

APPENDIX C

IMPLEMENTATION PROGRAMS

Programs Concurrent with Specific Plan Adoption

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).
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).
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).
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).
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.
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).
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).
Program CD 3	Modify zoning standards to require new public or private open space, depending on the type and size of the project.
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.
Program CD 5	Modify zoning regulations to allow for urban agriculture and community gardens in appropriate open-space and/or temporarily on vacant lots.
Program CD 6	Require large development sites to include internal connectivity and pedestrian passages through new site development standards.
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.
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.
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.
Program H 4	Modify zoning regulations to allow for assisted care and residential care facilities and support services for seniors and persons with disabilities.
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.

Programs Concurrent with Specific Plan Adoption

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.
Program ED 2	Modify zoning regulations to allow on-site retailing with small-scale production or processing at the same location.
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.

Short-Term Programs - <5 Years

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:

Program LU 6	<ol style="list-style-type: none">1. Commercial/High Density Residential;2. Medium Density Residential;3. Parks and Recreation (between Mission Boulevard and A Street); and4. Sustainable Mixed Use.
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.
Program LU 8	Conduct a survey of business owners on the demographic characteristics and shopping habits of core customers to inform marketing efforts.
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.
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.
Program CD 8	Promote historic resources through programs and signage as part of the Downtown marketing campaign.
Program C 1	Support safer routes to schools and parks by providing increased signage, lighting, landscaping, and pedestrian connections around schools and parks.
Program C 2	Install a High-Intensity Activated Crosswalk (HAWK) beacon on Foothill Boulevard between Hazel Avenue and City Center Drive.
Program C 13	Design and convert the following street segments in the Plan Area from one-way to two-way streets (see Chapter 3 for illustrations and discussion): <ol style="list-style-type: none">1. A Street (between Mission Boulevard and Foothill Boulevard);
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.
Program TP 3	Develop a bicycle parking program to increase the supply in the public realm.
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.
Program ED 4	Continue to develop a Comprehensive Economic Development Strategy (CEDS) with neighboring communities to increase ability to compete for funding.

Short-Term Programs - <5 Years

Program ED 5	Incentivize new small businesses through reduced or waived fees, small business loans and a more flexible permitting processes.
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.
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.
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.

Short-Mid Term Programs - 3-7 Years

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.
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.
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.
Program CD 10	Provide educational opportunities for growing, preparing, and selling local food products including cottage food products.
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.
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.
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 Chapter 3 for illustrations and discussion): <ol style="list-style-type: none">1. 2nd Street;2. Foothill Boulevard (northbound between D Street and City Center Drive);3. Mission Boulevard (between A St and D St); and4. Mission Boulevard ("Five Flags" Intersection to Industrial Parkway)
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.

Short-Mid Term Programs - 3-7 Years

	Partner with carsharing operators to establish a carsharing service with shared vehicle “pods” strategically located within the Plan Area subject to the following:
Program TP 6	<ol style="list-style-type: none">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.
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.
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 marketing material, public-private partnerships, layering other public funding, and streamlining the entitlement process to encourage desired outcomes.
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.
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..
Program IPF 4	Accelerate the decarbonization of the electricity grid by incorporating green-house gas reduction targets in the Hayward Climate Action Plan.
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.
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.
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.

Mid-Term Programs - 5-10 Years

	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:
Program LU 12	<ol style="list-style-type: none">1. Unique restaurants and eateries;2. Youth and family-oriented uses;3. Entertainment uses, including those desirable to college students; and4. Arts, events, music festivals, farmers markets, and other cultural activities.

Mid-Term Programs - 5-10 Years

- Program LU 13** Expand the public WiFi in Downtown to reach the entirety of the Plan Area.
- Program LU 14** Partner with BART to facilitate transit-oriented development on BART owned property located adjacent to the Hayward BART station.
- Program LU 15** Maintain and enhance the two gateway signs to convey a positive Downtown identity and establish the Downtown's boundaries.
- 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.
- 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.
- 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.
- Program CD 15** Continue working with HARD to 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.
- 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.
- Program C 6** Continue to ensure that street network design includes measures to manage automobile speed, safety, and comfort, such as a reduction in lane width and providing on street parking.
- 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.
- 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.
- 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.

Mid-Term Programs - 5-10 Years

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):

- Program C 10
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 curbspace for non-transit passenger loading (e.g., for taxis, ride hailing services, and kiss-and-ride).

- 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.

Design and convert the following street segments in the Plan Area from one-way to two-way streets (see Chapter 3 for illustrations and discussion):

- Program C 13
1. C Street (between Mission Boulevard and Second Street);
 2. 1st St 2-way conversion (between C St and D St);
 3. B Street (between Watkins Street and Foothill Boulevard)

- 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.

- 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.

- 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 curbspace parking spaces in residential areas and return the resulting revenues to the neighborhood to fund public improvements.

- Program TP 11
- Regulate curbspace 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.

- 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.

- 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.

- Program TP 14
- Establish a Downtown Parking Benefit District for the use of permit and curbspace parking revenue to fund public facility and service improvements.

- Program TP 15
- Establish an advisory committee, with representation from Downtown property owners and merchants, to decide how to spend new curbspace parking revenues.

Mid-Term Programs - 5-10 Years

- 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.
- 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.
- 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.
- Program ED 9** Establish grants, programs, and incentives in support of temporary urbanism.
- 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.
- Program ED 11** Develop an incentives 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.
- 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).
- Program IPF 8** Develop systems and infrastructure to better allow Downtown residents and businesses to recycle specialty waste streams, particularly electronic waste and mattresses.
- Program IPF 9** Partner with PG&E and other utility providers to evaluate future demand and to fund utility improvements in advance of construction.
- Program IPF 10** Increase non-potable water use in parks, open spaces, sidewalks, and streets by 20 percent.
- Program IPF 11** Develop a maintenance program to ensure that new public restrooms are well maintained and consistently cleaned.

Mid-Long Term Programs - 5-15 Years

- Program CD 16** Designate landmark-worthy and contributing properties that have yet to be formally designated as Historic Resources.
- Program C 12** Invest in traffic signal synchronization and traffic management strategies to improve traffic flow on roadways.

Long Term Program - 11+ Years

- 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.
- Design and convert the following street segments in the Plan Area from one-way to two-way streets (see Chapter 3 for illustrations and discussion):
- Program C 13
1. Mission Boulevard (between A Street and the “Five Flags” Intersection).
 2. Foothill Boulevard (between A Street and the “Five Flags” intersection).

Ongoing Programs

- 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 18).
- 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.
- 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.
- 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).
- Program CD 20 Encourage Farmer’s Markets and Intermittent Food Truck Fairs to promote access to local produce and healthy food.
- Program CD 21 Encourage relocation of historic structures as much as possible before allowing demolition.
- Program CD 22 Preserve open space through the OS Zone.
- 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.
- Program CD 24 Continue to enforce code regulations in the Community Preservation Ordinance.
- 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.
- 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.
- 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.
- Program H 6 Support the conversion of exiting housing into permanently affordable housing.
- 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.

Ongoing Programs

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.
Program H 9	Continue to implement tenant protection controls and strategies that protect vulnerable Plan Area residents and businesses from displacement
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.
Program C 14	Continue to work with private developers to provide private shuttle service that implements recommendations from the City's shuttle feasibility study.
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.
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.
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.
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. 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.
Program TP 19	<ol style="list-style-type: none"> 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.
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.
Program TP 21	Continue to assess current and future parking supply and demand to thoughtfully plan for long-term parking and transportation needs.
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.
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.
Program ED 14	Connect new short-term businesses and non-profits with owners of vacant commercial space.
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.
Program ED 16	Require contractor prequalification for projects 30,000 square feet or larger to ensure compliance with apprenticeship and health care policies.
Program IPF 12	Continuously strive to maintain and improve police staffing, performance levels, and facilities.

Ongoing Programs

- Program IPF 13** Continuously strive to maintain and improve the performance and efficiency of fire protection services for the Plan Area.
- 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.
- 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.
- 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.
- 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 programming or the California Green Building Code.
- Program IPF 18** Continue working to implement the city-wide Energy Assurance Plan in Downtown.
- Program IPF 19** Work with East Bay Community Energy to incentivize development to encourage the installation of renewable energy projects.
- 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.