area.	IT, LCS	Mid	BID	
Program LU 14	Partner with BART to facilitate transit-oriented development on BART owned property located adjacent to the Hayward BART station.	PLD, PW	Mid	TOAH	
Program LU 15	Maintain and enhance the two gateway signs to convey a positive Downtown identity and establish the Downtown's boundaries.	PLD, PW, EDD	Mid	BID	
Program LU 16	Publicize Downtown attractions and existing community events, such as the farmer's market and Third Thursday Summer Street Party, and potential new community events, for example, movie nights, art walks, craft fairs, car shows, and holiday festivals, to residents, visitors, and business prospects (see also Program CD 19).	EDD	Ongoing	BID	
Program LU 17	Collaborate with local artists and arts organizations in support of efforts to encourage indoor and outdoor art exhibits in galleries, vacant storefronts, City Hall, and public places.	EDD	Ongoing	BID	

Goal 2: Community Design

Downtown is a beautiful, safe, and high-quality pedestrian-oriented environment for all ages to enjoy day or night, with sufficient and attractive lighting, sidewalk amenities, landscaping, and inviting ground floor frontages.

Policy CD 1 **Pedestrian-Oriented Design**	Require best practices in pedestrian-oriented building and streetscape design to create an attractive and comfortable walking experience.
Policy CD 2 **Coordinate Public and Private Investments**	Coordinate public and private investment to improve the quality and appearance of new and existing structures and streetscapes.
Policy CD 3 **Cultural and Historic Heritage**	Celebrate, preserve, and enhance the cultural heritage and historic charm of Downtown to create a unique sense of place.
Policy CD 4 **Parks and Public Spaces**	Provide a safe, well-connected, and maintained series of parks, plazas, and other outdoor public spaces that support public life and contribute to the revitalization of Downtown.
Policy CD 5 **Healthier Lifestyles**	Foster healthy lifestyles through creation of complete communities with active transportation alternatives and access to diverse food and recreation options.
Policy CD 6 **Public Art**	Promote the creation and funding of public art that contributes to the cultural experience of visiting the Downtown.
Policy CD 7 **Public Improvements**	Require that public improvements negotiated through development agreements be consistent with and supportive of streetscape and public realm improvements called for in the Plan.

	Program	Responsible Party	Timeframe	Proposed Funding Source	Guiding Principle
Program CD 1	Create building placement and frontage standards to ensure new buildings shape the public realm and promote walkability. Regulations may include pedestrian entranceway standards, building location standards, ground floor use requirements, or frontage design standards (see Chapter 6).	PLD	Concurrent with Specific Plan Adoption	N/A	
Program CD 2	Update use regulations to encourage pedestrian-oriented uses that can help to activate the Downtown, such as sidewalk dining, and outdoor seating (see Program LU 4 and Chapter 6).	PLD	Concurrent with Specific Plan Adoption	N/A	

Goal 2: Community Design (cont.)

Downtown is a beautiful, safe, and high-quality pedestrian-oriented environment for all ages to enjoy day or night, with sufficient and attractive lighting, sidewalk amenities, landscaping, and inviting ground floor frontages.

	Program	Responsible Party	Timeframe	Proposed Funding Source	Guiding Principle
Program CD 3	Modify zoning standards to require new public or private open space, depending on the type and size of the project.	PLD	Concurrent with Specific Plan Adoption	N/A	
Program CD 4	Create new development and design regulations for open space of all sizes, including pocket parks, plazas, and community gardens, to ensure new open space can support active and passive recreational uses for users of all ages and abilities.	PLD	Concurrent with Specific Plan Adoption	N/A	
Program CD 5	Modify zoning regulations to allow for urban agriculture and community gardens in appropriate open-space and/or temporarily on vacant lots.	PLD	Concurrent with Specific Plan Adoption	N/A	
Program CD 6	Require large development sites to include internal connectivity and pedestrian passages through new site development standards.	PLD	Concurrent with Specific Plan Adoption	N/A	
Program CD 7	Pursue funding for pedestrian-oriented streetscape improvements such as additional outdoor seating areas, pedestrian scale lighting, trash receptacles, interactive art installations, and shade trees.	PLD, LCS	Short	DA, PBD, BPDG, TGCA	
Program CD 8	Promote historic resources through programs and signage as part of the Downtown marketing campaign.	PLD, EDD	Short	GF, BID	
Program CD 9	Continue to pursue grant funding and design assistance to help existing property and business owners make cosmetic upgrades, such as facade and signage improvements.	PLD, LCS	Short-Mid	BID, CDBG	
Program CD 10	Provide educational opportunities for growing, preparing, and selling local food products including cottage food products.	PLD, LCS, NSD	Short-Mid	GF	

Goal 2: Community Design (cont.)

Downtown is a beautiful, safe, and high-quality pedestrian-oriented environment for all ages to enjoy day or night, with sufficient and attractive lighting, sidewalk amenities, landscaping, and inviting ground floor frontages.

	Program	Responsible Party	Timeframe	Proposed Funding Source	Guiding Principle
Program CD 11	Consider developing a master art plan that outlines the vision and goals of the City's public art program and provides guidelines on how public art is selected and where it is placed. As part of this process, the City should consider establishing an arts fee based on the square footage of the building and/or a percentage of the permit value.	PLD, EDD	Short-Mid	GF, PPP, BID	
Program CD 12	Develop an adaptive reuse ordinance that modifies the development review process and/or zoning requirements, such as parking and density requirements, to encourage the adaptive reuse of structures or sensitive additions over wholesale demolition for buildings not designated as Historic Resources, but that contribute to the Plan Area's cultural heritage. New provisions would also apply to existing buildings that are no longer used for their original purpose and can be converted into a use compatible with Downtown Zones.	PLD	Mid	GF, HPTC	
Program CD 13	Conduct a historic resource survey for portions of Downtown that were not surveyed as part of the Marks Historic Rehabilitation District or the Upper 'B' Street Neighborhood Plan to ensure that the historical significance of Plan Area buildings are adequately documented.	PLD	Mid	GF	
Program CD 14	Compile and publish findings from historic resource surveys conducted for the Plan Area to a web-based resource center available to the public.	PLD, EDD	Mid	GF	
Program CD 15	Continue working with HARD to identify site for parks and improve access to the San Lorenzo Creek and prioritize building a creekside trail and bicycle pathway to link the creek to the Hayward Hills ridge trails.	PLD, PW	Mid	GF, DA, Measure WW, Measure F1	

Goal 2: Community Design (cont.)

Downtown is a beautiful, safe, and high-quality pedestrian-oriented environment for all ages to enjoy day or night, with sufficient and attractive lighting, sidewalk amenities, landscaping, and inviting ground floor frontages.

	Program	Responsible Party	Timeframe	Proposed Funding Source	Guiding Principle
Program CD 16	Designate landmark-worthy and contributing properties that have yet to be formally designated as Historic Resources.	PLD	Mid-Long	GF	
Program CD 17	Repurpose underutilized street right-of way and parcels constrained by the Alquist-Priolo Fault Zone at the "Five Flags" intersection as a new linear park.	PLD, PW	Long	GF, DA, EIFD	
Program CD 18	Implement Crime Prevention through Environmental Design strategies (CPTED) to improve public safety by facilitating building design that promotes "eyes on the street," updating regulations, and requiring applicants follow City CPTED policies and guidelines.	PLD	Ongoing	GF	
Program CD 19	Promote temporary events (such as art walks and other vendors) to draw more people Downtown and enliven the streetscape (see Program LU 16).	EDD	Ongoing	BID	
Program CD 20	Encourage farmer's markets and intermittent food truck fairs to promote access to local produce and healthy food.	PLD, LCS, EDD	Ongoing	GF, BID	
Program CD 21	Encourage relocation of historic structures as much as possible before allowing demolition.	PLD	Ongoing	GF	
Program CD 22	Preserve open space through the OS Zone.	PLD	Ongoing	GF, DA, EIFD	

Goal 2: Community Design (cont.)

Downtown is a beautiful, safe, and high-quality pedestrian-oriented environment for all ages to enjoy day or night, with sufficient and attractive lighting, sidewalk amenities, landscaping, and inviting ground floor frontages.

Program		Responsible Party	Timeframe	Proposed Funding Source	Guiding Principle
Program CD 23	Continue to support and expand the Mural Art Program to provide public art in the Plan Area and market as part of the Downtown brand. Expand the program to protect murals from being painted over to eliminate blighted building conditions and graffiti.	PLD, LCS, EDD	Ongoing	GF, BID	
Program CD 24	Continue to enforce code regulations in the Community Preservation Ordinance.	PLD, LCS, EDD	Ongoing	GF, BID	
Program CD 25	Continue to implement and modify, as needed, regulatory controls and incentives that protect designated Historic Resources from demolitions or inappropriate alterations that compromise integrity.	PLD	Ongoing	GF	
Program CD 26	Continue to support and promote funding programs for the rehabilitation of designated Historic Resources, including the Mills Act program, the use of Federal Historic Preservation Tax Incentives and Credits, and the historic easement program, in coordination with local historic preservation nonprofit organizations.	PLD, LCS	Ongoing	GF, HPTC	

Goal 3: Housing

A wide variety of housing types are available to meet the economic and physical needs of a diverse population.

Policy H 1 **Housing Supply**	Encourage residential development at the maximum density allowed in the General Plan, where feasible, to spur more housing production, including affordable and market rate housing, and attract a wide spectrum of people to live Downtown.
Policy H 2 **Affordable Housing**	Strongly encourage the production of on-site affordable housing in the Plan Area, including options for extremely low, very low, low, and moderate-income households, consistent with the inclusionary housing ordinance.
Policy H 3 **Displacement**	Prevent or mitigate the displacement of existing residents, if housing prices rise significantly.
Policy H 4 **Special Needs Housing**	Provide housing that supports persons with special needs, including seniors, persons with disabilities, and persons who are homeless.
Policy H 5 **Comprehensive System of Services**	Continue to coordinate with community organizations to develop and maintain a comprehensive system of services to prevent and alleviate homelessness, panhandling, and related public health and safety concerns.

	Program	Responsible Party	Timeframe	Proposed Funding Source	Guiding Principle
Program H 1	Modify use regulations to allow for a mix of housing types, including accessory dwelling units, duplexes, multiplexes, apartments, and mixed-use buildings.	PLD	Concurrent with Specific Plan Adoption	N/A	
Program H 2	Incentivize affordable by design units, including smaller unit sizes, reduced parking requirements, and other interventions that lowers housing costs for both affordable and market rate housing option.	PLD	Concurrent with Specific Plan Adoption	N/A	
Program H 3	Modify the zoning code to allow attached or detached accessory dwelling units as part of a single-family or multi-family use.	PLD	Concurrent with Specific Plan Adoption	N/A	
Program H 4	Modify zoning regulations to allow for assisted care and residential care facilities and support services for seniors and persons with disabilities.	PLD, LSC	Concurrent with Specific Plan Adoption	N/A	

Goal 3: Housing (cont.)

A wide variety of housing types are available to meet the economic and physical needs of a diverse population.

	Program	Responsible Party	Timeframe	Proposed Funding Source	Guiding Principle
Program H 5	Continue to work with and aid affordable housing developer partners, such as Eden Housing and AMCAL, to produce affordable for-sale and rental housing.	PLD, LCS	Ongoing	DA, EIFD, GSAF, Measure A1, HOME, AHSC, IIG	
Program H 6	Support the conversion of exiting housing into permanently affordable housing.	PLD, LCS	Ongoing	GSAF, Measure A1, HOME, AHSC, IIG	
Program H 7	Monitor affordable units at-risk of conversion to market rate housing in the Plan Area and work with property owners to preserve these units by providing technical assistance to access affordable housing resources and funding.	PLD, LCS	Ongoing	GSAF, Measure A1, HOME, AHSC, IIG	
Program H 8	As part of the existing Fair Housing Services program, create a targeted initiative to provide Plan Area residents at risk of displacement with housing and tenant/landlord services, including counseling, tenant/landlord training, and the dissemination of tenant rights and obligations.	PLD, LSC	Ongoing	GSAF, Measure A1, HOME, AHSC, IIG	
Program H 9	Continue to implement tenant protection controls and strategies that protect vulnerable Plan Area residents and businesses from displacement.	PLD, LSC	Ongoing	GF	
Program H 10	Maintain formal partnerships with community and faith-based organizations to develop and implement strategies for providing shelter, food, and outreach/ support services with an emphasis on homeless prevention.	PLD, LSC, NSD	Ongoing	ESG, GF	

Goal 4: Circulation

The public right-of-way is recognized as the backbone of the public realm and Downtown streets are comfortable for people walking and bicycling, efficient and convenient for people taking transit, and accommodating to people driving automobiles at a posted speed limits.

Policy C 1 **Commuter Transportation System**	Support a multi-modal commuter transportation system that strengthens regional transit links to and from Downtown.
Policy C 2 **Multi-Modal Streets**	Ensure that Downtown streets adequately accommodate the needs and safety of pedestrians and cyclists while respecting traffic volumes.
Policy C 3 **Pedestrian Priorities**	Reclaim Downtown as a place for pedestrians by supporting pedestrian-focused design strategies, such as wide sidewalks, painted or lighted crosswalks, ergonomic crosswalks, flashing lights, pedestrian controlled mid-block crossings, and reduced curb-to-curb dimensions across intersections to make walking more protected, convenient, and comfortable.
Policy C 4 **Bike Network**	Create a safe, efficient, and attractive bicycle network for internal connectivity and connections with bikeways outside of the Plan Area.
Policy C 5 **Performance Metrics**	Utilize alternative transportation performance metrics for the Plan Area that measure how well street design meets the needs of all roadway users (cyclist, pedestrian, automobile, transit) rather than only automobile users.
Policy C 6 **Agency Coordination**	Work with AC Transit, BART, and other transit providers to meet the travel needs of Downtown residents, businesses, and visitors and to prioritize improvements identified in this Plan, such as reconsidering BART Station access.
Policy C 7 **Turning Vehicle Encroachment**	Promote compact intersections by authorizing street and intersection designs with turn radii that assume some vehicles may encroach into opposing vehicle lanes.
Policy C 8 **Roundabouts**	Encourage roundabouts as an alternative to traffic signals. Use of roundabouts as a traffic strategy reduces vehicle speeds and conflict points, separates of vehicle-vehicle conflict points from vehicle-pedestrian conflict points, and provides a two-step crossing for pedestrians.
Policy C 9 **Vehicle-Miles Travelled**	Use vehicle-miles travelled per capita as the primary metric to evaluate transportation impacts of development projects within the Plan Area.
Policy C 10 **Transit-Priority Streets**	Prioritize maintaining the speed, reliability, and on-time performance of buses using the Central County Complete Streets Implementation Design Guidelines (ACTC, 2016), and AC Transit recommended best-practices for transit-priority streets in the Plan Area.

	Program	Responsible Party	Timeframe	Proposed Funding Source	Guiding Principle
Program C 1	Support safer routes to schools and parks by providing increased signage, lighting, landscaping, and pedestrian connections around schools and parks.	PLD, PW, MSD	Short	GF, PBD, TFCA, CNRA, BPDG, AHSC	

Goal 4: Circulation (cont.)

The public right-of-way is recognized as the backbone of the public realm and Downtown streets are comfortable for people walking and bicycling, efficient and convenient for people taking transit, and accommodating to people driving automobiles at a posted speed limits.

	Program	Responsible Party	Timeframe	Proposed Funding Source	Guiding Principle
Program C 2	Install a High-Intensity Activated Crosswalk (HAWK) beacon on Foothill Boulevard between Hazel Avenue and City Center Drive.	PLD, PW	Short	GF, PBD, TFCA, BPDG	
Program C 3	Create protected class IV bikeways on appropriate streets, such as Main Street, Foothill Boulevard and 2nd Street as finalized in the Bike and Pedestrian Master Plan.	PLD, PW	Short-Mid	GF, PBD, AHSC, CNRA, ATP, CIG, TFCA	
Program C 4	Reduce motor vehicle travel lanes on the following roadways to reallocate space for other uses, including sidewalks, bikeways, and transit lanes (see Appendix B for illustrations and discussion): 1. 2nd Street; 2. Foothill Boulevard (northbound between D Street and City Center Drive); 3. Mission Boulevard (between A St and D St); and 4. Mission Boulevard ("Five Flags" Intersection to Industrial Parkway).	PLD, PW	Short-Mid	GF, SCGP, ATP, APG, CIG, TFCA, Measure BB, AHSC	
Program C 5	Install sharrows and other devices that indicate class III bicycle routes, where bicycle traffic is shared with pedestrian or vehicle traffic, on streets not appropriate for protected bikeways.	PLD, PW	Mid	GF, PBD, AHSC, CNRA, ATP, CIG, TFCA	
Program C 6	Continue to ensure that street network design includes measures to manage automobile speed, safety, and comfort, such as reduction in lane width and providing on street parking.	PLD, PW	Mid	GF	
Program C 7	Continue to enhance bicycle facilities at key intersections that accommodate high bicycle and automobile traffic, with treatments that may include bicycle signal actuation and advanced stop bars.	PLD, PW	Mid	GF, PBD, AHSC, CNRA, ATP, CIG, TFCA	

Goal 4: Circulation (cont.)

The public right-of-way is recognized as the backbone of the public realm and Downtown streets are comfortable for people walking and bicycling, efficient and convenient for people taking transit, and accommodating to people driving automobiles at a posted speed limits.

	Program	Responsible Party	Timeframe	Proposed Funding Source	Guiding Principle
Program C 8	Work with BART, MTC, ACTC to prioritize active "first-last mile" transportation investments adjacent to BART to improve non-auto access to and from the station.	PLD, PW	Mid	GF, SCGP, ATP, APG, CIG, TFCA, AHSC, Measure BB	
Program C 9	Work with adjacent jurisdictions, regional agencies, and Bike East Bay to help complete the East Bay Greenway bicycle trail to run under BART right-of-way from Lake Merritt to South Hayward BART stations.	PLD, PW	Mid	GF, Measure BB, SCGP, APG, ATP, Measure F1	
Program C 10	Continue to work with ACTC, BART, and AC Transit to implement the following measures to improve bus access to BART as identified in the concept for this area (see Chapter 2 for more detail): 1. Integrating bus stops on existing streets adjacent to the station, where feasible, to avoid the delays and congestion of using a bus intermodal; 2. Relocating bus bays to the west side of the BART station to improve pedestrian access to Downtown; 3. Designating bus, shuttle, and passenger pickup/ drop-off on both sides of the BART station and both sides of the nearby streets; and 4. Maintaining adequate designated curb space for non-transit passenger loading (e.g., for taxis, ride hailing services, and kiss-and-ride).	PLD, PW	Mid	GF, SCGP, ATP, APG, CIG, TFCA, AHSC, Measure BB	

Goal 4: Circulation (cont.)

The public right-of-way is recognized as the backbone of the public realm and Downtown streets are comfortable for people walking and bicycling, efficient and convenient for people taking transit, and accommodating to people driving automobiles at a posted speed limits.

	Program	Responsible Party	Timeframe	Proposed Funding Source	Guiding Principle
Program C 11	Realign channelized intersections along Foothill Boulevard at A Street and D Street to reduce vehicle turning speeds and increase pedestrian crossing visibility.	PLD, PW	Mid	GF, PBD, TFCA, BPDG	
Program C 12	Invest in traffic signal synchronization and traffic management strategies to improve traffic flow on roadways.	PW	Mid-Long	GF, EIFD, ATP, CIG, Measure BB	
Program C 13	Design and convert the following street segments in the Plan Area from one-way to two-way streets (see Appendix B for illustrations and discussion): 1. A Street (between Mission Boulevard and Foothill Boulevard); 2. C Street (between Mission Boulevard and Second Street); 3. 1st St 2-way conversion (between C St and D St); 4. B Street (between Watkins Street and Foothill Boulevard)and 5. Mission Boulevard (between A Street and the "Five Flags" Intersection). 6. Foothill Boulevard (between A Street and the "Five Flags" intersection).	PLD, PW	Short Mid Mid Mid Long Long	GF, SCGP, ATP, APG, CIG, TFCA, Measure BB	

Goal 4: Circulation (cont.)

The public right-of-way is recognized as the backbone of the public realm and Downtown streets are comfortable for people walking and bicycling, efficient and convenient for people taking transit, and accommodating to people driving automobiles at a posted speed limits.

	Program	Responsible Party	Timeframe	Proposed Funding Source	Guiding Principle
Program C 14	Continue to work with private developers to provide private shuttle service that implements recommendations from the City's shuttle feasibility study.	PLD, PW	Ongoing	GF, SCGP, APG	
Program C 15	Work with regional transportation agencies (Metropolitan Transportation Commission and Alameda County Transportation Commission) and AC Transit to explore the feasibility of providing additional transit service to the Plan Area.	PLD, PW	Ongoing	GF, Measure BB	
Program C 16	Continue to design curbs using strategies such as bulbouts and crosswalk markings to reduce pedestrian crossing distances and vehicle turning speeds, and increase pedestrian visibility.	PLD, PW	Ongoing	GF, PBD, TFCA, BPDG	
Program C 17	Work with navigation software companies (e.g. Google and WAZE) to improve access to and navigation into and around the Plan Area.	PW	Ongoing	GF	 
Program C 18	Work with the Council Infrastructure Committee to develop a schedule for periodic updates, monitor implementation of Plan recommendations and improvements, and adjust timeframe for street improvements, as appropriate.	PLD, PW	Ongoing	GF	 

Goal 5: Travel Demand Management (TDM) and Parking

Public transportation, walking, biking and shared rides are the preferred means of travel for most trips in Downtown thereby reducing cut-through traffic and the need for parking while also supporting economic development and sustainability initiatives.

Policy TP 1 **Make it Easy to Take Transit, Walk, or Bike**	Make it easy for residents, employees, and visitors to travel by transit, foot, bike, or shared rides when traveling to, from, and within Downtown.
Policy TP 2 **Manage and Market TDM**	Manage and market transportation demand management (TDM) programs to provide employers, employees, and residents with transportation alternatives to single-occupancy vehicle use and to reduce parking demand.
Policy TP 3 **Parking Regulations**	Support parking regulations that minimize barriers to desired development, lower housing costs, and reduce private use of the automobile.
Policy TP 4 **Shift to Non-Personal Vehicle Modes**	Accommodate future new person trips through modes other than personal vehicles (such as public transit, rideshare, and cycling) to help achieve a more balanced circulation network and reduce vehicle miles traveled.
Policy TP 5 **Carsharing and Bikesharing**	Facilitate the establishment of carsharing and bikesharing services within the Plan Area.
Policy TP 6 **Curb Parking and City Parking Lots**	Efficiently manage curb parking and City-owned parking lots and garages with strategies that balance parking needs of existing and future customers, employees, and residents.
Policy TP 7 **Parking Revenue**	Identify sustainable funding strategies for public parking to ensure that it is self-supporting and generates revenue for public improvements.
Policy TP 8 **User-Friendly Parking**	Make Downtown parking user-friendly, easy to access, and easy to understand.

	Program	Responsible Party	Timeframe	Proposed Funding Source	Guiding Principle
Program TP 1	Amend the code to adjust parking requirements, including parking reduction for small projects and minimum short-term and long-term bicycle parking.	PLD	Concurrent with Specific Plan Adoption	N/A	
Program TP 2	Modify parking and loading regulations to limit the number of driveways and curb cuts and prevent parking or loading areas from dominating street frontages.	PLD, PW	Short	GF	

Goal 5: Travel Demand Management (TDM) and Parking (cont.)

Public transportation, walking, biking and shared rides are the preferred means of travel for most trips in Downtown thereby reducing cut-through traffic and the need for parking while also supporting economic development and sustainability initiatives.

	Program	Responsible Party	Timeframe	Proposed Funding Source	Guiding Principle
Program TP 3	Develop a bicycle parking program to increase the supply in the public realm.	PLD, PW	Short	GF, PBD, ATP, CIG	
Program TP 4	Extend City-owned parking lots and garage hours of operation to ensure that parking is readily available with a reasonable walking distance from significant destinations and entertainment.	PW	Short	GF, PBD, EIFD, BID	
Program TP 5	Establish a residential parking permit program for residents, visitors, and business owners to discourage commuters or visitors from parking long-term in residential areas.	PLD, PW	Short-Mid	GF	
Program TP 6	Partner with carsharing operators to establish a carsharing service with shared vehicle "pods" strategically located within the Plan Area subject to the following: 1. Require that large development projects offer carsharing operators a limited number of parking spaces free of charge; 2. Require new development projects to pay into a carshare startup fund. 3. Allow carshare dedicated curb space subject to pricing agreement with the City.	PLD	Short-Mid	GF, PPP, CIG	  
Program TP 7	Partner with bikesharing and scooter operators to establish a network of shared stations strategically located within the Plan Area and require new projects to pay into a bikeshare/ scooter startup fund.	PLD, PW	Short-Mid	GF, PPP, CIG	

Goal 5: Travel Demand Management (TDM) and Parking (cont.)

Public transportation, walking, biking and shared rides are the preferred means of travel for most trips in Downtown thereby reducing cut-through traffic and the need for parking while also supporting economic development and sustainability initiatives.

	Program	Responsible Party	Timeframe	Proposed Funding Source	Guiding Principle
Program TP 8	Adjust the In Lieu Fee Policy in the Central Parking District to better reflect cost of replacement parking, ensure dedication to related improvements, and determine best use of funds.	PLD, PW	Mid	GF	
Program TP 9	Establish a Downtown TDM program supportive of alternate commute options that includes an employer-provided, tax-free Commuter Benefits Program, the Regional TDM Program, and TDM checklist.	PLD, PW	Mid	GF, PBD, CIG	
Program TP 10	Work with residents to consider establishing Residential Parking Benefit Districts on residential streets adjacent to commercial areas where a limited number of commuters pay to use surplus curb parking spaces in residential areas and return the resulting revenues to the neighborhood to fund public improvements.	PLD, PW	Mid	GF	
Program TP 11	Regulate curb parking with performance-based meters that adjust rates to target occupancy rates of 66 to 85 percent. Pricing should be low, or free, except during times of peak demand.	PW	Mid	GF, ATP, AHSC	
Program TP 12	Establish a Transportation Management Association or similar entity responsible for the management and promotion of transportation programs for employers and residents, funded through a combination of parking revenues and/or other dues, fees, assessments, grants, and public transportation funds.	PLD, PW	Mid	GF, PBD, CIG	
Program TP 13	Require City-owned parking lots and garages be operated as an enterprise operation that pays for itself solely through user fees with adjustable rates.	PW	Mid	GF	
Program TP 14	Establish a Downtown Parking Benefit District for the use of permit and curb parking revenue to fund public facility and service improvements.	PLD, PW, EDD	Mid	GF	

Goal 5: Travel Demand Management (TDM) and Parking (cont.)

Public transportation, walking, biking and shared rides are the preferred means of travel for most trips in Downtown thereby reducing cut-through traffic and the need for parking while also supporting economic development and sustainability initiatives.

	Program	Responsible Party	Timeframe	Proposed Funding Source	Guiding Principle
Program TP 15	Establish an advisory committee, with representation from Downtown property owners and merchants, to decide how to spend new curb parking revenues.	PLD, PW, EDD	Mid	GF	
Program TP 16	Modernize parking enforcement technologies, such as license plate recognition, to be integrated with smart meters, pay-by-phone, parking access and revenue control systems (PARCS), and handheld citation units.	PW	Mid	GF, PBD, EIFD, BID	
Program TP 17	Require all new and existing employers that provide subsidized employee parking to offer their employees the option to cash out their parking subsidy.	PLD	Mid	GF, CIG	
Program TP 18	Manage curb space for commercial and passenger loading activities through a coordinated approach, including establishing time limits for commercial loading zones, developing an off-hours delivery program, or allocating space for short-term passenger loading/ package delivery for mixed-use or multi-family projects.	PW	Mid	GF	 

Goal 5: Travel Demand Management (TDM) and Parking (cont.)

Public transportation, walking, biking and shared rides are the preferred means of travel for most trips in Downtown thereby reducing cut-through traffic and the need for parking while also supporting economic development and sustainability initiatives.

	Program	Responsible Party	Timeframe	Proposed Funding Source	Guiding Principle
Program TP 19	Encourage new residential and commercial development projects with common parking areas to unbundle the full cost of parking from the cost of the property itself. 1. *Residential*: For rental and for-sale housing, unbundle the full cost of parking from housing cost and create a separate parking charge. Unbundling requirements shall not adversely impact lower income households. Verifiable affordable housing projects may request modification of this program. 2. *Commercial Leases:* Unbundle parking costs from commercial space cost by identifying parking costs as a separate line item in the lease and allow tenants to lease as few parking spaces as they wish.	PLD	Ongoing	N/A	
Program TP 20	Monitor occupancy and usage and parking lots rates of City-owned infill sites within the Plan Area and evaluate whether parking is the highest and best use for each site.	PW	Ongoing	GF	
Program TP 21	Continue to assess current and future parking supply and demand to thoughtfully plan for long-term parking and transportation needs.	PW	Ongoing	GF	
Program TP 22	Partner with ridesharing software companies (e.g. Uber and Lyft) to establish strategically located drop-off and pick-up spots throughout the Plan Area including near BART, B Street, Main Street, and multi-family residential projects.	PLD, PW	Ongoing	GF	

Goal 6: Economic Development

Downtown capitalizes on its location in the region, leverages its amenities, and captures more sales tax revenue to become a national model for the revitalization of mid-size cities.

Policy ED 1 **Business Attraction, Retention, and Expansion**	Support the attraction, retention, and expansion of desired businesses, including small start-ups, minority-owned, or disadvantaged businesses that will contribute to Downtown's revitalization.
Policy ED 2 **Flexible Economy**	Support innovative industries and business incubation that diversify the economy and align with the strategy for Downtown revitalization.
Policy ED 3 **Innovative Financing Strategies**	Seek innovative and creative ways to fund public amenities, development incentives, and new infrastructure without unduly transferring the cost burden to the private sector.
Policy ED 4 **Infrastructure and Utility Delivery**	Ensure efficient delivery of infrastructure and utilities in the Plan Area to achieve buildout in a cost-effective manner and to support economic development.
Policy ED 5 **Skilled Labor Force**	Contribute to the stabilization of regional construction markets by spurring applicants of housing and nonresidential developments to require contractors to utilize apprentices from state-approved, joint labor-management training programs, and to offer employees employer-paid health insurance plans.

	Program	Responsible Party	Timeframe	Proposed Funding Source	Guiding Principle
Program ED 1	Modify the zoning regulations to allow for the construction and operation of live/work units and for the reuse of existing commercial and industrial buildings to accommodate live/work opportunities.	PLD	Concurrent with Specific Plan Adoption	N/A	
Program ED 2	Modify zoning regulations to allow on-site retailing with small-scale production or processing at the same location.	PLD	Concurrent with Specific Plan Adoption	N/A	
Program ED 3	Modify zoning regulations to allow collaborative incubator and working spaces for emerging innovative start-ups or smaller companies that benefit from shared and more affordable working space.	PLD	Concurrent with Specific Plan Adoption	N/A	
Program ED 4	Continue to develop a Comprehensive Economic Development Strategy (CEDS) with neighboring communities to increase ability to compete for funding.	EDD	Short	GF, EDA	

Goal 6: Economic Development (cont.)

Downtown capitalizes on its location in the region, leverages its amenities, and captures more sales tax revenue to become a national model for the revitalization of mid-size cities.

	Program	Responsible Party	Timeframe	Proposed Funding Source	Guiding Principle
Program ED 5	Incentivize new small businesses through reduced or waived fees, small business loans and a more flexible permitting processes.	PLD, EDD	Short	GF	
Program ED 6	Improve and streamline the entitlement process to attract investment and development and for projects involving the expansion and upgrades of existing Plan Area businesses, including for code-compliance upgrades.	PLD, EDD	Short	GF	
Program ED 7	Take advantage of the designated Opportunity Zone for Downtown (Federal 2017 Tax Cuts and Jobs Act) to help deliver more investment and equitable outcomes. To help channel money to the Downtown Opportunity Zone, the City should develop marketing materials and public-private partnerships, layer other public funding, and streamline the entitlement process to encourage desired outcomes.	PLD, EDD	Short-Mid	GF, BID	
Program ED 8	Develop a program aimed to support the funding and/or provision of short-term, low cost infrastructure improvements through the use of "crowdfunding" platforms, such as "KickStarter," and tactical urbanism techniques, such as temporary parklets.	PLD, EDD, UES	Short-Mid	GF	
Program ED 9	Establish grants, programs, and incentives in support of temporary urbanism.	EDD, LCS	Mid	GF	
Program ED 10	Create a business retention and expansion program specific to the Plan Area that includes a study of local business hiring practices, factors that hinder or support business activity, and workforce characteristics.	EDD	Mid	GF	

Goal 6: Economic Development (cont.)

Downtown capitalizes on its location in the region, leverages its amenities, and captures more sales tax revenue to become a national model for the revitalization of mid-size cities.

	Program	Responsible Party	Timeframe	Proposed Funding Source	Guiding Principle
Program ED 11	Develop an incentive program that encourages private development to contribute to public amenities that serve a broader area than the development site, such as parkland, stormwater infrastructure, and streetscape improvements, beyond the minimum requirement.	PLD, EDD	Mid	GF	
Program ED 12	Facilitate the development of an Enhanced Infrastructure Financing District(s), Community Revitalization Investment Authorities, and other financing opportunities as they arise to support the funding of long-term, more costly infrastructure improvements. For example, the City should consider establishing an EIFD that includes City-owned land and parking lots in the Downtown (parcels in an EIFD do not need to be contiguous).	PLD, EDD	Mid	GF	
Program ED 13	Build relationships with small businesses and local retailers to inform them of programs aimed at strengthening business capacity and to assist them with City processes and requirements.	EDD	Ongoing	GF	
Program ED 14	Connect new short-term businesses and non-profits with owners of vacant commercial space.	EDD	Ongoing	GF	
Program ED 15	Pursue available grant funding from local, state (Department of Housing and Community Development in particular), and federal sources to fund potential transit-oriented development projects.	LCS, PLD	Ongoing	HCD, GF	 
Program ED 16	Require contractor prequalification for projects 30,000 square feet or larger to ensure compliance with apprenticeship and health care policies.	PLD	Ongoing	GF	

Goal 7: Infrastructure and Public Facilities

Public services, community facilities, and utility systems are well maintained, implement Citywide climate change policies, and meet the needs of current and future Downtown residents, businesses, and visitors.

Policy IPF 1 **Water/Sewer**	Maintain adequate water and sewer infrastructure necessary to support development Downtown.
Policy IPF 2 **Stormwater**	Require on-site storm run-off detention to ensure drainage flows do not exceed existing flow rate to minimize impacts of existing infrastructure.
Policy IPF 3 **Fair Share**	Require developers to pay their fair share in costs of infrastructure upgrades.
Policy IPF 4 **Sustainable Design**	Encourage property owners pursuing new developments or home renovations to design and construct buildings for healthful living and working conditions, including enhanced internal circulation, healthy building materials, design for universal accessibility, universal accessibility, all electric appliances in multi-family projects, and mechanical and HVAC systems that enhance indoor air quality and comfort.
Policy IPF 5 **Renewable Energy**	Work with East Bay Community Energy to establish a pathway to derive 50 percent of the electricity used in Downtown from renewable sources by 2025 and strive to derive 75 percent of the electricity used in Downtown from renewable sources by 2030.
Policy IPF 6 **Landfill Diversion**	Encourage innovative expansion of recycling and waste diversion.
Policy IPF 7 **Fire and Police**	Improve and maintain the performance of fire and police protection services to adequately serve the population of the Plan Area through 2040 and beyond.
Policy IPF 8 **Public Restrooms**	Provide an adequate supply of safe and clean public restrooms in parks and civic spaces.

	Program	Responsible Party	Timeframe	Proposed Funding Source	Guiding Principle
Program IPF 1	Require new projects to provide water quality treatment for stormwater runoff by incorporating site design measures, source control measures, and low impact development (LID) measures that are hydraulically sized as specified in the C.3 Technical Guidance Manual from the Alameda County Clean Water Program.	PLD, UES	Short	GF, CNRA, DIF, COP, DA	
Program IPF 2	Expand the scope of the County's hydromodification standards to include all parts of the Plan Area, and not just those located within designated Special Consideration zones.	UES	Short	GD	
Program IPF 3	Develop an in lieu or incentive-based program to encourage developers to treat stormwater from the public right-of-way on site.	PLD, UES	Short-Mid	GF, CNRA, DIF, COP, DA	

Goal 7: Infrastructure and Public Facilities (cont.)

Public services, community facilities, and utility systems are well maintained, implement Citywide climate change policies, and meet the needs of current and future Downtown residents, businesses, and visitors.

	Program	Responsible Party	Timeframe	Proposed Funding Source	Guiding Principle
Program IPF 4	Accelerate the decarbonization of the electricity grid by incorporating green-house gas reduction targets in the Hayward Climate Action Plan.	PLD, UES, PW	Short-Mid	GF, CNRA, DIF, COP, DA	
Program IPF 5	Pursue funding for necessary systemwide infrastructure improvements to address existing deficiencies and build capacity to support additional development and reduce impact fees.	PLD, UES, LSC	Short-Mid	GF, CNRA, DIF, COP, DA	
Program IPF 6	Complete an assessment of infrastructure deficiencies in the Plan Area with the potential to impede business growth, including businesses that require specialized infrastructure such as high-speed telecommunications for technology-oriented businesses.	PLD, UES, EDD	Short-Mid	GF	
Program IPF 7	Plan and construct new public restrooms in public parks and open-space, streets with a high-level of pedestrian activity, and community centers throughout the Plan Area.	LSC, MSD	Short-Mid	GF, Measure F1	
Program IPF 8	Develop systems and infrastructure to better allow Downtown residents and businesses to recycle specialty waste streams, particularly electronic waste and mattresses.	PLD, UES	Mid	GF, CNRA, DIF, COP, DA	
Program IPF 9	Partner with PG&E and other utility providers to evaluate future demand and to fund utility improvements in advance of construction.	PLD, UES	Mid	GF, CNRA, DIF, COP, DA	
Program IPF 10	Increase non-potable water use in parks, open spaces, sidewalks, and streets by 20 percent.	UES	Mid	CNRA, COP, DIF	
Program IPF 11	Develop a maintenance program to ensure that new public restrooms are well maintained and consistently cleaned.	LSC, MSD	Mid	GF	
Program IPF 12	Continuously strive to maintain and improve police staffing, performance levels, and facilities.	PoD	Ongoing	GF, BID	

Goal 7: Infrastructure and Public Facilities (cont.)

Public services, community facilities, and utility systems are well maintained, implement Citywide climate change policies, and meet the needs of current and future Downtown residents, businesses, and visitors.

	Program	Responsible Party	Timeframe	Proposed Funding Source	Guiding Principle
Program IPF 13	Continuously strive to maintain and improve the performance and efficiency of fire protection services for the Plan Area.	FD	Ongoing	GF, BID	
Program IPF 14	Support neighborhood watch programs that work closely with local law enforcement to educate residents about neighborhood safety and security and to report criminal activity.	LCS, NSD	Ongoing	GF, BID	
Program IPF 15	Evaluate projects on a site-by-site basis to determine if localized utility system upgrades (e.g. pipe upsizing) are needed and assess if existing utilities should be replaced as part of any roadway construction.	PLD, UES	Ongoing	GF, CNRA, DIF, COP, DA	
Program IPF 16	Require developers and builders to take actions to reduce the combustion emissions and release of suspended and inhalable particulate matter during construction and demolition phases of development projects, and to use CEQA where applicable.	PLD, UES	Ongoing	GF, CNRA, DIF, COP, DA	
Program IPF 17	Partner with PG& E and other utility providers to offer incentives, such as expedited permitting or reduced development fees when new building construction complies with LEED programing or the California Green Building Code.	PLD, UES	Ongoing	GF, CNRA, DIF, COP, DA	
Program IPF 18	Continue working to implement the city-wide Energy Assurance Plan in Downtown.	PLD, UES	Ongoing	GF	
Program IPF 19	Work with East Bay Community Energy to incentivize development to encourage the installation of renewable energy projects.	PLD, UES	Ongoing	GF, CNRA, DIF, COP, DA	
Program IPF 20	Continue to improve the energy efficiency of the building stock and infrastructure Downtown through the implementation of the Municipal Green Building Ordinance, efficiency retrofit improvements, equipment upgrades, and installation of clean, renewable energy systems.	PLD, UES, MSD	Ongoing	GF, CNRA, DIF, COP, DA	

5.1.2 Roadway to Implementation

Achievement of the Plan Vision is an effort that begins with Plan adoption and continues over the next 10 - 15 years. Implementation requires a Citywide commitment to working toward Plan goals, following established policy, and dedicating staff time and City resources to carry out listed actions and programs.

The implementation program is divided into distinct timeframes, as described below. These timeframes encourage the City to prioritize key improvements with immediate public benefit and then pursue additional funding and resources to complete longer term projects and programs. Programs from Section 5.1.1 (Goals, Policies, and Implementation) are reorganized by timeframe in Appendix C (Implementation Programs).

Immediate Benefit:

Sixteen percent of programs that recommend improvements to the zoning regulations are completed concurrently with Specific Plan adoption. These changes will have an immediate impact on the type, design, and scale of new development Downtown, and signal to the development community that Hayward is ready for business.

Short-Term:

Next, the City should focus efforts on low-cost projects and programs that will have significant impact on Downtown revitalization, and will set the stage for longer term investment and improvements. Twelve percent of Plan programs are targeted for short-term completion.

Short to Mid-Term:

Thirteen percent of programs are considered of intermediate priority and can be worked on over the next 10 years as funding is available as more priority short-term activities are completed.

Mid-term:

As short-term program completion sets Downtown up to accommodate new commercial growth and increased residential population, additional financial resources, opportunities, and challenges may arise. At this time, the City should work on programs identified as mid-term, and evaluate the effectiveness of programs already completed. This may be an opportunity to revisit some recommendations, such as financial incentives or parking programs, as new development will influence these factors. Twenty-seven percent of implementation programs are estimated to be worked on during this time.

Long-Term:

The final stage in Plan implementation is completing the final few programs that require significant financial investment, coordinated roadway design, infrastructure improvements, and additional public outreach. The final three percent of programs will result in full Vision achievement. However, the implementation plan is designed to yield significant improvements in advance of full Plan implementation.

On-Going:

Twenty-nine percent of programs are listed as on-going efforts. These are actions, programs, or responsibilities that are already common practice (such as pursuing grant funding for improvements), as well as coordination with regional agencies, non-profits, and local groups to tackle other Plan implementation efforts.

5.2 POTENTIAL FUNDING SOURCES

Below is a summary of potential funding mechanisms and resources, aside from the City's General Fund, for proposed infrastructure, physical improvements, and programmatic Plan recommendations. Depending on the size of the project, several funding sources are generally used and, often, the public and private sector work together to achieve mutually beneficial results. Also, funding sources change based on federal, state, and local priorities and initiatives. The mechanisms and resources below are divided into five categories:

1. Revenue generation;
2. Partnership opportunities;
3. Grant opportunities;
4. Loans and Bonds; and
5. Transportation funding.

5.2.1 Revenue Generation

The following Subsection describes potential mechanisms that may be employed within the Plan Area for generating additional revenue, including revenue that may be used to provide funding support for infrastructure and physical improvements called for in the Plan. These mechanisms are considered industry best-practices and have been proven successful in generating revenue in similar downtown urban settings.

Property and Business Improvement Districts

Business Improvement Districts (BIDs) are quasi-governmental agencies created to aide in the revitalization of designated commercial business districts through secured funding streams brought by an assessment fee.

Two common types BID types are property-based (PBID) and business-based (BBID). For PBIDs an assessment is paid by property owners based on property value. For BBIDs an assessment is paid by businesses and based on sales revenue, business size, or a license fee.

Both type of BIDs offer a consistent funding stream, as well as a high level of flexibility in how those funds are used within the District boundary. Funds are often used to fund infrastructure improvements (e.g., sidewalk enhancements), but they can also be used to provide marketing or public safety services that supplement existing municipal services.

The City formed a new Community Benefit District (CBD) in August 2018. A CBD is another term for a PBID and replaces the existing Downtown Business Improvement Area (DBIA) that encompasses much of the Plan Area. The CBD is based on property value, rather than the current DBIA assessment based on business fees. CBD fees will continue to support various resources and services supported by the DBIA. At the time of formation the CBD budget is approximately $600,000, and is expected to grow in future years with completion of three transformative downtown development projects—the Green Shutter Hotel, Maple and Main and Lincoln Landing.

Certificate of Participation

Certificates of Participation (COP), like municipal bonds, allow government agencies to lower borrowing costs when securing funds to construct or improve public facilities. COPs allow investors to buy a share of the improvements or infrastructure that an agency or government intends to fund. This funding mechanism has the benefits of tax-exempt interest and liquidity, meaning that investments can be easily converted into cash. The City has previously made use of Certificates of Participation to fund various projects, such as the 21st Century Library, the Civic Center Project at City Hall, as well as various sewer and water system improvements, and could be used to fund further public facilities and utilities infrastructure projects.

Development Agreements

Development agreements are mechanisms that provide developers with the assurance that their projects will proceed as originally approved, regardless of any potential changes to land use regulations. This tool establishes this assurance as a vested right via Government Code Section 65864. In return, the developer or owner may agree to one or more conditions, such as: public improvements, land dedications, or in-lieu fees as negotiated with the City. Development agreements may serve as a useful tool to provide public improvements called for in the Plan, such as dedicated land for open space or public space improvements. Development agreements have been used by Hayward in the past as a way for the City to secure additional infrastructure for affordable housing and other public benefits, while giving concessions to the developer, such as a reduction in fees.

Setting up an EIFD

Identify a Goal. *An agency or group of agencies identifies a goal and how an EIFD may achieve this goal.*

EIFD Establishment. *Establish district boundaries, the lead agency (or partnership, called a "Joint Powers Authority"), a workplan, and obtain 55 percent approval in a vote to form the EIFD.*

Investment Program. *Identify the types physical improvements and costs to accomplish the goal.*

Financing Package. *Determine methods to fund the projects using the range of available EIFD funding sources. These could include federal and State funds, assessment revenues, fee revenues, and public debt.*

Strategic Plan. *Combine various funding methods into a strategic plan that directly links infrastructure beneficiaries and payers.*

Source: California Economic Summit, 2014

Development Impact Fees

A new development impact fee for the Plan Area could serve as a tool to fund infrastructure improvements necessary for Plan implementation. The Mitigation Fee Act (Government Code Section 66000 et seq.) allows municipalities to create a local development impact fee program. According to the act, local governments collect payments from new development to offset costs of expanding public facilities to accommodate a new project. Examples of impact fees the City currently uses that may be useful for Plan implementation are listed as follows:

- Affordable Housing Impact fees;
- Park Dedication In Lieu fees;
- Policy Planning fees; and
- Tree Preservation fees.

Enhanced Infrastructure Financing District

An Enhanced Infrastructure Financing Districts (EIFD), established by California Senate Bill 628 in 2015, is a mechanism that finances the construction or rehabilitation of a wide range of public infrastructure and some private facilities through the collection of tax increment revenues, similar to the now abolished Community Redevelopment Agencies. EIFD financing can be combined with other funding sources and used for transportation projects, open space, and mixed-income housing developments. An EIFD can also be used to reimburse permitting costs of affordable housing developments.

Parking Benefit District

A Parking Benefit District is a tool that can be used to fund neighborhood improvements (e.g., sidewalk/street repair, lighting, and landscaping) within a defined boundary using revenues collected through parking fees or meters. As noted in Chapter 3 (Mobility), two types of Parking Benefit Districts are recommended as implementation tools: a Downtown Parking Benefit District and Residential Parking Benefit District(s). The Downtown Parking Benefit District would use curb parking revenues and employee parking permits for downtown improvements, while Residential Parking Benefit Districts would allow a limited number of commuters to pay for surplus curb parking in residential areas to fund public improvements.

Crowdfunding

"Crowdfunding," or the use of collecting monetary contributions from a large number of people or sources via an online platform, is a new phenomenon that could be used as a tool to fund the implementation of short-term, less costly physical improvements identified in the Plan, or as gap funding for more costly items to be completed. For example, crowdfunding may be a useful tool to support a painted bicycle lane along Foothill Boulevard – a near term improvement that will set the stage for a permanent protected bicycle lane.

5.2.2 Partnership Opportunities

Partnerships with private or other public entities could potentially allow for greater leverage and available financing for infrastructure or other projects recommended by the Plan. While the number of potential partnerships is endless, this Section describes public-private partnerships generally and tax credit programs.

Public-Private Partnerships

The City can use public-private partnerships to achieve many Plan objectives, including incentivizing certain development types (e.g., affordable housing and transit-oriented development) and to fund transportation and other projects and programs beneficial to the community.

Public-private partnerships often involve either tax-sharing or revenue-sharing agreements to ensure the partnership benefits both parties. Tax-sharing agreements can aide in fiscal resiliency for the City, and create a specific revenue stream for identified projects by allowing tax revenues generated from new projects (e.g., commercial development) to be partially or entirely dedicated to potential projects/programs that benefit the public, including infrastructure projects, sustainability projects, and economic development programs. Revenue-sharing agreements are similar to tax-sharing agreements in that they allow the project sponsor and the City to share revenues generated from the project, and the City dedicates revenues to specific public purposes.

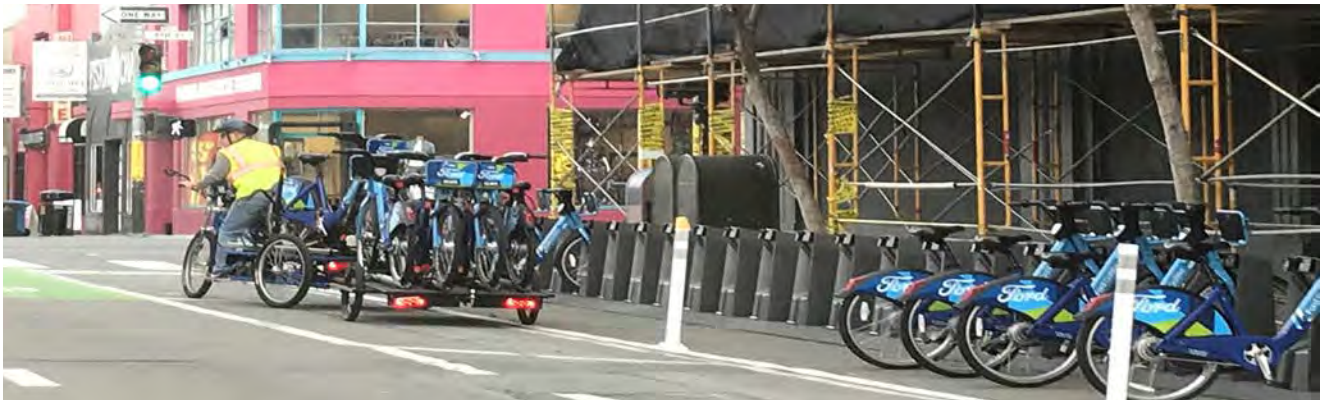
The City is currently pursuing public-private partnership to install fiber optic broadband infrastructure in underserved areas of the City, and General Plan Policy M-8.7 seeks to encourage public-private partnerships with car-sharing companies for establish programs to reduce single-occupancy vehicle use.

Federal Low-Income Housing Tax Credits

Allocated to each state annually, federal low-income housing tax credits (LIHTC) are intended to encourage private investment in affordable rental housing using nine percent and four percent credit programs. Affordable housing developers apply for LIHTC that can then be awarded to investors in exchange for funds for affordable housing developments. This presents an opportunity for the City to partner with affordable housing developers for such projects in the Plan Area.

Historic Preservation Tax Credits

Administered by the National Park Service, Internal Revenue Service and the State Historic Preservation Office, Historic Preservation Tax Credits encourage private-sector investment in the rehabilitation and reuse of historic buildings. A 20 percent credit is available for the rehabilitation of certified historic buildings, though owner-occupied residential properties do not qualify for this credit. A 10 percent credit is available for the rehabilitation of non-historic buildings placed in service before 1936. The City has an opportunity to partner with owners of designated or eligible historic properties in the Plan Area to facilitate preservation and adaptive reuse.



Ford GoBike Bikeshare Station

5.2.3 Grant Opportunities

The following section describes federal, State, and local grant funding opportunities in the areas of community development, land use, economic development, and parks and open space. Transportation grant funding opportunities are summarized in Subsection 5.4.5 (Transportation Funding Opportunities).

Community Development Bock Grant - Federal

The Community Development Block Grant (CDBG) program, administered by the U.S. Department of Housing and Urban Development (HUD), is a flexible program that provides communities with resources to address a wide range of unique community development needs. Grants are funded for a period of one to three years and are determined by using a formula comprised of several measures of community need. Grants can be used for affordable housing, anti-poverty programs, and infrastructure development projects.

Economic Development Administration Grants - Federal

The Economic Development Administration (EDA), part of the United States Department of Commerce, administers a range of grant programs to support economic development efforts in local jurisdictions. EDA grant funding is typically used to prepare economic development plans, strategies, and studies. Although there are no currently available EDA grant programs applicable for Hayward (as of 2017), future grant opportunities may serve as an effective tool for Plan implementation.

California Department of Housing and Community Development Infill Infrastructure Grant Program - State

The California Department of Housing and Community Development (HCD), administers the Infill Infrastructure Grant Program (IIG) to facilitate infill housing development. Eligible applicants include housing developers (private and non-profit) and housing authorities, and funds cover predevelopment and construction costs. The maximum grant amount is $5 million and there is no match requirement. This grant program could be particularly useful in the Plan Area where a high-degree of infill development is anticipated. Notable selection criteria include housing density, access to transit, proximity to amenities, and affordability – factors that are all promoted by the Plan.

California Department of Housing and Community Development - Affordable Housing and Sustainable Communities Program (AHSC) - State

HCD also administers the Affordable Housing and Sustainable Communities Program Grant Program (AHSC) to facilitate housing, transportation, and land-preservation projects that support infill and compact development that reduces greenhouse gas emissions. Eligible applicants include public agencies and housing developers and funds cover construction costs for a wide range of affordable housing, transportation, and complete streets projects. The maximum grant amount is $20 million.

California Department of Housing and Community Development - Home Investment Partnerships Program (HOME) - State

The Home Investment Partnerships Program (HOME), administered by HCD, provides funds to create and retain affordable housing. Eligible applicants include public agencies that do not already received HOME funds by formula from the federal Department of Housing and Urban Development (HUD), developers, and Community Housing Development Organizations. Funds cover housing rehabilitation, new construction, and acquisition and rehabilitation, although 50 percent of HOME funds must be awarded to rural applicants.



Multi-family housing along C Street Hayward, CA

California Natural Resources Agency Urban Greening Program - State

The Urban Greening Program, administered by the California Natural Resources Agency (CNRA), supports projects that reduce greenhouse gas emissions by sequestering carbon, decreasing energy consumption, and reducing vehicle miles traveled. Eligible projects range in scope, and include the enhancement of parks and open space, tree planting, green infrastructure systems, and bicycle lanes, with funds available for design, planning, and construction purposes. Grant funding from this program could potentially be very useful in the implementation of green infrastructure, low-impact development systems, and urban-heat island mitigation measures called for in the Plan. There is no maximum grant amount or local match requirement, and approximately $76 million was available for the Fiscal Year 2017 funding cycle.

Emergency Solutions Grants (ESG) Program - State

California HCD administers the Emergency Solutions Grant (ESG) Program to support homeless services in four primary areas: street outreach, rapid re-housing assistance, emergency shelters, and homeless prevention measures. Funds can be used for the establishment of support programs and ongoing operations of facilities, but not the costs of constructing shelters. Although the current funding cycle is closed, future funding presents a strong opportunity to help address issues of homelessness in the Plan Area. Approximately $7.2 million was available for the Fiscal Year 2017 cycle, with no maximum grant amount or local match requirement, although there is a one-to-one match requirement for the federal ESG Program.

Transit-Oriented Development

Transit-Oriented Development, as defined by the Federal Transit Administration, is development that:

"includes a mix of commercial, residential, office and entertainment centered around or located near a transit station. Dense, walkable, mixed-use development near transit attracts people and adds to vibrant, connected communities."

Golden State Acquisition Fund (GSAF) - State and Local

The Golden State Acquisition Fund (GSAF) is administered by a group of community development financial institutions, seeded with $23 million from HCD and leveraged with additional capital. GSAF provides low cost loans to developers for the acquisition and preservation of affordable housing with a maximum loan amount of $13,950,000.

Bay Area Transit-Oriented Affordable Housing (TOAH Fund) - Regional

The Bay Area Transit-Oriented Affordable Housing (TOAH Fund) Fund is a grant program administered by Enterprise Community Partners Inc., in partnership with other banking institutions intended to provide financing assistance for transit-oriented development (TOD) projects in the Bay Area. Eligible applicants are limited to private and non-profit housing developers, with the program supporting acquisition and predevelopment financing support. This grant program can be particularly useful for local non-profit affordable housing developers, such as Eden Housing, in the procurement of gap funding to construct affordable TOD projects in areas close to BART.



Affordable housing development adjacent to South Hayward BART



Rendering of Civic Center 14 consisting of 39 new affordable housing units near Oakland BART which was funded by GSAF Source: http://www.goldenstate-fund.com/projects/



The San Lorenzo Creek, Hayward, CA

Measure WW Urban Creek Grant Program - Local

The East Bay Regional Park District administered the Measure WW Urban Creek Grant Program to fund projects benefiting urban creeks in the region, which may include habitat restoration, erosion repair, permanent easements, and improved public access. Eligible applicants include public agencies and community/non-profit organizations, and funds can be used for acquisition, planning, and construction expenses. Measure WW funding could support efforts to daylight and improve creekside areas, as proposed in the Plan. Individual grant amounts are determined by the estimated project cost and approximately $1.6 million has been made available for the 2018-19 funding cycle.

Hayward Parks and Recreation District Measure F1 - Local

Bond Measure F1, passed by voters residing within the Hayward Area Recreation and Park District (HARD) on November 6, 2016, authorizes $250 Million towards a wide variety of parks and facilities projects within HARD. Funding is directed at improvements to safety, quality, cleanliness, and attractiveness of neighborhood parks, including rehabilitation of children's playgrounds and upgrades to restrooms at parks facilities. Funds can also be used to expand senior citizen and disabled persons' access to parks and recreational areas, create and maintain walking paths and bike trails, and renovate and expand parks, trails, and recreation areas. Currently announced projects in the Plan Area include renovation of the Hayward Area Senior Center and an update to the Douglas Morrisson Theatre Master Plan. Multiple proposed green space and parks projects within the Plan Area could benefit from these funds.

Alameda County Measure A1 - Local

Alameda County voters passed the Affordable Housing Bond on November 8, 2016 for various housing programs. A portion of the funds are allocated by location for the Rental Housing Development Program. Half the Rental Housing Development Program Funds are allocated by region and the other half by city. The mid-county region of Alameda County has been given 24.9 percent of regionally allocated funds, and in 2016 the City of Hayward received $20,298,294 of city allocated funds. Homeowner programs include the Down Payment Assistance Loan Program, the Homeowner Housing Development Program, and the Housing Preservation Loan Program. Both the Down Payment Assistance Loan Program and the Homeowner Housing Development program have the overall goal of helping more low-to-middle income households purchase homes and stay in Alameda County. The Housing Preservation Loan Program is intended to help pay for home improvements that allow seniors and people with disabilities to stay in their homes. Additional programs aim to increase affordable rental housing in Alameda County. The Rental Housing Development Fund and the Innovation and Opportunity Fund both allocate funds to create and preserve affordable rental housing (particularly for the most vulnerable populations) and to prevent tenant displacement.

5.2.4 Loans and Bonds

Loans and bonds can be used to successfully finance projects, but, unlike grants, loans and bonds register as debt.

Community Development Financial Institutions

Community Development Financial Institutions (CDFIs) provide various credit and financial services to non-profit organizations that provide services to underserved and/or low-income communities. The federal CDFI fund is administered by the United States Department of the Treasury, which provides support for CDFIs via equity investments, loans, and awards that fund technical assistance and organizational growth. CDFI loans may be used to fund a wide variety of projects and activities, such as affordable housing projects, human service programs, community facilities, business loans, and commercial equity investments.

Social Impact Bonds

A Social Impact Bond is a financing model that allows private investors to provide capital for projects and/or programs to improve social outcomes, while also reducing government spending. The City can work with the community to determine what challenge areas and investments to target, and what performance criteria will be used to measure results. An intermediary then manages the program or project, keeping the City's targets for savings and performance criteria in mind. The intermediary is then able to provide a financial return to private investors when the targets are achieved. Social Impact Bonds typically finance projects and programs aimed to address issues of public health, homelessness, housing conditions, and early childhood education.

What are CDFIs?

According to the United States Department of the Treasury, CDFIs:

"Share a common goal of expanding economic opportunity in low-income communities by providing access to financial products and services for local residents and businesses."

5.2.5 Transportation Funding Opportunities

The following section describes potential State and regional transportation funding opportunities.

Caltrans Transportation Planning Grant Program, Sustainable Communities Grants - State

Under Senate Bill 1, Caltrans administers the Sustainable Communities Grant Program to encourage coordinated local and regional transportation planning efforts that comply with Senate Bill 375 and help to achieve greenhouse has reduction targets mandated by AB 32. Grant funds can be used only for transportation planning purposes and not for land use planning or construction purposes. The maximum grant amount is $1,000,000 for Metropolitan Transportation Planning Organizations (MPOs), and $500,000 for local transportation planning agencies, and a local match of 11.47 percent is required. Funding cycles are on an annual basis.

Caltrans Active Transportation Program - State and Regional

Caltrans administers the Active Transportation Program (ATP) which awards grant funding for projects that increase the use of active modes of transportation. Grant funds can be used for a large variety of project types, such as plan development, education and enforcement programs, safe routes to school, traffic calming, and the construction of new bicycle and pedestrian infrastructure – measures that are called for in the Specific Plan. ATP funds in the Bay Area are issued to local jurisdictions by the Metropolitan Transportation Agency (MTC), and projects over $1 million must meet federal requirements and receive federal funds, while projects under $1 million are prioritized for State funding. Funds are issued competitively for each cycle and a 11.47 percent local match is imposed.



Complete Streets Program on Telegraph Avenue in Oakland, CA funded by OBAG

Caltrans Adaptation Planning Grant Program - State

Under Senate Bill 1, Caltrans administers the Adaptation Planning Grant Program to encourage local and regional agencies to prepare climate change adaptation plans and strategies with a focus on transportation systems and infrastructure. Grant funds can only be used to prepare plans, studies, and strategies with a clear nexus to transportation systems and cannot be used for construction purposes. The maximum grant amount is $1 million and a local match of 11.47 percent is required. MPOs, Regional Transportation Planning Agencies (RTPAs) and local jurisdictions can apply. Funding is available for Fiscal Years 2017-18, 2018-19, and 2019-20.

Communities of Concern

MTC defines CoCs *as the following "based on eight ACS 2010-2014 tract-level variables:*

- ***Minority*** *(70% threshold)*
- ***Low-Income*** *(less than 200% of Federal poverty level, 30% threshold)*
- ***Level of English Proficiency*** *(20% threshold)*
- ***Elderly*** *(10% threshold)*
- ***Zero-Vehicle Households*** *(10% threshold)*
- ***Single Parent Households*** *(20% threshold)*
- ***Disabled*** *(25% threshold)*
- ***Rent-Burdened Households*** *(15% threshold).*

If a census tract exceeds both threshold values for Low-Income and Minority shares OR exceeds the threshold value for Low-Income AND also exceeds the threshold values for three or more variables, it is a COC (MTC, 2017)."

Lifeline Transportation Program - Regional

The Lifeline Transportation Program (LTP) administered by MTC is a grant program that taps into a combination of State and federal funds to support transportation projects for low-income and disenfranchised communities in the Bay Area designated as Communities of Concern (CoC). Funds are primarily intended to address local budget shortfalls in delivering transportation projects or services, and may be used for operating and capital purposes (e.g., vehicle purchase, bus stop enhancements, and safety improvements). The maximum grant is $500,000 and a 11.47 percent local match is required. Because the majority of the Plan Area is designated as a CoC, LTP funding could serve as a crucial and strategic source of funding for streetscape improvements or traffic calming measures identified in the Plan that the City may have difficulty funding, as such projects are granted a higher priority for LTP funds. MTC has not announced when the next LTP funding cycle will be available.



Communities of Concern Map from Plan Bay Area 2040 Plan

One Bay Area Grant Program - Regional

The One Bay Area Grant Program (OBAG) is a funding program administered by MTC designed to integrate the region's federal transportation program with California's climate law (Senate Bill 375) and the region's Sustainable Communities Strategy (SCS). OBAG funds are divided into a regional program managed by MTC dedicated for regional initiatives, such as Bay Bridge improvements, and a county program managed by local Congestion Management Agencies (CMAs) that allow flexibility in supporting local priorities, such as the preparation of Specific Plans in local PDAs and bicycle/pedestrian improvements. The maximum county program grant is $500,000 and an 11.47 percent local match is required.

Climate Initiatives Grant - Regional

MTC administers the Climate Initiatives Program, a competitive grant program used to fund high-impact transportation projects with a strong potential to reduce greenhouse gas emissions from travel. Funding primarily originates from federal sources, and it can be used for planning and construction purposes. Project examples include Transportation Demand Management (TDM) strategies, safe routes to school, car sharing programs, and electric vehicle infrastructure. Maximum grant amounts are $1 million with an 11.47 percent required local match. A call for projects or other timeline information for the program was not been listed by MTC in 2017.



Example of an electric charging station



Example of bike improvements

Transportation Fund for Clean Air (TFCA) - Regional

The Bay Area Air Quality Management District (BAAQMD) administers the Transportation Fund for Clear Air (TFCA) Fund, which provides the funding for a range of individual competitive grant programs. Approximately 60 percent of TFCA funds are used for grant programs issued directly by BAAQMD (TFCA Regional Fund), while the remaining 40 percent are used for grant programs issued locally by each county's CMA (County Program Manager Fund). TFCA grants, regardless of the issuing agency, are intended to generally fund smaller transportation projects that help to improve air quality and reduce greenhouse gas emissions, such as trip reduction strategies, bicycle parking, bicycle lanes, and clean air vehicle projects. Eligible applicants include public agencies and non-public entities, such as universities and large employers. The following ongoing grant programs fall under the TFCA Fund umbrella, and may serve as appropriate resources for the implementation of short-term less costly transportation improvements proposed in the Plan:

- **Bike Rack Voucher Program.** Funds capital costs of installing bicycle racks in activity nodes; maximum grants are $15,000, and no local match is required. Applicants are expected to cover any costs above the grant award.
- **Charge! Program.** Funds the purchasing, installation, and operational costs of installing publicly available electric vehicle charge stations at destination facilities, multiple-family dwellings, transit parking facilities, transit facilities, and workplaces; maximum grants are $150,000, and a 25 percent local match is required.
- **Electronic Bicycle Locker Program.** Funds the purchasing and installation of electronic bicycle lockers; maximum grants are $10,000, and a 10 percent local match is required.
- **Bikeways, Roads, Lanes, and Paths.** Funds only capital costs associated with the installation of new bicycle facilities (Class 1, Class 2, Class 2, Class 4 cycle tracks and separated bikeways); maximum grants are $10,000, and a 10 percent local match is required.

Bicycle and Pedestrian Discretionary Grant Program - Regional

The Alameda County Transportation Commission (ACTC) administers the Bicycle and Pedestrian Discretionary Grant program that combines funding from several local sources to fund bicycle and pedestrian projects that advanced the vision and goals of the ACTC's Countywide Bicycle and Pedestrian Plan. Funds can be used for planning and construction purposes, example projects include new bicycle lanes, pedestrian facilities, traffic calming devices, and safe routes to school programs. Grant limitations are determined for each cycle based on available funding and calls for projects are issued on a recurring basis.

Measure BB - Regional

ACTC manages the programming and allocations of Measure BB funding, an initiative approved in 2014 that generates $7.79 billion for transportation improvements over 30 years (2015 to 2045) as outlined in the Alameda County Transportation Commission's 2014 Transportation Expenditure Plan (TEP). Measure BB funding comes from Alameda County's half-cent sales tax program, Measure B. The Expenditure Plan's major areas of investment include:

- $2.77 billion for BART, bus, ferry, and commuter rail for reliable, safe, and fast services;
- $964 million for affordable transit for youths, seniors, and people with disabilities;
- $3.03 billion for traffic relief for streets and highways; and
- $1.03 billion for clean transportation, community development, technology, and innovation.

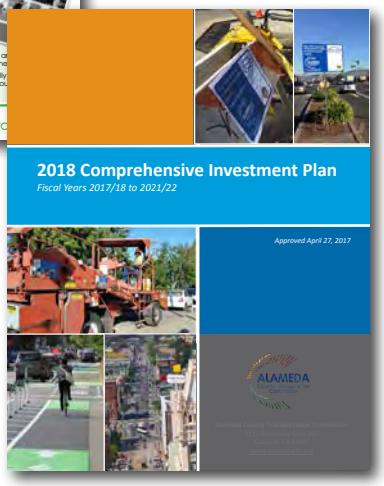
Municipalities and transportation agencies began receiving these funds in July 2015. Measure BB funds are directed towards local agencies and transit jurisdictions consistent with the 2014 TEP and the recently adopted 2017 ACTC Comprehensive Investment Plan (CIP) and its associated five-year programming and two-year allocation plan (FY 2018/18 to 2021/22). Complete streets and other multimodal projects proposed in the Plan will be strong candidates for future funding cycles. In Hayward, a complete streets project along Mission Boulevard outside of the Plan Area boundaries are programmed for funding in the current CIP.

2010 Vehicle Registration Fee - Regional

ACTC manages the 2010 Vehicle Registration Fee program that funds transportation projects through a local surcharge on vehicle registration. Similar to Measure BB funding, fund distribution is guided by the 2014 TEP, 2017 CEP, and the current five-year programming and two-year allocation plans. Portions of funds are also used for to supplement the County's Bicycle and Pedestrian Discretionary Grant program.



2014 Transportation Expenditure Plan Educational Postcard



ACTC Comprehensive Investment Plan