Mission Boulevard Corridor Specific Plan

CITY OF
HAYWARD
HEART OF THE BAY

January, 2014

Mission Boulevard Corridor Specific Plan

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via

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&

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1.1 Introduction to the Specific Plan

The Mission Boulevard Corridor Specific Plan is one of the most important Hayward planning efforts in recent years. Mission Boulevard is the key north-south corridor in the eastern portion of Hayward. Through this Specific Plan, the City of Hayward seeks to provide opportunities for new development in the Mission Boulevard Corridor north of Harder Road that respects the existing character of the area and its surroundings, and includes vibrant commercial uses, pedestrian-friendly neighborhoods that are safe, desirable, and at sufficient densities to support public transportation, and a built form that will encourage such uses, and complements the natural and historic amenities existing in the Specific Plan area.

Participants of the charrette community workshops, stakeholder groups and public meetings, along with elected officials, Planning Commissioners, City staff and consultants, collaborated to develop a vision of the preferred future for Hayward's Mission Boulevard Corridor (north of Harder Road) that is high quality, safe, environmentally sustainable and scaled to the pedestrian. This Specific Plan and its Form-Based Code component provide the overall policy framework as well as a systematic approach to the planning and design of both public and private components, businesses to thrive, and the connections between them that will result in an active, healthy environment for residents and visitors to enjoy.

A charrette is an intensive multiple-day planning session where citizens, designers and others collaborate on a vision for development. This process provides a forum for ideas and offers the unique advantage of giving immediate feedback to the designers. More importantly, it allows everyone who participates to be a mutual author of the plan. A team of design experts and consultants sets up a full working office locally. Formal and informal meetings are held throughout the event and updates to the plan are presented periodically. Through brainstorming and design activity, many goals are accomplished during the charrette. First, everyone who has a stake in the project develops a vested interest in the ultimate vision. Second, the design team works together to produce a set of finished documents that addresses all aspects of design. Third, since the input of all of the players is gathered at one event, it is possible to avoid the prolonged discussions that typically delay conventional planning projects. Finally, the finished result is produced more efficiently and cost-effectively because the process is collaborative.

1.2 Planning Area

The City of Hayward is known as the "Heart of the Bay," thanks to its central and convenient location in Alameda County along the east side of the San Francisco Bay, 25 miles southeast of San Francisco, 14 miles south of Oakland, 26 miles north of San Jose and 10 miles west of the valley communities surrounding Pleasanton, as shown on Figure 1-1. Serviced by a network of freeways and bus lines, Hayward has two BART stations (Hayward and South Hayward), an Amtrak station, and the Hayward Executive Airport, with easy access to San Francisco, Oakland, and San Jose. A January 1, 2013 estimate by the California Department of Finance had the population at 148,756 residents. According to most recent population projections from the Association of Bay Area Governments' (ABAG), Hayward is expected to be home to 184,600 residents in 2035. Also according to data compiled for ABAG's One Bay Area Plan, the number of jobs in Hayward will grow from 69,100 in 2010 to approximately 89,900 in 2040, and the number of housing units will increase from 48,300 in 2010 to more than 60,580 in 2040.

The Specific Plan area, in the northeastern portion of Hayward, comprises approximately 600 parcels, 240 acres, and has a total length of approximately two miles. As shown on Figure 1-2, the project area includes two segments along Mission Boulevard, a major transportation corridor that extends from Harder Road in the south to the City limits in the north, excluding the downtown core. The Specific Plan area is within the City's Redevelopment Project Area and encompasses portions of three Hayward neighborhood planning areas, North Hayward, Mission/Foothills, and Jackson Triangle. Figure 1-3 outlines the Plan Area in greater detail.

A Form-based code fosters predictable built results and a high-quality public realm by using physical form (rather than separation of uses) as the organizing principle for the code. Form-based codes are regulations adopted into city or county law. Form-based codes address the relationship between building facades and the public realm, the form and mass of buildings in relation to one another, and the scale and types of streets and blocks.

The regulations and standards in form-based codes are presented in both words and clearly drawn diagrams and other visuals. They are keyed to a regulating plan that designates the appropriate form and scale (and therefore, character) of development, rather than only distinctions in land-use types. This approach contrasts with conventional zoning's focus on the micromanagement and segregation of land uses, and the control of development intensity through abstract and uncoordinated parameters (e.g., FAR, dwellings per acre, setbacks, parking ratios, traffic LOS), to the neglect of an integrated built form.

Not to be confused with design guidelines or general statements of policy, form-based codes are regulatory, not advisory. They are drafted to implement a community plan. They try to achieve and code a community vision based on time-tested forms of urbanism. Ultimately, a form-based code is a tool; the quality of development outcomes depends on the quality and objectives of the community plan that a code implements.

Figure 1-1: Regional Location Map

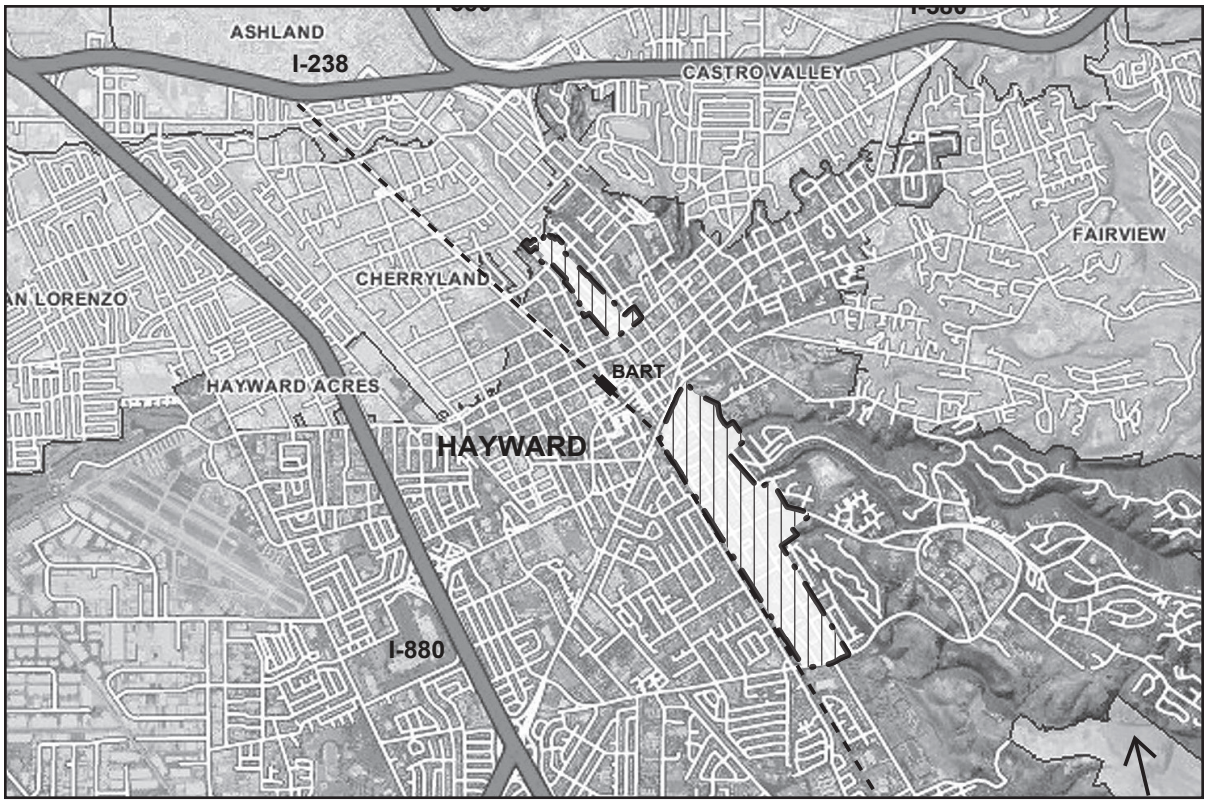

Figure 1-2: Project Area Vicinity Map

1.3 Purpose and Intent of the Specific Plan

Key objectives of the Specific Plan are to:

- Revitalize an economic spine that provides services to the eastern portion of the City while addressing the current deterioration of the existing uses, including distressed auto-related uses;
- Establish a vision for transit-oriented development that incorporates economic and environmental sustainability; offers housing options and civic functions;
- Strengthen the City's economy;
- Create a vibrant pedestrian-oriented environment;
- Foster a safe public realm;
- Improve circulation and streetscapes; and
- Support environmentally sustainable forms of development, while enhancing Hayward's existing character and quality of life.

The Specific Plan includes comprehensive and detailed design and development standards contained in an all-encompassing Form-Based Code and sets forth infrastructure and implementation strategies. The Plan allows flexibility, recognizing the potential for changing needs and market conditions over time, while also articulating a clear vision for the area.

The Specific Plan will be implemented through a variety of actions, including amendments to the City's General Plan and Municipal Code and other means set forth in the Implementation chapter of this document. The Specific Plan is intended to express a long-range affirmative vision for the Mission Boulevard Corridor, an area that will likely evolve over time rather than one that will experience a rapid transformation.

Figure 1-3: Historic house on Pinedale Court

Figure 1-4: Restaurant on Mission Boulevard

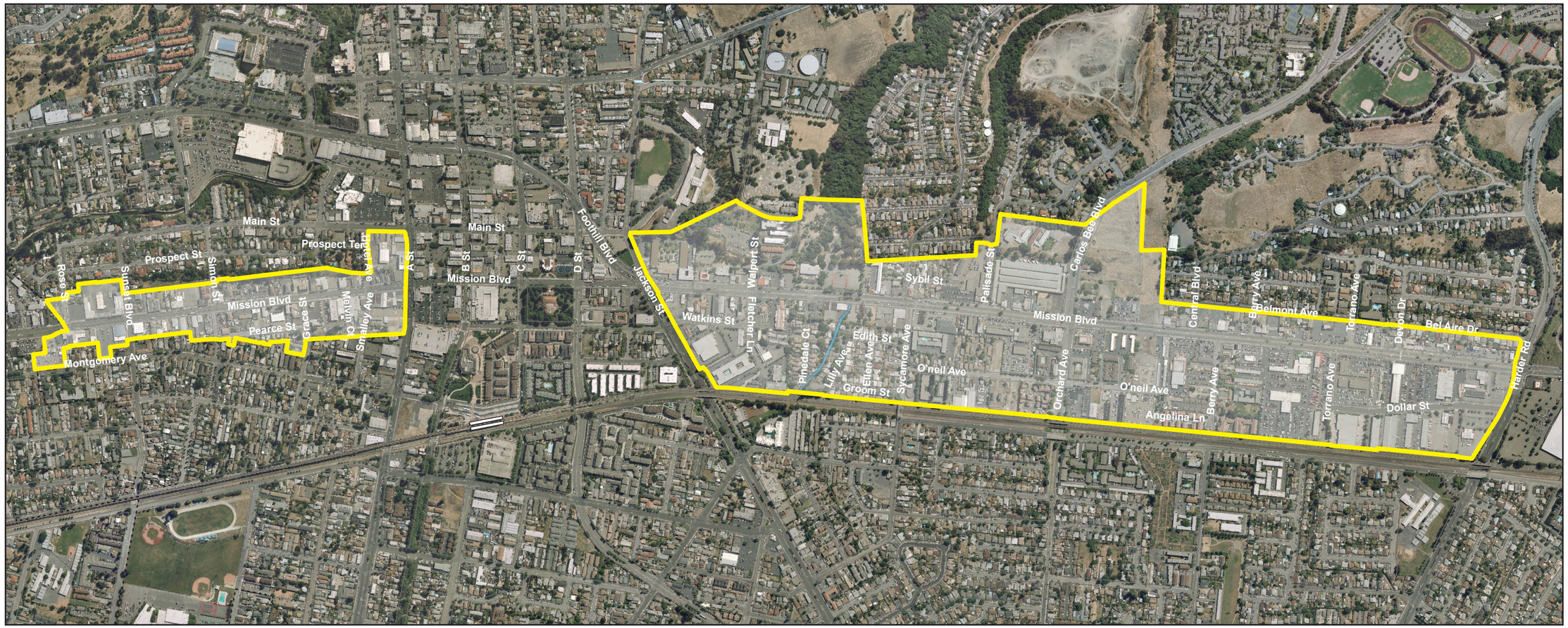

Figure 1-5: Site Location Map

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1.4 Planning Process

1.4.1 Synoptic Survey

The consultant team prepared a synoptic survey of the Specific Plan area. The synoptic survey is a tool used by urban designers and planners to measure the physical elements of a community, such as the perimeter length of blocks, lot widths, building types, frontage types and street widths. The expression "synoptic survey" is taken from scientific analysis of the natural world, where cross-section diagrams illustrate the elements of natural environments – from the canopy above down to the soil below. By applying these techniques to the urban environment, a deeper understanding of the physical components of the community may be gained. In this particular case, the synoptic survey also included a careful review of the existing zoning districts, overlays and other standards, regulated land uses and permits, and the decision-making process for the planning area.

1.4.2 Specific Plan Meetings

Numerous types of individual and community meetings were held to fully develop a community-supported and feasible Specific Plan, including:

- Key Stakeholder meetings with: Hayward Chamber of Commerce, Hayward Area Planning Association (HAPA); Alameda County Economic Development Department, Redevelopment Agency and Community Development Agency; Hayward Area Recreation and Park District (HARD); Neighborhood Associations of Pinedale Court, Fairway Park, Grand Terrace and Prospect Hill; Bowman Elementary School; and interviews with six City Council members and four Planning Commissioners (2 March to 6 April 2010)
- Planning Commission Work Session to provide overview of project (25 March 2010)
- City Council Work Session to provide overview of project (23 March 2010)
- Public design charrette kick-off presentation (8 April 2010)
- Five-day public design charrette (12 April -16 April 2010)
- Planning Commission Work Session to provide feedback on the Regulating Plan (24 June 2010)
- City Council Work Session to provide feedback on the Regulating Plan (22 June 2010)
- City Council/Planning Commission/Staff field trip to survey thoroughfares (2 October 2010)
- Planning Commission Work Session to provide feedback on Draft Specific Plan (10 February 2011)
- City Council Work Session to provide feedback on Draft Specific Plan (15 February 2011)
- City Council Work Session to review Draft EIR and Revised Specific Plan (23 April 2013)
- Planning Commission Public Hearing to review Draft EIR and Revised Specific Plan (9 May 2013)
- Final Planning Commission hearing to present Final Specific Plan (25 July 2013)
- City Council Hearing to Introduce Ordinance (17 September 2013)
- Final City Council adoption hearing (24 September 2013)

1.4.3 Plan Preparation

Based on direction from community and key stakeholder meetings, City Council and Planning Commission meetings, and City staff input, the consultant team developed the Specific Plan. An overview of the Plan contents is included below, in section 1.6 Specific Plan Contents.

1.4.4 Environmental Review

Adoption and implementation of the Mission Boulevard Corridor Specific Plan requires changes to General Plan designations and zoning districts within the plan area. Pursuant to the California Environmental Quality Act, a program level Environmental Impact Report (EIR) was prepared to assess the potential environmental effects of those changes. All potentially significant impacts identified in the EIR may be reduced to less than significant levels through the application of mitigation measures provided therein. It is anticipated that additional environmental review will occur as individual development approvals are requested in the future. It is further envisioned the EIR will be used as the basis for any further environmenal analyses and documentation concerning those future land entitlement requests.

Figure 1-6: The Plunge, a civic building on Mission Boulevard

1.5 Statutory Requirements for the Specific Plan

Under California law, (Government Code Section 65450 et seq.), Cities and Counties may complete specific plans to develop policies, programs and regulations to implement the jurisdiction's adopted general plan. A specific plan frequently serves as a bridge between the general plan and individual development master plans and planned unit developments, or other large development projects. The purpose of the Mission Boulevard Corridor Specific Plan is to guide change in the Specific Plan Area and implement Hayward's General Plan.

Sometimes a General Plan calls for development of a Specific Plan to flesh out specific policies for an area or to address issues deferred or unresolved in the general plan. Jurisdictions may also use a Specific Plan to address new issues or changed circumstances in a particular area. In either case, the purpose is to address policy issues that were not adequately addressed in the General Plan. Oftentimes, the Specific Plan adoption process includes amendments to the General Plan to harmonize policies, thus achieving consistency. In the case of the Mission Boulevard Corridor Specific Plan, the Hayward City Council determined that it was appropriate to reexamine land use policy for the area.

1.5.1 Required Contents

This Specific Plan has been prepared in accordance with the requirements of California Government Code Section 65451. As prescribed by law, the Mission Bouelvard Corridor Specific Plan includes text and diagrams that generally describe:

- The distribution, location and extent of all land uses, including open space.
- The proposed distribution, location, extent and intensity of major components of public infrastructure, such as transportation and water and sewer systems.
- The standards and criteria by which development will proceed.
- A program of implementation measures, such as financing measures, policies, regulations and public works projects.
- A statement of the relationship of the Specific Plan to the General Plan.

Figure 1-7: Apartment building on Mission Boulevard

Figure 1-8: Auto dealership on Mission Boulevard

1.6 Specific Plan Contents

The Mission Boulevard Corridor Specific Plan includes the following chapters and appendices:

Chapter 1 - Introduction: Describes the planning area, the intent and purpose of the Specific Plan, the planning process and the statutory requirements of a Specific Plan.

Chapter 2 - Vision and Goals: Outlines the guiding principles for development of the Mission Boulevard Corridor Specific Plan area and introduces the Form-Based Code found in Chapter 4.

Chapter 3 - Regulating Plan: Describes the Regulating Plan for the Mission Boulevard Corridor Specific Plan area.

Chapter 4 - Form-Based Code: Provides regulations, requirements and standards for all new development within the Mission Boulevard Corridor Specific Plan area. The Form-Based Code replaces existing zoning districts and portions of the City's Zoning Ordinance applicable land use and development activities in the Mission Boulevard Corridor Specific Plan area.

Chapter 5 - Infrastructure Plan: Summarizes potential impacts of development on public utilities and community services and the strategies necessary to prevent deterioration in services.

Chapter 6 - Implementation Plan: Identifies implementation steps and a conceptual financing plan for future development of the Mission Boulevard Corridor Specific Plan Area.

Appendix A: Synoptic Survey

Appendix B: Market Assessment and Economic Development Strategy

Appendix C: Fiscal Impact Analysis

Appendix D: Parking and Transportation Demand Strategy

2.1 Introduction

2.1 Relationship to General Plan

The Land Use Element of the General Plan (Chapter 2) describes how the City's Planning Area is composed of distinct neighborhoods, including the Mission/Foothills and North Hayward neighborhoods. The General Plan further designates certain significant Focus Areas for the implementation of Smart Growth principles. The Mission Boulevard Corridor Specific Plan and its Form-Based Code component implement such principles for portions of the Mission Boulevard Corridor. Additionally, the Specific Plan is also consistent and will further the following General Plan goals, as described below.

2.1.1 Land Use Element

Goal 1: The Specific Plan will help promote a balance of land uses and achieve a vibrant urban development pattern that enhances the character of the area.

Goal 2: The Specific Plan will help support higher-density and well-designed quality development in areas within ½ mile of transit stations and ¼ mile of major bus routes in order to encourage non-automotive modes of travel.

Goal 5: The Specific Plan will help promote transit-oriented development in the Mission/Foothill Corridor in order to help create a distinctively attractive commercial boulevard.

Goal 8: The Specific Plan will help promote infill development that is compatible with the overall character of the surrounding neighborhood.

Goal 10.1: The Specific Plan will help maintain Urban Limit Lines in order to retain an attractive, natural setting and foster a distinctive sense of place.

Figure 2-1: Vision for a walkable Mission Boulevard north of A Street

2.1.2 Circulation Element

Goal 4.1: The Specific Plan will help improve mobility to foster economic vitality.

Goal 8.4: The Specific Plan will help create improved and safer circulation facilities for pedestrians.

Goal 9.1: The Specific Plan promote opportunities for safe and convenient bicycle travel.

Goal 10: The Specific Plan will help encourage land use patterns that promote transit usage.

Goal 13.1: The Specific Plan will help provide for future parking demand in ways that optimize mode choice.

Goal 14.2: The Specific Plan will help seek to address traffic safety concerns.

2.1.3 Economic Development Element

Goal 1: The Specific Plan will help utilize an economic strategy that balances the need for development with other City goals and objectives.

Goal 2.1/5: The Specific Plan will help create a sound local economy that attracts investment, increases the tax base, creates employment opportunities for residents and generates public revenues.

Goals 4.6/8: The Specific Plan will help to enhance the City's image in order to improve the business climate.

2.1.4 Housing Element

Goal 1.1: The Specific Plan will help maintain and enhance the existing viable housing stock and neighborhoods within its area.

Goal 3: The Specific Plan will help provide suitable sites for housing development which can accommodate a range of housing by type, size, location, price and tenure.

2.215 Community Facilities and Amenities Element

Goal 5.2: The Specific Plan will help to increase the amount, diversity and quality of parks and recreational facilities and opportunities.

Goal 6.4: The Specific Plan will help enhance the aesthetic and recreational values of open space corridors within the area.

Goals 7.6/7: The Specific Plan will help enhance the City's image through preservation of historic resources.

2.1.6 Conservation and Environmental Protection Element

Goals 4.6/7: The Specific Plan will help protect and enhance vegetative and wildlife habitat in its area.

Goal 5.4: The Specific Plan will help minimizing risks from geologic and seismic hazards in the siting and design of development.

Goal 11: The Specific Plan will help improve air quality by creating efficient relationships between transportation and land use.

2.1.7 Public Utilities and Services Element

Goals 5.1/2: The Specific Plan will help the City promote energy conservation.

2.2 Specific Plan Goals and Policies

The Mission Boulevard Corridor Specific Plan and its Form-Based Code (see Chapter 4) carry out the policies of the Hayward General Plan by classifying and regulating the desired form and intensities of development and land uses within the Mission Boulevard Corridor. The intent of this Specific Plan and its Form-Based Code component is to protect and promote the public health, safety, comfort, convenience, prosperity, and general welfare of the community. This intent is achieved through implementation of the following Smart Growth goals:

1. Neighborhood Livability
2. Better Access, Less Traffic
3. Thriving Cities, Suburbs and Towns
4. Shared Benefits
5. Lower Costs, Lower Taxes
6. Keeping Open Space Open

These six principles will guide development within the Specific Plan area through the application of the Form-Based Code during the City's development review process. The Form-Based Code is intended to ensure that existing and new buildings within the Mission Boulevard Corridor Specific Plan area are harmonious with each other in scale and character, create an attractive, walkable neighborhood, and promote pedestrian-oriented streetscapes and public spaces.

2.2.1 For the Community

At the community scale, the Mission Boulevard Corridor Specific Plan and Form-Based Code seek to ensure that:

Figure 2-2: Vision of a new retail center at the northeast corner of Carlos Bee Boulevard and Mission Boulevard

- Neighborhoods and transit-oriented development are compact, pedestrian-oriented and mixed-use.
- Neighborhoods should be the preferred pattern of development and that districts specializing in a single use should be the exception.
- Ordinary activities of daily living occur within walking distance of most dwellings, allowing independence to those who do not drive.
- Interconnected networks of thoroughfares be designed to disperse traffic and reduce the length of trips.
- Within neighborhoods, a range of housing types and price levels be provided to accommodate diverse ages and incomes.
- Affordable housing should be distributed throughout the region to match job opportunities and to avoid concentrations of poverty.
- Appropriate building densities and land uses be provided within walking distance of transit stops.
- Civic, institutional, and commercial activity should be embedded in neighborhoods, not isolated in remote single-use complexes.
- Schools be sized and located to enable children to safely walk or bicycle to them.
- A range of open space, including parks, squares, plazas and playgrounds, be distributed within neighborhoods.
- The region should include a framework of transit, pedestrian, and bicycle systems that provide alternatives to the automobile.

2.2.2 For the Transect

At the neighborhood scale, the Mission Boulevard Corridor Specific Plan and Form-Based Code seek to ensure that:

- Communities should provide meaningful choices in living arrangements as manifested by distinct physical environments, referred to as Transect Zones.
- The Specific Plan and Form-Based Code are based on the concept of the Transect, which is a system of ordering human habitats in a range from the most natural to the most urban. The Transect describes the physical character of place at any scale according to the density and intensity of land use and urbanism.
- The Transect Zones described in Table 1 of the Form-Based Code shall constitute the building blocks of the Mission Boulevard Corridor Specific Plan and Form-Based Code with regard to the general character of each of these environments within the Specific Plan Area. In particular, the Mission Boulevard Specific Plan and Form-Based Code focus on the T3 Sub-Urban Zone, T4-1 and T4-2 General Urban Zone, and the T5 Urban Center Zone, and CS Civic Space Zone.

2.2.3 For the Block and Building

At the block scale, the Mission Boulevard Corridor Specific Plan and Form-Based Code seek to ensure that:

- Block sizes be scaled small to maximize route options and safety.

- Buildings and landscaping contribute to the physical definition of thoroughfares as civic places.
- Development adequately accommodate automobiles while respecting the pedestrian and the cyclist and the spatial form of public areas.
- Design of buildings create defensible space, commonly referred to as 'eyes on the street.'
- Architecture and landscape design grow from local climate, topography, history, and building practice.
- Buildings provide their inhabitants with a clear sense of geography and climate through energy efficient methods.
- Civic buildings and public gathering places be provided as locations that reinforce community identity and support self-government.
- Civic buildings be distinctive and appropriate to a role more important than the other buildings that constitute the fabric of the city.
- The preservation and renewal of historic buildings be facilitated to affirm the continuity and evolution of society.

Figure 2-3: Vision for Pinedale Court neighborhood center

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3.1 Introduction

The Mission Boulevard Corridor Specific Plan establishes a Regulating Plan to delineate those areas subject to regulation by the Plan and its Form-Based Code component (see Chapter 4). The Regulating Plan, shown in Figure 3.1, is also the zoning map that identifies the different Transect Zones within the Mission Boulevard Corridor. The Regulating Plan also shows Thoroughfare Types and Special Requirements for all areas subject to the Specific Plan.

3.2 Special Requirements

The Regulating Plan designates the following standards and special requirements:

1. Height Overlay Areas: These designations indicate areas where the height of buildings are modified from the underlying Transect Zone.
2. Commercial Overay Areas: These designations indicate areas where residential is not allowed on the first floor of development.
3. Mandatory Shopfront Frontage: These designations require that a building shall provide a commercial shopfront at sidewalk level along the entire length of its private frontage. The shopfront shall be no less than 70% glazed in clear glass and shaded by an awning overlapping the sidewalk as generally illustrated in Table 5.
4. Recommended Shopfront Frontage: These designations indicate that a building should provide a commercial shopfront at sidewalk level along the entire length of its private frontage. Where provided, the shopfront shall be no less than 70% glazed in clear glass and shaded by an awning overlapping the sidewalk as generally illustrated in Table 5.
5. Terminated Vista: These locations indicate that the building should be provided with architectural articulation of a type and character that responds visually to the location, as approved by the review authority. A building located at a Terminated Vista designated on the Regulating Plan should be designed in response to the axis through the use of color, material, massing and height such that visual orientation along the axis is improved and a prominently visible destination is established.

The Regulating Plan also establishes the following Transect Zones within the Mission Boulevard Corridor:

T3	Sub-Urban
T4-1	General Urban 1
T4-2	General Urban 2
T5	Urban Center

Each of these Transect Zones has a distinct character as outlined in Table 1 (Transect Zone Description) in Chapter 4.

3.3 Transect Zones

All areas shown within the Regulating Plan boundaries shall be subject to the Mission Boulevard Corridor Specific Plan and Form-Based Code. The Transect Zones are hereby established and shall be shown on the Regulating Plan for the Mission Boulevard Corridor Specific Plan and Form-Based Code area.

3.4 Civic Spaces Zone

The Regulating Plan also establishes the Civic Space (CS) Zone. The purpose of the CS Zone is to provide designated areas for public open space, civic buildings and civic uses.

3.5 Thoroughfare Plans

In addition to the Regulating Plan, the Mission Bouelvard Corridor Specific Plan also establishes a Thoroughfare Plan and a New Thoroughfare Plan are shown in Figures 3-2 and 3-3. The Form-Based Code (see Chapter 4) provides details on proposed upgrades to existing thoroughfares and proposed standards for new thoroughfares within the Specific Plan area.

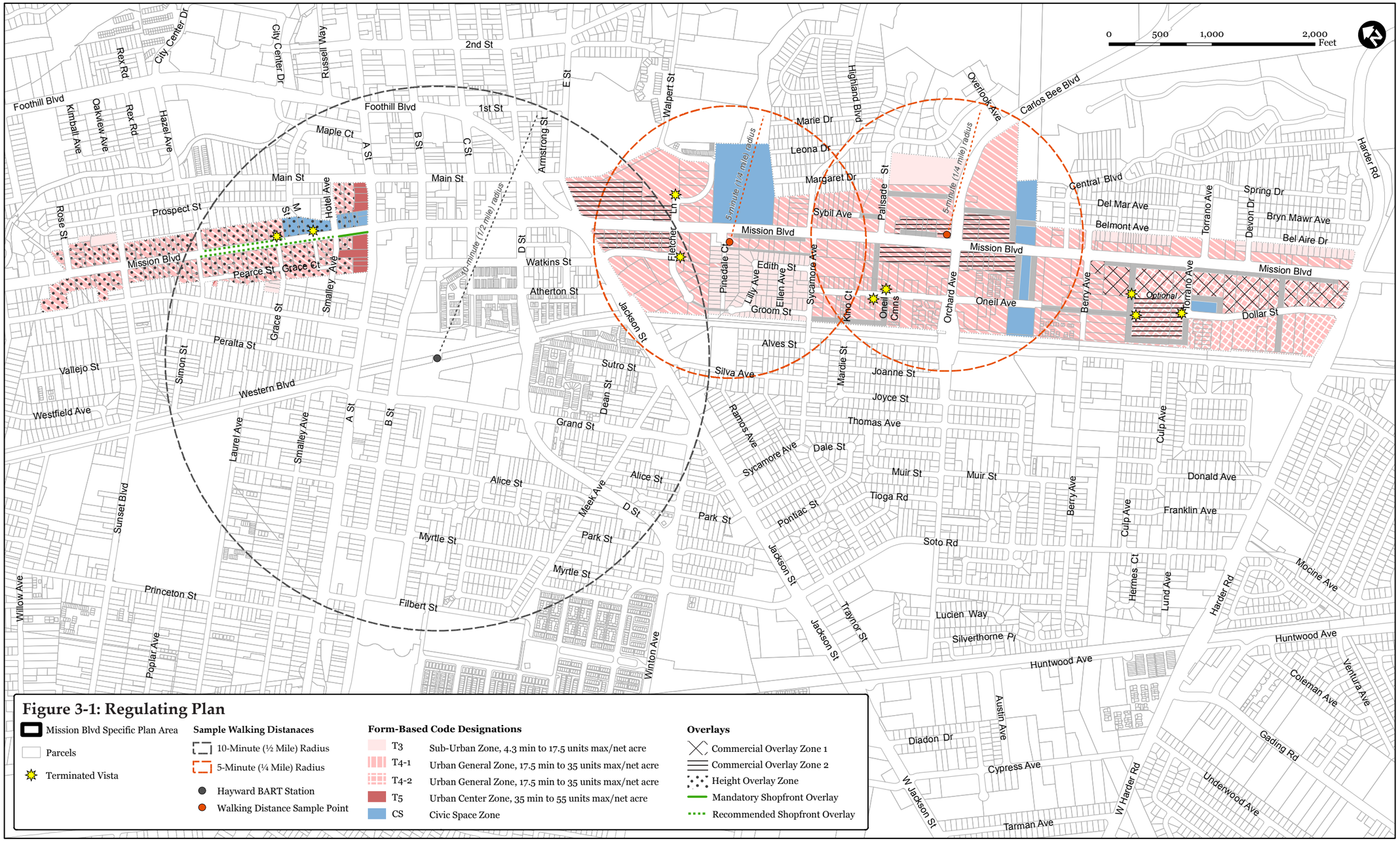

Figure 3-1: Regulating Plan

- Mission Blvd Specific Plan Area
- Parcels
- Terminated Vista

Sample Walking Distanaces

- 10-Minute (½ Mile) Radius
- 5-Minute (¼ Mile) Radius
- Hayward BART Station
- Walking Distance Sample Point

Form-Based Code Designations

T3	Sub-Urban Zone, 4.3 min to 17.5 units max/net acre
T4-1	Urban General Zone, 17.5 min to 35 units max/net acre
T4-2	Urban General Zone, 17.5 min to 35 units max/net acre
T5	Urban Center Zone, 35 min to 55 units max/net acre
CS	Civic Space Zone

Overlays

- Commercial Overlay Zone 1
- Commercial Overlay Zone 2
- Height Overlay Zone
- Mandatory Shopfront Overlay
- Recommended Shopfront Overlay

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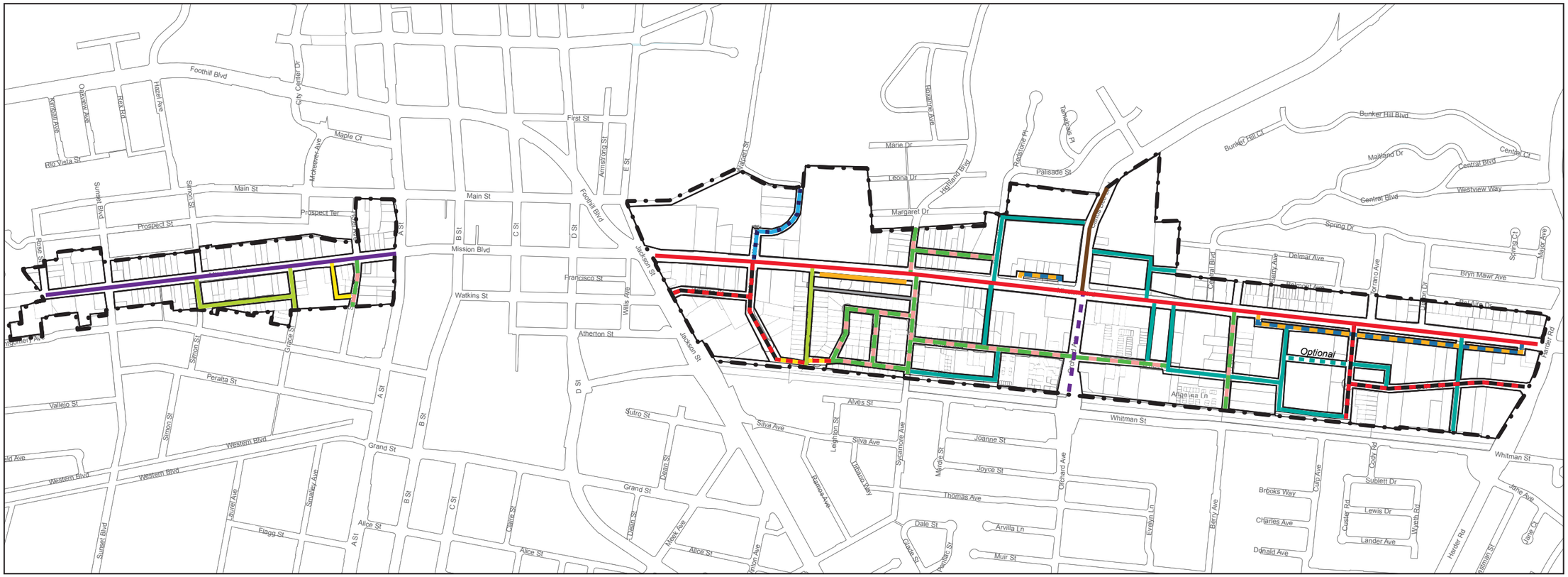
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Maple Ct
McKeever Ave
Hazel Ave
Rock Rd
Oakway Ave
Kennari Rd
Rio Vista St
Sunset Blvd
Simon St
Main St
Prospect Ter
Prospect St
Rose St
Grove St
A St
B St
C St
D St
First St
Armstrong St
E St
Foothill Blvd
Mission Blvd
Francisco St
Watkins St
Atherton St
Jackson St
Wilis Ave
Peralta St
Vallejo St
Western Blvd
Grand St
Alice St
Sunset Blvd
Laurel Ave
Snowiley Ave
Dean St
Mesa Ave
Clarke St
Sutro St
Silva Ave
Leighton St
Sycamore Ave
Alves St
Joanne St
Joyce St
Thomas Ave
Dale St
Arvilla Ln
Muir St
Gaspar St
Perkins St
Marie Dr
Leona Dr
Margaret Dr
Roanoke Ave
Highland Blvd
Tanglewood Pl
Palisade St
Bunker Hill Ct
Bunker Hill Blvd
Maitland Dr
Central Blvd
Central Ct
Westview Way
Spring Dr
Spring Ct
Major Ave
Bryn Mawr Ave
Delmar Ave
Orlando Ave
Harder Rd
Optional
Whitman St
Brooks Way
Charles Ave
Donald Ave
Lewis Dr
Sublett Dr
Lander Ave
Custer Rd
Wyeth Rd
Cody Rd
Jane Ave
Jane Ct
Berry Ave
Evelyn Ln
Orchard Ave
Meade St
Rapose Ave
Union Ave
Meek Ave
Dean St
Grand St
Alice St
Elagg St
Laurel Ave
Snowiley Ave
Sunset Blvd
Western Blvd
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Maple Ct
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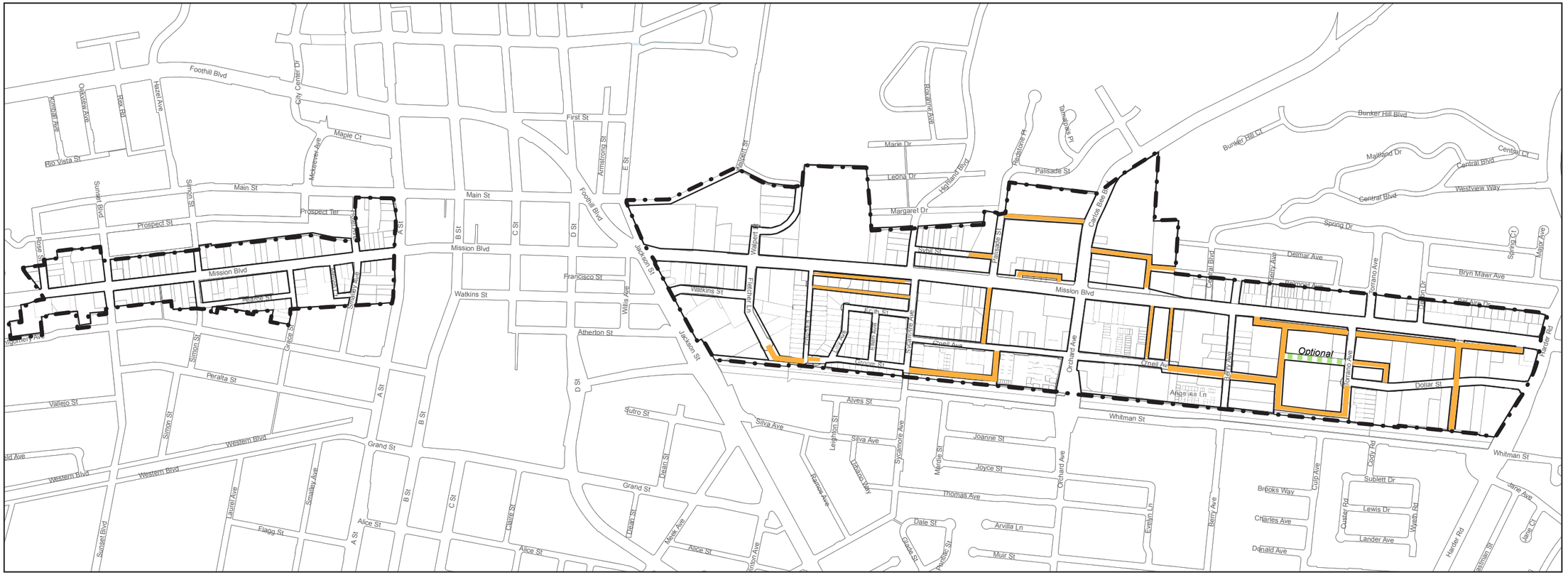

Figure 3-3: New Thoroughfare Plan

- Project Area
- Parcels
- Existing Thoroughfares
- New Thoroughfares
- Optional New Thoroughfare required with new development unless deemed infeasible to accommodate a large single use/building.

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4.1 Introduction

The preceding chapters of this Specific plan provide the vision and policies for new development and redevelopment within the Mission Boulevard Corridor (north of Harder Road). Under this vision, the scale and general character of new development and redevelopment are intended to be based on the traditional elements of Hayward's historic development as well as the preference of current residents and their elected representatives.

Chapter 4 introduces a Form-Based Code that is intended to ensure that the vision and goals of the Specific Plan are implemented. This Form-Based Code will be adopted as Chapter 10, Article 25 of the City of Hayward Municipal Code and may be used as a stand alone document. It replaces the underlying zoning districts and portions of the Zoning Ordinance applicable to the Mission Bouelvard Corridor Specific Plan area.

The Form-Based Code is designed to be used both as a set of rules for property owners and their designers – to allow them to understand from the outset the parameters that the community has set for development in the Mission Boulevard Corridor Specific Plan area – and also as a framework and systematic checklist for the City's use as it plans its investments in capital projects and evaluates the design of proposed building projects. This will improve the quality of design proposals that the City receives and the value of the City's cumulative investment in the public realm.

The Form-Based Code essentially provides a system or "kit" of parts and instructions for ensuring that the design of private development and the design of the public realm (i.e., streets, sidewalks, open space, etc.) are rigorously coordinated and focused on the common goal of creating a safe and lively pedestrian experience. The long-term result will be neighborhoods based directly on the preferences of the community as expressed through a public design charrette, workshops and meetings. The Form-Based Code will ensure that the scale and character of the parts are complementary and connected to one another.

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CITY OF
HAYWARD
HEART OF THE BAY

CHAPTER 10, ARTICLE 25

OF

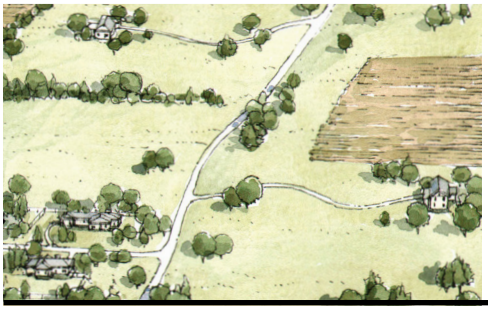
THE CITY OF HAYWARD

MUNICIPAL CODE

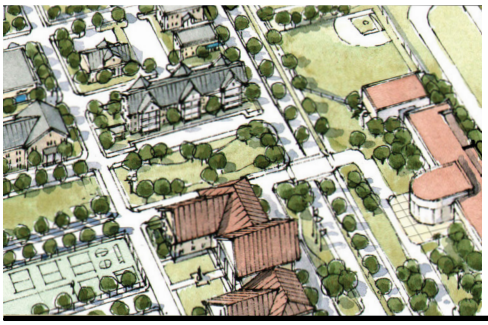
HAYWARD MISSION BOULEVARD CORRIDOR

FORM-BASED CODE


T1


T2


T3


T4


T5

Chapter 4 - Form-Based Code

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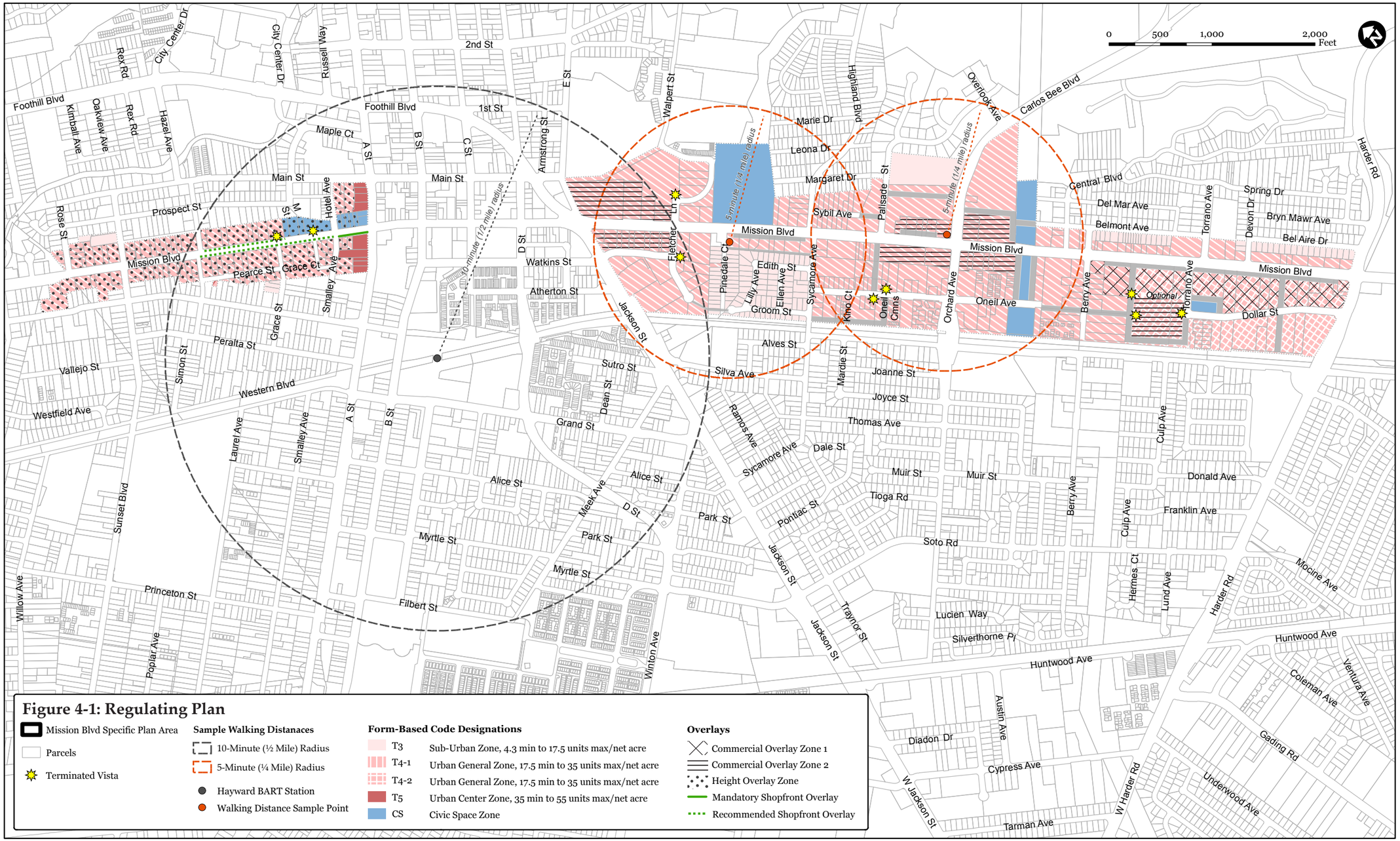

Figure 4-1: Regulating Plan

- Mission Blvd Specific Plan Area
- Parcels
- Terminated Vista

Sample Walking Distanaces

- 10-Minute (½ Mile) Radius
- 5-Minute (¼ Mile) Radius
- Hayward BART Station
- Walking Distance Sample Point

Form-Based Code Designations

T3	Sub-Urban Zone, 4.3 min to 17.5 units max/net acre
T4-1	Urban General Zone, 17.5 min to 35 units max/net acre
T4-2	Urban General Zone, 17.5 min to 35 units max/net acre
T5	Urban Center Zone, 35 min to 55 units max/net acre
CS	Civic Space Zone

Overlays

- Commercial Overlay Zone 1
- Commercial Overlay Zone 2
- Height Overlay Zone
- Mandatory Shopfront Overlay
- Recommended Shopfront Overlay

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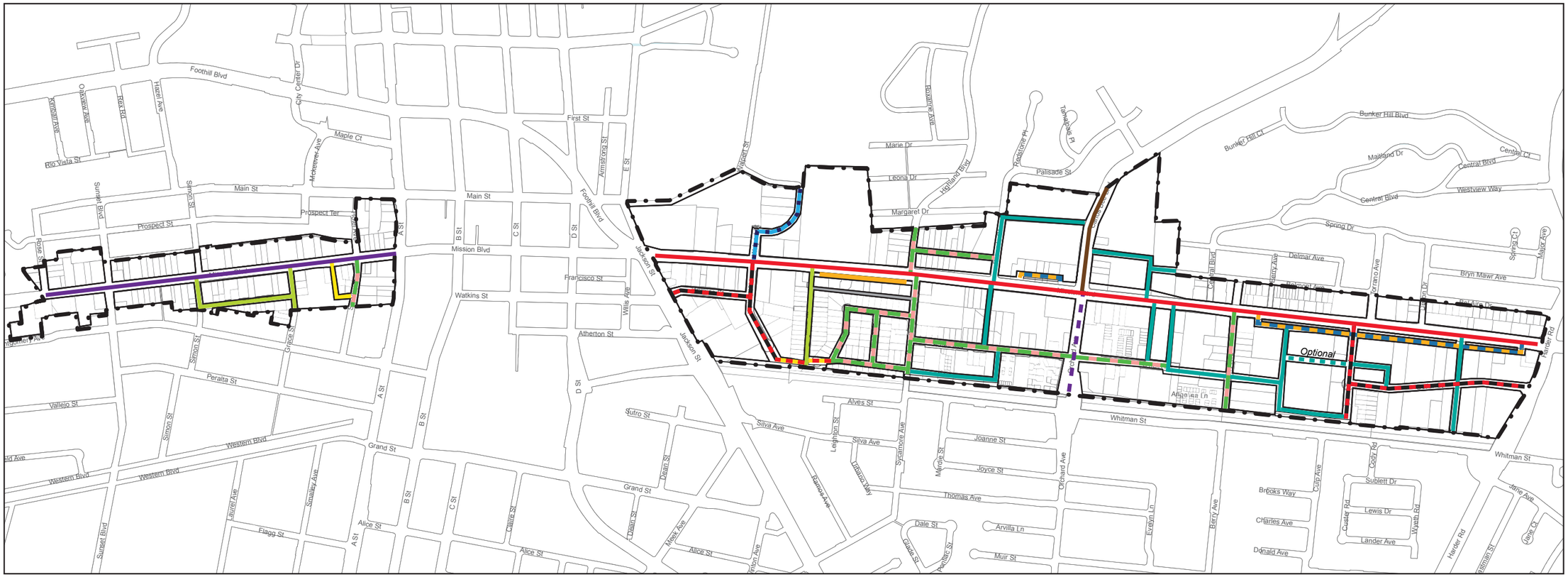

0 200 400 800 1200 Feet

Figure 4-2: Thoroughfare Plan

- Project Area
- Parcels
- RA-24-24
- ST-24-20-BR
- ST-32-20-BR
- ST-40-28-BR
- ST-50-34-BR
- ST-52-40-BL
- ST-56-34-BR
- ST-56-34-BR - Optional. Required with new development, as feasible
- SL-39-23-BR
- SL-47-31-BR
- AV-68-36-BR
- AV-80-58-BR
- AV-88-58-BR
- AV-100-64/76-TR
- AV-110-72-BR

THOROUGHFARE TYPES

Boulevard :	BV
Avenue:	AV
Commercial Street:	CS
Drive:	DR
Street:	ST
Road:	RD
Slip Lane:	SL
Rear Alley:	RA
Bicycle Trail:	BT
Bicycle Lane:	BL
Bicycle Route:	BR
Path:	PT
Passage:	PS
Transit Route:	TR

KEY

ST-57-20-BL

- Thoroughfare Type
- Right of Way Width
- Pavement Width
- Transportation

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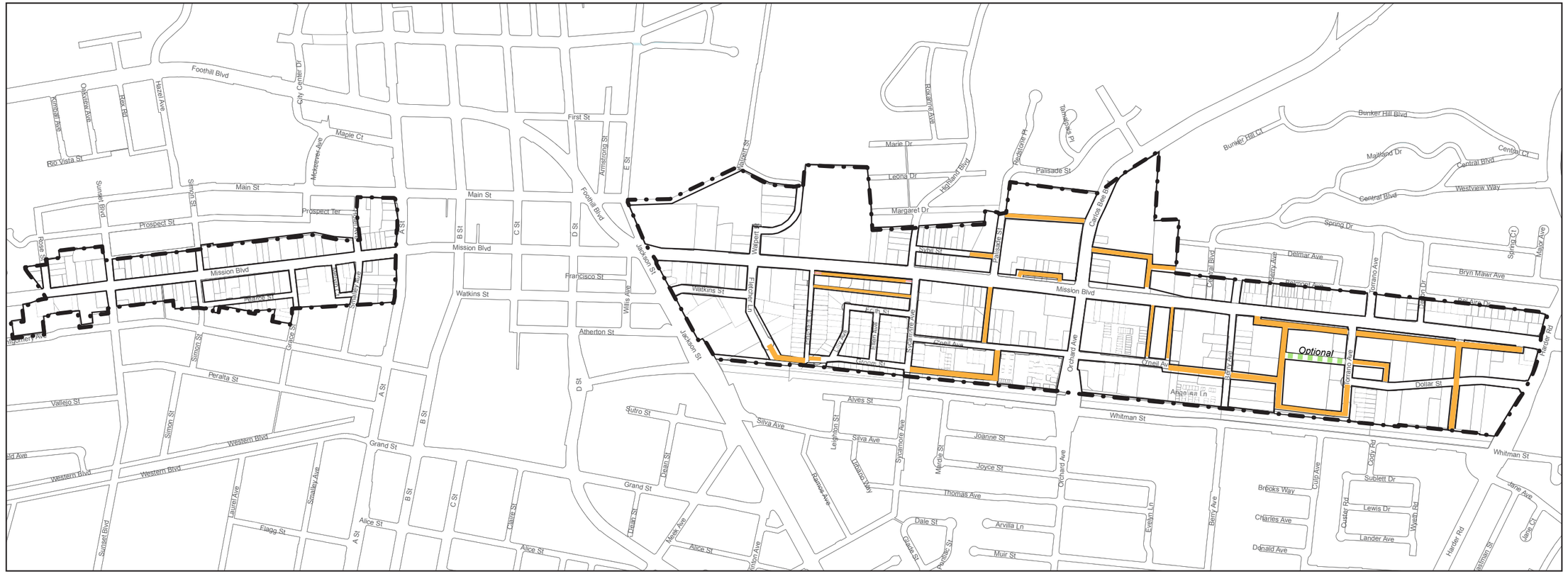

Figure 4-3: New Thoroughfare Plan

- Project Area
- Parcels
- Existing Thoroughfares
- New Thoroughfares
- Optional New Thoroughfare required with new development unless deemed infeasible to accommodate a large single use/building.

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SEC.10-25.100 PURPOSE AND APPLICABILITY

10-25.105 TITLE

This Chapter 10, Article 25 of the City of Hayward Municipal Code shall be known, and may be cited, as the "Hayward Mission Boulevard Corridor Form-Based Code." References to "Code" within the text of this Hayward Mission Boulevard Corridor Form-Based Code are references to this Hayward Mission Boulevard Corridor Form-Based Code unless the context clearly indicates otherwise, e.g., references to the "Municipal Code" refer to the Hayward Municipal Code; references to the "Government Code" refer to the California State Government Code, and so on.

10-25.110 EFFECTIVE DATE

The Hayward Mission Boulevard Corridor Form-Based Code has an effective date of February 4, 2014.

10-25.115 PURPOSE

The Land Use Element of the Hayward General Plan (Chapter 2) describes how the City's Planning Area is composed of certain neighborhood planning areas, including the Mission/Foothills and North Hayward neighborhoods. The General Plan further designates certain significant Focus Areas for the implementation of Smart Growth principles. The intent of the Code is to implement such principles along designated portions of the Hayward Mission Boulevard Corridor.

This Code carries out the policies of the Hayward General Plan by classifying and regulating the types and intensities of development and land uses within the Code area consistent with, and in furtherance of, the policies and objectives of the General Plan. This Code is adopted to protect and promote the public health, safety, comfort, convenience, prosperity, and general welfare of the community.

The purposes of this Code are to ensure:

FOR THE COMMUNITY

a. That neighborhoods and Transit-Oriented Development is compact, pedestrian-oriented and mixed-use.

b. That neighborhoods should be the preferred pattern of development and that districts specializing in a single use should be the exception.

c. That ordinary activities of daily living occur within walking distance of

most dwellings, allowing independence to those who do not drive.

d. That interconnected networks of Thoroughfares be designed to disperse traffic and reduce the length of automobile trips.

e. That within neighborhoods, a range of housing types and price levels be provided to accommodate diverse ages and incomes.

f. That affordable housing should be distributed throughout the region to match job opportunities and to avoid concentrations of poverty.

f. That appropriate building Densities and land uses be provided within walking distance of transit stops.

g. That Civic, institutional, and Commercial activity should be embedded in neighborhoods, not isolated in remote single-use complexes.

h. That schools be sized and located to enable children to safely walk or bicycle to them.

i. That a range of Open Space including Parks, Squares, Plazas and playgrounds be distributed within neighborhoods.

j. That the region should include a framework of transit, pedestrian, and bicycle systems that provide alternatives to the automobile.

FOR THE TRANSECT

a. That communities should provide meaningful choices in living arrangements as manifested by distinct physical environments.

b. That the Transect Zone descriptions on Table 1 including, in particular the T3 Sub-Urban Zone, T4-1 and T4-2 General Urban Zones, T5 Urban Center Zone, and CS Civic Spaces, shall constitute the Intent of this Code with regard to the general character of each of these environments within the Code area.

FOR THE BLOCK AND THE BUILDING

a. That buildings and landscaping contribute to the physical definition of Thoroughfares as Civic places.

b. That development adequately accommodate automobiles while respecting the pedestrian and the spatial form of public areas.

c. That the design of streets and buildings reinforce safe environments, but not at the expense of accessibility.

d. That architecture and landscape design grow from local climate, topography, history, and building practice.

e. That buildings provide their inhabitants with a clear sense of geography and climate through energy efficient methods.

f. That Civic Buildings and public gathering places be provided as locations that reinforce community identity and support self-government.

g. That Civic Buildings be distinctive and appropriate to a role more important than the other buildings that constitute the fabric of the city.

h. That the preservation and renewal of historic buildings be facilitated to affirm the continuity and evolution of society.

i. That the harmonious and orderly evolution of urban areas be secured through form-based codes.

10-25.120 AUTHORITY

This Code is a tool for implementing the goals, objectives, and policies of the General Plan, pursuant to the mandated provisions of the State Planning and Zoning Law, the California Environmental Quality Act, and other applicable State and local requirements.

10-25.125 ADMINISTRATION RESPONSIBILITY

This Code shall be administered by: the Hayward City Council, hereafter referred to as the "Council;" the Planning Commission, hereafter referred to as the "Commission;" the Development Services Director or his/her designee, hereafter referred to as the "Director;" the Development Services Department, hereafter referred to as the "Department," and other City bodies and officials as identified in this Code.

10-25.130 APPLICABILITY

This Code applies to all land uses, subdivisions, and development within the Hayward Mission Boulevard Corridor Form-Based Code area (Figure 4-1), as provided herein.

a. It shall be unlawful and a violation of this Code for any person to establish, construct, reconstruct, enlarge, alter, or replace any use of land or structure, except in compliance with the requirements listed below, including those relating to nonconforming uses, structures, and parcels. No building permit or grading permit shall be issued by the City unless the proposed construction complies with all applicable provisions of this Code.

b. Any subdivision, lot line adjustment and lot line merger proposed within the Code area after the effective date of this Code shall enable development consistent with the Code.

10-25.135 MINIMUM REQUIREMENTS

a. The provisions of this Code are minimum requirements for the protection and promotion of the public health, safety, comfort, convenience, prosperity, and general welfare. When this Code provides for discretion on the part of a City official or body, that discretion may be exercised to impose conditions on the approval of any project proposed in the Code area, as may be determined by the Review Authority to be necessary to establish or promote development and land use, environmental resource protection, and the other purposes of this Code.

10-25.140 INTERFACE WITH OTHER REGULATORY REQUIREMENTS

a. Municipal Code Provisions. This Code is a subpart (i.e., Article 25) of Municipal Code Chapter 10 (Planning, Zoning and Subdivisions). As is the case with other provisions of Municipal Code Chapter 10 (Planning, Zoning and Subdivisions), all other provisions of the Hayward Municipal Code continue to apply within the Code area except as expressly provided to the contrary in the Hayward Mission Boulevard Corridor Form-Based Code.

   In any instance where there is no conflict between a requirement of this Code and a requirement or other provision of the Municipal Code because a regulatory subject is addressed elsewhere in the Municipal Code but not in the Hayward Mission Boulevard Corridor Form-Based Code, such as, by way of example but without limitation, the massage establishment permit requirements set forth in Chapter 6, Article 10 of the Municipal Code, the Municipal Code provision is intended to, and shall, apply.

b. Conflicting Requirements.

   i. Hayward Mission Boulevard Corridor Form-Based Code. If a conflict occurs between requirements within this Code, the most restrictive shall apply.

   ii. Planning, Zoning and Subdivision Regulations. The provisions of this Code, when in conflict with Municipal Code Chapter 10 (Planning, Zoning and Subdivisions), shall take precedence.

   iii. Development Agreement. If conflicts occur between the requirements of this Code and standards adopted as part of any Development Agreement, the requirements of the Development

Agreement shall apply.

iv. Private Agreements. This Code applies to all land uses and development regardless of whether it imposes a greater or lesser restriction on the development or use of structures or land than a private agreement or restriction (for example, Conditions, Covenants & Restrictions), without affecting the applicability of any agreement or restriction.

c. Inapplicable Planning, Zoning and Subdivision Regulations. The following provisions of Municipal Code Chapter 10 (Planning, Zoning and Subdivisions) shall not apply within the Code area:

i. Article 1 (Zoning Ordinance)

(1) Sections 10-1.200 through 10-1.2600 (Zoning Districts)

(2) Section 10-1.2735(i) (Private Street Criteria)

(3) Section 10-1.3300 (Variances)

ii. Article 2 (Off-Street Parking Regulations) except for Sections 10-2.200 through 10-2.205, Sections 10-2.400 through 10-2.402, and Sections 10-2.600 through 10-2.770.

iii. Article 3 (Subdivision Ordinance)

(1) Section 10-3.505 (Street Standards)

(2) Section 10-3.845 (Block Lengths)

iv. Article 7 (Sign Regulations)

All remaining provisions of Municipal Code Chapter 10 not listed above in this section are applicable to the Code area.

d. Public Notice. In Addition to the notice requirements of Municipal Code Section 10-1.2820 (Notice), a Notice of Application Receipt shall be provided within the Code area as follows:

i. Notice Recipients. Within 15 days of receiving a complete application for those permit requests identified in Table 14, items b and c, but prior to public hearing on the application, the Director shall provide a Notice-of-Application Receipt by first class mail to the applicant and owner, or the owner's authorized representative, and to the owners and occupants of all parcels within 300 feet of the perimeter of the subject property as shown on the latest equalized assessment roll.

ii. Notice Contents. The Notice-of-Application Receipt shall provide a description of the property subject to the application that includes, at a minimum:

(1) The street address or, if the street address is unavailable, a description utilizing a readily recognizable geographic feature, as determined by the Director;

(2) The current zoning classification;

(3) The category of development approval requested and a brief description of the proposed development, revised zoning classification (if any), and uses requested;

(4) The real property tax assessment roll parcel number; and

(5) The name, mailing address, email address and phone number of the city staff person to which questions and/or comments should be directed.

iii. Notice Broadcast. The Director may expand the list of owners and occupants receiving the Notice-of-Application Receipt beyond the 300 foot radius, including the provision of notice by means other than mail including, without limitation, via on-site posting or electronically.

SEC.10-25.200 REGULATING PLAN AND TRANSECT ZONES

10-25.205 PURPOSE

This Section establishes the zones applied to property within the Code area, adopts the Regulating Plan for the Code area as its Zoning Map, and establishes standards applicable to zones.

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10-25.210 REGULATING PLAN

The Hayward Mission Boulevard Corridor Form-Based Code Regulating Plan (see Figure 1-1) shall be the zoning map for the Mission Boulevard Corridor Form-Based Code. The Regulating Plan is hereby adopted as an amendment to the zoning district map authorized by Municipal Code Sec. 10-1.3400 (Amendments).

a. Special Requirements. The Regulating Plan designates the following Special Requirements whose standards shall be applied as follows:

i. Height Overlay: Buildings on properties designated with the

Height Overlay shall be a minimum of two (2) stories and a maximum of three (3) stories.

ii. Commercial Overlay: Properties designated with a Commercial Overlay Zone 1 designation shall not be developed with residential units on the first or ground floor and properties designated with a Commercial Overlay Zone 2 designation shall not be developed with residential units on the first or ground floor unless permitted with a conditional use permit.

iii. Mandatory Shopfront Frontage: Designations for mandatory shopfront frontage require that a building shall provide a Shopfront at Sidewalk level along the entire length of its Private Frontage. The Shopfront shall be no less than 70% glazed in clear glass and shaded by an awning overlapping the Sidewalk as generally illustrated in Table 5. The first floor shall be confined to Retail Sales use through the depth of the second Layer.

iv. Recommended Shopfront Frontage: Designations for recommended Shopfront Frontage indicate that a building should provide a Shopfront at Sidewalk level along the entire length of its Private Frontage. Where provided, the Shopfront shall be no less than 70% glazed in clear glass and shaded by an awning overlapping the Sidewalk as generally illustrated in Table 5. Where the recommended Shopfront is provided, the first floor shall be confined to Retail Sales use through the depth of the second Layer.

v. Terminated Vistas: Designations for Terminated Vista locations indicate that the building should be provided with architectural articulation of a type and character that responds visually to the location, as approved by the Review Authority. A building located at a Terminated Vista designated on the Regulating Plan should be designed in response to the axis through the use of color, material, massing and height such that visual orientation along the axis is improved and a prominently visible destination (i.e,. building at the Terminated Vista) is established.

10-25.215 TRANSECT ZONES

a. The area within the Regulating Plan boundaries is subject to this Code, and shall be divided into Transect Zones that implement the General Plan. The Transect Zones, whose general intent is described in Table 1 (Transect Zone Descriptions), are hereby established, and shall be shown on the Regulating Plan for the Hayward Mission Boulevard Corridor Form-Based Code area.

b. Planned Development (PD) Zone. Lots designated Planned Development Zone on the Regulating Plan shall retain their designations unless amended through a subsequent reclassification in accordance with Municipal Code Section 10-1.3400 (Amendments).

10-25.220 CIVIC SPACES ZONE

a. The Civic Space (CS) Zone accompanies Transect Zones on the Regulating Plan. The purpose of the CS Zone is for the provision of public Open Space, Civic Buildings and Civic uses.

b. General to CS Zone

i. The physical composition of Civic Buildings should result in distinction from common, backstory buildings used for dwelling and commerce through, by way of example, the use of color, material, ornament, massing, Disposition and height.

ii. New Civic Buildings and/or exterior alterations to existing Civic Buildings require Site Plan approval by the Commission.

iii. Civic Buildings and Lots shall conform to the Functions on Table 9.

iv. Civic Buildings should be designed in compliance with the standards applicable to the abutting Transect Zone. However, deviation is permissible and encouraged with Warrant approval where necessary to achieve the intent of Section 10-25.220(a) and 10-25.220(b)(i).

v. Open Space shall be generally designed as described in Table 10.

vi. Sections 10-25.245, 10-25.255, 10-25.280, and 10-25.285 of this Code are inapplicable to the CS Zone.

vii. Buildings and Lots within the CS Zone are encouraged to incorporate the provisions of Section 10-25.270 (Sustainability Standards).

c. Development projects which propose and accomplish the dedication of Civic Spaces depicted on the Regulating Plan shall be eligible for the following incentives:

i. Upon receipt of a planning permit application, the Director shall

expedite its processing through means including, without limitation, the prioritization of the application over others already filed; and

ii. A Civic Space Dedication Bonus, which shall: (a) increase the maximum Residential Density allocated to the abutting T-Zone by up to four (4) units per one (1) acre of dedicated Civic Space; and (b) increase the maximum Principal Building height by one (1) Story except at properties located north of A Street; and/or (c) involve waiving of planning application fees for non-residential development.

iii. Development projects including both a Civic Space Dedication Bonus and Street Dedication Bonus shall: (a) Calculate each bonus separately and add bonus units together; and (b) be eligible for a maximum Principal Building height increase of one (1) story.

iv. If more than one (1) T-Zone abuts the Civic Space, the Civic Space Density Bonus shall be based upon the maximum Residential Density of the higher T-Zone (e.g., T-5 not T-4).

10-25.225 BUILDING DISPOSITION

a. General to T3, T4-1, T4-2 and T5 Zones

i. One Principal Building at the Frontage, and one Outbuilding of up to 440 square feet located to the rear of the Principal Building, may be built on each Lot as shown in Table 15. [E]

ii. The Principal Entrance shall be on a Frontage Line.

b. Specific to T3 Zone

i. Newly subdivided Lots shall be dimensioned according to Tables 11 and 12A.

ii. Building Disposition types shall be as shown in Tables 8, 11, and 12A.

iii. Buildings shall be disposed in relation to the boundaries of their Lots according to Table 11. [W]

iv. Lot coverage by building shall not exceed that recorded in Table 11 and Table 12A. [E]

v. Facades shall be built parallel to a rectilinear Principal Frontage Line or to the tangent of a curved Principal Frontage Line, and along a minimum percentage of the Frontage width at the

Setback, as specified as Frontage Buildout on Table 11 and Table 12A. [W]

vi. Setbacks for Principal Buildings shall be as shown in Table 11 and Table 12A. In the case of an Infill Lot, Setbacks shall match one of the existing adjacent Setbacks. Setbacks may otherwise be adjusted by Warrant.

vii. Rear Setbacks for Outbuildings shall be a minimum of 15 feet measured from the centerline of the Rear Alley easement. In the absence of Rear Alley, the rear Setback shall be as shown in Table 11 and Table 12A. [W]

c. Specific to T4-1 Zone

i. Newly subdivided Lots shall be dimensioned according to Tables 11 and 12B. [W}

ii. Building Disposition types shall be as shown in Tables 8, 11, and 12B. [E]

iii. Buildings shall be disposed in relation to the boundaries of their Lots according to Table 11. [W]

iv. Lot coverage by building shall not exceed that recorded in Table 11 and Table 12B. [W]

v. Facades shall be built parallel to a rectilinear Principal Frontage Line or to the tangent of a curved Principal Frontage Line, and along a minimum percentage of the Frontage width at the Setback, as specified as Frontage Buildout on Table 11 and Table 12B. [E]

vi. Setbacks for Principal Buildings shall be as shown in Table 11 and Table 12B. In the case of an Infill Lot, Setbacks shall match one of the existing adjacent Setbacks. Setbacks may otherwise be adjusted by Warrant. [W]

vii. Rear Setbacks for Outbuildings shall be a minimum of 15 feet measured from the centerline of the Rear Alley easement. In the absence of Rear Alley, the rear Setback shall be as shown in Table 11 and Table 12B. [W]

d. Specific to T4-2 Zone

i. Newly subdivided Lots shall be dimensioned according to Tables 11 and 12C. [W]

ii. Building Disposition types shall be as shown in Tables 8, 11, and 12C. [E]
iii. Buildings shall be disposed in relation to the boundaries of their Lots according to Table 11. [W]

iv. Lot coverage by building shall not exceed that recorded in Table 11 and Table 12C. [W]

v. Facades shall be built parallel to a rectilinear Principal Frontage Line or to the tangent of a curved Principal Frontage Line, and along a minimum percentage of the Frontage width at the Setback, as specified as Frontage Buildout on Table 11 and Table 12C. [E]

vi. Setbacks for Principal Buildings shall be as shown in Table 11 and Table 12C. In the case of an Infill Lot, Setbacks shall match one of the existing adjacent Setbacks. Setbacks may otherwise be adjusted by Warrant. [W]

vii. Rear Setbacks for Outbuildings shall be a minimum of 15 feet measured from the centerline of the Rear Alley easement. In the absence of Rear Alley, the rear Setback shall be as shown in Table 11 and Table 12C. [W]

e. Specific to T5 Zone

i. Newly subdivided Lots shall be dimensioned according to Tables 11 and 12D. [W]

ii. Building Disposition types shall be as shown in Tables 8, 11, and 12D. [E]

iii. Buildings shall be disposed in relation to the boundaries of their Lots according to Tables 11 and 12D. [W]

iv. Lot coverage by building shall not exceed that recorded in Table 11 and 12D. [W]

v. Facades shall be built parallel to a rectilinear Principal Frontage Line or to the tangent of a curved Principal Frontage Line, and along a minimum percentage of the Frontage width at the Setback, as specified as Frontage Buildout on Table 11 and Table 12D. [E]

vi. Setbacks for Principal Buildings shall be as shown in Table 11 and Table 12D. In the case of an Infill Lot, Setbacks shall match one of the existing adjacent Setbacks. Setbacks may otherwise

be adjusted by Warrant. [W]

vii. Rear Setbacks for Outbuildings shall be a minimum of 15 feet measured from the centerline of the Rear Alley easement. In the absence of Rear Alley, the rear Setback shall be as shown in Table 11.g and Table 12D. [W]

10-25.230 BUILDING CONFIGURATION

a. General to T3, T4-1, T4-2 and T5 Zones

i. Buildings on corner Lots shall have two Private Frontages as shown in Table 15. Prescriptions for the second and third Layers pertain only to the Principal Frontage. Prescriptions for the first Layer pertain to both Frontages. [E]

ii. All Facades shall be glazed with clear glass no less than 30% of the first Story. [W]

iii. Stories shall not exceed 14 feet in height from finished floor to finished floor, except for a first Floor Commercial Function, which shall be a minimum of 14 feet with a maximum of 25 feet. A single floor level for a Residential Function exceeding 14 feet, or 24 feet for a Commercial Function at ground level, shall be counted as two (2) stories. Mezzanines extending beyond 33% of the floor area shall be counted as an additional Story. [E]

iv. In a Parking Structure or garage, each above-ground level counts as a single Story regardless of its relationship to habitable Stories.

v. Height limits do not apply to masts, belfries, clock towers, chimney flues, elevator bulkheads, church spires, cupolas, domes, ventilators, skylights, parapet walls, cornices, solar energy systems, or necessary mechanical appurtenances usually located on the roof level, provided that such features are limited to the height necessary for their proper functioning. [W]

vi. Attics shall not exceed 14 feet in height. Raised basements shall not exceed 3 feet in height up to the finished floor of the first story. [W]

vii. The habitable area of a Second Dwelling Unit within a Principal Building or an Outbuilding shall not exceed 640 square feet, excluding the parking area. [E]

viii. Rooftop improvements shall be required to reduce visual

impacts on future buildings that could impact views from existing buildings at higher elevations on the east side of Mission Boulevard, as determined by the Planning Director. Architectural features integral to the building design and solar energy systems should not be screened from view.

b. Specific to T3 Zone

i. The Private Frontage of buildings shall conform to and be allocated in accordance with Tables 5, 11 and 12A. [W]

ii. Building heights, Stepbacks, and Extension Lines shall conform to Tables 7, 11, and 12A. [W]

iii. Open porches may Encroach the first Layer 50% of its depth. [W]

iv. Balconies and bay windows may encroach the first Layer 25% of its depth except that balconies on porch roofs may Encroach as does the porch. [E]

v. All developments shall provide at least 20% of their Lot area as Common Open Space. [E]

vi. Common Open Space shall be located at-grade within the Second Layer or Third Layer. [E]

vii. Common Open Space provided with a Sideyard building type shall be contiguous to the corresponding Principal Building and, to the maximum extent practicable, Enfronted by one or more of the permitted Private Frontages of Table 5. [E]

viii. Common Open Space provided with an Edgeyard building type shall be contiguous to the corresponding Principal Building. [E]

c. Specific to T4-1 Zone

i. The Private Frontage of buildings shall conform to and be allocated in accordance with Tables 5, 11 and 12B. [W]

ii. Building heights, Stepbacks, and Extension Lines shall conform to Tables 7, 11 and 12B. [W]

iii. Balconies, open porches and bay windows may Encroach the first Layer 50% of its depth. [W]

iv. All developments shall provide at least 15% of their Lot area as Common Open Space. [E]

v. Common Open Space shall be located within the Second Layer or Third Layer whether at-grade or upon roof decks (including roof decks above structured or podium parking). [E]

vi. Common Open Space provided with a Sideyard or Courtyard building type shall be contiguous to the corresponding Principal Building and, to the maximum extent practicable, Enfronted by one or more of the permitted Private Frontages of Table 5. [E]

vii. Common Open Space provided with an Edgeyard or Rearyard building type shall be contiguous to the corresponding Principal Building. [E]

d. Specific to T4-2 Zone

i. The Private Frontage of buildings shall conform to and be allocated in accordance with Tables 5, 11 and 12C. [W]

ii. Building heights, Stepbacks, and Extension Lines shall conform to Tables 7, 11 and 12C. [W]

iii. Balconies, open porches and bay windows may Encroach the first Layer 50% of its depth. [E]

iv. All developments shall provide at least 15% of their Lot area as Common Open Space. [E]

v. Common Open Space shall be located within the Second Layer or Third Layer whether at-grade or upon roof decks (including roof decks above structured or podium parking). [E]

vi. Common Open Space provided with a Sideyard or Courtyard building type shall be contiguous to the corresponding Principal Building and, to the maximum extent practicable, Enfronted by one or more of the permitted Private Frontages of Table 5. [E]

vii. Common Open Space provided with an Edgeyard or Rearyard building type shall be contiguous to the corresponding Principal Building. [E]

e. Specific to T5 Zone

i. The Private Frontage of buildings shall conform to and be allocated in accordance with Tables 5, 11 and 12D. [W]

ii. Building heights, Stepbacks, and Extension Lines shall conform to Tables 7, 11 and 12D. [W]

iii. Awnings, Arcades, and Galleries may Encroach the Sidewalk to

within 2 feet of the Curb but must clear the Sidewalk vertically by at least 8 feet. [W]

iv. Stoops, balconies, bay windows, and terraces may Encroach the first Layer 100% of its depth. [E]

v. All developments shall provide at least 10% of their Lot area as Common Open Space. [E]

vi. Common Open Space shall be located within the Second Layer or Third Layer whether at-grade or upon roof decks (including roof decks above structured or podium parking). [E]

vii. Common Open Space provided with a Sideyard or Courtyard building type shall be contiguous to the corresponding Principal Building and, to the maximum extent practicable, Enfronted by one or more of the permitted Private Frontages of Table 5. [E]

viii. Common Open Space provided with an Edgeyard or Rearyard building type shall be contiguous to the corresponding Principal Building. [E]

ix. Loading docks and service areas shall be permitted on Frontages only by Warrant (See Section 10-25.410).

x. In the absence of a building Facade along any part of a Frontage Line, a Streetscreen shall be built co-planar with the Facade. [E]

xi. Streetscreens should be between 3.5 and 6 feet in height. The Streetscreen may be replaced by a hedge or fence by Warrant. Streetscreens shall have openings no larger than necessary to allow automobile and pedestrian access. [W]

xii. A first level Residential or Lodging Function shall be raised a minimum of 2 feet from average Sidewalk grade. [W]

10-25.235 BUILDING FUNCTIONS

a. General to all Zones

i. Buildings and Lots in each Transect Zone shall conform to the Functions on Table 9.

ii. Any one or more allowed Functions may be established on any Lot, subject to the permit required for the use by Table 9, and compliance with all other applicable requirements of this Code.

iii. Where a single parcel is proposed for development with two

or more Functions listed in Table 9, the overall project shall be subject to the highest permit level required by Table 14 for any individual use.

iv. The Director may authorize a Temporary Use in any zone with approval of an Administrative Use Permit.

v. Assembly and Religious Facility Functions that front on Mission Boulevard shall be separated by a distance of one-half mile. Exemptions may be granted per Section 10-25.410 (a)(ii).

10-25.240 DENSITY STANDARDS

a. General to T3, T4-1, T4-2 and T5 Zones

i. Second Dwelling Units do not count toward Density calculations.

ii. The permissible Residential Density on a Lot is set by Table 11.

iii. Density is subject to possible Street Dedication Bonus as described in Section 10-25.275(h)(ii).

10-25.245 PARKING STANDARDS

a. General to T3, T4-1, T4-2 and T5 Zones

i. Non-Residential Functions shall have no requirement for a minimum number of off-street automobile parking spaces.

ii. Where provided, open parking areas shall be masked from the Frontage by a Building or Streetscreen conforming to Section 10-25.230(c)(xi). [E]

iii. Tandem parking may be provided for multi-family residences when spaces are assigned to the same dwelling unit.

iv. Tandem Parking may be provided for Commercial Functions when a valet/attendant is on duty during the hours when the business is open.

v. Truck loading spaces and the access and maneuvering areas serving loading spaces shall be located on the same parcel as the activity served and must be exclusive of the area used for required parking spaces and maneuvering areas. Truck loading spaces shall not interfere with on-street traffic, parking, or Sidewalks; as determined by the Director.

Table A1: Bicycle Parking Requirements - This table prescribes minimum parking ratios within each Transect Zone and assumes a bicycle mode share of 5% or less. Requirements may be met within the building, Private Frontage, Public Frontage, or a combination thereof.

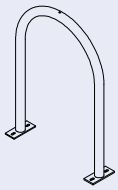
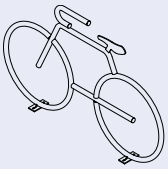
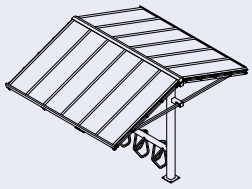
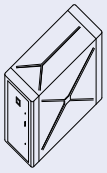
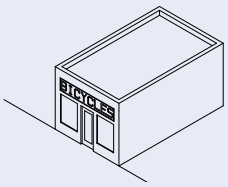
SHORT TERM PARKING

	T3	T4.1	T4.2	T5
RESIDENTIAL				
Single-Family	no spaces required	no spaces required	no spaces required	n/a
Multi-Family	n/a	Min. 2.0 spaces .05 spaces / bedroom	Min. 2.0 spaces .05 spaces / bedroom	Min. 2.0 spaces .10 spaces / bedroom
OFFICE	no spaces required	Min. 2.0 spaces 1.0 / add. 20,000 sq. ft	Min. 2.0 spaces 1.0 / add. 20,000 sq. ft.	Min. 2.0 spaces 1.0 / add.15,000 sq. ft.
RETAIL	Min. 2.0 space, 1.0 / add.10,000 sq. ft.	Min. 2.0 spaces 1.0 / add. 5,000 sq. ft.	Min. 2.0 spaces 1.0 / add. 5,000 sq. ft.	Min. 2.0 spaces 1.0 / add. 5,000 sq. ft.
CIVIC				
Non-Assembly	Min. 2.0 spaces 1.0 / add. 10,000 sq. ft.	Min. 2.0 spaces 1.0 / add. 10,000 sq. ft.	Min. 2.0 spaces 1.0 / add. 10,000 sq. ft.	Min. 2.0 spaces 1.0 / add. 10,000 sq. ft.
Assembly	Min. 2.0 spaces 1.0 / add. 20,000 sq. ft.	Min. 2.0 spaces 1.0 / add. 15,000 sq. ft	Min. 2.0 spaces 1.0 / add. 15,000 sq. ft.	Min. 2.0 spaces 1.0 / add. 10,000 sq. ft.
SCHOOL				
Elementary/ High School	Min. 2.0 spaces 1.0 / add. 25 students	Min. 2.0 spaces 1.0 / add. 20 students	Min. 2.0 spaces 1.0 / add. 20 students	Min. 2.0 spaces 1.0 / add. 20 students
University	Min. 2.0 spaces 1.0 / add. 20 students	Min. 2.0 spaces 1.5 / add. 20 students	Min. 2.0 spaces 1.5 / add. 20 students	Min. 2.0 spaces 1.0 / add. 10 students

LONG TERM PARKING

	T3	T4.2	T4.1	T5
RESIDENTIAL				
Single-Family	no spaces required	no spaces required	no spaces required	n/a
Multi-Family	n/a	Min. 2.0 spaces .15 spaces / bedroom	Min. 2.0 spaces .15 spaces / bedroom	Min. 2.0 spaces .20 spaces / bedroom
OFFICE	no spaces required	Min. 2.0 spaces 1.0 / add. 10,000 sq. ft.	Min. 2.0 spaces 1.0 / add. 10,000 sq. ft.	Min. 2.0 spaces 1.5 / add. 10,000 sq. ft.
RETAIL	Min. 2.0 space, 1.0 / add. 10,000 sq. ft.	Min. 2.0 spaces 1.0 / add. 10,000 sq. ft.	Min. 2.0 spaces 1.0 / add. 10,000 sq. ft.	Min. 2.0 spaces 1.0 / add. 10,000 sq. ft.
CIVIC				
Non-Assembly	Min. 2.0 spaces 1.0 / add.15 employees	Min. 2.0 spaces 1.0 / add.15 employees	Min. 2.0 spaces 1.0 / add.15 employees	Min. 2.0 spaces 1.0 / add.10 employees
Assembly	Min. 2.0 spaces 1.0 / add.20 employees	Min. 2.0 spaces 1.0 / add.20 employees	Min. 2.0 spaces 1.0 / add.20 employees	Min. 2.0 spaces 1.5 / add.10 employees
SCHOOL				
Elementary/ High School	Min. 2.0 spaces 1.0 / add. 20 students	Min. 2.0 spaces 1.0 / add. 20 students	Min. 2.0 spaces 1.0 / add. 20 students	Min. 2.0 spaces 1.0 / add. 20 students
University	Min. 2.0 spaces 1.0 / add.15 students	Min. 2.0 spaces 1.5 / add. 10 students	Min. 2.0 spaces 1.5 / add. 10 students	Min. 2.0 spaces 1.5 / add. 10 students

TABLE A2: Bicycle Parking Types. This table shows five common types of Bicycle Parking facilities.

	T4.1	T4.2	T5	Standards
Bicycle Rack (Inverted "U," post and ring, etc.) 	■	■	■	Racks shall be capable of securing bicycles with at least two points of contact. Simple, easily identifiable forms should be used. Racks may be placed in the Private Frontage, Public Frontage, or within buildings.
Bicycle Rack (decorative, public art) 	▫	▫	■	Decorative racks shall be recognizable as bicycle parking facilities and shall be held to the same performance standards as other bicycle racks. Such racks may be provided for Civic Buildings, Civic Spaces, and other locations of historic, social, or cultural importance.
Bicycle Shelter 	▫	▫	■	Shelters shall be highly recognizable and integrated with transit and/or related land uses requiring medium or long term bicycle parking needs. Each shelter shall include bicycle parking racks capable of securing bicycles with at least two points of contact.
Bicycle Locker 	▫	▫	■	Bicycle Lockers shall be placed in a highly visible and well-lit location, but shall not disrupt the function and order of the public realm. They should be monitored and maintained to discourage vandalism.
Bicycle Station 			▫	Bicycle Stations should be located in highly visble locations, ideally near transit. They should offer a variety of services that may include repair, rental, cafe, lockers, showers, and storage facilities.

■ By Right

▫ By Warrant

vi. Where provided, off-street parking and loading dimensions shall be as set forth in Municipal Code Sections 10-2.600 through 10-2.770. [W]

vii. Bicycle parking shall be provided and located in accordance with the most recent version of Section 5.106.4 of the California Green Building Standards Code (CalGreen) [W]

Short-Term bicycle parking. If the project is anticipated to generate visitor traffic, provide permanently anchored bicycle racks within 100 feet of the visitors' entrance, readily visible to passers-by, for 5 percent of visitor motorized vehicle parking capacity, with a minimum of one two-bike capacity rack.

Long-Term bicycle parking. For buildings with over 10 tenant-occupants, provide secure bicycle parking for 5 percent of motorized vehicle parking capacity, with a minimum of one space. Acceptable parking facilities shall be convenient from the street and may include:

a. Covered, lockable enclosures with permanently anchored racks for bicycles;
b. Lockable bicycle rooms with permanently anchored racks; and
c. Lockable, permanently anchored bicycle lockers.

viii. In addition, bicycle parking shall conform to Table A1 Bicycle Parking Requirements and Table A2 Bicycle Parking Types. The minimum number of bicycle parking spaces shall be the greater of either the CalGreen requirement or Table A1 Bicycle Parking Requirements. [W]

ix. Designated Parking for Clean Air Vehicles shall be provided according to and comply with Section 5.106.5.2 of the California Green Building Standards Code (CalGreen). [W]

b. Specific to T3 zone [W]

i. For each Single-Family House, a minimum of a one-car garage and a maximum of a two-car garage shall be provided.

ii. For each rental dwelling unit, a maximum of 2.0 off-street parking spaces may be provided.

iii. For each Residential condominium, a maximum of 2.0 off-street parking spaces may be provided.

iv. Driveways at Frontages shall be no wider than 10 feet in the first Layer.

v. Notwithstanding the provisions of Section 10-25.245(a), all parking areas and garages shall be located according to Table 12A.

c. Specific to T4-1 zone [W]

i. For each rental dwelling unit, a maximum of 1.75 off-street parking spaces may be provided.

ii. For each Residential condominium, a maximum of 2.0 off-street parking spaces may be provided.

iii. Driveways at Frontages shall be no wider than 10 feet in the first Layer.

iv. Notwithstanding the provisions of Section 10-25.245(a), all parking areas and garages shall be located according to Table 12B.

d. Specific to T4-2 zone [W]

i. For each rental dwelling unit, a maximum of 1.75 off-street parking spaces may be provided.

ii. For each Residential condominium, a maximum of 2.0 off-street parking spaces may be provided.

iii. Driveways at Frontages shall be no wider than 10 feet in the first Layer.

iv. Notwithstanding the provisions of Section 10-25.245(a), all parking areas and garages shall be located according to Table 12C.

e. Specific to T5 zone [W]

i. For each rental dwelling unit, a maximum of 1.5 off-street parking spaces may be provided.

ii. For each Residential condominium, a maximum of 1.8 off-street parking spaces may be provided.

iii. Notwithstanding the provisions of Section 10-25.245(a), all parking areas, garages, and Parking Structures shall be located

according to Table 12D.

iv. Vehicular entrances to parking lots, garages, and Parking Structures shall be no wider than 24 feet at the Frontage.

v. Pedestrian exits from all parking lots, garages, and Parking Structures shall be directly to a Frontage Line (i.e., not directly into a building) except underground levels which may be exited by pedestrians directly into a building.

10-25.250 ARCHITECTURAL STANDARDS

a. General to T3, T4-1, T4-2 and T5 Zones [W]

i. Building wall materials may be combined on each Facade only horizontally, with the heavier below the lighter.

ii. Streetscreens should be constructed of a material matching the adjacent building Facade.

iii. All openings, including porches, Galleries, Arcades and windows, with the exception of Shopfronts, shall be square or vertical in proportion.

iv. Openings above the first Story shall not exceed 50% of the total building wall area, with each Facade being calculated independently.

v. Doors and windows that operate as sliders are prohibited along Frontages.

vi. Pitched roofs, if provided, shall be symmetrically sloped no less than 5:12, except that roofs for porches and attached sheds may be no less than 2:12.

vii. The exterior finish material on all Facades shall be limited to brick, wood siding, cementitious siding and/or stucco.

viii. Flat roofs shall be enclosed by parapets a minimum of 42 inches high, or as required to conceal mechanical equipment to the satisfaction of the Review Authority.

ix. Balconies and porches shall be of a material compatible with the architectural materials of the Principal Building.

10-25.255 FENCE AND WALL STANDARDS

a. General to T3, T4-1, T4-2 and T5 zones [W]

i. Fences, hedges, and walls may be constructed to a height of six (6) feet in any side or rear setback, and to a height of four (4) feet in any portion of a Principal or Secondary Frontage, except that where the rear or side setback is contiguous to the BART tracks, a flood control channel, or parking lot, a maximum 8-foot-high fence, hedge or wall is permitted.

ii. Fences at the first Lot Layer shall be painted or of a decorative material compatible with the architectural materials of the Principal Building. Fences at other Layers may be of wood board or decorative metal.

iii. Fences and wall shall also conform to the requirements of Table 6.

10-25.260 LANDSCAPE STANDARDS

a. General to T3, T4-1, T4-2 and T5 Zones [W]

i. Impermeable surface shall be confined to the ratio of Lot coverage specified in Table 11.e.

ii. Building service elements, such as trash dumpsters, utility meters, loading docks, backflow preventers, and electrical, plumbing, mechanical and communications shall be located either within the third Layer or within the second Layer if screened from view to the street and adjacent properties.

iii. Exterior lighting and parking lot lighting shall be provided in accordance with the Security Standards Ordinance (No. 90-26 C.S.) and be designed by a qualified lighting designer and erected and maintained so that light is confined to the property and will not cast direct light or glare upon adjacent properties or public rights-of-way. Such lighting shall also be designed such that it is decorative and in keeping with the design of the development.

b. Specific to T3 zones

i. The first Layer may not be paved, with the exception of Driveways as specified in Section 10-25.245(b) and 10-25.245(c).

ii. A minimum of one tree should be planted within the first Layer for each 20 feet of Frontage Line or portion thereof.

iii. Trees may be different species but shall match the species of Street Trees on the Public Frontage, or as shown on Table 4.

c. Specific to T4-1 and T4-2 zones [W]

i. The first Layer may not be paved, with the exception of Driveways as specified in Section 10-25.245(b) and 10-25.245(c).

ii. A minimum of one tree should be planted within the first Layer for each 30 feet of Frontage Line or portion thereof.

iii. Trees should be a single species to match the species of Street Trees on the Public Frontage, or as shown on Table 4.

d. Specific to T5 zone [W]

i. Trees shall not be required in the first Layer.

ii. The first Layer may be paved to match the pavement of the Public Frontage.

10-25.265 VISITABILITY STANDARDS

a. General to T3, T4-1, T4-2 and T5 zones [E]

i. There shall be provided at least one zero-step entrance to each building from an accessible path at the front, side, or rear of each building.

ii. All first floor interior doors (including bathrooms) shall provide at minimum 32 inches of clear passage.

iii. There shall be a half or full bath provided on the first Story of each building.

10-25.270 SUSTAINABILITY STANDARDS

a. General to all zones. [W]

i. Sustainability: Wind Power (Table 13A).

(1) Locations. Vertical Axis Wind Turbines shall be located:

A. Within the Second or Third Layer when building-mounted; and

B. Within the Third Layer when pole-mounted.

(2) Number per Lot. A maximum of two pole-mounted Vertical Axis Wind Turbines per parcel is permitted on Lots less than one-half acre in size; a maximum of four building-mounted Vertical Axis Wind Turbines per acre are permitted on Lots greater than one-half acre in size.

(3) Height. Vertical Axis Wind Turbines shall not exceed:

A. Fifteen (15) feet above the maximum building height when building-mounted; and

B. Seventy (70) feet above existing grade when pole-mounted.

(4) Lighting. Vertical Axis Wind Turbines shall not be artificially lighted unless required, in writing, by the Federal Aviation Administration (FAA) or other applicable authority that regulates air safety. Where the FAA requires lighting, the lighting shall be the lowest intensity allowable under FAA regulations; the fixtures shall be shielded and directed to the greatest extent possible to minimize glare and visibility from the ground; and no strobe lighting shall be permitted, unless expressly required by the FAA.

(5) Access. All wind turbine towers must comply with the following provisions:

A. The Vertical Axis Wind Turbine shall be designed and installed so that there shall be no exterior step bolts or a ladder on the tower readily accessible to the public for a minimum height of 12 feet above the ground.

B. All building-mounted Vertical Axis Wind Turbines shall be secured to prevent unauthorized access.

C. All ground-mounted electrical and control equipment related to Vertical Axis Wind Turbines shall be labeled and secured to prevent unauthorized access.

(6) Noise. All Vertical Axis Wind Turbines, either individually or in combination, shall create noise that exceeds no more than 35 decibels (dBA) at any property line where the

property on which the wind machine is located.

A. Noise levels may not be exceeded at any time, including short-term events such as utility outages and severe wind storms.

B. Measurement of sound levels shall not be adjusted for, or averaged with, non-operating periods.

C. Any Vertical Axis Wind Turbine(s) exceeding these levels shall immediately cease operation upon notification by the Director and may not resume operation until the noise levels have been reduced and verified by an independent third party inspector, approved by the Director, at the property owner's expense.

(7) Aesthetics and Maintenance.

A. Appearance. Vertical Axis Wind Turbines, unless subject to any applicable standards of the FAA, shall be a non-obtrusive color such as tan, sand, gray, black or similar colors. Galvanized steel or metal is acceptable for the support structures.

B. Electrical Wires. All electrical wires leading from the tower to electrical control facilities shall be located underground.

C. Maintenance. Wind turbines shall be maintained in good repair, as recommended by the manufacturer's scheduled maintenance or industry standards.

D. Signs/Labels. The only advertising sign allowed on the wind turbine shall be a manufacturer's label, not exceeding one square foot in size.

(8) Compliance with FAA Regulations. All wind turbines shall comply with applicable FAA regulations, including any necessary approvals for installations.

(9) Repair and Removal of Vertical Axis Wind Turbines. Any wind turbine found to be unsafe by the City Building Official or his/her designee of the Building Department shall immediately cease operation upon notification by the

Building Official and shall be repaired by the owner to meet federal, state, and local safety standards or be removed within six months. Vertical Axis Wind Turbines that are not operated for a continuous period of 12 months shall be removed by the owner.

A. When a Vertical Axis Wind Turbine is removed from a site, all associated and ancillary equipment, batteries, devices, structures or support(s) for that system shall also be removed. For the purposes of this section, non-operation shall be deemed to include, but shall not be limited to, the blades of the Vertical Axis Wind Turbine remaining stationary so that wind resources are not being converted into electric or mechanical energy, or the Vertical Axis Wind Turbine is no longer connected to the public utility electricity distribution system.

(10) Prohibitions. Horizontal Axis Wind Turbines are prohibited in the Code area.

ii. Sustainability: Solar Energy (Table 13B).

(1) Mechanical equipment and appurtenances illustrated in Table 13B and necessary for the collection of solar energy shall be exempt from height requirements of this Code.

(2) No planning permit shall be required to install mechanical equipment and appurtenances for solar energy collection.

iii. Sustainability: Food Production (Table 13C).

(1) Development projects are encouraged to incorporate the food production locations and arrangements illustrated in Table 13C, as assigned per T-zone and CS Zone.

(2) Prohibited Food Production-related Functions or activities within the Code area include: Animal husbandry (excluding the keeping of up to four (4) chickens), beekeeping, processing of food produced on site, spreading of manure, application of agricultural chemicals (including fertilizers and pesticides), and use of heavy equipment such as tractors.

(3) The keeping of chickens is only allowed in Vegetable

Gardens and in accordance with Hayward Municipal Code Section 10-1.2735(f).

(4) Food Production shall conform to the Functions on Table 9.

iv. Sustainability: Light Imprint Storm Drainage Matrix (Table 13D).

(1) Development projects are encouraged to incorporate the stormwater management techniques identified in Table 13D, as assigned per T-zone.

10-25.275 THOROUGHFARE STANDARDS & PLAN

a. The Council hereby adopts the Hayward Mission Boulevard Corridor Form-Based Code Thoroughfare Plan (hereafter referred to as the "Thoroughfare Plan"), as shown in Figure 4-2, and the corresponding Existing & New Thoroughfares Plan, as shown in Figure 4-3, as amendments to the zoning district map authorized by Municipal Code Section 10-1.3400 (Amendments).

b. Intent

i. To enable the General Plan's recognized opportunities (see General Plan Pages 3-17 and 3-18) for infill development and redevelopment to accommodate alternate street patterns, including: (a) shorter Block lengths; (b) interconnected streets; (c) alleys; and (d) cul-de-sac avoidance.

ii. To enable New Thoroughfares which are dedicated and constructed in locations generally consistent with those depicted in Figure 4-2 and Figure 4-3.

iii. To utilize the provisions of this Section and Municipal Code Chapter 10, Article 4 (Precise Plan Lines for Streets) for the administrative aspects of implementing New Thoroughfares.

iv. To enable both incremental modifications to Existing Thoroughfares through individual development projects or coordinated and holistic modifications to Existing Thoroughfares through City-sponsored capital improvement projects.

c. Applicability

i. The Thoroughfare Plan (Figure 4-2) geographically assigns the standards of Table 2 to the Regulating Plan area.

ii. The Existing & New Thoroughfares Plan (Figure 4-3) distinguishes between Existing Thoroughfares present at the time of Code adoption and New Thoroughfares intended for dedication and improvement after Code adoption.

d. General to all Thoroughfares

i. Thoroughfares are intended for use by vehicular and pedestrian traffic and to provide access to Lots and Open Spaces.

ii. Thoroughfares shall consist of vehicular lanes and Public Frontages.

iii. Within the Regulating Plan area, pedestrian comfort shall be a primary consideration of the Thoroughfare.

iv. Where presented, design conflicts between vehicular and pedestrian movement generally shall be decided in favor of the pedestrian.

v. The City of Hayward shall acquire or accept by dedication those Thoroughfares depicted on the New Thoroughfare Plan (Figure 4-2 and Figure 4-3) when related to a development project consistent with the provisions of this Code.

vi. The City of Hayward may accept by dedication or acquire those New Thoroughfares depicted on the Thoroughfare Plan (Figure 4-2) and Existing & New Thoroughfares (Figure 4-3) exclusive of a development project.

vii. Underground utilities shall be located under the Sidewalks, at a minimum of five feet away from the edge of all planting areas to allow healthy plant growth. [W]

e. Vehicular Lanes

i. Thoroughfares may include vehicular lanes in a variety of widths for parked and for moving vehicles, including bicycles. The standards for vehicular lanes shall be as shown in Table 2. [W]

ii. The Thoroughfare Plan (Figure 3-2) and Existing & New Thoroughfares Plan (Figure 3-3) shall accommodate Bicycle Lanes, Bicycle Routes and Bicycle Trails, in accordance with the City of Hayward Bicycle Master Plan. The City of

Hayward shall utilize the Thoroughfare Plan and Existing & New Thoroughfares Plan as it designs, funds and constructs thoroughfare modifications to facilitate implementation of the City's current Bicycle Master Plan.

iii. Off-street parking spaces shall use permeable/porous paving materials unless otherwise approved by the Director.

f. Public Frontages

i. General to all Zones

(1) The Public Frontage contributes to the character of Transect Zones and the Civic Space Zone, and includes the types of Sidewalk, Curb, Planter, bicycle facility, and street trees.

(2) Public Frontages shall be designed as shown in Table 2 and allocated within Transect Zones and the Civic Space Zone as specified in Table 11.

(3) The prescribed types of Public Lighting and Public Planting shall be provided for in all Public Frontages as shown in Table 3 and Table 4. The spacing of lighting and trees may be adjusted by the Director to accommodate specific site conditions.

ii. Specific to T3 zone

(1) Public Frontages shall include trees of various species placed in clusters, as well as understory landscaping.

(2) Landscaping shall consist primarily of native species requiring minimal irrigation, fertilization and maintenance.

iii. Specific to T4-1, and T4-2 zones

(1) Public Frontages shall include trees planted in a regularly-spaced Allee pattern of single or alternated species with shade canopies of a height that, at maturity, clear at least one Story.

(2) Landscaping shall consist primarily of durable species tolerant of soil compaction.

iv. Specific to T5 zone

(1) Public Frontages shall include trees planted in a regularly spaced Allee pattern of single species with shade canopies of a height that, at maturity, clear at least one Story. At Retail Frontages, the spacing of the trees may be irregular, to avoid visually obscuring the Shopfront private frontage type.

(2) Landscaping shall consist primarily of durable species tolerant of soil compaction.

g. Specific to Existing Thoroughfares

i. The standards of Table 2 shall apply as the City of Hayward designs and constructs modifications to Existing Thoroughfares.

ii. Development projects along Existing Thoroughfares shall comply with the provisions of Table 2 when they:

(1) Occur on a vacant Lot;

(2) Include the construction of a new Principal Building; or

(3) Include the construction of 50% or more of the gross floor area of any existing Principal Building.

iii. Development projects fronting Mission Boulevard may modify Thoroughfare type (AV-100-64/76-TR) through the inclusion of (SL-39-23-BR) or (SL-47-31-BR) (slip lanes).

h. Specific to New Thoroughfares

i. The Thoroughfare Plan allocates New Thoroughfares to Lots in a manner which results in Block perimeter distances equal to or lesser than the maximum distance of Table 11 The perimeter is measured as the sum of Lot Frontage Lines.

ii. Development projects which include the construction and dedication of a New Thoroughfare and Public Frontage shall be eligible for the following incentives:

(1) Upon receipt of a planning permit application, the Director shall expedite its processing through means including, without limitation, the prioritization of the application over others already filed; and

(2) A Street Dedication Bonus which shall: (a) increase the maximum Residential Density allocated to the corresponding T-Zone by up to four (4) units per increment of one hundred (100) feet of constructed and dedicated Street or Slip Lane, and one (1) unit per increment of fifty (50) feet of constructed and dedicated Alley length; (b) increase the maximum Principal Building height by one (1) Story; and/or (c) involve the waiving of planning application fees for non-residential development.

iii. The Review Authority may authorize New Thoroughfares in locations different from those depicted in Figure 4-2 and Figure 4-3 when it finds, in addition to other findings required by Section 10-25.400, that:

(1) Immovable physical obstructions including, without limitation, large boulders, public infrastructure facilities, or environmentally sensitive habitat, are present; or

(2) The resulting maximum Block perimeter distance of Table 11 would not be exceeded by either the current development or foreseeable future development proposals.

iv. Planning permit applications including New Thoroughfares shall include a petition to establish a Precise Plan Line for the New Thoroughfare(s). The petition shall be processed in accordance with Municipal Code Chapter 10, Article 4 and:

(1) Require no application fee payment;

(2) Be processed concurrently with the planning permit application; and

(3) Include any information requested by the Public Works Director to establish a Precise Plan Line that would enable construction of the New Thoroughfare without preventable financial hardship.

v. Proposals for the City of Hayward to acquire or purchase New Thoroughfares exclusive of a development project shall still require the establishment of a Precise Plan Line for the New Thoroughfare(s).

10-25.280 SUBDIVISION STANDARDS

a. Intent

i. The standards of this section are intended to require buildings which provide primary entrances and windows facing public spaces, enable building Configurations which reflect the intended scale of the applicable Transect zone, and prevent large monolithic or repetitive buildings.

b. Applicability.

i. This section regulates subdivisions, lot mergers, and lot line adjustments within the Code area.

c. General to all Zones [E]

i. All subdivisions shall include Nominal Parcels or Fee Simple Parcels conforming to the Lot Width standards of Table 11.

ii. Each Lot shall Enfront a vehicular Thoroughfare.

iii. Condominium subdivisions containing more than one building shall include Nominal Parcels conforming to lot width standards of Table 11.

iv. New development on a pre-existing parcel exceeding the applicable maximum lot width of Table 11 shall not occur unless the parcel is first subdivided to provide for Nominal Parcels or Fee Simple Parcels conforming to Table 11.

v. Lot line adjustments or lot mergers pertaining to parcels not conforming to the applicable lot width requirements of Table 11 may occur so long as they bring the parcels closer into conformance.

vi. No flag Lot shall be created in the Code area through either a subdivision or lot line adjustment.

vii. All New Thoroughfares shall be publicly owned or include an irrevocable easement providing for public access, and Existing Thoroughfares shall not be abandoned to private ownership.

10-25.285 SIGN STANDARDS

a. Permitted Signs are authorized in all zones subject to the provisions

of this Section.

b. Permitted Signs. Wall, window, awning, projecting, hanging, marquee signs, monument signs, sidewalk display signs, scrolling signs, and signs of historical or aesthetic significance are permitted.

c. Prohibited Signs. Roof, pole, animated, revolving, Aerial Sign (except when permitted for promotions), off-premise, flashing, permanent banner and portable (except sidewalk display). In addition, awnings that are translucent or which contain interior lighting for illumination are prohibited.

d. Colors. Sign colors should relate to the color scheme of the building. No more than three colors should be used on any one sign, unless approved by the Director. In addition, use of “neon” or “dayglow” colors must be approved by the Director.

e. Lighting. Signs may be illuminated with directional spotlights or indirect lighting if the effect at night is not glaringly bright. External lighting is encouraged.

f. Graphic Design. Sign construction and sign copy shall be of professional quality. Primary signage shall be designed to identify a business rather than advertise a brand-name product. High contrast between sign, text, and background should be provided but glaring white sign backgrounds and intense colors should be avoided. A letter style that is legible and in scale with the size of the sign frame or background should be used. If more than one sign is used, the signs should be compatible in style.

g. Sign Installation. All signs, except window signs, require a sign permit and building and electrical permits where required. All signs should be installed in a professional manner, avoiding, unsightly guy wires or other stabling devices. Attachments should be hidden from general view and in the least destructive manner possible. For masonry, attachments should be embedded into the mortar, not the brick or stone. All signs and murals painted on walls shall be covered with anti-graffiti coating.

h. Sign Area and Number [W]

    i. Maximum Number. For all establishments, the maximum number of signs permitted per Frontage is two (2). The maximum number of signs permitted per establishment is four (4). Temporary window signs and Sidewalk display signs shall

not count toward the total.

ii. Sign Area. The maximum sign area is one square foot per linear foot of primary Frontage, and one-half square foot per linear foot of Secondary Frontage. Only one Frontage, which contains a public entrance, may be counted as Principal Frontage. All other building Frontages, which have exposure to pedestrian or vehicular traffic, are considered Secondary Frontages. Only one Secondary Frontage may be counted for determining maximum sign area for all Secondary Frontages. Signs displayed on a single Frontage shall be limited to the area and number that are permitted on that Frontage alone. No establishment shall be permitted more than a total of 100 square feet of sign area per Frontage unless Warrant approval is obtained. Each establishment shall be entitled to a minimum of 30 square feet for the Principal Frontage. The total area encompassed by a contrasting color scheme shall be counted when calculating allowable sign area.

i. Sign Types [W]

i. Wall signs may be painted on the wall, or be made of metal, wood (except plywood), plastic, neon or vinyl. Fluorescent material is prohibited. Signs shall be located no higher than the cornice or parapet line, whichever is lower.

Wall signs legally erected before [insert Code effective date] shall be considered in conformance if they do not exceed the maximum allowable area by more than 25 percent, and do not extend above the cornice or parapet line, whichever is lower, by more than 25 percent of the height of the sign.

ii. Permanent window signs may include graphics painted on glass, vinyl letters applied to glass, a clear acrylic panel behind the window, or small neon window signs and should be white or light in color. Permanent window signs shall not occupy more than 25 percent of the total area of the window.

iii. Projecting signs shall be located no higher than the cornice or parapet line, whichever is lower, and must be located so as to not obscure any architectural detail of the Facade. A double face projecting sign shall be considered one sign. The maximum size of a projecting sign shall be 40 square feet (20 square feet per side). Projecting signs shall not project more than 3 feet horizontally. In no case may the sign come within 2 1/2 feet of

the Curb. Projecting signs shall be clear of street trees, traffic signals, street lighting and regulatory signs.

iv. Horizontal hanging signs, suspended from a canopy, awning, or marquee, may be placed above an entry. A hanging sign shall not exceed 8 square feet in size (4 square feet per side).

Hanging signs erected before [insert Code effective date], shall be considered in conformance if they do not exceed the maximum allowable area by more than 25 percent.

v. Overhang signs are mounted atop the overhang, parallel to the storefront and shall not be used in conjunction with wall signs. Overhang signs shall not exceed 3 feet in height.

vi. The awning sign is limited to the front skirt of the awning. Colors and lettering of awning signs should be compatible with the building colors, businesses they serve, as well as harmonize with neighboring buildings and storefronts.

Awning signs legally erected before [insert Code effective date] shall be considered in conformance if they do not exceed the maximum allowable area by more than 25 percent.

vii. Promotional Temporary Signs.

(1) Paper or Paint Window Signs. Special sale window signs of either paper or paint are permitted. Such signs when combined with permanent window signs, shall not occupy more than 25 percent of the total area of the window. These signs should be of a professional quality.

(2) Sidewalk Display Signs (such as A-frame signs and sandwich boards) may be placed on private property, or within the first 18 inches of public property that is directly in front of the individual business. Such sign shall not exceed 6 square feet per side and is limited to one per business. Sidewalk display sign area shall not count toward allowable sign area. A minimum passage way width of 48 inches shall be maintained along the Sidewalk in front of such Sidewalk display sign. The sign shall not project within 2 feet of the Curb interface with vehicles. Such signs shall not be displayed during non-business hours.

10-25.290 TELECOMMUNICATION FACILITY STANDARDS

In addition to the requirements of Municipal Code Chapter 10, Article 13 (Antennae and Telecommunications Facilities Ordinance), the following requirements shall also apply to all Telecommunication Facilities in the Code area. [W]

a. The following Telecommunication Facilities are classified as Class 1 facilities within the Code area:

   i. Any Telecommunication Facility directly affixed to a building or structure, provided that all components of the facility are designed in a manner to be architecturally consistent with the building or structure. Examples include, without limitation, Telecommunications Facilities concealed within existing structures such as Attics, cupolas, steeples, stanchions, bell towers, or similar structures, mounted to the penthouse of a building to appear as part of the architecture.

   ii. A ground-mounted or building-mounted receive-only radio or television satellite dish antenna which exceeds 36 inches in diameter but is not larger than 8 feet in diameter, provided the height of said dish does not exceed the height of the roof ridge line of a structure on which it is to be installed or is screened from view from the public right-of-way.

   iii. Any freestanding Telecommunications Facility designed to blend into the surrounding natural or man-made environment in order to minimize the overall visual impact. Examples include, without limitation, flag, telephone or light poles, palm trees, windmills, or rock formations and other similar items.

   iv. Any Telecommunications Facility proposed to co-locate on another freestanding existing Telecommunications Facility.

   v. Government-owned and government-operated antenna(s).

b. Class 1 Telecommunication Facilities may be located in any zone within the Code area.

c. Prior to installation and operation of any Class 1 Telecommunication Facility, a Telecommunication Site Review shall be approved by the Director in accordance with Municipal Code Chapter 10, Article 13 (Antenna and Telecommunications Facilities Ordinance).

d. In addition to the findings required by Municipal Code Section 10-

13.070 and in order to approve a Telecommunications Site Review application, the Director must find the proposed Telecommunication Facility is:

i. Sited and designed so as to be architecturally integrated such that it is virtually invisible to the naked eye from public streets and Civic spaces;

ii. The design, finish, colors and texture are non-reflective and blend with the surrounding natural and/or man-made environment; and

iii. If freestanding or pole-mounted, the height is the minimum necessary without compromising reasonable reception or transmission.

e. The descriptions of Class 1 Telecommunication Facilities found in Municipal Code Section 10-13.070(1) through (8) are inapplicable to the Code area.

f. Class 2 and Class 3 Telecommunication Facilities are prohibited in the Code area.

10-25.295 AFFORDABLE AND SPECIAL NEEDS HOUSING STANDARDS

General to all Affordable and Special Needs Housing Facilities (including Single Room Occupancy (SRO) and Emergency Homeless Shelters):

1. A Good Neighbor Agreement acceptable to the Hayward Police Department shall be established between the operator of the facility and its neighbors.

2. The Hayward Police Department will conduct periodic audits of all Police calls for service involving the housing facility. If after reviewing the audit, the Police Chief determines that there has been an excessive number of calls for service involving the facility's operation, the Police Chief or his designee will meet with the owner and/or manager to discuss the calls for service and allow the owner/manager to make changes in operations to reduce the number of calls for service.

Transitional Housing and Supportive Housing are permitted as a residential use and only subject to those restrictions that apply to other residential dwellings of the same type in the same zone.

a. Single Room Occupancy (SRO) Facilities

SRO Housing may be permitted with approval of a Conditional Use Permit and shall conform to the following standards:

i. Twenty-four-hour, on-site management must be provided at an SRO.

ii. The applicant will provide a copy of the proposed rules and residency requirements governing the SRO. The management will be solely responsible for the enforcement of all rules that are reviewed and approved by the City Council as part of a conditional use permit.

iii. A Management Plan to address operations, safety and security and building maintenance must be submitted to the Police Department for review and approval.

iv. The building shall contain a minimum of 250 square feet of common space such as recreation areas, lounges, and living spaces. An additional 10 square feet of common space is required per rooming unit over 10. Bathrooms, laundries, hallways, the main lobby, vending areas, and kitchens shall not be counted as common space.

v. Receptacles for garbage, recycling, and compostables are to be provided by the property owner. Garbage receptacles must be located and maintained on the lot or property in a manner consistent with City standards.

b. Emergency Homeless Shelters

i. Homeless Shelters shall only be located at parcels abutting Mission Boulevard south of Jackson Street.

ii. Homeless shelters shall maintain a maximum occupancy not to exceed sixty (60) individuals.

iii. Homeless shelters shall provide on-site waiting and intake areas screened from public view at the abutting thoroughfare, Civic Space or Civic Space Zone.

iv. Parking areas shall be paved with any permitted material identified in Table 13D. Yards shall be lit during nighttime hours, in accordance with the Security Standards Ordinance (No. 90-26 C.S.).

Homeless shelters shall be allowed to have intake between the hours of five p.m. to eight p.m. or at dusk, whichever is sooner, and may discharge patrons from 8 a.m. to 10 a.m.

v. Homeless Shelters shall be separated by at least 300 feet, as measured from their parcel boundaries.

vi. Homeless shelters shall abide by all applicable development standards as set forth in this code.

vii. Each resident shall be provided a minimum of 50 gross square feet of personal living space per person, not including space for common areas. Bathing facilities shall be provided in quantity and location as required in the California Plumbing Code (Title 24 Part 5), and shall comply with the accessibility requirements of the California Building Code (Title 24 Part 2).

viii. Individual occupancy in an emergency shelter is limited to six months in any 12 month period.

ix. Each emergency shelter shall have an on-site management office, with at least one employee present at all times the emergency shelter is in operation or is occupied by at least one resident.

x. Each emergency shelter shall have on-site state-licensed security employees, with at least one security employee present at all times the emergency shelter is in operation or is occupied by at least one resident.

xi. Homeless Shelters shall not be eligible for a Warrant or Exception.

10-25.300 AIR QUALITY MITIGATION

10-25.305 TITLE

Development anticipated under the Mission Boulevard Corridor Specific Plan may result in sensitive receptors being located at sites exposed to increased health risks from vehicle emissions and stationary sources. The provisions of this section ensure that future developments include measures to reduce health risks to less than significant levels.

10-25.310 MOBILE SOURCES

At properties subject to the Mission Boulevard Corridor Specific Plan and within 500 feet of the curb line of Mission Boulevard or Jackson Street, the following air quality mitigation measures shall apply to address health risks associated with traffic-related emissions:

a. Indoor Air Quality. All new development, or existing development involving a use change to one that would be occupied by sensitive receptors, shall implement all of the features below, except as may be modified by Section 10-25.310 (c).

   i. Existing or new buildings to be occupied by sensitive receptors, shall include and maintain in good working order a central heating and ventilation (HVAC) system or other air intake system in the building, or in each individual unit, that meets or exceeds an efficiency standard of MERV 13 or equivalent. The HVAC system shall include installation of a high efficiency filter and/or carbon filter, in order to filter particulates and other chemical matter from entering the building.

   ii. Project applicants shall maintain, repair and/or replace HV system on an ongoing and as needed basis according to manufacturer specifications. For developments which are leased, sold or otherwise not maintained by the initial project developer, an operation and maintenance manual for the HVAC system shall be prepared. The manual shall include the operating instructions and the maintenance and replacement schedule. The Planning Director shall identify an appropriate filing location for the manual, which may include, but is not limited to, the project conditions, covenants and restrictions (CC&Rs), County recorder, or City development permit file.

   iii. The HVAC system or other air intake system required above, shall be submitted to the Planning Director for review and action

prior to the issuance of a demolition, grading, or building permit.

b. Outdoor Air Quality. To the maximum extent practicable, individual and common exterior open space (e.g., playgrounds, patios, and decks) proposed as a part of developments within 500 feet of the curb line of Mission Boulevard and associated with sensitive receptors, shall either be shielded from air pollution originating at Mission Boulevard by buildings or otherwise buffered to further reduce air pollution for project occupants.

c. Compliance with Sections 10-25.310(a) and (b) above shall not be required or may be modified when all the following occur:

   i. A development project applicant submits to the Planning Director a Health Risk Assessment (HRA) prepared by a qualified air quality consultant in accordance with California Air Resources Board (CARB) and Office of Environmental Health and Hazard Assessment requirements.

   ii. The HRA demonstrates that indoor and outdoor air quality can be maintained within currently applicable health risk standards of the Bay Area Air Quality Management District.

d. An HRA submitted in accordance with Section 10-25.310(c) must be approved by the Planning Director prior to issuance of a demolition, grading, or building permit.

e. The Planning Director may require review and approval of the HRA prior to scheduling discretionary permits (e.g., Site Plan Review, Conditional Use Permit) for public hearing.

f. The Development Services Department may require, at the applicant's sole expense, an independent review of the HRA by a qualified consultant.

g. An HRA submitted in accordance with Section 10-25.310(c), shall be subject to Planning Director review and action.

h. Sensitive receptors include, but are not limited to, residences, schools and school yards, parks and play grounds, daycare centers, nursing homes, and medical facilities. Residences can include, but are not limited to, houses, apartments, and senior living complexes. Medical facilities can include, but are not limited to, hospitals, convalescent homes, and health clinics. Playgrounds can be, but are not limited to, play areas associated with parks or community centers.

10-25.315 STATIONARY SOURCES

The location and potential air contaminants associated with stationary sources may change over time. Similarly, new stationary sources may be established. Therefore, this section establishes a dynamic buffer zone to ensure toxic air contaminants from all existing and future stationary sources do not result in unacceptable health risks.

The provisions of this section shall apply to all future development under the Project occurring within five-hundred (500) feet of any stationary source and which exceeds the applicable BAAQMD individual source or cumulative threshold:

a. All new development proposals shall be evaluated to determine whether they are within five-hundred (500) feet of a stationary source exceeding Bay Area Air Quality Management District (BAAQMD) thresholds.

b. Development proposals located within the five-hundred (500) foot radius of a stationary source exceeding such thresholds shall adhere to the indoor and exterior air quality measures of Section 10-25-310, including the option to complete a HRA.

STANDARDS AND TABLES

TABLE 1: Transect Zone Descriptions. This table provides descriptions of the character of each T-zone. T1, T2, and T6 do not occur in the Mission Boulevard Corridor Code area and are shown for reference only.

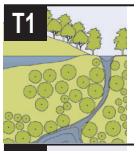
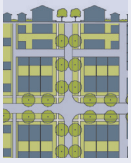
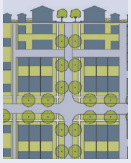
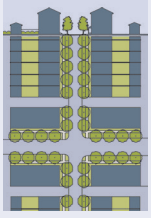
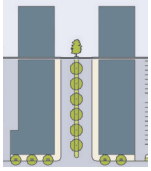
T1 	**T1 NATURAL** T1 Natural Zone consists of lands approximating or reverting to a wilderness condition, including lands unsuitable for settlement due to topography, hydrology or vegetation.	**General Character:** **Building Placement:** **Frontage Types:** **Typical Building Height:**	Natural landscape with some agricultural use Not applicable Not applicable Not applicable
T2 	**T2 RURAL** T2 Rural Zone consists of sparsely settled lands in open or cultivated states. These include woodland, agricultural land, grassland, and irrigable desert. Typical buildings are farmhouses, agricultural buildings, cabins, and villas.	**General Character:** **Building Placement:** **Frontage Types:** **Typical Building Height:** **Type of Civic Space:**	Primarily agricultural with woodland & wetland and scattered buildings Variable Setbacks Not applicable 1- to 2-Story Parks, Greenways
T3 	**T3 SUB-URBAN** T3 Sub-Urban Zone consists of low density residential areas, adjacent to higher zones that includes some mixed use. Home occupations and outbuildings are allowed. Planting is naturalistic and setbacks are relatively deep. Blocks may be large and the roads irregular to accommodate natural conditions.	**General Character:** **Building Placement:** **Frontage Types:** **Typical Building Height:** **Type of Civic Space**:	Lawns, and landscaped yards surrounding detached single-family houses; pedestrians occasionally Large and variable front and side yard Setbacks Porches, fences, naturalistic tree planting 1- to 2-Story Parks, Greenways, Squares, Playgrounds
T4-1 	**T4-1 GENERAL URBAN 1** T4-1 General Urban Zone consists of mixed use but primarily residential urban fabric. It includes a mix of building types: townhouses, apartment buildings, mixed-use buildings and commercial buildings. Setbacks and landscaping are variable. Streets with curbs and sidewalks define medium-sized blocks.	**General Character:** **Building Placement**: **Frontage Types:** **Typical Building Height:** **Type of Civic Space:**	Mix of townhouses, and apartment buildings with scattered commercial activity; balance between landscape and buildings; presence of pedestrians. Shallow to medium front and side setbacks Mostly Porches, fences, Dooryards, Shopfronts 2- to 4-Story with a few taller apartment or mixed-use buildings Parks, Squares, Playgrounds
T4-2 	**T4-2 GENERAL URBAN 2** T4-2 General Urban Zone consists of mixed use but primarily residential urban fabric. It includes a mix of building types: townhouses, apartment buildings, mixed-use buildings and commercial buildings. Setbacks and landscaping are variable. Streets with curbs and sidewalks define medium-sized blocks.	**General Character:** **Building Placement**: **Frontage Types:** **Typical Building Height:** **Type of Civic Space:**	Mix of townhouses, and apartment buildings with scattered commercial activity, light industrial buildings and warehouses; balance between landscape and buildings; presence of pedestrians. Shallow to medium front and side setbacks Mostly Porches, fences, Dooryards, Shopfronts 2- to 4-Story with a few taller apartment or mixed-use buildings Parks, Squares, Playgrounds
T5 	**T5 URBAN CENTER** T5 Urban Center Zone consists of higher density mixed-use buildings that accommodate retail, office, and residential uses, along with townhouses and apartment buildings. It has a tight network of streets, with wide sidewalks, steady street tree planting and buildings set close to the sidewalks.	**General Character:** **Building Placement:** **Frontage Types:** **Typical Building Height:** **Type of Civic Space:**	Shops mixed with townhouses, apartment buildings, offices, workplaces, and Civic buildings; attached and detached buildings close together; trees within the public right-of-way; substantial pedestrian activity. Shallow Setbacks or none; many buildings oriented to the street defining a street wall Mostly Stoops, Shopfronts, Galleries, Dooryards 3- to 6-Story with some variation and a few taller mixed-use buildings Parks, Plazas and Squares, Playgrounds
T6 	**T6 URBAN CORE** T6 Urban Core Zone consists of the highest density and height, with the greatest variety of uses, and civic buildings of regional importance. It may have larger blocks; streets have steady street tree planting and buildings are set close to wide sidewalks. Typically only large towns and cities have an Urban Core Zone.	**General Character:** **Building Placement:** **Frontage Types:** **Typical Building Height:** **Type of Civic Space:**	Medium to high-Density Mixed Use buildings, entertainment, Civic and cultural uses. Attached buildings forming a continuous street wall; trees within the public right-of-way; highest pedestrian and transit activity Shallow Setbacks or none; buildings oriented to street, defining a street wall Stoops, Dooryards, Forecourts, Shopfronts, Galleries, and Arcades 4-plus Story with a few shorter buildings Parks, Plazas and Squares; median landscaping

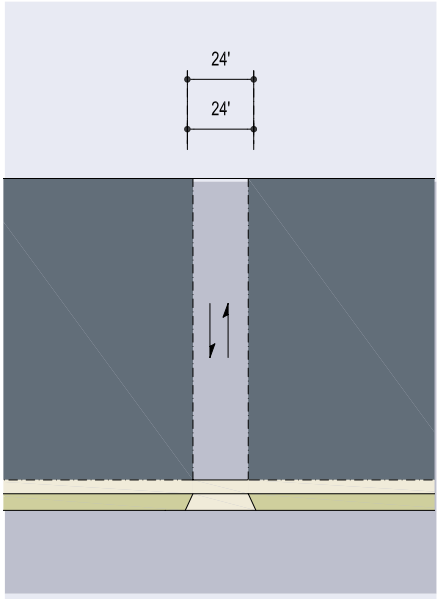
TABLE 2: Thoroughfare Assemblies. This table provides design standards for each of the thoroughfares designated in Figure 1-2 (Thoroughfare Plan)

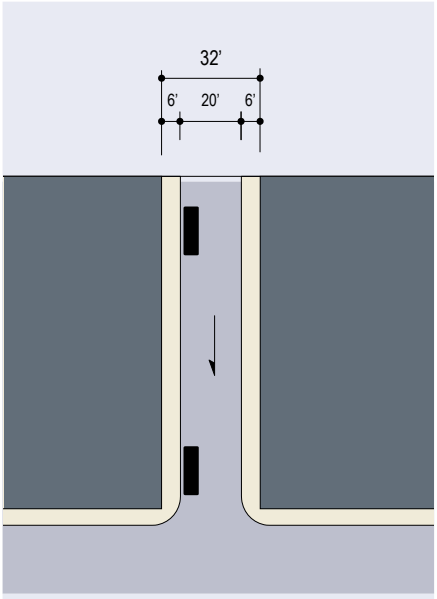
KEY **ST-57-20-BL**

- Thoroughfare Type
- Right of Way Width
- Pavement Width
- Transportation

THOROUGHFARE TYPES

Boulevard:	BV
Avenue:	AV
Commercial Street:	CS
Drive:	DR
Street:	ST
Road:	RD
Slip Lane:	SL
Rear Alley:	RA
Bicycle Trail:	BT
Bicycle Lane:	BL
Bicycle Route:	BR
Path:	PT
Passage:	PS
Transit Route:	TR





	RA-24-24	ST-32-20
Thoroughfare Type	Rear Alley	Street
Transect Zone Assignment	T4-1, T4-2, T5	T4-1, T4-2, T5
Right-of-Way Width	24 feet	32 feet
Pavement Width	24 feet	20 feet
Movement	Slow Movement	Slow Movement
Intended Speed	10 MPH	20 MPH
Pedestrian Crossing Time	6 seconds	5 seconds
Traffic Lanes	n/a	1 lane
Parking Lanes	None	One side, unmarked
Curb Radius	Taper	15 feet
Walkway Type	None	6 foot Sidewalk
Planter Type	None	None
Curb Type	Inverted Crown	6" Curb
Landscape Type	None	None
Transportation Provision	N/A	BR

TABLE 2: Thoroughfare Assemblies. This table provides design standards for each of the thoroughfares designated in Figure 1-2 (Thoroughfare Plan)

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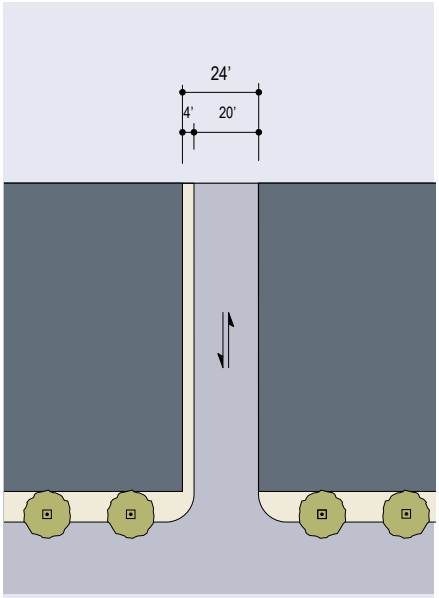

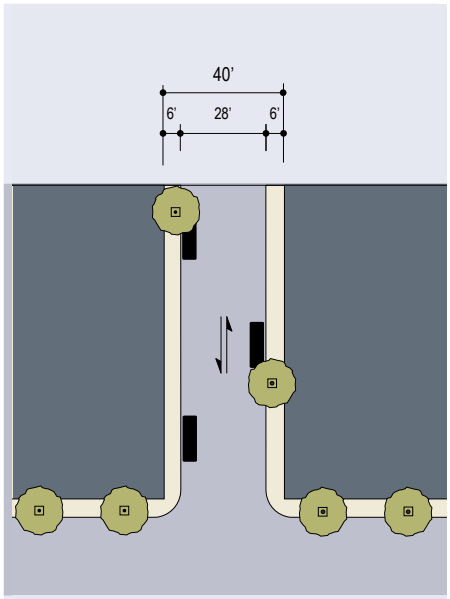

	ST-24-20-BR	ST-40-28-BR
Thoroughfare Type	Street	Street
Transect Zone Assignment	T3, T4-1, T4-2	T3, T4-1, T4-2
Right-of-Way Width	24 feet	40 feet
Pavement Width	20 feet	28 feet
Movement	Slow Movement	Slow Movement
Intended Speed	20 MPH	20 MPH
Pedestrian Crossing Time	5 seconds	7 seconds
Traffic Lanes	2 lanes	2 lanes
Parking Lanes	None	Both Sides @ 7 feet marked
Curb Radius	15 feet	15 feet
Walkway Type	4 foot Sidewalk, one side	6 foot Sidewalk
Planter Type	None	None
Curb Type	6" Curb	6" Curb
Landscape Type	None	Small-size trees, sporadic
Transportation Provision	BR	BR

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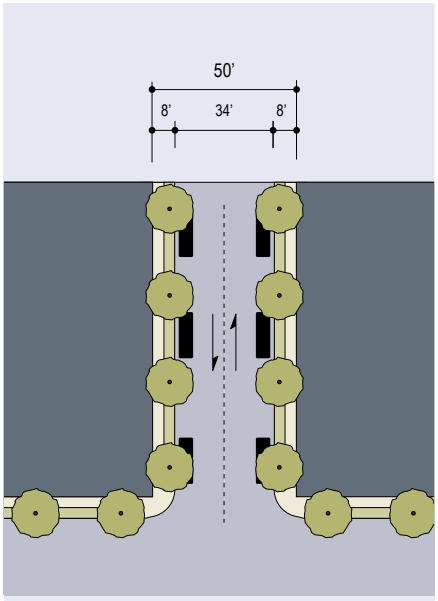
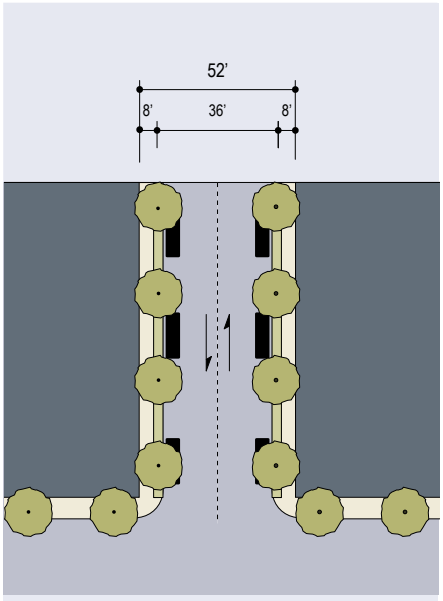
Transit Route:	TR





	ST-50-34-BR	ST-52-36-BR
Thoroughfare Type	Street	Street
Transect Zone Assignment	T4-1, T4-2, T5	T4-1, T4-2
Right-of-Way Width	50 feet	52 feet
Pavement Width	34 feet	36 feet
Movement	Slow Movement	Slow Movement
Intended Speed	35 MPH	25 MPH
Pedestrian Crossing Time	8.5 seconds	9 seconds
Traffic Lanes	2 lanes	2 lanes
Parking Lanes	Both Sides @ 7 feet unmarked	Both Sides @ 7 feet unmarked
Curb Radius	15 Feet	15 feet
Walkway Type	4 foot Sidewalk	4.5 foot Sidewalk
Planter Type	3.5 foot wide continuous Planter	3 foot wide continuous Planter
Curb Type	6" Curb	6" Curb
Landscape Type	Small to Medium-size trees at 30' o.c. Avg.	Small to Medium-size trees at 30' o.c. Avg.
Transportation Provision	BR	BR

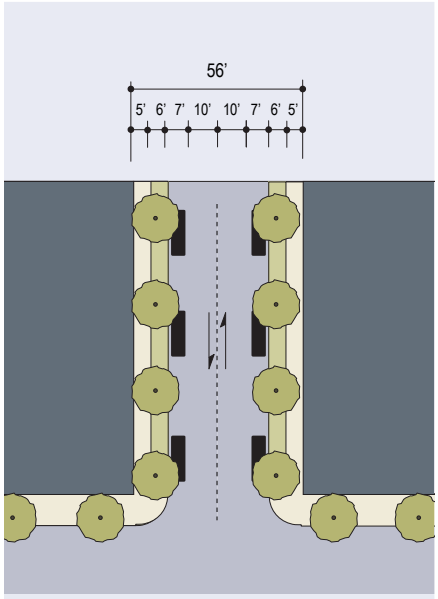
TABLE 2: Thoroughfare Assemblies. This table provides design standards for each of the thoroughfares designated in Figure 1-2 (Thoroughfare Plan)

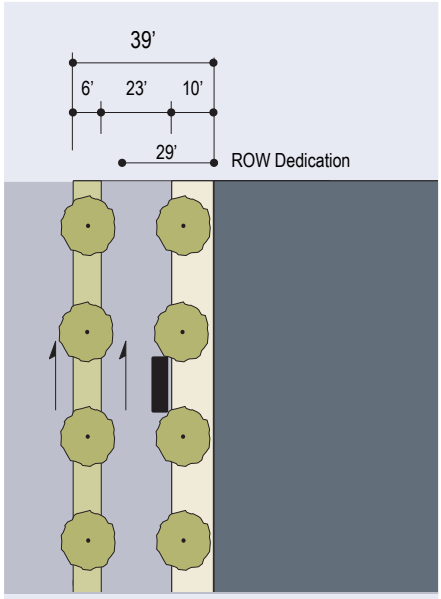
KEY **ST-57-20-BL**

Thoroughfare Type
Right of Way Width
Pavement Width
Transportation

THOROUGHFARE TYPES

Boulevard:	BV
Avenue:	AV
Commercial Street:	CS
Drive:	DR
Street:	ST
Road:	RD
Slip Lane:	SL
Rear Alley:	RA
Bicycle Trail:	BT
Bicycle Lane:	BL
Bicycle Route:	BR
Path:	PT
Passage:	PS
Transit Route:	TR





	ST-56-34-BR	SL-39-23-BR
Thoroughfare Type	Street	Slip Lane
Transect Zone Assignment	T4-1, T4-2, T5	T4-1, T4-2, T5
Right-of-Way Width	56 feet	39 feet
Pavement Width	34 feet	23 feet
Movement	Slow Movement	Slow Movement
Intended Speed	20 MPH	25 MPH
Pedestrian Crossing Time	8.5 seconds	5 seconds
Traffic Lanes	2 lanes	one 15 foot one-way lane
Parking Lanes	Both Sides @ 7 feet unmarked	one parallel 8 foot lane
Curb Radius	15 feet	10 feet
Walkway Type	5 foot Sidewalk	10 foot Sidewalk
Planter Type	5.5 foot wide continuous Planter	5.5 foot wide continuous Planter
Curb Type	6" Curb	6" Curb
Landscape Type	Small to Medium-size trees at 30' o.c. Avg.	Large-size trees at 30' o.c. Avg.; planted 8' medians (Large-size trees at 30' o.c. Avg.)
Transportation Provision	BR	BR
Required Right of Way Dedication	-	29 feet

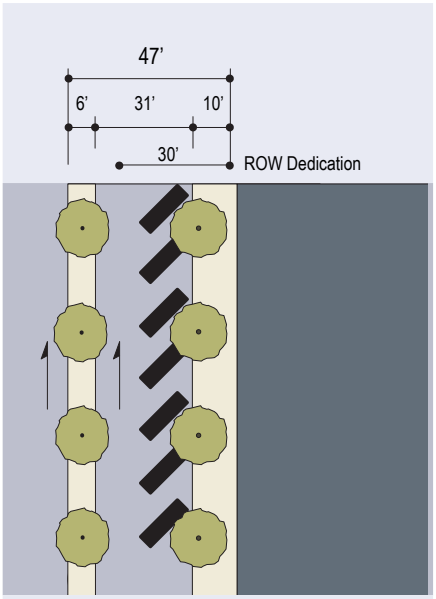
TABLE 2: Thoroughfare Assemblies. This table provides design standards for each of the thoroughfares designated in Figure 1-2 (Thoroughfare Plan)

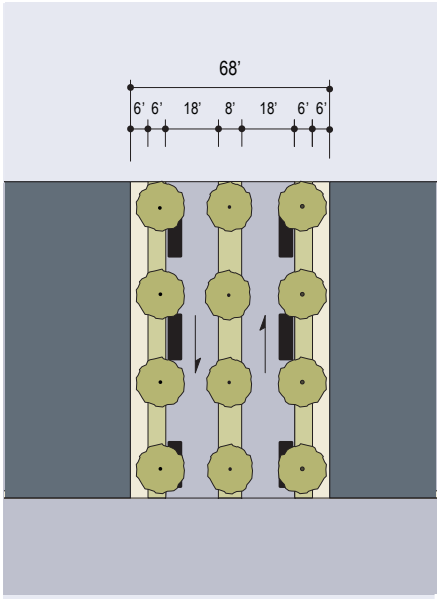
KEY **ST-57-20-BL**

- Thoroughfare Type
- Right of Way Width
- Pavement Width
- Transportation

THOROUGHFARE TYPES

Boulevard:	BV
Avenue:	AV
Commercial Street:	CS
Drive:	DR
Street:	ST
Road:	RD
Slip Lane:	SL
Rear Alley:	RA
Bicycle Trail:	BT
Bicycle Lane:	BL
Bicycle Route:	BR
Path:	PT
Passage:	PS
Transit Route:	TR





	SL-47-31-BR	AV-68-36-BR
Thoroughfare Type	Slip Lane	Avenue
Transect Zone Assignment	T4-1, T4-2, T5	T4-1, T4-2, T5
Right-of-Way Width	47 feet	68 feet
Pavement Width	31 feet	18 feet, 18 feet
Movement	Slow Movement	Slow Movement
Intended Speed	25 MPH	25 MPH
Pedestrian Crossing Time	7 seconds	9 seconds
Traffic Lanes	one 15 foot one-way lane	2 lanes
Parking Lanes	one side angled @ 30º max. @ 16 feet marked	Both Sides @ 7 feet marked
Curb Radius	10 feet	15 feet
Walkway Type	10 foot Sidewalk	6 foot Sidewalk
Planter Type	Tree Wells	5.5 wide continuous planter
Curb Type	6” Curb	6” Curb
Landscape Type	Large-size trees at 30’ o.c. Avg.	Medium-size trees at 30’ o.c. Avg.; planted 8’ medians (Medium-size trees at 30’ o.c. Avg.)
Transportation Provision	BR	BR
Required Right of Way Dedication	30 feet	-

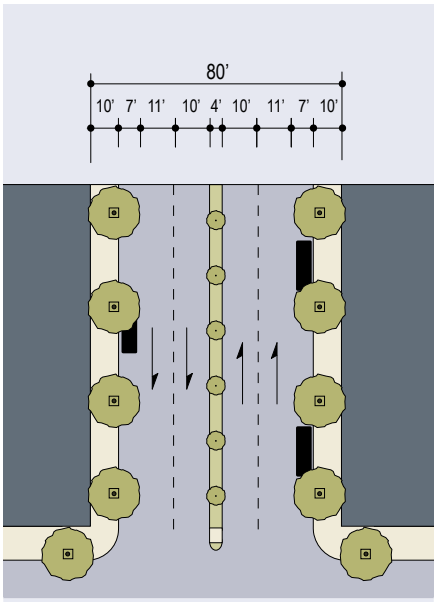
TABLE 2: Thoroughfare Assemblies. This table provides design standards for each of the thoroughfares designated in Figure 1-2 (Thoroughfare Plan)

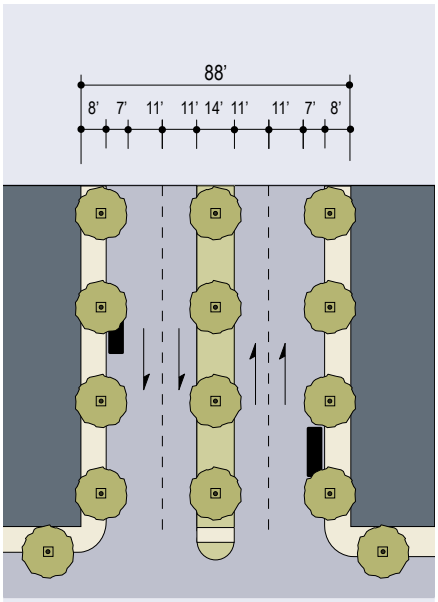
KEY **ST-57-20-BL**

- Thoroughfare Type
- Right of Way Width
- Pavement Width
- Transportation

THOROUGHFARE TYPES

Boulevard:	BV
Avenue:	AV
Commercial Street:	CS
Drive:	DR
Street:	ST
Road:	RD
Slip Lane:	SL
Rear Alley:	RA
Bicycle Trail:	BT
Bicycle Lane:	BL
Bicycle Route:	BR
Path:	PT
Passage:	PS
Transit Route:	TR





	AV-80-58-BR	AV-88-58-BR
Thoroughfare Type	Avenue	Avenue
Transect Zone Assignment	T4-1, T4-2, T5	T4-1, T4-2, T5
Right-of-Way Width	80 feet	88 feet
Pavement Width	29 feet - 29 feet	29 feet - 29 feet
Movement	Slow Movement	Slow Movement
Intended Speed	25 MPH	25 MPH
Pedestrian Crossing Time	15 seconds	15 seconds
Traffic Lanes	4 lanes	4 lanes
Parking Lanes	Both Sides @ 7 feet marked	Both Sides @ 7 feet marked
Curb Radius	15 feet	15 feet
Walkway Type	10 foot Sidewalk	8 foot Sidewalk
Planter Type	Tree Wells	Tree Wells
Curb Type	6" Curb	6" Curb
Landscape Type	Large-size trees at 30' o.c. Avg.; planted 4' medians (Small trees at 15' o.c. Avg.)	Large-size trees at 30' o.c. Avg.; Planted 14 foot median (Large-size trees)
Transportation Provision	BR	BR

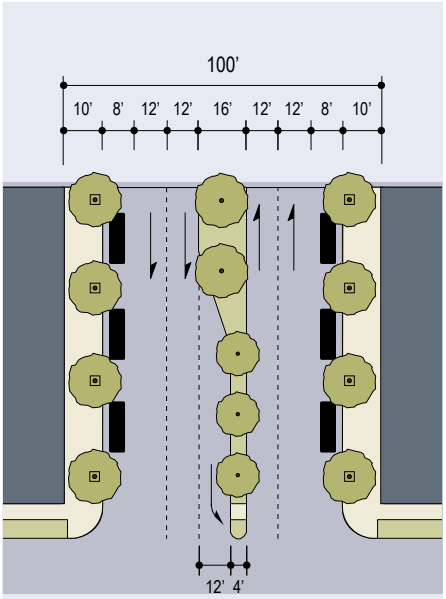
TABLE 2: Thoroughfare Assemblies. This table provides design standards for each of the thoroughfares designated in Figure 1-2 (Thoroughfare Plan)

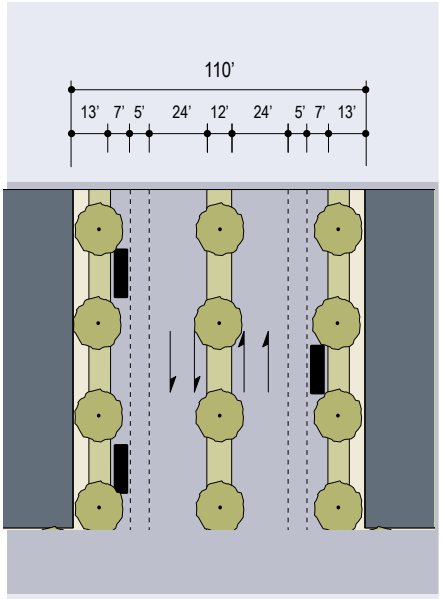
KEY **ST-57-20-BL**

- Thoroughfare Type
- Right of Way Width
- Pavement Width
- Transportation

THOROUGHFARE TYPES

Boulevard:	BV
Avenue:	AV
Commercial Street:	CS
Drive:	DR
Street:	ST
Road:	RD
Slip Lane:	SL
Rear Alley:	RA
Bicycle Trail:	BT
Bicycle Lane:	BL
Bicycle Route:	BR
Path:	PT
Passage:	PS
Transit Route:	TR





	AV-100-64/76-TR	AV-110-72-BR
Thoroughfare Type	Avenue	Avenue
Transect Zone Assignment	T4-1, T4-2, T5	T4-2
Right-of-Way Width	100 feet	110 feet
Pavement Width	32 feet - 32/44 feet	36 feet - 36 feet
Movement	Free Movement	Free Movement
Intended Speed	35 MPH	35 MPH
Pedestrian Crossing Time	8 seconds - 8/11 seconds	9 seconds - 9 seconds
Traffic Lanes	4-5 lanes	6 lanes
Parking Lanes	Both sides @ 8 feet unmarked	None
Curb Radius	30 feet (typical)	30 feet
Walkway Type	10 foot Sidewalk	12 foot Sidewalk
Planter Type	4.5 foot wide continuous permeable paving strip with 4.5x4.5 tree wells	4.5 foot wide continuous permeable paving strip with 4.5x4.5 tree wells
Curb Type	6" Curb	6" Curb or Swale
Landscape Type	Large-size trees at 30' o.c. Avg.; Planted 16 foot median (Large-size trees)	Large-size trees at 30' o.c. Avg.; Planted 14 foot median (Large-size trees)
Transportation Provision	TR	BR

TABLE 3: Thoroughfare Lighting. Lighting varies in brightness and also in the character of the fixture according to the Transect. The table shows six common types. Lighting shall comply with the standard found in chapter 41 of the Building Code of the City of Hayward.

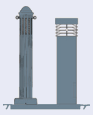
	T3	T4-1	T4-2	T5	Specifications
Cobra Head 		▪	▪	▪	Cobra head fixtures are allowed in T4-1, T4-2 and T5 only when combined with pedestrian-scaled lighting.
Pipe 	▪				
Post 	▪	▪	▪		
Column 	▪	▪	▪	▪	Pole height: 12 ft Wattage: Equivalent 150-175 w metal halide Type: Decorative Uniformity Ratio: 4:1 Average foot candle: 0.7 - 0.9 Location: average 100 ft apart, staggered
Double Column 				▪	Pole height: 12 ft Wattage: Equivalent 150-175 w metal halide Type: Decorative Uniformity Ratio: 3:1 Average foot candle: 0.9 - 1.1 Location: average 100-120 ft apart, staggered
Ornamental Bollard 	▪	▪	▪	▪	Specification: ornamental bollards should be located between other light fixtures in areas where there is retail

TABLE 4: Public Planting. This table shows six common types of street tree shapes and their appropriateness within the Transect Zones. Development Services and Public Works Departments select species appropriate for the bioregion.

	T3	T4-1	T4-2	T5	Specifications: the tree species listed are examples provided for reference only.
Palm 	▪	▪	▪	▪	The following species shall **NOT** be specified: Syagrus romanzoffianum, **Queen Palm** Washingtonia robusta, **Mexican Fan Palm**
Coniferous 	▪	▪	▪	▪	Calocedrus decurrens, **Incense Cedar** Cedrus deodora, **Deodar Cedar** Cupressus sempervirens, **Italian Cypress** Sequoia sempervirens, **Coastal Redwood**
Narrow Canopy 	▪	▪	▪	▪	Carpinus betulus 'Fastigiata', **European Hornbeam** Lophostemon confertus, **Brisbane Box Tree** Ginko biloba 'Sentry', **Sentry Maiden Hair Tree** Pyrus calleryana 'Chanticleer', **Ornamental Pear** Quercus robur 'Fastigiata', **Columnar English Oak** Zelkova Musashino, **Zelkova**
Small Size 	▪	▪	▪		Cercis Canadensis 'Forest Pansy', **Eastern Redbud** Cercis occidentalis, **Western Redbud** Eryobotrya deflexa, **Bronze Loquat** Lagerstroemia indica 'Muskogee' and 'Tuscarora', **Crape Myrtle** Malus spp, **Flowering Crabapple**
Medium size * 	▪	▪	▪		Acer buergerianun, **Trident Maple** Aesculus californica, **California Buckeye** Aesculus x. carnea, **Red Horsechestnut** Arbutus 'Marina', **Arbutus** Celtis spp, **Hackberry Species** Fraxinus oxycarpa 'Raywood', **Raywood Ash** Ginko biloba 'Autumn Gold', **Maiden Hair Tree** Koelreuteria bipinnata, **Chinese Flame Tree** Melaleuca quinquienervia, **Cajeput Tree**
Large size * 	▪	▪	▪		Cinnamomum camphora, **Camphor Tree** Liriodendron tulipifera, **Tulip Tree** Platanus agrifolia 'columbia', **London Plane Tree** Quercus agrifolia, **California Coastal Live Oak** Quercus ilex, **Holly Oak** Quercus virginiana, **Southern Live Oak** Zelkova serrata, **Japanese Zelkova**

* see "Definitions of Terms" section

TABLE 5: Private Frontages. This table shows seven common types of Private Frontages and their appropriateness within the Transect Zones.

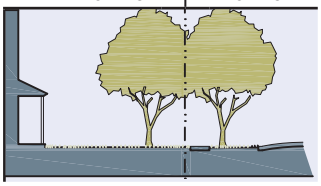
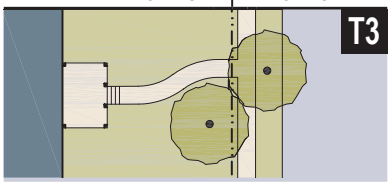
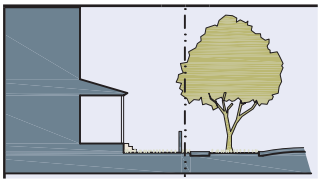
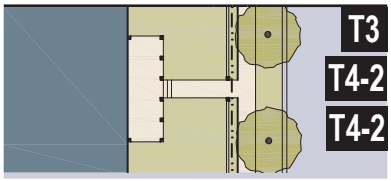
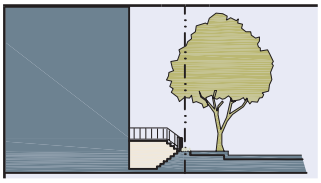
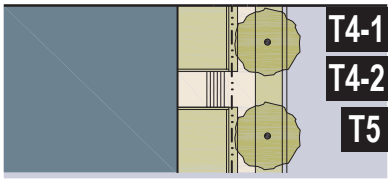
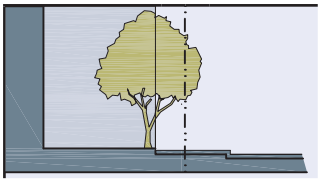
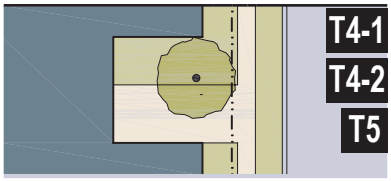
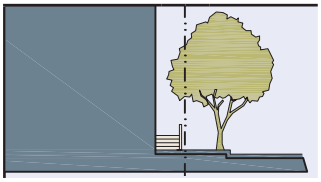
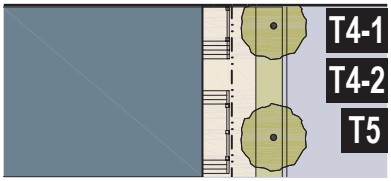
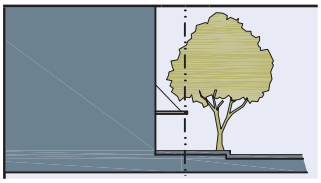
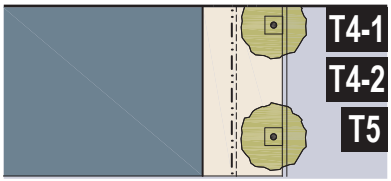
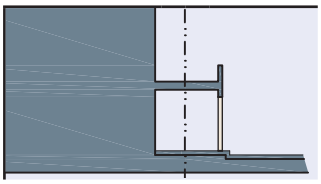
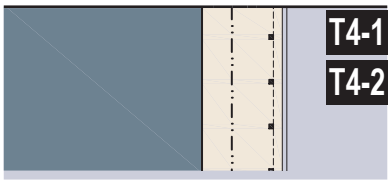
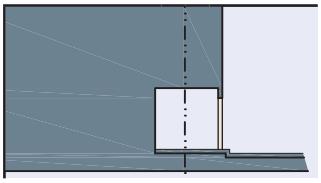
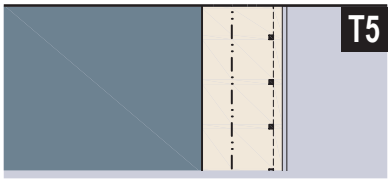
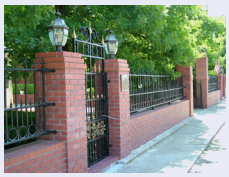
	SECTION LOT ▶ PRIVATE FRONTAGE ◀ R.O.W. PUBLIC FRONTAGE	PLAN LOT ▶ PRIVATE FRONTAGE ◀ R.O.W. PUBLIC FRONTAGE	
a. Common Yard: a planted Frontage wherein the Facade is set back substantially from the Frontage Line. The front yard created remains unfenced and is visually continuous with adjacent yards, supporting a common landscape. The deep Setback provides a buffer from the higher speed Thoroughfares.			T3
b. Porch & Fence: a planted Frontage wherein the Facade is set back from the Frontage Line with an attached porch permitted to Encroach. A fence at the Frontage Line maintains street spatial definition. Porches shall be no less than 8 feet deep.			T3 T4-2 T4-2
c. Terrace or Lightwell: a Frontage wherein the Facade is set back from the Frontage line by an elevated terrace or a sunken Lightwell. This type buffers Residential use from urban Sidewalks and removes the private yard from public Encroachment. Terraces are suitable for conversion to outdoor cafes. Syn: **Dooryard.**			T4-1 T4-2 T5
d. Forecourt: a Frontage wherein a portion of the Facade is close to the Frontage Line and the central portion is set back. The Forecourt created is suitable for vehicular drop-offs. This type should be allocated in conjunction with other Frontage types. Large trees within the Forecourts may overhang the Sidewalks.			T4-1 T4-2 T5
e. Stoop: a Frontage wherein the Facade is aligned close to the Frontage Line with the first Story elevated from the Sidewalk sufficiently to secure privacy for the windows. The entrance is usually an exterior stair and landing. This type is recommended for ground-floor Residential use.			T4-1 T4-2 T5
f. Shopfront: a Frontage wherein the Facade is aligned close to the Frontage Line with the building entrance at Sidewalk grade. This type is conventional for Retail use. It has a substantial glazing on the Sidewalk level and an awning that may overlap the Sidewalk to within 2 feet of the Curb. Syn: Retail Frontage.			T4-1 T4-2 T5
g. Gallery: a Frontage wherein the Facade is aligned close to the Frontage line with an attached cantilevered shed or a lightweight colonnade overlapping the Sidewalk. This type is conventional for Retail use. The Gallery shall be no less than 10 feet wide and should overlap the Sidewalk to within 2 feet of the Curb.			T4-1 T4-2
h. Arcade: a colonnade supporting habitable space that overlaps the Sidewalk, while the Facade at Sidewalk level remains at or behind the Frontage Line. This type is conventional for Retail use. The Arcade shall be no less than 12 feet wide and should overlap the Sidewalk to within 2 feet of the Curb. See Table 8.			T5

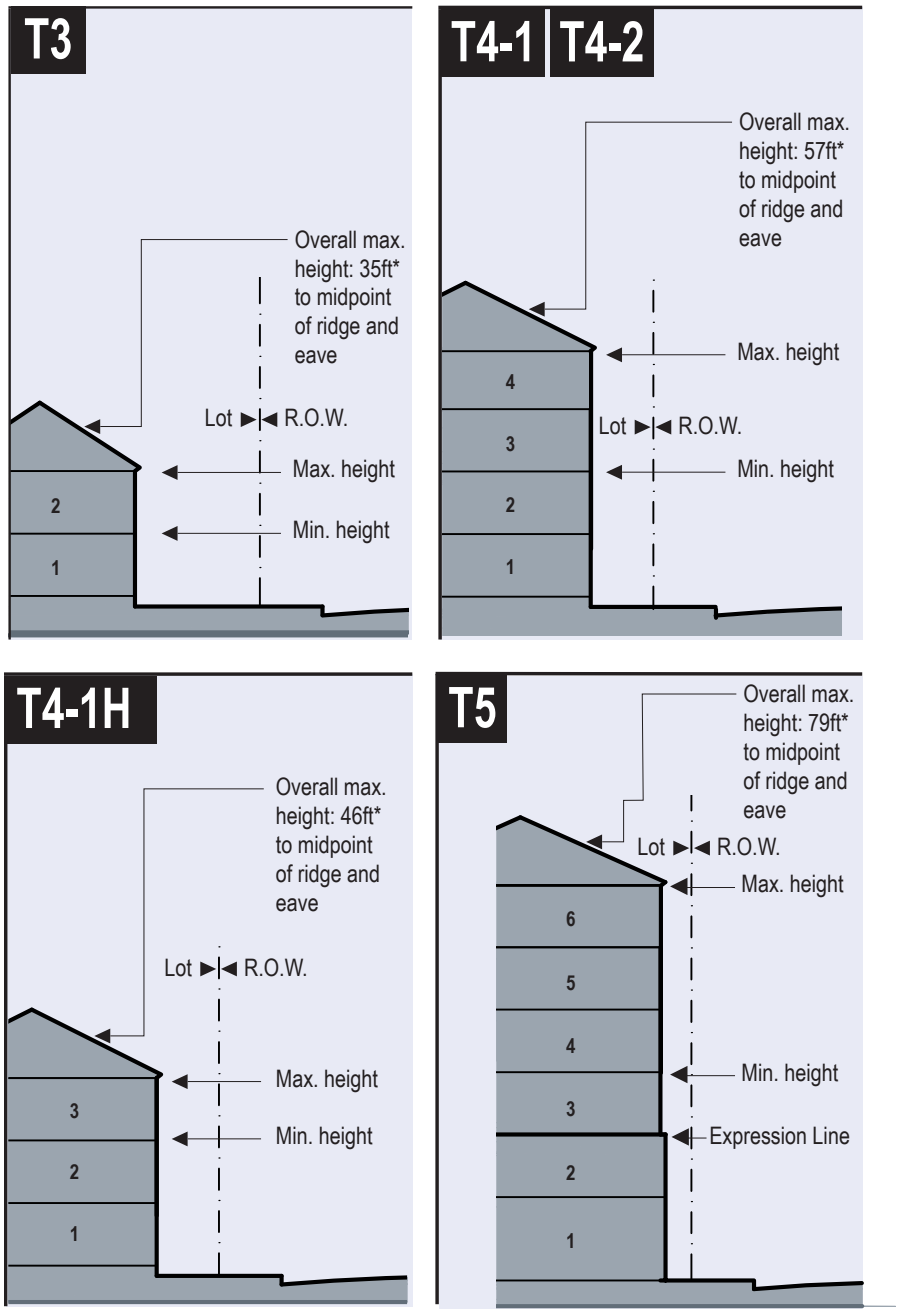
TABLE 6: Fences and Walls. This table shows five common types of fences and walls and their appropriateness within the Transect Zones. Only these fences and wall types shall be used in any portion of a front or side yard. Refer to Section 10-25.255 for information on height, location and visibility requirements.T1, T2, and T6 do not occur in the Code area and are provided for reference only.

	T3	T4-1	T4-2	T5
Wood Picket Fence 	▪	▪	▪	
Iron Picket Fence 	▪	▪	▪	
Metal Fence on Concrete Base (1) 	▪	▪	▪	▪
Brick and Iron Fence (2) 	▪	▪	▪	▪
Brick Wall (2) 	▪	▪	▪	▪

(1) The concrete base should be 18”-36” in height.

(2) Although brick only is illustrated, other materials such as stone, slate, etc., are also acceptable, with a tie-in to the building material.

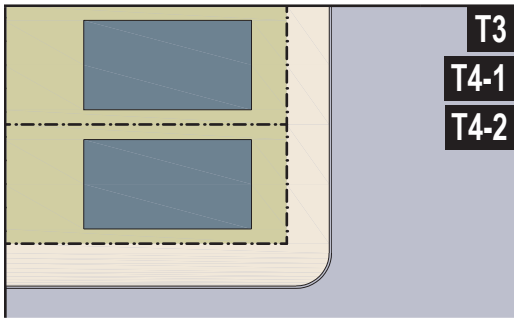
TABLE 7: Building Configuration. This table shows the Configurations for different building heights for each Transect Zone. Expression Lines shall occur on buildings higher than 4 stories as shown. The maximum height in number of stories is as specified in Table 11, item j.



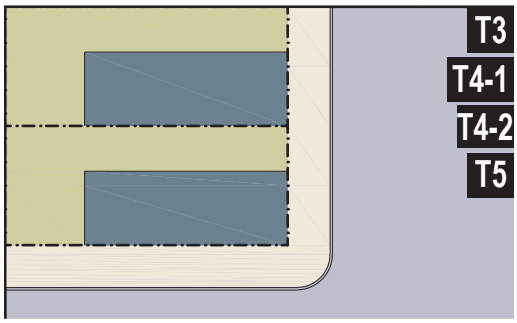
* Height shall be measured from the midpoint of the Frontage line. First floor may be 3 ft. max. above Frontage line measured from the midpoint of the Frontage line.

TABLE 8: Building Disposition. This table approximates the location of the structure relative to the boundaries of each individual Lot, establishing suitable basic building types for each Transect Zone.

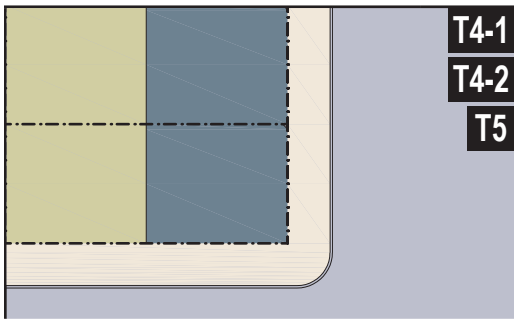
a. Edgeyard: Specific Types - single family House, cottage, villa, estate house, urban villa. A building that occupies the center of its Lot with Setbacks on all sides. This is the least urban of types as the front yard sets it back from the Frontage, while the side yards weaken the spatial definition of the public Thoroughfare space. The front yard is intended to be visually continuous with the yards of adjacent buildings. The rear yard can be secured for privacy by fences and a well-placed Backbuilding and/or Outbuilding.



b. Sideyard: Specific Types - Charleston single house, double house, zero lot line house, twin. A building that occupies one side of the Lot with the Setback to the other side. A shallow Frontage Setback defines a more urban condition. If the adjacent building is similar with a blank side wall, the yard can be quite private. This type permits systematic climatic orientation in response to the sun or the breeze. If a Sideyard House abuts a neighboring Sideyard House, the type is known as a twin or double House. Energy costs, and sometimes noise, are reduced by sharing a party wall in this Disposition.



c. Rearyard: Specific Types - Townhouse, Rowhouse, Live-Work unit, loft building, Apartment House, Mixed Use Block, Flex Building, perimeter Block. A building that occupies the full Frontage, leaving the rear of the Lot as the sole yard. This is a very urban type as the continuous Facade steadily defines the public Thoroughfare. The rear Elevations may be articulated for functional purposes. In its Residential form, this type is the Rowhouse. For its Commercial form, the rear yard can accommodate substantial parking.



d. Courtyard: Specific Types - patio House. A building that occupies the boundaries of its Lot while internally defining one or more private patios. This is the most urban of types, as it is able to shield the private realm from all sides while strongly defining the public Thoroughfare. Because of its ability to accommodate incompatible activities, masking them from all sides, it is recommended for workshops, Lodging and schools. The high security provided by the continuous enclosure is useful for crime-prone areas.

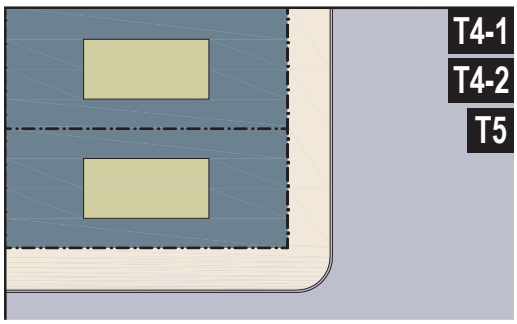


TABLE 9: Allowed Functions. This table allocates Functions and permit requirements to Zones within the Code area. See Definitions for descriptions of functions/uses and for special requirements.

a. RESIDENTIAL	T3	T4-1	T4-2	T5	CS
Multiple Family [1, 2]	CU	P/CU	P/CU	P/CU	-
Second Dwelling Unit [1, 2]	P	P/CU	P/CU	P/CU	-
Single Family [1, 2]	P	-	-	-	-
Live/Work [1, 2]	-	P/CU	P/CU	`	-
Emergency Homeless Shelter [1, 2]	-	P/CU	P/CU	-	-
Single Room Occupancy (SRO)	-	-	-	CU	-
b. LODGING					
Bed & Breakfast	CU	AU	AU	AU	-
Hotel	-	AU	AU	AU	-
c. OFFICE					
Office	CU	P	P	P	-
d. RETAIL					
Alcohol Sales	-	CU	CU	CU	-
Artisan/Craft Production	-	P	P	P	-
Appliance Repair Shop	-	P	P	P	-
Check Cashing & Loans	-	-	-	-	-
Dance/Nightclub	-	-	-	-	-
Equipment Rentals	-	AU	AU	AU	-
Home Occupation	P	P	P	P	-
Indoor Recreation	-	AU	AU	AU	CU
Kennel	-	AU	AU	AU	-
Liquor Store	-	-	-	-	-
Massage Establishment [3]	-	-	-	-	-
Media Production	-	AU	AU	P	-
Pawn Shop	-	-	-	-	-
Personal Services	CU	P	P	P	-
Printing and Publishing	-	AU	AU	P	-
Recycling Collection Area	-	AU	AU	AU	-
Restaurant	-	P	P	P	-
Retail Sales	-	P	P	P	CU
Tattoo Parlor	-	-	-	-	-
Tobacco Specialty Store	-	-	-	-	-
Small Motion Picture Theater	-	P	P	P	CU
Large Motion Picture Theater [4]	-	CU	CU	CU	CU
Live Performance Theater	-	P	P	P	CU

e. CIVIC	T3	T4-1	T4-2	T5	CS
Assembly	CU	AU	AU	AU	CU
Conference Center	-	-	AU	AU	CU
Cultural Facilities	CU	AU	AU	AU	CU
Park & Recreation	P	P	P	P	P
Parking Facility	-	AU	AU	AU	CU
Public Agency Facilities	CU	P	P	P	P
Wind Energy	P	P	P	P	P
f. OTHER: AGRICULTURE					
Vegetable Garden	P	P	P	-	P
Urban Farm	P	P	P	P	P
Community Garden	P	P	P	P	P
Green Roof	P	P	P	P	P
Vertical Farm	-	-	-	P	P
f. OTHER: AUTOMOTIVE					
Automobile Repair (Minor)	-	AU	AU	AU	-
Automobile Repair (Major)	-	CU	CU	CU	-
Drive -Through Facility	-	CU	CU	CU	-
Gas Station	-	CU	CU	CU	-
Taxi Company	-	AU	AU	AU	-
f. OTHER: CIVIL SUPPORT					
Fire Station	CU	P	P	P	P
Hospital		AU	AU	AU	AU
Medical/Dental Clinic		AU	AU	AU	CU
Mortuary	-	AU	AU	AU	-
Police Station	CU	P	P	P	P
f. OTHER: EDUCATION					
Day Care Center	CU	P	P	P	CU
Day Care Home	P	AU	AU	AU	-
Educational Facilities	-	AU	AU	AU	CU
Vocational School	-	AU	AU	AU	CU
f. OTHER: LIGHT INDUSTRIAL					
Research and Development	-	-	P	-	-
Wholesale	-	-	P	-	-
Manufacturing/Assembly of Clothing	-	-	P	-	-
Woodworking Shop	-	-	P	-	-
Light Manufacturing	-	-	P	-	-

- = NOT PERMITTED

P = BY RIGHT

AU = ADMINISTRATIVE USE PERMIT

CU = CONDITIONAL USE PERMIT

[1] For properties located wthin Commercial Overlay Zone 1, as shown in the Regulating Plan (Figure 4-1), residential units are not permitted on the ground floor.

[2] For properties located wthin Commercial Overlay Zone 2, as shown in the Regulating Plan (Figure 4-1), residential units are only allowed on the ground floor with a conditional use permit.

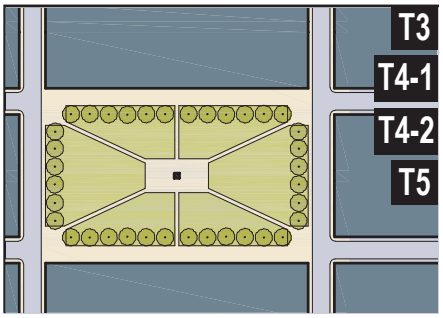
[3] Massage establishments are only permitted where mandated by State law.

[4] An application for conditional use permit for a large motion picture theater shall be accompanied by a study acceptable to the Planning Director documenting the absence of negative impact

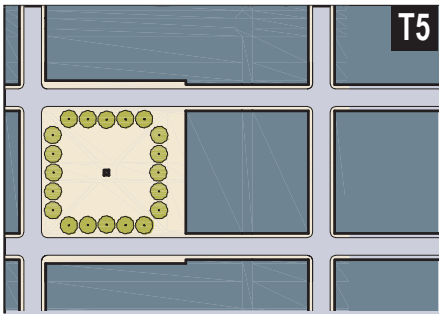
TABLE 10: Civic Space. This table approximates the purpose, disposition, size and landscapin of Civic Spaces. It also approximates the relationship between Frontages and Civi Spaces.

a. Park: A natural preserve or an Open Space, available for unstructured recreation. A Park may be independent of surrounding building Frontages or spatially defined by landscaping rather than building Frontages. Its landscape shall consist of lawn and trees, naturalistically disposed. The minimum size shall be 1/2 acre.

b. Square: An Open Space available for unstructured recreation and Civic purposes. A Square is spatially defined by building Frontages. Its landscape shall consist of paths, lawns and trees, formally disposed. Squares shall be located at the intersection of important Thoroughfares. They may contain shelters, gazebos, or benches. The minimum size shall be 1/2 acre and the maximum shall be 5 acres.



c. Plaza: An Open Space available for Civic purposes and Commercial activities. A Plaza shall be spatially defined by building Frontages. Its landscape shall consist primarily of pavement. Plazas should be located at the intersection of important streets. The minimum size shall be 5,000 s.f. and the maximum shall be 1/2 acre. A plaza may be governed by an HOA.



d. Playground: An Open Space designed and equipped for the recreation of children. A playground should be fenced and may include an open shelter. Playgrounds shall be interspersed within Residential areas and may be placed within a Block. Playgrounds may be included within parks and squares. There shall be no minimum or maximum size.

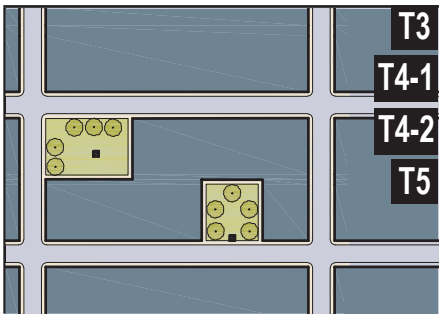
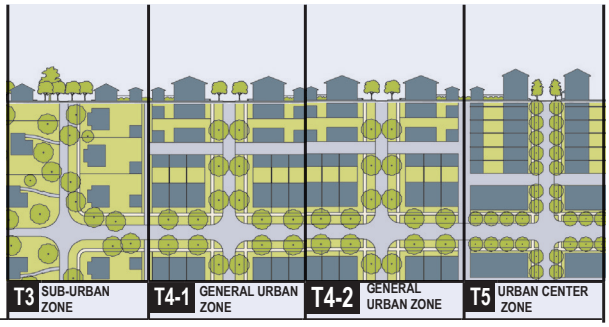


TABLE 11: Form-Based Code Summary. This table summarizes the standards of the Mission Boulevard Corridor Form-Based Code.

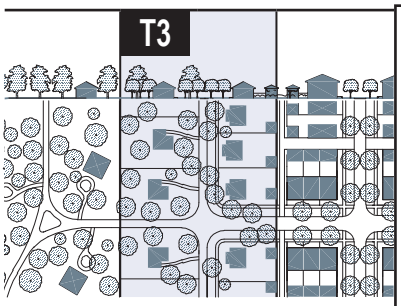


	T3 SUB-URBAN ZONE	T4-1 GENERAL URBAN ZONE	T4-2 GENERAL URBAN ZONE	T5 URBAN CENTER ZONE	
a. BASE RESIDENTIAL DENSITY					
By Right Maximum Density	17.5 units / acre net	35 units / acre net	35 units / acre net	55 units / acre net	
Minimum Density	4.3 units/ acre net	17.5 units/ acre net	17.5 units/ acre net	35 units/ acre net	
b. BLOCK SIZE					
Block Perimeter	3000 ft. max	2400 ft. max	2800 ft. max	2000 ft. max	
c. THOROUGHFARES (see Table 2)					
Boulevard	permitted	permitted	permitted	permitted	
Avenue	permitted	permitted	permitted	permitted	
Commercial Street	not permitted	not permitted	not permitted	permitted	
Drive	permitted	permitted	permitted	permitted	
Street	permitted	permitted	permitted	permitted	
Road	permitted	not permitted	not permitted	not permitted	
Slip Lane	permitted	permitted	permitted	permitted	
Rear Alley	permitted	permitted	permitted	permitted	
Path	permitted	permitted	permitted	not permitted	
Passage	permitted	permitted	permitted	permitted	
Bicycle Trail	permitted	not permitted *	not permitted *	not permitted	
Bicycle Lane	permitted	permitted	permitted	not permitted	
Bicycle Route	permitted	permitted	permitted	permitted	
d. CIVIC SPACES (see Table 10)					
Park	permitted	permitted	permitted	permitted	
Square	permitted	permitted	permitted	permitted	
Plaza	not permitted	not permitted	not permitted	permitted	
Playground	permitted	permitted	permitted	permitted	
e. LOT OCCUPATION					
Lot Width	35-120 ft. max	18 ft. min 120 ft. max	18 ft. min 200 ft. max	18 ft. min 250 ft. max	DISPOSITION
Lot Coverage	70% max	80% max	80% max	90% max	
f. SETBACKS - PRINCIPAL BUILDING (see Table 15)					
(f.1) Front Setback (Principal)	18 ft. min	6 ft. min 24 ft. max	6 ft. min 40 ft. max	2 ft. min 12 ft. max	
(f.2) Front Setback (Secondary)	10 ft. min	6 ft. min 24 ft. max	6 ft. min 40 ft. max	2 ft. min 12 ft. max	
(f.3) Side Setback	5 ft. min	0 ft. min	0 ft. min	0 ft. min 24 ft. max	
(f.4) Rear Setback	10 ft. min **	3 ft. min ***	3 ft. min ***	3 ft. min ***	
Frontage Buildout	40% min at setback	60% min at setback	60% min at setback	80% min at setback	
g. SETBACKS - OUTBUILDING (see Table 15)					
(g.1) Front Setback	20 ft. min +bldg setback	20 ft. min +bldg setback	20 ft. min +bldg setback	40 ft. max from rear prop	
(g.2) Side Setback	3ft.min; 10ft.min. at corner	0 ft. min; 6 ft. min. at corner	0 ft. min; 6 ft. min. at corner	0 ft min; 2 ft. min. at corner	
(g.3) Rear Setback	3 ft.	3 ft.	3 ft.	3 ft. max	
h. BUILDING disposition (see Table 8)					
Edgeyard	permitted	permitted	permitted	not permitted	
Sideyard	permitted	permitted	permitted	permitted	
Rearyard	not permitted	permitted	permitted	permitted	
Courtyard	not permitted	permitted	permitted	permitted	
i. private FRONTAGES (see Table 5)					CONFIGURATION
Common Yard	permitted	not permitted	not permitted	not permitted	
Porch & Fence	permitted	permitted	permitted	not permitted	
Terrace or Lightwell	not permitted	not permitted	permitted	permitted	
Forecourt	not permitted	not permitted	permitted	permitted	
Stoop	not permitted	not permitted	permitted	permitted	
Shopfront	not permitted	not permitted	permitted	permitted	
Gallery	not permitted	not permitted	permitted	permitted	
Arcade	not permitted	not permitted	not permitted	permitted	
j. BUILDING CONFIGURATION (Building Height) (see Table 7)					
Principal Building	2 Stories max	4 Stories max, 2 min	4 Stories max, 2 min	5 Stories max, 3 min	
Outbuilding	2 Stories max	2 Stories max	2 Stories max	2 Stories max	

Note: Refer to Section 10-25.275 (h) regarding a street dedication bonus for density and height.

(*) permitted with Open Spaces; (**) minimum Rear Setback for 2-Story buildings or portions thereof is 20 ft.; (***) or 15 ft. from center of rear alley.

TABLE 12A: Form-Based Code Graphics for T3 Zone.



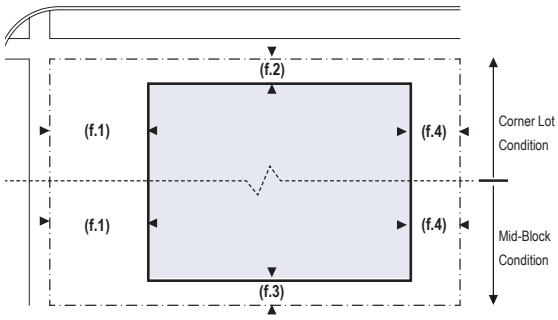
(see Table 1)

e. LOT OCCUPATION (see Table 11, item e)	
Lot Width	35 ft min 120 ft max.
Lot Coverage	70% max.
f. SETBACKS - PRINCIPAL BUILDING (see Table 11, item f)	
(f.1) Front Setback Principal	18 ft. min.
(f.2) Front Setback Secondary	10 ft. min.
(f.3) Side Setback	5 ft. min.
(f.4) Rear Setback	10 ft. min.*
Frontage Buildout	40% min at setback
g. SETBACKS - OUTBUILDING (see Table 11, item g)	
(g.1) Front Setback	20 ft. min. + bldg. setback
(g.2) Side Setback	3 ft. min; 10 ft. min at corner
(g.3) Rear Setback	3 ft. min.*
h. BUILDING DISPOSITION (see Table 8)	
Edgeyard	permitted
Sideyard	permitted
Rearyard	not permitted
Courtyard	not permitted
i. PRIVATE FRONTAGES (see Table 5)	
Common Yard	permitted
Porch & Fence	permitted
Terrace or Lightwell	not permitted
Forecourt	not permitted
Stoop	not permitted
Shopfront	not permitted
Gallery	not permitted
Arcade	not permitted
Refer to Summary Table 11	
j. BUILDING CONFIGURATION (see Table 7)	
Principal Building	2 stories max.
Outbuilding	2 stories max.
PARKING PROVISIONS (see Section 10-25.245)	
Rental DU: 2 max per unit	
For Sale DU/Residential Condominium: 2 max per unit	
Single-family House: 1-car garage min.; 2-car garage max.	
Non-residential Function: no min - no max.	

(*) The minimum Rear Setback for 2-story buildings or portions thereof is 20 ft.. (Note 1): Letters on the Table (e. Lot Occupation, f. Setbacks,etc.) refer to the corresponding section in Summary Table 11. (Note 2): Refer to Section 10-25.275 (h) regarding a street dedication bonus for density and height. (Note 3): For bicycle parking provisions, see Table A1 Bicycle Parking Requirements.

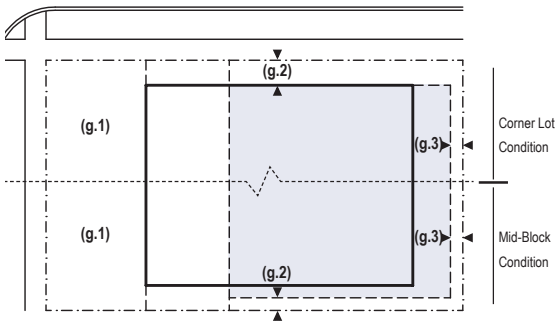
SETBACKS - PRINCIPAL BLDG

1. The Facades and Elevations of Principal Buildings shall be distanced from the Lot lines as shown.
2. Facades shall be built along the Principal Frontage to the minimum specified width in the table.



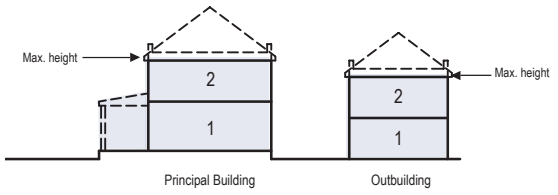
SETBACKS - OUTBUILDING

1. The Elevation of the Outbuilding shall be distanced from the Lot lines as shown.



BUILDING CONFIGURATION

1. Building height shall be measured in number of Stories, excluding Attics and raised basements.
2. Stories may not exceed 14 feet in height from finished floor to finished floor, except for a first floor Commercial function which must be a minumum of 14 ft with a maximum of 25 feet.
3. Height shall be measured to the eave or roof deck as specified on Table 7.



PARKING PLACEMENT

1. Uncovered parking spaces may be provided within the second and third Layer as shown in the diagram (see Table 15, item d).
2. When provided, covered parking shall be located within the third Layer as shown in the diagram (see Table 15, item d). Side- or rear-entry garages may be allowed in the first or second Layer by Warrant.
3. When provided, one-car garages shall have minimum interior dimensions of 9 ft. by 19ft.
4. Trash containers shall be stored within the third Layer.

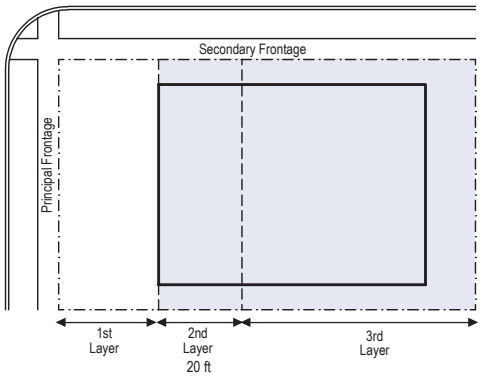
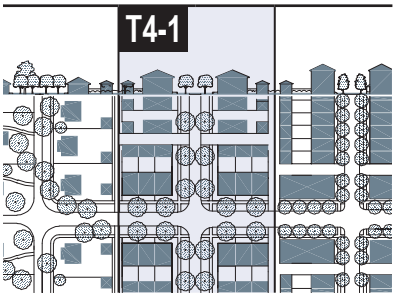


TABLE 12C: Form-Based Code Graphics for T4-1 Zone.



(see Table 1)

e. LOT OCCUPATION (see Table 11, item e)	
Lot Width	18 ft min 120 ft max.
Lot Coverage	80% max

f. SETBACKS - PRINCIPAL BUILDING (see Table 11, item f)	
(f.1) Front Setback Principal	6 ft. min. 24 ft. max.
(f.2) Front Setback Secondary	6 ft. min. 24 ft. max
(f.3) Side Setback	0 ft. min.
(f.4) Rear Setback	3 ft. min.*
Frontage Buildout	60% min at setback

g. SETBACKS - OUTBUILDING (see Table 11, item g)	
(g.1) Front Setback	20 ft. min. + bldg. setback
(g.2) Side Setback	0 ft. min.; 6 ft. min. at corner
(g.3) Rear Setback	3 ft. min.

h. BUILDING DISPOSITION (see Table 8)	
Edgeyard	permitted
Sideyard	permitted
Rearyard	permitted
Courtyard	permitted

i. PRIVATE FRONTAGES (see Table 5)	
Common Yard	not permitted
Porch & Fence	permitted
Terrace or Lightwell	permitted
Forecourt	permitted
Stoop	permitted
Shopfront	permitted
Gallery	permitted
Arcade	not permitted
	Refer to Summary Table 11

j. BUILDING CONFIGURATION (see Table 7)	
Principal Building	4 stories max, 2 min
Outbuilding	2 stories max.

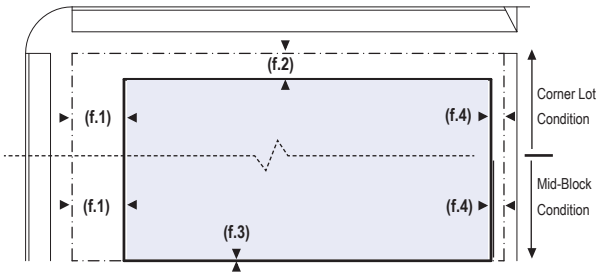
PARKING PROVISIONS (see Section 10-25.245)
Rental DU: 1.75 max per unit
For Sale DU/Residential Condominium: 2.0 max per unit
Non-residential Function: no min - no max

(*) or 15 ft. from center line of alley; (**) "N" stands for any Stories above those shown, up to the maximum. Refer to metrics for exact minimums and maximums..

(Note 1): Letters on the Table (e. Lot Occupation, f. Setbacks,etc.) refer to the corresponding section in Summary Table 11. (Note 2): Refer to Section 10-25.275 (h) regarding a street dedication bonus for density and height. (Note 3): For bicycle parking provisions, see Table A1 Bicycle Parking Requirements

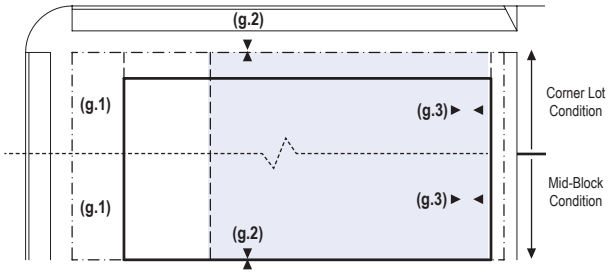
SETBACKS - PRINCIPAL BLDG

1. The Facades and Elevations of Principal Buildings shall be distanced from the Lot lines as shown.
2. Facades shall be built along the Principal Frontage to the minimum specified width in the table.



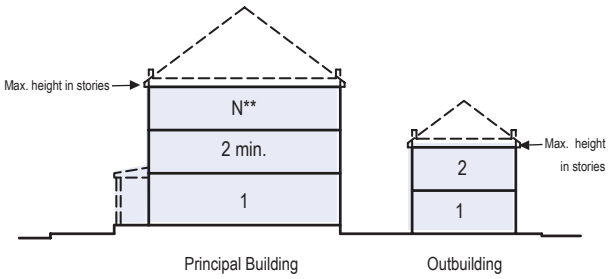
SETBACKS - OUTBUILDING

1. The Elevations of the Outbuilding shall be distanced from the Lot lines as shown.



BUILDING CONFIGURATION

1. Building height shall be measured in number of Stories, excluding Attics and raised basements.
2. Stories may not exceed 14 feet in height from finished floor to finished floor, except for a first floor Commercial function which must be a minimum of 14 ft with a maximum of 25 ft.
3. Height in number of stories shall be measured to the eave or roof deck as specified on Table 7.
4. See Table 7 for overall maximum building height.



PARKING PLACEMENT

1. Covered and uncovered parking spaces may be provided within the third Layer as shown in the diagram (see Table 15, item d).
2. Trash containers shall be stored within the third Layer.

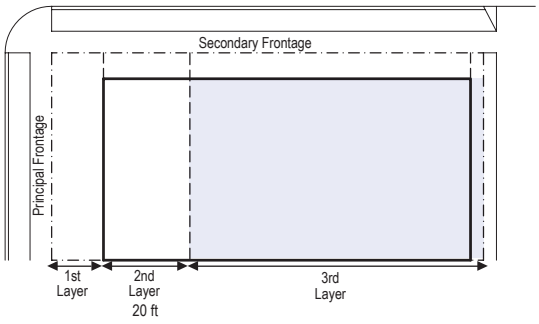
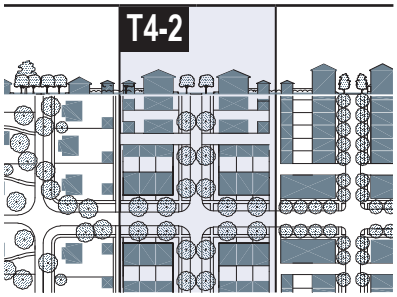


TABLE 12C: Form-Based Code Graphics for T4-2 Zone.



(see Table 1)

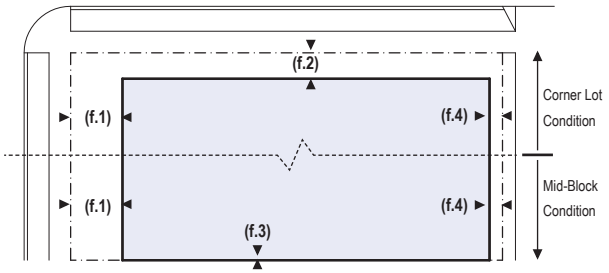
e. LOT OCCUPATION (see Table 11, item e)	
Lot Width	18 ft min 200 ft max.
Lot Coverage	80% max
f. SETBACKS - PRINCIPAL BUILDING (see Table, 11 item f)	
(f.1) Front Setback Principal	6 ft. min. 40 ft. max.
(f.2) Front Setback Secondary	6 ft. min. 40 ft. max
(f.3) Side Setback	0 ft. min.
(f.4) Rear Setback	3 ft. min.*
Frontage Buildout	60% min at setback
g. SETBACKS - OUTBUILDING (see Table 11, item g)	
(g.1) Front Setback	20 ft. min. + bldg. setback
(g.2) Side Setback	0 ft. min.; 6 ft. min. at corner
(g.3) Rear Setback	3 ft. min.
h. BUILDING DISPOSITION (see Table 8)	
Edgeyard	permitted
Sideyard	permitted
Rearyard	permitted
Courtyard	permitted
i. PRIVATE FRONTAGES (see Table 5)	
Common Yard	not permitted
Porch & Fence	permitted
Terrace or Lightwell	permitted
Forecourt	permitted
Stoop	permitted
Shopfront	permitted
Gallery	permitted
Arcade	not permitted
	Refer to Summary Table 11
j. BUILDING CONFIGURATION (see Table 7)	
Principal Building	4 stories max, 2 min
Outbuilding	2 stories max.
PARKING PROVISIONS (see Section 10-25.245)	
Rental DU: 1.75 max per unit	
For Sale DU/Residential Condominium: 2.0 max per unit	
Non-residential Function: no min - no max	

(*) or 15 ft. from center line of alley (**) "N" stands for any Stories above those shown, up to the maximum. Refer to metrics for exact minimums and maximums

(Note 1): Letters on the Table (e. Lot Occupation, f. Setbacks, etc. refer to the corresponding section in Summary Table 11. Note 2: Refer to Section 10-25.275 (h) regarding a street dedication bonus for density and height. ote 3: For bicycle parking provisions, see Table A1 Bicycle Parking Requirements.

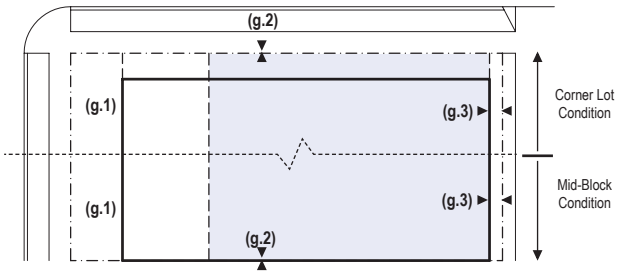
SETBACKS - PRINCIPAL BLDG

1. The Facades and Elevations of Principal Buildings shall be distanced from the Lot lines as shown.
2. Facades shall be built along the Principal Frontage to the minimum specified width in the table.



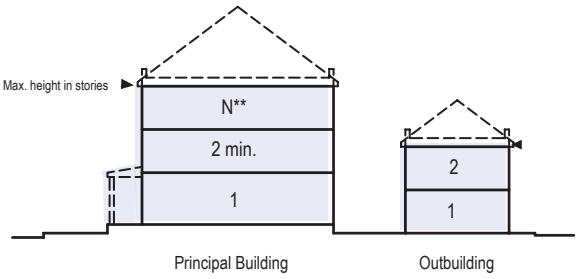
SETBACKS - OUTBUILDING

1. The Elevations of the Outbuilding shall be distanced from the Lot lines as shown.



BUILDING CONFIGURATION

1. Building height shall be measured in number of Stories, excluding Attics and raised basements.
2. Stories may not exceed 14 feet in height from finished floor to finished floor, except for a first floor Commercial function which must be a minimum of 14 ft with a maximum of 25 ft.
3. Height in number of stories shall be measured to the eave or roof deck as specified on Table 7.
4. See Table 7 for overall maximum building height.



PARKING PLACEMENT

1. Covered and uncovered parking spaces may be provided within the third Layer as shown in the diagram (see Table 15, item d).
2. Trash containers shall be stored within the third Layer.

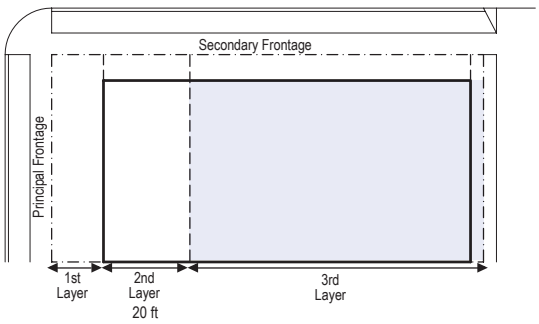
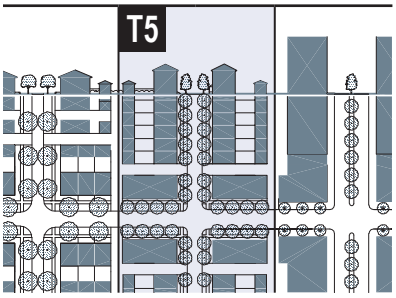


TABLE 12D: Form-Based Code Graphics for T5 Zone.



(see Table 1)

e. LOT OCCUPATION (see Table 11, item e)	
Lot Width	18 ft min 250 ft max.
Lot Coverage	90% max

f. SETBACKS - PRINCIPAL BUILDING (see Table 11, item f)	
(f.1) Front Setback Principal	2 ft. min. 12 ft. max.
(f.2) Front Setback Secondary	2 ft. min. 12 ft. max.
(f.3) Side Setback	0 ft. min. 24 ft. max.
(f.4) Rear Setback	3 ft. min.*
Frontage Buildout	80% min at setback

g. SETBACKS - OUTBUILDING (see Table 11, item g)	
(g.1) Front Setback	40 ft. max. from rear prop.
(g.2) Side Setback	0 ft. min.; 2 ft min. at corner
(g.3) Rear Setback	3 ft. max.

h. BUILDING DISPOSTION (see Table 8)	
Edgeyard	not permitted
Sideyard	permitted
Rearyard	permitted
Courtyard	permitted

i. PRIVATE FRONTAGES (see Table 5)	
Common Yard	not permitted
Porch & Fence	not permitted
Terrace or Lightwell	permitted
Forecourt	permitted
Stoop	permitted
Shopfront	permitted
Gallery	permitted
Arcade	permitted

Refer to Summary Table 11

j. BUILDING CONFIGURATION (see Table 7)	
Principal Building	5 stories max. 3 min.
Outbuilding	2 stories max.

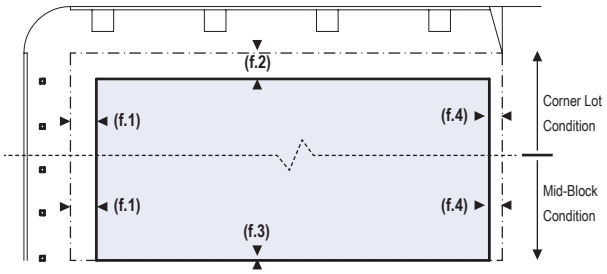
PARKING PROVISIONS (see Section 10-25.245)
Rental DU: 1.5 max per unit
For Sale DU/Residential Condominium: 1.8 max. per unit
Non-residential Function: no min. - no max.

(*) or 15 ft. from center line of alley; (**) "N" stands for any Stories above those shown, up to the maximum. Refer to metrics for exact minimums and maximums

(Note 1): Letters on the Table (e. Lot Occupation, f. Setbacks, etc. refer to the corresponding section in Summary Table 11. Note 2: Refer to Section 10-25.275 (h) regarding a street dedication bonus for density and height. ote 3: For bicycle parking provisions, see Table A1 Bicycle Parking Requirements.

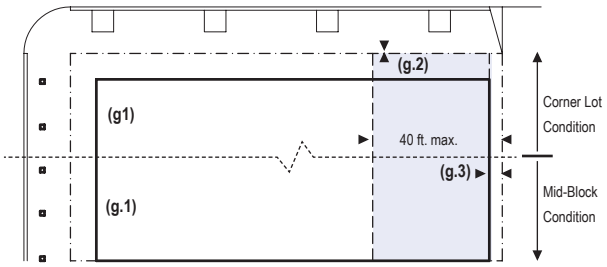
SETBACKS - PRINCIPAL BLDG

1. The Facades and Elevations of Principal Buildings shall be distanced from the Lot lines as shown.
2. Facades shall be built along the Principal Frontage to the minimum specified width in the table.



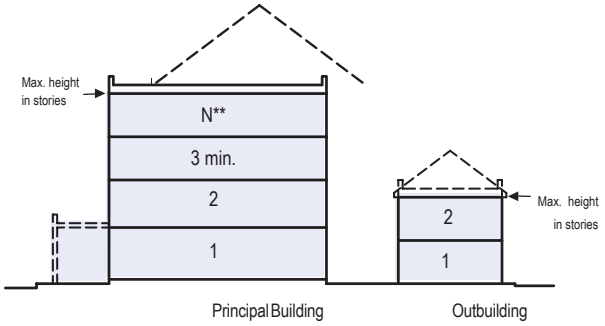
SETBACKS - OUTBUILDING

1. The Elevations of the Outbuilding shall be distanced from the Lot lines as shown.



BUILDING CONFIGURATION

1. Building height shall be measured in number of Stories, excluding Attics and raised basements.
2. Stories may not exceed 14 feet in height from finished floor to finished floor, except for a first floor Commercial function which must be a minimum of 14 ft with a maximum of 25 ft.
3. Height in number of stories shall be measured to the eave or roof deck as specified on Table 7.
4. See Table 7 for overall maximum building height.
5. Expression Lines shall be as shown on Table 7.



PARKING PLACEMENT

1. Covered and uncovered parking spaces may be provided within the third Layer as shown in the diagram (see Table 15, item d).
2. Trash containers shall be stored within the third Layer.

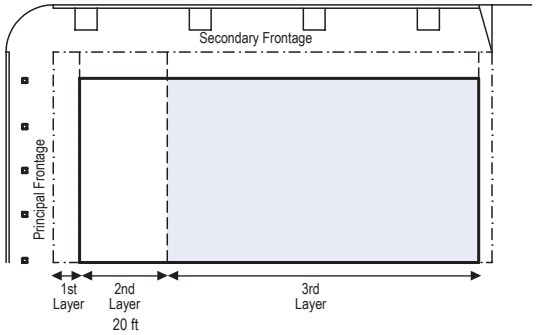
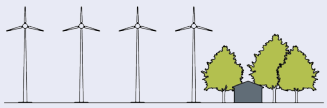
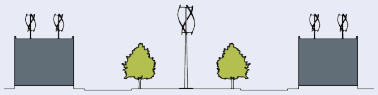
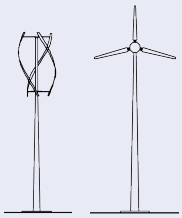


Table 13A Sustainability - Wind Power. This table prescribes opportunities for the placement of types of wind energy conversion systems within the Mission Boulevard Corridor Form-Based Code Area.

	T3	T4-1	T4-2	T5	CS
Wind Farm 	▪				
Horizontal Axis 	▪				
Vertical Axis 	▪	▪	▪	▪	▪
Public Furniture 	▪	▪	▪	▪	▪

Sustainability - Solar Energy. This table shows opportunities for the placement of types of solar energy collection devices within the Transect. T1, T2, and T6 do not occur in the Code area and are provided for reference only.

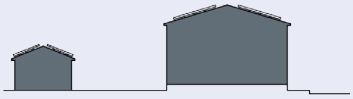
	T3	T4-1	T4-2	T5	CS
Solar Farm 					
Roof Mounted Solar Panels 	▪	▪	▪	▪	▪
Public Furniture 	▪	▪	▪	▪	▪

Table 13C - Sustainability - Food Production. This table identifies the general locations and arrangements for allowable food production in the code area.

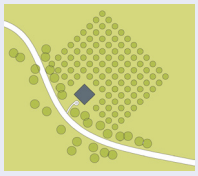
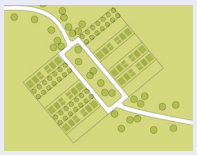
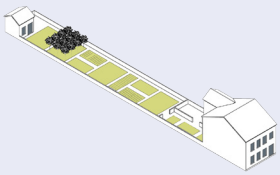
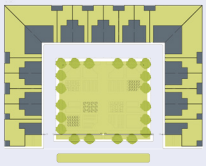
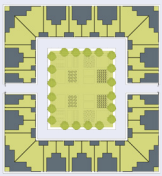
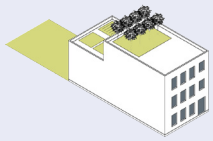
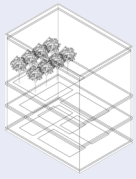
	T3	T4-1	T4-2	T5	CS
Farm 					
Agricultural Plots 	▪				
Vegetable Garden 	▪	▪	▪		▪
Urban Farm 	▪	▪	▪	▪	▪
Community Garden 			▪	▪	▪
Green Roof					
- Extensive 	▪	▪	▪	▪	▪
- Semi Intensive	▪	▪	▪	▪	▪
- Intensive	▪	▪	▪		▪
Vertical Farm 				▪	▪

Table 13D - Light Imprint Storm Drainage Matrix. This table identifies recommendations for the treatment of stormwater in the code area.

	T3	T4-1	T4-2	T5	Maint.	Cost
a. PAVING						
Compacted Earth					L	$
Wood Planks					H	$$$
Plastic Mesh/Geomat					L	$
Crushed Stone/Shell					M	$
Cast/Pressed Concrete Paver Block	▪	▪	▪	▪	L	$$
Grassed Cellular Plastic	▪	▪	▪	▪	M	$$$
Grassed Cellular Concrete	▪	▪	▪	▪	M	$$$
Pervious Asphalt	▪	▪	▪	▪	L	$$
Asphalt	▪	▪	▪	▪	L	$
Concrete	▪	▪	▪	▪	L	$$
Pervious Concrete	▪	▪	▪	▪	L	$$
Stamped Asphalt	▪	▪	▪	▪	L	$$$
Stamped Concrete	▪	▪	▪	▪	L	$$$
Pea Gravel	▪	▪	▪	▪	M	$
Stone/Masonry Paving Blocks	▪	▪	▪	▪	L	$$$
Wood Paving Blocks on Concrete					L	$$$
Asphalt Paving Blocks					M	$$
b. CHANNELING						
Natural Creek	▪	▪	▪	▪	L	$
Terracing	▪	▪	▪	▪	M	$$
Vegetative Swale	▪	▪	▪	▪	L	$
Drainage Ditch					L	$
Stone/Rip Rap Channels					L	$$
Vegetative/Stone Swale	▪	▪	▪	▪	L	$
Grassed Cellular Plastic	▪	▪	▪	▪	M	$$$
Grassed Cellular Concrete	▪	▪	▪	▪	M	$$$
Soakaway Trench	▪	▪	▪	▪	M	$$$
Slope Avenue	▪	▪	▪	▪	M	$$$
French Drain	▪	▪	▪	▪	M	$
Shallow Channel Footpath/Rainwater Conveyor	▪	▪	▪	▪	L	$
Concrete Pipe	▪	▪	▪	▪	L	$$
Gutter	▪	▪	▪	▪	L	$$
Planting Strip Trench	▪	▪	▪	▪	L	$
Masonry Trough	▪	▪	▪	▪	L	$$
Canal	▪	▪	▪	▪	H	$$$
Sculpted Watercourse, i.e. cascades					M	$$$
Concrete Trough					L	$$
Archimedean Screw					L	$$$
c. STORAGE						
Irrigation Pond					L	$
Retention Basin with Sloping Bank					L	$$
Retention Basin with Fence					L	$$
Retention Hollow					M	$
Detention Pond	▪	▪	▪		L	$
Vegetative Purification Bed	▪	▪	▪	▪	M	$$
Flowing Park	▪	▪	▪	▪	M	$$
Retention Pond	▪	▪	▪	▪	M	$$
Landscaped Tree Well	▪	▪	▪	▪	L	$$
Pool/Fountain	▪	▪	▪	▪	H	$$$
Underground Vault/Pipe/Cistern-Corrugated Metal	▪		▪	▪	L	$$
Underground Vault/Pipe/Cistern-Precast Concrete	▪	▪	▪	▪	L	$$
Underground Vault/Pipe/Cistern-Cast in place Concrete	▪	▪	▪	▪	L	$$
Grated Tree Well	▪	▪	▪	▪	L	$$
Underground Vault/Pipe/Cistern-Plastic	▪	▪	▪	▪	L	$$$
Paved Basin					M	$$$
d. FILTRATION						
Wetland/Swamp					L	$
Filtration Ponds					L	$$
Shallow Marsh					M	$
Surface Landscape					L	$
Natural Vegetation	▪	▪	▪	▪	L	$
Constructed Wetland					M	$
Bio-Retention Swale	▪	▪	▪	▪	M	$$
Purification Biotope	▪	▪	▪	▪	H	$$
Green Finger	▪	▪	▪	▪	L	$$$
Roof Garden	▪	▪	▪	▪	M	$$$
Rain Garden	▪	▪	▪	▪	M	$$
Detention Pond	▪	▪	▪	▪	L	$
Grassed Cellular Plastic	▪	▪	▪	▪	M	$$$
Grassed Cellular Concrete	▪	▪	▪	▪	M	$$$
Waterscapes	▪	▪	▪	▪	H	$$$

*NOTE - Maintenance is denoted as L=Low, M=Medium and H=High.

SEC. 10-25.500 PROCEDURES

10-25.505 APPROVAL REQUIREMENTS

Each building and land use shall be established, constructed, reconstructed, enlarged, altered, moved or replaced in compliance with the following requirements, as summarized in Table 14.

a. General.

i. Allowable use or Function. The land use or Function must be allowed by the Table 9 in the zone where the Lot is located. The following uses and Functions are prohibited within the Code area:

(1) Adult-oriented uses;

(2) Dormitories.

ii. Permit and approval requirements. Any and all planning permits or other approvals required by this Code shall be obtained before the issuance of any required grading, building, or other construction permit, and before the proposed use is constructed, otherwise established or put into operation, unless the proposed use is listed as exempted below.

iii. Legal parcel. The site of a proposed development or new land use must be a parcel that was legally created or certified in compliance with the Subdivision Map Act and the City's Subdivision Ordinance.

iv. New nonresidential land use(s) in an existing building or on developed site. A land use permitted by right, that is proposed on a site where no construction requiring a Building Permit will occur, shall require a verification of zoning compliance to ensure that the site complies with all applicable standards of this Code, including parking, landscaping, signs, trash enclosures, etc. A verification of zoning compliance shall not be granted and the proposed land use shall not be established unless the site and existing improvements comply with all applicable requirements of this Code, except as provided by the Nonconformity Regulations of Municipal Code Section 10-1.2900 et al (Nonconforming Uses). No verification of zoning compliance may be issued if the request in question is located on the same site where there are existing violations of this Code, including, without limitation, violations of the terms of a discretionary permit or approval relating to the site. A verification of zoning compliance shall

expire 180 days after issuance, unless otherwise indicated on the clearance or unless the use of land or structures or building construction has commenced and is being diligently pursued.

v. Access and Open Space review. Prior to issuance of building permits, site plans and floor plans may be reviewed by the Director to determine that building access and Open Space requirements will be met. This review shall preclude or lessen the possibility that dwellings without compliant access and sufficient Open Space, might be installed during or after construction. During the building access and Open Space review process, the Director may require additional changes in the placement of exterior doors, windows, stairways, hallways, utility connections, or other fixtures or architectural features when determined by the Director to be necessary or desirable to preclude or lessen the likelihood of unlawful dwelling unit creations in the future.

b. Required Permits.

i. Site Plan Review.

(1) All new development shall require Site Plan Review approval by the Director, unless waived in accordance with Municipal Code Section 10-1.3010(d).

ii. Administrative Use Permit.

(1) All uses or Functions identified by “AU” in Table 9.

(2) Administrative Use Permit applications shall be processed in accordance with Municipal Code Section 10-1.3100.

iii. Conditional Use Permit.

(1) All uses or Functions identified by “CU” in Table 9.

(2) Conditional Use Permit applications shall be processed in accordance with Municipal Code Section 10-1.3200.

iv. Telecommunications Site Review.

(1) Telecommunications Site Review applications shall be processed in accordance with Section 10.25-290 and Municipal Code Chapter 10, Article 13.

v. Density Bonus Application.

(1) Density Bonus Applications shall be processed in

accordance with Municipal Code Chapter 10, Article 19.

vi. Warrants and Exceptions. See Section 10-25.510.

c. Exemptions from Required Permits. The planning permit requirements of this Code do not apply to the structures, land uses, and activities identified by this Section. These are allowed in all Zones subject to compliance with this Section.

i. General requirements for exemption. The Functions, land uses, structures, and activities identified by Subsection (ii) through (vi) below are exempt from the planning permit requirements of this Code only when:

(1) The new use, activity or structure are established and operated in compliance with the requirements of this Code and all other applicable standards of the Municipal Code, and, where applicable, those relating to Nonconformity Regulations; and

(2) Any permit or approval required by City regulations other than this Code is obtained (for example, a Building Permit).

ii. Exempt activities and structures. The following are exempt from the land use permit requirements of this Code when in compliance with Subsection (i) above.

(1) Decks, paths and Driveways. Decks, platforms, on-site paths, and Driveways that are not required to have a Building Permit or Grading Permit.

(2) Fences and walls in compliance with height and location requirements of Section 10-25.255.

(3) Interior remodeling. Interior alterations that do not increase the gross floor area of the structure, or change the permitted use of the structure.

iii. Repairs and maintenance.

(1) Single-family dwellings. Ordinary nonstructural repairs to, and maintenance of, existing single-family dwellings.

(2) Multi-family, and non-residential structures. Ordinary non-structural repairs to, and maintenance of multifamily Residential and non-residential structures, if:

(A) The work does not change the approved land use of the

site or structure, or add to, enlarge or expand the land use and/or structure; and

(B) Any exterior repairs employing the same materials and design as the original construction.

iv. Small, portable residential accessory structures. A single portable structure of 120 square feet or less per Lot, including pre-manufactured storage sheds and other small structures in all Zones that are exempt from Building Permit requirements in compliance with the Municipal Code and the Uniform Building Code. Additional structures may be approved by the Director upon issuance of an Administrative Use Permit.

v. Spas, hot tubs, and fish ponds. Portable spas, hot tubs, and constructed fish ponds, and similar equipment and structures that do not: exceed 120 square feet in total area including related equipment; contain more than 2,000 gallons of water; or exceed two feet in depth.

vi. Utilities. The erection, construction, alteration, or maintenance by a public utility or public agency of utilities intended to service existing or nearby approved developments shall be permitted in any zone. These include: water; gas; electric; supply or disposal systems; including wires, mains, drains, sewers, pipes, conduits, cables, fire-alarm boxes, traffic signals, hydrants, etc., but not including new transmission lines and structures. Satellite and wireless communications antennas are not exempt, and are instead subject to Section 10-25.290.

vii. Emergency Homeless Shelters.

10-25.510 VARIANCES: WARRANTS AND EXCEPTIONS

a. Type. Variances are classified into two categories – Warrant and Exception - based on their assignment to standards and, consequently, the ability of those standards to further the goals, policies and actions of this Code. Mere economic or financial hardship alone is not sufficient justification for granting either a Warrant or Exception.

i. Warrant.

(1) A Warrant is a deviation that would permit a practice that is not consistent with a specific provision of this Code, but is justified by its ability to fulfill this plan's intent while not compromising its goals, policies and actions.

(2) Deviation from any provision of this Code followed by "[W]" is eligible for consideration under a Warrant.

(3) Warrants are discouraged but may be permissible when they fulfill the intent of this Code.

(4) Warrants are required for all remodels, additions and alterations to designated historic resources not consistent with this Code.

(5) Warrants are subject to Director review and action.

ii. Exception.

(1) An Exception is a deviation that would permit a practice that is not consistent with a specific provision of this Code that is critical to the furtherance of its goals, policies and actions.

(2) Deviation from any provision of this Code followed by "[E]" is eligible for consideration under a Exception.

(3) Exceptions are strongly discouraged since they severely compromise the ability to fulfill the intent of this Code.

(4) Exceptions are subject to Commission review and action.

b. Limitations. The following evaluation standards shall not be eligible for Warrants or Exceptions:

i. Section 10-25.235(a)(i) (Building Functions);

ii. Section 10-25.240(a)(ii) (Density Standards);

iii. Section 10-25.245(a)(v) (Parking Standards);

iv. Section 10-25.280(c)(ii) (Subdivision Standards);

v. Section 10-25.280(c)(vi) (Subdivision Standards);

vi. Section 10-25.280(c)(vii) (Subdivision Standards);

vii. All Code standards relating to Second Dwelling Units; and

viii. Building Function, land use or activity on a particular site which is not otherwise allowed.

c. Findings. In order to approve a Warrant or Exception, the Director must make all findings as follows:

i. All Warrants:

(1) Policy Consistency. The Warrant is consistent with the General Plan and overall objectives of this Code.

(2) Compatibility. The Warrant is justified by environmental features or site conditions; historic development patterns of the property or neighborhood; or the interest in promoting creativity and personal expression in site planning and development.

(3) No Adverse Impact. The Warrant would result in development that is not detrimental to the public health, safety, or welfare, or injurious to the property or improvements in the vicinity and in the same zoning district.

(4) Special Privilege. The Warrant would not affect substantial compliance with this Code or grant a special privilege inconsistent with the limitations upon other properties in the vicinity and in the same zoning district.

ii. Warrants for remodels, additions and alterations to Historic Resources. In addition to the findings required by Section 10.25-510(c)(i) above, the following finding shall also be required to grant approval for a Warrant involving a Historic Resource:

(1) Historic Integrity. For remodels, additions and alterations to Historic Resources not consistent with the Code, said proposal results in development that, first and foremost, preserves those portions or features which convey the building's historical, cultural or architectural values, and secondarily, adherence to the Code's intent as reflected by the Purpose and Applicability Statements of Section 10-25.115.

iii. Warrants within Civic Space Zone. The following finding shall also be required to grant approval for a Warrant involving a Civic Building:

(1) Community Identity. The building and land use provides a public service dedicated to arts, culture, education, recreation, government, transit and/or public parking and is uniquely designed to feature as a prominent, architecturally significant contribution to the built environment such that deviation from the provisions of this Code is warranted.

d. Exception Findings. In order to approve an Exception, the following

findings are required:

i. Uniqueness. That there are unique physical conditions, including irregularity, narrowness or shallowness of Lot size or shape, or exceptional topographical or other physical conditions peculiar to and inherent in the particular Lot; and that, as a result of such unique physical conditions, practical difficulties or unusual hardship arise in complying strictly with the standards of this Code.

ii. Self-Created Hardship. That the practical difficulties or unnecessary hardship claimed as a ground for an Exception have not been created by the owner or by a predecessor in title. However, where all other required findings are made, the purchase of a Lot subject to the restrictions sought to be varied shall not itself constitute a self-created hardship.

iii. Minimal Deviation. That within the intent and purposes of this Code the Exception, if granted, is the minimum deviation necessary to afford relief; and to this end, the Commission may permit a lesser variance than that applied for.

iv. Neighborhood Character. That the Exception, if granted, will not alter the essential character of the neighborhood or Zone in which the Lot is located; will not substantially impair the appropriate use or development of adjacent property; and will not be detrimental to the public welfare.

e. Submittal Requirements. Each Warrant or Exception application shall include, at a minimum, the following;

i. A statement of the evaluation standard or standards that are the subject of the proposed Warrant or Exception;

ii. A textual description of the manner in which the applicant proposes to deviate from such evaluation standard or standards;

iii. Plans, drawn to scale, showing the nature, location, dimensions, and Elevation of the structure, area, or part thereof that is the subject of the proposed Warrant or Exception; including the development projects relationship to the surrounding context;

iv. A justification for the proposed variance in light of the requirements set forth above; and

v. Such other information as may be required by the Review Authority.

f. Processing. Both Warrants and Exceptions shall be reviewed and acted upon in accordance with the procedural requirements of this Code and Municipal Code Section 10-1.2800 (Administration and Enforcement).

g. Conditions of approval. In approving a Warrant or Exception, the Review Authority may impose any reasonable conditions to ensure that the approval complies with the findings required above, except as limited by Section 10-25.135(b).

10-25.515 CODE MAINTENANCE

a. Within five (5) years of the Council adopting this Code and every five (5) years thereafter, the Commission shall review the outcomes of this Code and, upon concluding such review, forward its findings to Council.

b. Any provision of this Code that is determined by the Review Authority to need refinement or revision will be corrected by amending this Code as soon as is practical. Until an amendment can occur, the Director will maintain a complete record of all official interpretations to this Code, indexed by the number of the Section that is the subject of the interpretation, and as required by Section 10-25.610(h).

TABLE 14: Approval Requirements Matrix. This table illustrates approval requirements within the Code area.

	Municipal Code Citation	Review Authority Role		
		Director	Commission	Council
a. ADMINISTRATIVE				
Verification of Zoning Compliance	10-23.405(a)(4)	D	A	A
Interpretation	10-25.610	D	A	A
b. PLANNING PERMIT				
Site Plan Review	10-1.3000	D	A	A
Administrative Use Permit	10-1.3100	D	A	A
Conditional Use Permit	10-1.3200	R	D	A
Telecommunications Site Review	Article 13	D	A	A
Density Bonus Application	Article 19	R	D	A
Petition for Precise Plan Line	Article 4	R	R	D
Warrant	10-25.510	D	A	A
Exception	10-25.510	R	D	A
Tentative Parcel Map	10-3.150(b)	D	A	A
Tentative Tract Map	10-3.150(a)	R	D	A
c. LEGISLATIVE				
Development Agreements	Article 9	R	R	D
Zoning Reclassification	10-1.3400	R	R	D
Zoning Text Amendment	10-1.3425	R	R	D

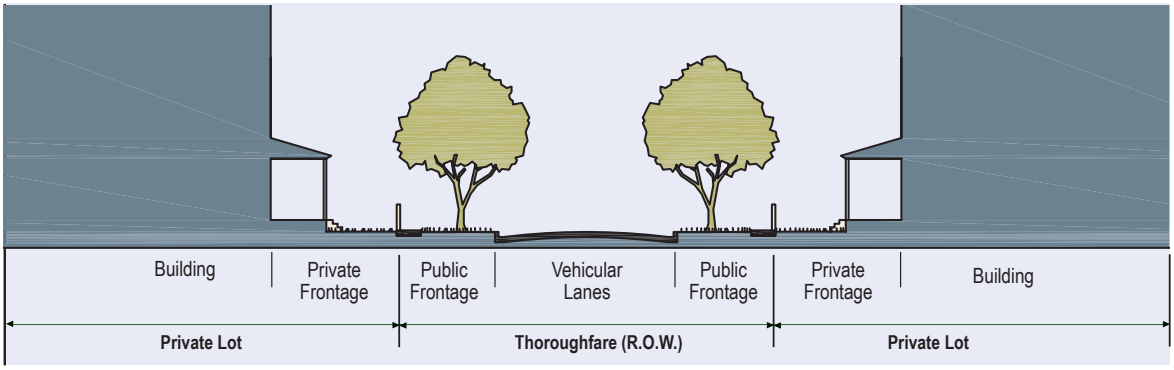
(D) = Review Authority decides whether to approve or disapprove the application.

(R) = Review Authority provides a recommendation to a higher level Review Authority.

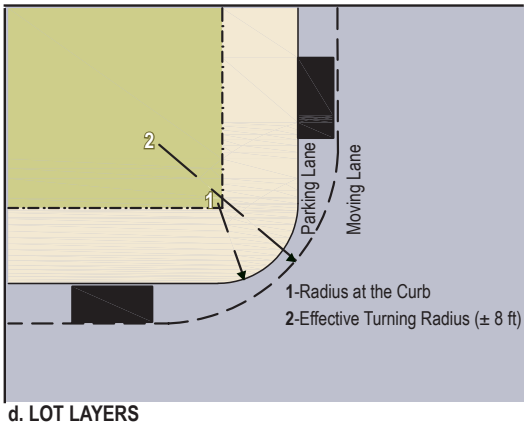
(A) = Review Authority considers the appeal of a lower-level Review Authority.

TABLE 15: Definitions Illustrated

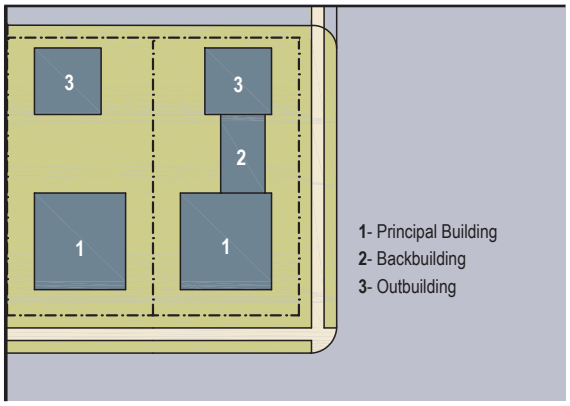
a. THOROUGHFARE & FRONTAGES



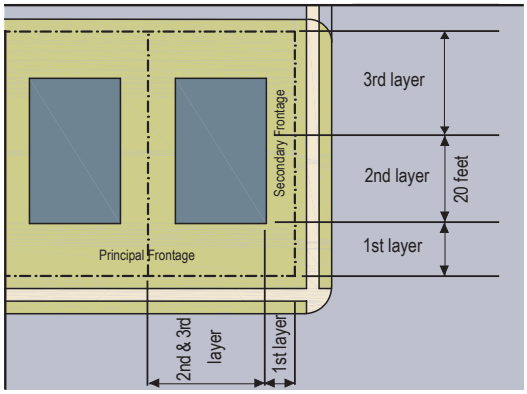
b. TURNING RADIUS



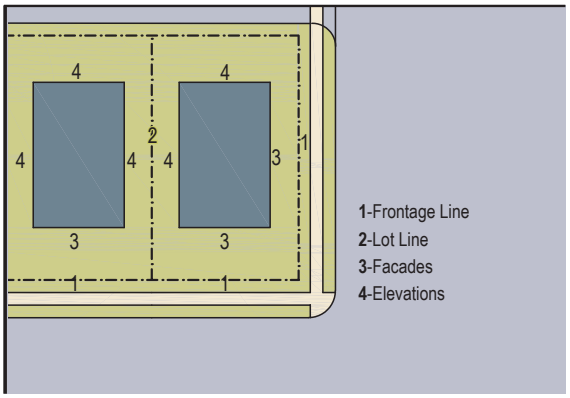
c. BUILDING DISPOSITION



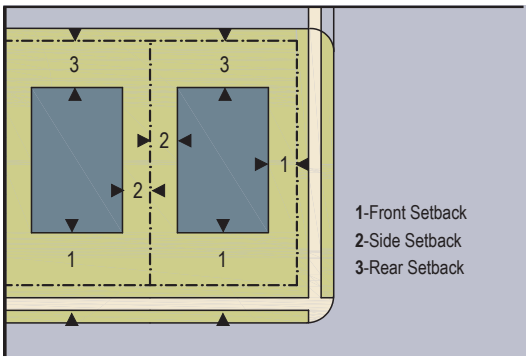
d. LOT LAYERS



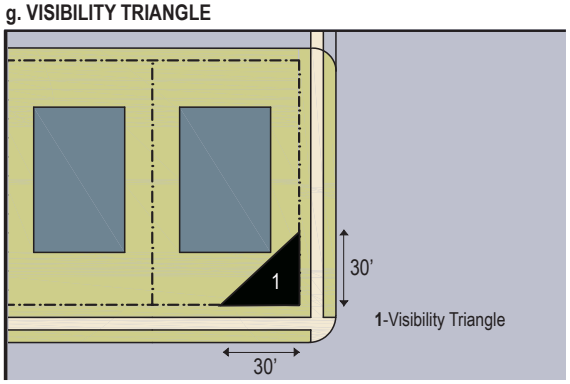
e. FRONTAGE & LOT LINES



f. SETBACK DESIGNATIONS



g. VISIBILITY TRIANGLE



SEC.10-25.600 DEFINITIONS AND RULES OF INTERPRETATION

10-25.605 DEFINITION OF TERMS

This Section provides definitions for terms in this Code that are technical in nature or that otherwise may not reflect a common usage of the term. If a term is not defined in this Section, then the Director shall determine the correct definition through the interpretation provisions of Section 10-25-610. Items in italics refer to Sections or Tables in this Code.

Aerial Sign: a balloon, or other airborne flotation device, which is tethered to the ground or to a building or other structure that directs attention to a business, commodity, service or entertainment conducted, sold or offered.

Alcohol Sales: all Functions subject to Municipal Code Section 10-1.2750 (Alcohol Beverage Outlet Regulations), including Bar, Cocktail Lounge.

Allee: a regularly spaced and aligned row of trees usually planted along a Thoroughfare.

Appliance Repair Shop: see Municipal Code Section 10-1.3500 (Definitions).

Arcade: a Private Frontage conventional for Retail Sales use wherein the Facade is a colonnade supporting habitable space that overlaps the Sidewalk, while the Facade at Sidewalk level remains at the Frontage Line.

Artisan/Craft Production: an establishment manufacturing and/or assembling small products primarily by hand, including but not limited to clothing, furniture, jewelry, pottery and other ceramics, as well as small glass and metal art and craft products. Includes taxidermists.

Assembly: a Function synonymous with Outdoor Gatherings (Municipal Code Section 10-1.2735(g) but also including gathering within a building or structure. See Sec. 10-25.235 for special requirements.

Attic: the interior part of a building contained within a pitched roof structure.

Automobile Repair (Minor): see Municipal Code Section 10-1.3500 (Definitions).

Automobile Repair (Major): see Municipal Code Section 10-1.3500 (Definitions).

Avenue (AV): a Thoroughfare of high vehicular capacity and low to moderate speed, acting as a short distance connector between urban centers, and usually equipped with a landscaped median.

Backbuilding: a single-Story structure connecting a Principal Building to an Outbuilding. *See Table 15.*

Bed and Breakfast: an owner-occupied Lodging type offering 1 to 5 bedrooms, permitted to serve breakfast in the mornings to guests.

Bicycle Lane (BL): a dedicated lane for cycling within a moderate-

speed vehicular Thoroughfare, demarcated by striping.

Bicycle Route (BR): a Thoroughfare suitable for the shared use of bicycles and automobiles moving at low speeds.

Bicycle Trail (BT): a bicycle way running independently of a vehicular Thoroughfare.

Block: the aggregate of private Lots, Passages, Rear Alleys, circumscribed by Thoroughfares.

Boulevard (BV): a Thoroughfare designed for high vehicular capacity and moderate speed, traversing an Urbanized area. Boulevards are usually equipped with Slip Roads buffering Sidewalks and buildings.

Check Cashing & Loans: a Function synonymous with Check Cashing Store, as defined within Municipal Code Section 10-1.3500 (Definitions).

Civic: the term defining not-for-profit organizations dedicated to arts, culture, education, recreation, government, transit, and municipal parking.

Civic Building: a building operated by not-for-profit organizations dedicated to arts, culture, education, recreation, government, transit, and municipal parking.

Civic Space: an outdoor area dedicated for public use. Civic Space types are defined by the combination of certain physical constants including the relationships among their intended use, their size, their landscaping and their Enfronting buildings. *See Table 10.*

Civic Space Zone: designation for public sites dedicated for Civic Buildings and Civic Space.

Commercial: the term collectively defining workplace, Office, Retail Sales, and Lodging Functions.

Common Destination: an area of focused community activity, usually defining the approximate center of a Pedestrian Shed. It may include without limitation one or more of the following: a Civic Space, a Civic Building, a Commercial center, or a transit station, and may act as the social center of a neighborhood.

Common Open Space: a portion of the Lot landscaped and utilized for group passive or active recreation but excluding permanent buildings, off-street parking areas, drive aisles, above-ground utility cabinet, boxes or structures and required side and rear setback areas for Principal Buildings.

Community Garden: a publicly accessible area of land managed and maintained by a group of individuals to grow and harvest food crops and/or non-food, ornamental crops, such as flowers, for personal or group use, consumption or donation. Community gardens may be divided into separate plots for cultivation by one or more individuals or may be farmed collectively by members of the group and may include common areas maintained and used by group members. (Syn: Urban Farm)

Conference Center: a specialized Function designed and built almost exclusively to host conferences, exhibitions, large meetings,

seminars, training sessions, etc. May accompany the Hotel Function and provide office facilities and a range of leisure activities.

Configuration: the form of a building, based on its massing, Private Frontage, and height.

Courtyard Building: a building that occupies the boundaries of its Lot while internally defining one or more private patios. *See Table 8.*

Cultural Facilities: see Municipal Code Section 10-1.3500 (Definitions). See Sec. 10-25.235 for special requirements.

Curb: the edge of the vehicular pavement that may be raised or flush to a Swale. It usually incorporates the drainage system. *See Table 2.*

Dance/Nightclub: a Function consisting of establishments engaged in the preparation and retail sale of alcoholic beverages for consumption on the premises. Typical uses include taverns, bars, brew-pubs, cocktail lounges, and similar uses other than those classified under the Restaurant.

Day Care Center: see Municipal Code Section 10-1.3500 (Definitions).

Day Care Home: see Municipal Code Section 10-1.3500 (Definitions).

Density: the number of dwelling units within a standard measure of land area.

Disposition: the placement of a building on its Lot. *See Table 8 and Table 15.*

Drive: a Thoroughfare along the boundary between an Urbanized and a natural condition, usually along a waterfront, Park, or promontory. One side has the urban character of a Thoroughfare, with Sidewalk and building, while the other has the qualities of a Road or parkway, with naturalistic planting and rural details.

Driveway: a vehicular lane within a Lot, often leading to a garage.

Drive-Through: a Function synonymous with Drive-In Establishment found within Municipal Code Section 10-1.3500 (Definitions).

Edgeyard Building: a building that occupies the center of its Lot with Setbacks on all sides. *See Table 8.*

Educational Facilities: See Municipal Code Section 10-1.3500 (Definitions).

Elevation: an exterior wall of a building not along a Frontage Line. See Table 15. See: **Facade.**

Emergency Homeless Shelter: (per Health and Safety Code 50801): housing with minimal supportive services for homeless persons that is limited to occupancy of six months or less by a homeless person. No individual or household may be denied emergency shelter because of an inability to pay. See Sec. 10-25.295 for special requirements.

Encroach: to break the plane of a vertical or horizontal regulatory limit with a structural element, so that it extends into a Setback, into the Public Frontage, or above a height limit.

Encroachment: any structural element that breaks the plane of a vertical or horizontal regulatory limit, extending into a Setback, into the

Public Frontage, or above a height limit.

Enfront: to place an element along a Frontage, as in "porches Enfront the street."

Equipment Rentals: a Function synonymous with Equipment Rental Service, as defined within Municipal Code Section 10-1.3500 (Definitions).

Existing Thoroughfare: a publicly-owned Thoroughfare present at the time of Code adoption. See Figures 3-2 and 3-3.

Expression Line: a line prescribed at a certain level of a building for the major part of the width of a Facade, expressed by a variation in material or by a limited projection such as a molding or balcony. *See Table 7.* (Syn: transition line.)

Extension Line: a line prescribed at a certain level of a building for the major part of the width of a Facade, regulating the maximum height for an Encroachment by an Arcade Frontage. *See Table 7.*

Extensive Green Roof: a building roof with a planting medium six inches in depth or less, designed to be virtually self-sustaining and requiring a minimum of maintenance. Such roofs are intended to function as an ecological protection layer. They are planted with low-lying species designed to provide maximum cover achieving water retention, erosion resistance, and transpiration of moisture.

Facade: the exterior wall of a building that is set along a Frontage Line. *See* **Elevation.**

Fee Simple Parcel: a term synonymous with Subdivision Map Act's treatment of parcels exclusive of those for condominium purposes.

Fire Station: a Function synonymous with Public Agency Facilities, as defined within Municipal Code Section 10-1.3500 (Definitions).

Focus Area: areas within the City of Hayward which the General Plan provides that implementation of smart growth principles is particularly appropriate. See General Plan Page 2-9.

Forecourt: a Private Frontage wherein a portion of the Facade is close to the Frontage Line and the central portion is set back. *See Table 5.*

Frontage: the area between a building Facade and the vehicular lanes, inclusive of its built and planted components. Frontage is divided into **Private Frontage** and **Public Frontage.** *See Table 5.*

Frontage Buildout: the minimum length of the Principal Frontage that must contain a Private Frontage. See Table 11.

Frontage Line: a Lot line bordering a Public Frontage. Facades facing Frontage Lines define the public realm and are therefore more regulated than the Elevations facing other Lot Lines. *See Table 15.*

Function: the use or uses accommodated by a building and its Lot, categorized as Restricted, Limited, or Open, according to the intensity of the use. S*ee Table 9.*

Gallery: a Private Frontage conventional for Retail Sales use wherein the Facade is aligned close to the Frontage Line with an attached

cantilevered shed or lightweight colonnade overlapping the Sidewalk. *See Table 5.*

Gas Station: a Function synonymous with Automobile Service Station found within Municipal Code Section 10-1.3500 (Definitions).

Green Roof: a building roof partially or completely covered with vegetation and soil, or a growing medium, over a waterproofing membrane. Green roofs may be categorized as Extensive, Semi-Intensive, or Intensive, depending on the depth of the planting medium and the amount of maintenance required. (Syn: eco-roof, living roof, greenroof)

Historic Resources: "Historical Resources" means any buildings, structures, sites, objects, historic district and archaeological resources that have been determined to have a) age; b) integrity; and c) historical significance. For the purposes of this Article and of the California Environmental Quality Act (CEQA), the term "historical resources" shall include the following:

(1) A resource listed in, or determined to be eligible by the State Historical Resources Commission for listing in, the National Register or the California Register of Historical Resources.

(2) A resource designated in a local register of historical resources or identified as historically significant in an adopted survey list.

(3) Any object, building, structure, site, area, place, record, or manuscript that the City of Hayward determines to be historically significant or significant in the architectural, engineering, scientific, economic, agricultural, educational, social, political, military, or cultural annals of California or of Hayward.

Home Occupation: see Municipal Code Section 10-1.3500 (Definitions).

Horizontal Axis Wind Turbine: a Wind Turbine with its rotor on the horizontal axis. Blades are visually similar to those utilized by aircraft, typically much more expansive than the Vertical Axis Wind Turbine, and typically have to rotate to face the prevailing wind.

Hospital: see Municipal Code Section 10-1.3500 (Definitions).

Hotel: see Municipal Code Section 10-1.3500 (Definitions).

Indoor Recreation: a Function offering predominantly participant sports conducted within an enclosed building. Typical uses include bowling alleys, billiard parlors, pool halls, indoor ice or roller skating rinks, indoor racquetball courts, indoor batting cages, and health or fitness clubs.

Intended Speed: is the velocity at which a Thoroughfare tends to be driven without the constraints of signage or enforcement. There are four ranges of speed: Very Low: (below 20 MPH); Low: (20-25 MPH); Moderate: (25-35 MPH); High: (above 35 MPH). Lane width is determined by desired Intended Speed. *See Table 2.*

Intensive Green Roof: a building roof with a planting medium between 8 inches and 4 feet. It can sustain elaborate plantings that include

shrubs and trees. Intensive Green Roofs are heavy and usually installed over concrete roof decks. They require considerable maintenance. In addition to their role in carbon mitigation, they are used for recreation or aesthetics, being park or garden-like.

Kennel: see Municipal Code Section 10-1.3500 (Definitions).

Large Group Supportive Housing: "Group Supportive Housing" means housing, configured as group care facilities or similar residential care facilities, with no limit on length of stay, that is linked to onsite or offsite services that assist the supportive housing resident in retaining the housing, improving his or her health status, and maximizing his or her ability to live and, when possible, work in the community. See Sec. 10-25.295 for special requirements.

Large Group Transitional Housing: "Group Transitional Housing" means housing configured as group care facilities or similar residential care facilities and operated under program requirements that call for the termination of assistance and recirculation of the assisted unit to another eligible program recipient at some predetermined future point in time, which shall be no less than six months.See Sec. 10-25.295 for special requirements.

Large-size tree: single or multi trunk plant with a minimum 12 feet of natural vertical clearance at maturity to accommodate industrial trailer truck under with a minimum of 35 feet diameter canopy.

Layer: a range of depth of a Lot within which certain elements are permitted. *See Table 15.*

Live-Work: a Mixed Use unit consisting of an Office Function (Table 9), Artisan/Craft Production (Table 9) or Retail Sales Function (Table 9) and Residential Function (Table 9). The Retail Sales Function may be anywhere in the unit and is intended to be occupied by a business operator who lives in the same structure that contains the Retail Sales activity.

Lot: a parcel of land accommodating a building or buildings of unified design. The size of a Lot is controlled by its width in order to determine the grain (i.e., fine grain or coarse grain) of the urban fabric.

Lot Width: the length of the Principal Frontage Line of a Lot.

Massage Parlor: see Municipal Code Section 10-1.3500 (Definitions).

Media Production: Facilities for motion picture, television, video, sound, computer, and other communications media production. These facilities include the following types: (1) Back lots/outdoor facilities. Outdoor sets, back lots, and other outdoor facilities, including supporting indoor workshops and craft shops; (2) Indoor support facilities. Administrative and technical production support facilities, including administrative and production offices, post-production facilities (editing and sound recording studios, foley stages, etc.), optical and special effects units, film processing laboratories, etc.; and (3) Soundstages. Warehouse-type facilities providing space for the construction and use of indoor sets, including supporting workshops and craft shops.

Medical/Dental Clinic: a Function in which 10 or more physicians

and/or dentists or their allied professional assistants carry on their profession; a building that contains one or more physicians, dentists, and their assistants, and a laboratory and/or an apothecary limited to the sale of pharmaceutical and medical supplies. Shall not include inpatient care or operating rooms for major surgery.

Medium-size tree: single or multi trunk plant with a minimum 9 feet of natural vertical clearance at maturity to accommodate people to walk under with a minimum of 25 feet diameter canopy.

Mixed Use: multiple Functions within the same building through superimposition or adjacency, or in multiple buildings by adjacency.

Mortuary: see Municipal Code Section 10-1.3500 (Definitions).

Multiple Family: a residential Function synonymous with the following Dwelling Unit categories found within Municipal Code Section 10-1.3500 (Definitions): Apartment/multiple family dwelling(s), Condominium dwelling(s), and Townhouse dwelling(s).

New Thoroughfare: a Thoroughfare intended for dedication and improvement after Code adoption. See Figures 3-2 and 3-3.

Nominal Parcel: building sites in a condominium subdivision which are regulated by the Lot Width requirements of Table 10 and Table 11.

Notice of Application Receipt: a type of public notice intended to facilitate public participation early in the decision-making process for permit applications.

Office: see Municipal Code Section 10-1.3500 (Definitions).

Open Space: land intended to remain undeveloped; it may be for Civic Space.

Outbuilding: an Accessory Building, usually located toward the rear of the same Lot as a Principal Building, and sometimes connected to the Principal Building by a Backbuilding which may or may not contain a Second Dwelling Unit. *See Table 15.*

Park: a Civic Space type that is a natural preserve available for unstructured recreation. *See Table 10.*

Park & Recreation: a Function consisting of land and facilities, such as playgrounds, fountains, or swimming pools, regardless of location, including the acquisition of such land, the construction of improvements, provision of pedestrian and vehicular access, and purchase of equipment for the facility.

Parking Facility: a Function characterized by the temporary provision of off-street parking spaces for motor vehicles within or outside of a structure by either a private or public entity. When situated within a Parking Structure, the inclusion of additional non-parking related Functions of this Code do and shall apply.

Parking Structure: a building containing one or more Stories of parking above grade.

Passage (PS): a pedestrian connector, open or roofed, that passes between buildings to provide shortcuts through long Blocks and connect rear parking areas to Frontages.

Path (PT): a pedestrian way traversing a Park or rural area, with landscape matching the contiguous Open Space, ideally connecting directly with the urban Sidewalk network.

Pawn Shop: see Municipal Code Section 10-1.3500 (Definitions).

Pedestrian Shed: an area that is centered on a Common Destination.

Personal Services: establishments primarily engaged in the provision of services for the enhancement of personal appearance, cleaning, alteration or reconditioning of garments and accessories, and similar non-business related or nonprofessional services. Typical uses include reducing salons, tanning salons, barber shops, tailors, shoe repair shops, self-service laundries, and dry cleaning shops, but exclude uses classified under the Office and Trade School.

Planter: the element of the Public Frontage which accommodates street trees, whether continuous or individual.

Plaza: a Civic Space type designed for Civic purposes and Commercial activities in the more urban Transect Zones, generally paved and spatially defined by building Frontages.

Police Station: a Function synonymous with Public Agency Facilities, as defined within Municipal Code Section 10-1.3500 (Definitions).

Precise Plan Line: see Municipal Code Section 10-4.12.

Principal Building: the main building on a Lot, usually located toward the Frontage. *See Table 12.*

Principal Entrance: the main point of access for pedestrians into a building.

Principal Frontage: on corner Lots, the Private Frontage designated to bear the address and Principal Entrance to the building, and the measure of minimum Lot Width. Prescriptions for the parking Layers pertain only to the Principal Frontage. Prescriptions for the first Layer pertain to both Frontages of a corner Lot. *See* **Frontage.**

Printing and Publishing: a small-scale establishment engaged in printing by letterpress, lithography, gravure, screen, offset, or electrostatic (xerographic) copying; and other establishments serving the printing trade such as bookbinding, typesetting, engraving, photoengraving, and electrotyping. This use also includes establishments that publish newspapers, books and periodicals; establishments manufacturing business forms and binding devices.

Public Agency Facilities: see Municipal Code Section 10-1.3500 (Definitions).

Private Frontage: the privately held Layer between the Frontage Line and the Principal Building Facade. *See Table 5 and Table 12.*

Public Frontage: the area between the Curb of the vehicular lanes and the Frontage Line. *See Table 15.*

Rear Alley (RA): a vehicular way located to the rear of Lots providing access to service areas, parking, and Outbuildings and containing utility easements. Rear Alleys should be paved from building face to building face, with drainage by inverted crown at the center or with roll Curbs at

the edges.

Rearyard Building: a building that occupies the full Frontage Line, leaving the rear of the Lot as the sole yard. *See Table 8.* (Var: Rowhouse, Townhouse, Apartment House)

Recycling Collection Area: see Municipal Code Section 10-1.3500 (Definitions).

Regulating Plan: a Zoning Map or set of maps that shows the Transect Zones, Civic Zones, Special Districts if any, and Special Requirements if any, of areas subject to, or potentially subject to, regulation by Mission Boulevard Corridor Form-Based Code and pertinent Municipal Code provisions.

Religious Facility: see Municipal Code Section 10-1.3500 (Definitions). See Sec. 10-25.235 for special requirements.

Residential: characterizing premises available for long-term human dwelling.

Restaurant: see Municipal Code Section 10-1.3500 (Definitions). Includes Micro-Breweries as accessory to the Restaurant and stand-alone Catering Facilities.

Retail Frontage: Frontage designated on a Regulating Plan that requires or recommends the provision of a Shopfront, encouraging the ground level to be available for Retail Sales use. *See* **Special Requirements.**

Retail Sales: a Function characterizing establishments engaged in the sale of goods and merchandise (including the sale of new and used cars). *See Table 9*.

Review Authority: the City Council, Planning Commission or Development Services Director. A Review Authority is charged with reviewing a particular permit application. *See Table 14.*

Road (RD): a local, rural and suburban Thoroughfare of low-to-moderate vehicular speed and capacity. This type is allocated to the more rural Transect Zones (T1-T3). *See Table 2.*

Rowhouse: a single-family dwelling that shares a party wall with another of the same type and occupies the full Frontage Line. See **Rearyard Building.** (Syn: **Townhouse)**

Second Dwelling Unit: a dwelling unit that is accessory, supplementary, and secondary to the principal dwelling, which may be constructed as an addition to the principal structure or as an accessory to the principal structure.

Secondary Frontage: on corner Lots, the Private Frontage that is not the Principal Frontage. As it affects the public realm, its First Layer is regulated. *See Table 15.*

Semi-Intensive Green Roof: a building roof with specifications between the Extensive and Intensive Green Roof systems. This type requires more maintenance, has higher costs, and weighs more than the Extensive Green Roof.

Setback: the area of a Lot measured from the Lot line to a building

Facade or Elevation that is maintained clear of permanent structures, with the exception of Encroachments authorized by this Code. (Var: build-to-line.)

Shopfront: a Private Frontage conventional for Retail Sales use, with substantial glazing and an awning, wherein the Facade is aligned close to the Frontage Line with the building entrance at Sidewalk grade. *See Table 5.*

Sidewalk: the paved section of the Public Frontage dedicated exclusively to pedestrian activity.

Sideyard Building: a building that occupies one side of the Lot with a Setback on the other side. This type can be a Single or Twin depending on whether it abuts the neighboring house. *See Table 8.*

Single Room Occupancy (SRO): SRO means a dwelling unit consisting of no more than one occupied room with a maximum gross floor area of 400 square feet which may have kitchen and/or bathroom facilities. Each dwelling unit is restricted to occupancy by no more than two persons and is offered on a monthly rental basis or longer. See Sec. 10-25.295 for special requirements.

Small Group Homes/Residential Care Facilities: group homes/residential care facilities for six or fewer persons that operate as a regular residential use.

Small Group Supportive Housing: " Small Group Supportive Housing" means housing for six or fewer persons, configured as regular housing developments, with no limit on length of stay, that is linked to onsite or offsite services that assist the supportive housing resident in retaining the housing, improving his or her health status, and maximizing his or her ability to live and, when possible, work in the community. See Sec. 10-25.295 for special requirements.

Small Group Transitional Housing: "Small Group Transitional Housing" (per California Health and Safety Code 50675.2 (h)) means housing for six or fewer persons configured as regular housing developments, but operated under program requirements that call for the termination of assistance and recirculation of the assisted unit to another eligible program recipient at some predetermined future point in time, which shall be no less than six months. See Sec. 10-25.295 for special requirements.

Small-size tree: single or multi trunk plant with a minimum 7 feet of natural vertical clearance at maturity to accommodate people to walk under with a minimum of 15 feet diameter canopy.

Special Requirements: provisions of Section 10-25.210(a) of this Code and/or the associated designations on a Regulating Plan or other map for those provisions.

Square: a Civic Space type designed for unstructured recreation and Civic purposes, spatially defined by building Frontages and consisting of Paths, lawns and trees, formally disposed. S*ee Table 10.*

Stepback: a building Setback of a specified distance that occurs at a

prescribed number of Stories above the ground. *See Table 7.*

Stoop: a Private Frontage wherein the Facade is aligned close to the Frontage Line with the first Story elevated from the Sidewalk for privacy, with an exterior stair and landing at the entrance. *See Table 5.*

Story: a habitable level within a building, excluding an Attic or raised basement. *See Table 7.*

Street (ST): a local urban Thoroughfare of low speed and capacity. *See Table 2*.

Streetscreen: a freestanding wall built along the Frontage Line, or coplanar with the Facade. It may mask a parking lot from the Thoroughfare, provide privacy to a side yard, be accompanied by landscaping, and/or strengthen the spatial definition of the public realm. (Syn: streetwall.)

Swale: a low or slightly depressed natural area for drainage.

Tattoo Parlor: see Municipal Code Section 10-1.3500 (Definitions).

Taxi Company: see Municipal Code Section 10-1.3500 (Definitions).

T-zone: Transect Zone.

Temporary Use: see Municipal Code Section 10-1.3500 (Definitions).

Terminated Vista: a location on the Regulating Plan at the axial conclusion of a Thoroughfare.

Theater: see Municipal Code Section 10-1.3500 (Definitions) and Municipal Code Section 10-1.1045 for special requirements.

Thoroughfare: a way for use by vehicular and pedestrian traffic and to provide access to Lots and Open Spaces, consisting of Vehicular Lanes and the Public Frontage. *See Table 2, Figure 3-2 and Figure 3-3.*

Thoroughfare Plan: a component of the South Hayward BART/ Mission Boulevard Form-Based Code Zoning Map that shows planned changes to existing Thoroughfares and the general location of planned new Thoroughfares. *See Figure 3-2.*

Tobacco Specialty Store: a tobacco retailer whose business exclusively or primarily involves the sale of tobacco products and related goods. *See Table 9.*

Townhouse: see **Rearyard Building.** (Syn: **Rowhouse**)

Transect: a cross-section of the environment showing a range of different habitats. The rural-urban Transect of the human environment used in the SmartCode template is divided into six Transect Zones. These zones describe the physical form and character of a place, according to the Density and intensity of its land use and Urbanism.

Transect Zone (T-zone): one of several areas on a Zoning Map regulated by the Mission Boulevard Corridor Form-Based Code. Transect Zones are administratively similar to the land use zones in conventional codes, except that in addition to the usual building use, Density, height, and Setback requirements, other elements of the intended habitat are integrated, including those of the private Lot and building and Public Frontage. *See Table 1.*

Transit-Oriented Development: a mixed-use Residential or Commercial area designed to maximize access to public transport; often

incorporating features to encourage transit ridership.

Urban Farm: agricultural land dedicated to food production to be locally consumed. (Syn: Community Garden)

Urbanism: collective term for the condition of a compact, Mixed Use settlement, including the physical form of its development and its environmental, functional, economic, and sociocultural aspects.

Vegetable Garden: a privatized area of land managed and maintained to grow and harvest food crops and/or non-food, ornamental crops, such as flowers, for personal or group use, consumption or donation. A Vegetable Garden may be incorporated into and count towards the minimum Common Open Space area.

Vertical Axis Wind Turbine: a Wind Turbine with its rotor on the vertical axis. Blades are usually helical, more compact than the Horizontal Axis Wind Turbine and do not have to rotate to face the prevailing wind.

Vocational School: see Municipal Code Section 10-1.3500 (Definitions).

Wind Energy: a Function synonymous with Wind Energy Conversion System (Municipal Code Section 10-1.3500).

Wind Turbine: a rotary device for converting wind energy into mechanical or electrical energy.

Zoning Map: the official map or maps that are part of the zoning ordinance and delineate the boundaries of individual zones and districts. See **Regulating Plan.**

10-25.610 RULES OF INTERPRETATION

a. Provisions of this Code are activated by “shall” when required; “should” when recommended; and “may” when optional.

b. Capitalized terms used throughout this Code are defined in Section 10-25.605 (Definitions of Terms). Section 10-25.605 contains regulatory language that is integral to this Code. Terms not defined in Section 10-25.605 shall be accorded their commonly accepted meanings. In the event of conflicts between these definitions and those found within the remainder of the Municipal Code Chapter 10 (Planning, Zoning and Subdivisions), those of this Code shall take precedence.

c. The metrics of Section 10-25.400 (Standards and Tables) are an integral part of this Code. However, the diagrams and illustrations that accompany them should be considered guidelines, with the exception of those on Table 12A and 12B (Form-Based Code Graphics), which are legally binding.

d. Where in conflict, numerical metrics shall take precedence over graphic metrics.

e. The present tense includes the past and future tenses; and the future tense includes the present. The singular number includes the plural number, and the plural the singular, unless the natural construction of the word indicates otherwise. The words “includes” and “including” shall mean “including but not limited to . . .”

f. Within the Code, sections are occasionally prefaced with “purpose” or “intent” statements. Each such statement is intended as an official statement of legislative finding or purpose. The “purpose” or “intent” statements are legislatively adopted, together with their accompanying Code text. They are intended as a guide to the administrator and interpretation of the Code and shall be treated in the same manner as other aspects of legislative history. However, they are not binding standards.

g. Whenever a number of days is specified in this Code, or in any permit, condition of approval, or notice provided in compliance with this Code, the number of days shall be construed as calendar days. A time limit shall extend to 5:00 p.m. on the following working day when the last of the specified number of days falls on a weekend or holiday.

h. Whenever the Director determines that the meaning or applicability of any requirement of this Code is subject to interpretation generally, or as applied to a specific case, the Director may issue an official interpretation. The Director may also forward any interpretation of the meaning or applicability of any provision of this Code directly to the Commission for a determination at a public meeting.

    i. The issuance of an interpretation shall include findings stating the basis for the interpretation. The basis for an interpretation may include technological changes or new industry standards. The issuance of an interpretation shall also include a finding documenting the consistency of the interpretation with the General Plan.

    ii. Official interpretations shall be:

        (1) Written, and shall quote the provisions of this Code being interpreted, and the applicability in the particular or general circumstances that caused the need for interpretations, and the determination;

(2) Distributed to the Council, Commission, Director, City Manager, City Attorney, City Clerk, and Development Services Department staff; and

(3) Compiled into a single volume made readily available to the public.

iii. Any interpretation of this Code by the Director may be appealed to the Commission in compliance with Municipal Code Section 10-1.2845 (Appeal and Review Process).

iv. If there is uncertainty about the location of any zone boundary shown on the Regulating Plan, the location of the boundary shall be determined by the Director as follows.

(1) Where a zone boundary approximately follows a Lot line, alley, or street line, the Lot line, street or alley centerline shall be construed as the zone boundary, as applicable;

(2) If a zone boundary divides a parcel and the boundary line location is not specified by distances printed on the Regulating Plan, the location of the boundary will be determined by using the scale appearing on the Regulating Plan; and

(3) Where a public street or alley is officially vacated or abandoned, the property that was formerly in the street or alley will be included within the zone of the adjoining property on either side of the vacated or abandoned street or alley.

5.1 Introduction

Infrastructure improvements are vital to implementing the Mission Boulevard Corridor Specific Plan (Specific Plan). Specifically, this section evaluates the infrastructure requirements for achieving the Specific Plan goals of increased residential, mixed use, and commercial development densities within the corridor.

The key to understanding how to address the issue of infrastructure in the Specific Plan Area is to (1) Identify required street and utility impacts within the Specific Plan (Chapter 1); and (2) Determine specific streetscape and utility upgrades needed to support the Specific Plan buildout (Chapter 2).

This section addresses these issues, along with projected costs associated with the upgrades.

5.1.1 Infrastructure Demand, Capacity, and Impacts

Stormwater Runoff. Future development in the Plan Area is not anticipated to generate increased stormwater runoff since the area is already largely impervious and the City will require mitigating hydromodification on a project-by-project basis.

Wastewater Generation. Build-out within the Plan Area will generate increased sewer demand, but replacement of existing sewer laterals and select public mains will reduce the inflow and infiltration issues to offset this increased demand.

Water Demand. The Water Supply Assessment prepared for the Specific Plan indicates that there is sufficient capacity to meet the increased water demand anticipated by Plan Area development.

Streets. The Specific Plan anticipates that most existing roadways within the Specific Plan will be replaced or upgraded as part of the development projects, based on the roadway diet and transect designation.

5.1.2 Infrastructure Improvements and Costs

Costs associated with Specific Plan improvements are shown in Table B. These projected costs are based on the assumption that onsite development within the Plan Area will require adjacent public roadways and utility infrastructure to be installed, replaced or upgraded as indicated in Table B.

Stormwater Infrastructure. There are minimal backbone stormwater infrastructure improvements required to implement the Specific Plan. However, current stormwater regulations will require all future development in the plan area to meet current MRP regulations.

Wastewater Infrastructure. There are no sewer capacity issues or deficiencies identified within the plan area, but there are existing sewer mains that will need to be upsized to meet current City standards. Downstream deficiencies not corrected by future CIP projects will likely be corrected as a condition of approval for development in the Plan Area.

Water Infrastructure. Existing backbone water infrastructure has been master planned to meet projected Plan Area development. However, all existing 6-inch water mains within roadways to be improved will need to be upgraded to 8-inch mains in order to meet the 8-inch water main pipe size minimum. Furthermore, upgrades or upsizing of portions of the distribution system may be required for developments that increase water demand from the current existing condition.

Streets and Roadway Infrastructure. Most specific plan development will require full street replacement or overlay of existing roadways adjacent to the development. Each development will be conditioned to construct "complete streets" for roadways serving the development.

5.2 Infrastructure Demand, Capacity and Impacts

5.2.1 Stormwater Infrastructure System, Capacity and Impacts

Stormwater Infrastructure System

Drainage System. Within the Specific Plan area, major backbone storm drainage facilities are owned and maintained by the Alameda County Flood Control District (ACFCD). Additionally, the City of Hayward owns and maintains smaller storm drainage pipes (less than 30-inches). In general, the storm drain system consists of gravity underground pipelines discharging to ACFCD underground storm drainage backbone pipelines or ACFCD manmade backbone open channels (Based on GIS information, utility system block maps, and Route 238 Corridor Improvement Plans provided by the City of Hayward. Additional Storm Drain information also provided by Alameda County Flood Control District.). These backbone facilities eventually drain into Ward Creek, San Lorenzo Creek and Old Alameda Creek en route to the San Francisco Bay.

Collected stormwater from the north portion of the Specific Plan area is routed to the west through a 24-inch to 30-inch main along Sunset Boulevard and a 21-inch increasing to 36-inch main along Grace Street, both of which drain into County "Line M." South area stormwater flows to the west through mains varying in size (ranging from 15-inch to 72-inch) and discharges into ACFCD's "Line E" and ACFCD's "Line B."

Flood Control. The Specific Plan area has two mapped FEMA flood zones. ACFCD's Ward Creek "Line B," is subject to inundation by the 1% annual chance flood. This floodway includes a channelized stream with adjacent floodplain areas. ACFCD's "Line E" is subject to inundation by the 0.2% annual chance flood, and by the 1% annual chance flood with average depths of less than 1 foot.

Stormwater Infrastructure Capacity

Drainage System Age. The Specific Plan area's drainage system is aging with the majority of pipelines installed over 50 years ago. However, most pipelines were constructed using reinforced concrete pipe which have longer anticipated design lives than other material.

Drainage System Capacity. Both the City and County utilize drainage design calculations to size storm drain pipelines. Based on information provided by the City and County, most of the drainage systems appear to

be designed to handle current runoff. Undersized minor pipelines will require replacement on a case by case basis.

Specific Plan Stormwater Impacts

FEMA Flood Plain. As indicated in the existing conditions analysis, the developable area of the specific plan is located outside the mapped FEMA flood zones. There are two areas within, or adjacent to, the specific plan boundary that are flood areas contained within Alameda County Flood Control District (ACFCD) channels. As required by ACFCD, improvements will not be allowed with the banks of these existing channels.

Stormwater Quality. New development and redevelopment areas must currently comply with Provision C.3 of the revised Municipal Regional Stormwater NPDES Permit (MRP) adopted by the San Francisco Regional Water Quality Control Board on November 28, 2011. The current Alameda County MRP requires post-construction stormwater runoff treatment at the source by implementing low-impact development (LID) practices for projects creating or replacing more than 5,000 SF of impervious surface. LID practices require infiltration, reuse, and/or landscape based treatment facilities. Adequate treatment will be required to be provided within each parcel, or regionally by agreement between the City and the developers involved.

Stormwater Hydromodification. The Alameda County MRP contains flow control requirements to mitigate the stormwater runoff erosion impacts onto existing drainage channels. Hydromodification requirements apply to projects creating or replacing an acre or more of impervious surface, and which are located in sensitive areas. Where required, engineered flow control measures would reduce the runoff to pre-project levels.

System Capacity. Based on the current impervious surfaces within the Specific Plan area and the hydromodification requirements affecting larger parcels, future development will not significantly increase the overall quantity of storm runoff. Minor storm drainage facilities within new and upgraded streets will be necessary to serve projects within the Specific Plan area.

5.2.2 Wastewater Infrastructure System, Capacity and Impacts

Wastewater Infrastructure System

Wastewater System. The City of Hayward operates the wastewater facilities within the Specific Plan area. Gravity pipe lines within the area are constructed of vitrified clay, cast iron, asbestos cement, and reinforced concrete. The Specific Plan southern area flows predominantly westerly through: a 10-inch VCP line in Torrano Avenue; an 8-inch VCP line in Berry Avenue; a 18-inch RCP line in O'Neil Avenue; an 8-inch VCP line in Orchard Avenue; an 8-inch VCP line in Sycamore Avenue; and 8-inch line in Mission Boulevard. The Specific Plan northern area flows predominantly westerly through an 8-inch VCP line in Sunset Boulevard. Flows are then conveyed through a series of gravity lines to the Hayward Water Pollution Control Facility (WPCF) at 3700 Enterprise Avenue in Hayward.

Wastewater Treatment. The Hayward Water Pollution Control Facility (WPCF) processes and treats all wastewater collected within the plan area.

Wastewater Infrastructure Generation and Capacity

Area Flows. Based on the City of Hayward's 2002 Sanitary Sewer Master Plan Update, inflow and infiltration (I&I) are key contributing flows within the overall sewershed. Reducing I&I will result in increased capacity to the overall system and accommodated some increment of future development.

Specific Plan Wastewater Generation. Wastewater from the Specific Plan buildout is projected based on the areas water demand analyses. Assuming 90% of the water demand results in wastewater generation, Table A indicates the total flow anticipated.

Downstream Capacity. The 2002 study analyzed the existing wastewater system wet weather flows. The study revealed conveyance system capacity deficiencies downstream from the Specific Plan area. During peak conditions, sections of the downstream sewer line operated at 110% to 200% of the designed capacity. There were no projected treatment capacity issues indicated by the study.

Specific Plan Wastewater Impacts

Specific Plan Area. Wastewater pipelines within the Specific Plan area will require replacing based on their age, condition (contributing I&I flow), and/or increase in localized development within each tributary sewershed.

Downstream. While the 2002 study indicates downstream capacity issues, the City anticipates that these existing deficiencies will be corrected prior to full buildout of the Specific Plan area under a Capital Improvement Project (CIP). Future analyses will be necessary to ensure that the CIP addresses existing plus Specific Area plan wastewater flows.

5.2.3 Water Infrastructure System, Capacity, and Impacts

Water Infrastructure System

Supply and Storage. The Mission Boulevard Corridor Specific Plan water distribution is provided by City of Hayward's Water System for domestic and fire suppression uses. Since 1963, Hayward's sole water source is supplied from the City and County of San Francisco's regional system, operated by the San Francisco Public Utilities Commission (SFPUC). The Hetch Hetchy watershed, an area located in Yosemite National Park, provides the majority of water delivered by SFPUC to Hayward. SFPUC also provides a small amount of water from the Alameda watershed, which is located in the East Bay and stored in the Calaveras and San Antonio Reservoirs. The two local reservoirs hold direct rainfall, local runoff, and Hetch Hetchy supplies. This surface water source is supplemented by a small amount of ground water from the Sunol Filter Galleries.

In the event that SFPUC transmission lines are not able to meet Hayward's demands for a limited time, five emergency wells located within the City can provide a total of 13.6 million gallons per day. These wells do not run concurrently with the SFPUC source and have been certified by the California Department of Health Services for short duration emergency use only.

Hayward has also established agreements with two neighboring agencies, East Bay Municipal Utility District (EBMUD) and Alameda County Water District (ACWD), to receive or deliver water in the event of an emergency. A total of three interties are capable of delivering up to about 14.5 million gallons per day. Delivery would depend upon each agency's ability to provide water without negatively impacting supplies or its own customers and emergency services.

SFPUC Turnouts and City Transmission Mains. Water is delivered to the system from the SFPUC at two turnouts, one at the Irvington Portal and one at the Newark valve lot. From these turnouts, the City transmission system consists of two main pipelines with booster pump stations: Mission Boulevard 24" transmission main with the Decoto pump station, and a 42" transmission main in Hesperian Boulevard augmented by the Hesperian pump station. SFPUC water is delivered at the 250 pressure zone. The Decoto and/or Hesperian pump stations boost pressure in the 250 zone when necessary. Multiple pressure reducing stations interface between the transmission and distribution systems.

Domestic and Fire Storage. The City's overall storage system consists of 15 water storage tanks and 7 pump stations delivering water to upper pressure zones. At least one storage tank is located within each pressure zone.

City Distribution System. Within the Specific Plan area, pipelines within Mission Boulevard serve as the distribution backbone system. The Specific Plan's northern area contains a 12-inch main in Mission Boulevard and 6-inch and 8-inch distribution lines in surrounding streets. Within the Specific Plan's southern area, Mission Boulevard contains three parallel water lines, a 24-inch transmission line that delivers water to nearby reservoirs and two main lines (12-inch and 6-inch/8-inch) that distribute water to surrounding properties on each side of Mission Boulevard. The interior network consists of 6-inch, 8-inch, and 12-inch main lines, and services. Distribution lines within the plan area are a combination of asbestos cement, steel, plastic (PVC), and cast iron pipe.

Recycled Water System. Currently, the City of Hayward does not have a recycled water system, but one is in the facility planning stage.

Water Infrastructure Capacity

Existing Capacity. In 2005, Hayward provided SFPUC with the amounts of water that Hayward expected to purchase for the next 25 years. The City estimated that demands would gradually increase from a projected 21.8 million gallons per day (24.4 thousand acre-feet per year) in 2010 to about 27.9 million gallons per day (31.3 thousand acre-feet per year) by 2030. In 2005, SFPUC validated the City's analyses with written water availability projections, verifying its ability to meet Hayward's projected demand under normal operating conditions.

Specific Plan Domestic Demand. A water demand analysis for the preferred regulating plan was prepared utilizing the projected land use data studied in the EIR (See Table A). This land use assumes 85% of the zoning capacity built out with averaged residential densities. According to city water map records, the specific plan area is located within the 250' Pressure Zone.

Specific Plan Fire Demand. Fire flow requirements for the specific plan area, as documented in the Fire Prevention Code of Hayward, Ordinance No. 07-19, page 12, are to be 4,500 gpm for high-density residential and 5,000 gpm for commercial areas. These requirements can be reduced by up to 50% for 1- and 2-family dwellings, and up to 75% for other buildings when the building is provided with an approved automatic sprinkler system. According to the 2002 Master Plan Update, the 250' Pressure Zone is planned for providing 5,000 gpm of fire flow.

Water System Capacity. The WSA prepared by the City of Hayward for this Specific Plan found that the existing water supply is sufficient to satisfy the demands of the Mission Blvd. Corridor Specific Plan, in addition to existing and planned future uses (see "City of Hayward Water Supply Assessment for Mission Blvd Corridor Specific Plan", October 2012, p. 12.).

Water Infrastructure Impacts

Supply and Storage. A 2002 Water System Master Plan Update prepared by Carollo Engineers, anticipated development in the specific plan area to be high density residential, or a mix of commercial and high density residential, and therefore is assumed to be prepared to provide the projected domestic water demand.

Water Network. Small diameter pipelines within the Specific Plan area will require replacement based on the fire flow requirements. Sections of 6-inch cast iron water main built in the 1920's are found in the north and south areas of the Specific Plan and will require replacing prior to site redevelopment.

5.2.4 Roadway System, Condition, and Impacts

Roadway System. Mission Boulevards serves as the major north-south roadway within the Specific Plan. Major East and West roadways bisect Mission within the plan area at A Street, Jackson Street, Carlos Bee/ Orchard Avenue, and Harder Road.

Roadway Condition. The Specific Plan anticipates that most existing roadways within the Specific Plan will be replaced or upgraded based on the roadway diet and transect designation. A few local streets serving existing residential communities may be preserved as existing. Improvements to these roadways would be based on the City of Hayward's pavement management model, with rehabilitation occurring when triggered by pavement inspections and modeling.

Roadway Impacts. Kittleson & Associates conducted a separate traffic study to determine roadway impacts from the Specific Plan. See Chapter 19 of the *Draft Environmental Impact Report*.

5.2.5 Infrastructure Improvements and Cost

An infrastructure implementation plan, and associated construction costs, has been prepared based on the Form Based Codes indicated in the preferred plan. Table B reflects the necessary roadway and utility infrastructure modifications required to implement the plan. As these improvements are not currently included in the City capital improvement plans, they will be the responsibility of the specific development projects served by this infrastructure. In general, public utility infrastructure within the existing roadways has capacity to serve

the adjacent development proposed. A few select areas will require upsizing to meet future demand over the lifetime of the proposed development or are undersized based on current standards. All new roadways will be required to install public utilities to serve the adjacent proposed development. See Figures 5-1 to 5-4 for proposed infrastructure improvements within the plan area.

Stormwater Infrastructure Improvements

General. There are minimal backbone infrastructure improvements required to meet the projected demand of the specific plan (See Figure 5-1). However, current stormwater regulations will require all future development in the plan area to locally treat stormwater runoff using low impact development (LID) techniques, per the Municipal Regional Permit (MRP) regulations.

Mission Blvd, north of A Street. A streetscape project is currently planned for this portion of the plan area. Stormwater treatment areas should be considered and incorporated into this project prior to construction.

Specific Plan Improvements. Any development which involves either replacement or addition of impervious surface area will be required to treat the stormwater runoff either onsite or at a master planned location offsite. This includes improvments to public roadway and sidewalk where new travel lanes are added or new sidewalk is constructed that drains to the street. These treatment areas will be required to use LID techniques, which involves landscape methods rather than filter vaults or mechanical systems.

Development Improvements. Each new development area should be required to provide sufficient treatment onsite for that specific development, as well as share in any off-site treatment required by public roadway and streetscape improvements. New roadways will be required to install public storm drain infrastructure.

Wastewater Infrastructure Improvements

Downstream System Improvements. The City has identified several existing deficiencies in the sewer collection system downstream of the plan area. These deficiences may be repaired in future CIP projects, or they may be included as improvements to be paid for by developers within the plan area. The 2002 Wastewater System Master Plan Update projected that the Hayward WPCF would have sufficient capacity to meet the wastewater demands of proposed specific plan development. Furthermore, replacement of existing sewer mains, many of which are VCP, will reduce the current I & I flows and help reduce the increased demand of the plan development.

Specific Plan Improvements. There are no capacity issues or deficiencies identified within the plan area, but there are existing sewer mains that will need to be upsized to meet current City standards (See Figure 5-2). The existing 6-inch sewer pipes at Mission Boulevard from Simon to Sunset, Pearce Street, Grace Street, Melvin Court, and Smalley Avenue need to be upsized to 8-inch sewer pipe per City's Standards. Construction of these improvements will be the responsibility of the development projects that these mains serve.

Development Improvements. Each new development project will be required to replace existing onsite sewer laterals and connections to the public main. New roadways will be required to install public sewer infrastructure.

Water Infrastructure Improvements

Route 238 Corridor Improvements Project. This project includes the relocation of approximately 9,000 feet of water main from underneath the sidewalk to beneath the roadway, primarily in Mission Boulevard outside of the plan area.

Specific Plan Improvements. All existing 6-inch water mains within roadways to be improved will be upgraded to 8-inch mains in order to meet the 8-inch water main pipe size minimum. Within the Specific Plan area, approximately 740 feet of 6-inch cast iron pipe along the east side of Mission Boulevard between Carlos Bee Boulevard and Berry Avenue will be replaced with an 8-inch PVC main, and approximately 1040 feet of 6-inch cast iron pipe along the east side of Mission Boulevard between Pinedale Court and Palisade Street will be replaced with an 8-inch PVC main (See Figure 5-3).

Development Improvements. Each new development area should be studied separately to evaluate its effects on water conveyance and supply. Upgrades or upsizing of portions of the distribution system may be required for developments that increase water use from the existing condition. New roadways will be required to install public water infrastructure.

Roadway Infrastructure Improvements

Mission Boulevard. Mission Boulevard from A Street south within the plan area is currently under construction. Mission from A Street north within the plan area is scheduled for improvements in the near future. The design of this portion of Mission Blvd. shall include the streetscape elements of the specific plan. In particular, it shall include pedestrian enhancements, utility undergrounding, new joint trench with fiber optic, curb bulbouts, pedestrian lights, street lights, rain gardens, landscape elements and traffic signal modifications to include an adaptive management system.

Upgrades to Existing Streets and Streetscape Improvements. Most specific plan development will require full street replacement or overlay of existing roadways adjacent to the development given that overhead utilities will be undergrounded, sewer and water will be rehabilitated or upsized, sidewalks will be widened and curbs realigned to accommodate the plan. The cost of these public improvements would be covered by the development served. It is assumed that even the existing residential areas which may remain will receive these same streetscape improvements, but the City could opt for a minimal level of improvements that could result in a pavement overlay or seal coat rather than full replacement (See Figure 5-4).

New Streets. The Specific Plan identifies potential new streets which will be required to meet the plan's development goals and densities. These new streets are shown on Figure 4. With the construction of these new streets, public utilities will also be added in the roadway to include joint trench, sewer, water, and storm drainage systems.

New Development. The Specific Plan calls for all public roadways and pedestrian areas to be constructed with complete street design concepts. Each development will be conditioned to construct the portion of these public improvements that serve the development.

Table A: Water and Sewer Demand Analysis

Preferred Plan:

Land Use	Quantity [1]	Unit	Average Usage [2]		Water Demand (gpd)		Wastewater Demand (gpd)[4]
					Avg. Daily	Max. Daily [3]	
T3 Residential	65	DU	400	gpd/DU	26,000	41,600	37,440
T4/T5 Residential	1,818	DU	210	gpd/DU	381,780	610,848	549,763
Commercial	330,000	sf	260	gpd/ksf	85,800	137,280	123,552
Civic Space	20.0	acre	1785	gpd/acre	35,736	57,177	51,459
Total					529,316	846,905	762,215

1. Quantity of proposed residential and commercial development based on preffered regulating plan as analyzed for the EIR.
2. Average Usage factors are based on assumptions used in the City of Hayward WSA for the Specific Plan (October 2012) and from estimates used in "City of Hayward Water System Master Plan Update" prepared in Decmber 2002 by Carollo Engineers (pages 3-18 thru 3-20)
3. Assumes a maximum day peaking factor of 1.6 as recommended in the "City of Hayward Water System Master Plan Update" for 250' zones (page 3-9)
4. Wastewater generation rates are based on 90% of the estimated maximum daily domestic water demand.

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Table B: Infrastructure Implementation Cost Matrix

HAYWARD SPECIFIC PLAN - INFRASTRUCTURE IMPLEMENTATION PLAN

	STREET	CROSS STREETS		PROPOSED FB CODE	ROW		ROAD DIMENSIONS			STREETSCAPE IMPROVEMENTS																			UTILITY IMPROVEMENTS									TOTAL COST		
		START	END		EX	AC	LENGTH (FT)	WIDTH (FT)	AREA (SF)	AC PAVMENT S	AC PAVMENT OV	AC PAVMENT N	SW (FT)	SIDES 1 OR 2	PLANT (FT)	STREET TREES	SIDES 1 OR 2	LS MEDIAN WIDTH (FT) 4	8	14	16	STRIPING/SIGN PARK	ANGLE	LANE	SIGN	BIKE	SIDES 1 OR 2	SD	C3	SS	W	JT	UG	SL	PED	SIGNAL MODS	UTILITIES	STREET	TOTAL
NORTH	SIMON STREET	PEARCE STREET	MISSION BLVD	ST-40-28-BR	40		236	28	6608	X			6	2		X	1					X			X		2							X		$ 39,333	$ 43,518	$ 82,852
	PEARCE STREET	GRACE STREET	SIMON STREET	ST-40-28-BR	40		765	28	21420	X			6	2		X	1					X			X		2			X				X		$ 210,885	$ 141,066	$ 351,951
	GRACE STREET	PEARCE STREET	MISSION BLVD	ST-40-28-BR	40		320	28	8960	X			6	2		X	1					X			X		2			X				X		$ 88,213	$ 59,008	$ 147,221
	MELVIN COURT	MISSION BLVD	SMALLEY AVENUE	ST-32-20-BR	32		390	20	7800	X			6	2								X			X		2			X				X		$ 107,510	$ 55,640	$ 163,150
	SMALLEY AVENUE	MONTGOMERTY ST	MISSION BLVD	ST-50-34-BR	50		370	34	12580	X			4	2	3.5	X	2								X		2			X				X		$ 101,997	$ 94,917	$ 196,914
	MISSION BLVD	ROSE ST	A STREET	AV-80-58-BR	80		2980	58	172840		X		10	2		X	2	X				X		X	X		2	X		X	X		X		X	X	$ 3,165,397	$ 1,425,433	$ 4,590,830
SOUTH	WATKINS STREET	JACKSON STREET	FLETCHER LANE	AV-68-36-BR	68		664	36	23904	X			6	2	5.5	X	2		X			X			X		2							X		$ 110,667	$ 298,889	$ 409,555
	FLETCHER LANE	MISSION BLVD	CUL DE SAC	AV-68-36-BR	68		730	36	26280	X			6	2	5.5	X	2		X			X			X		2							X		$ 121,667	$ 328,597	$ 450,264
	FLETCHER LANE	MISSION BLVD	WALPERT STREET	ST-52-40-BL	72		190	40	7600	X			6	2											X	X	2							X		$ 31,667	$ 31,287	$ 62,953
	PINEDALE COURT	MISSION BLVD	CUL DE SAC	ST-40-28-BR	40		735	28	20580	X			6	2		X	1					X			X		2				X			X		$ 247,450	$ 135,534	$ 382,984
	GROOM STREET	SYCAMORE AVE	LILLY AVE	ST-50-34-BR	50		624	34	21216	X			4	2	3.5	X	2								X		2				X			X		$ 210,080	$ 160,077	$ 370,157
	GROOM STREET	LILLY AVE	CUL DE SAC	ST-24-20-BR	50		149	20	2980	X			4	1											X		1				X			X		$ 50,163	$ 10,331	$ 60,494
	LILLY AVENUE	GROOM STREET	EDITH ST	ST-50-34-BR	50		420	34	14280	X			4	2	3.5	X	2								X		2							X		$ 70,000	$ 107,744	$ 177,744
	ELLEN STREET	GROOM STREET	EDITH ST	ST-50-34-BR	50		392	34	13328	X			4	2	3.5	X	2								X		2							X		$ 65,333	$ 100,561	$ 165,894
	EDITH STREET	LILLY AVE	SYCAMORE AVE	ST-50-34-BR	50		569	34	19346	X			4	2	3.5	X	2								X		2							X		$ 94,833	$ 145,967	$ 240,801
	SYCAMORE AVE	MISSION BLVD	GROOM ST	ST-50-34-BR	50		720	34	24480	X			4	2	3.5	X	2								X		2							X		$ 120,000	$ 184,704	$ 304,704
	O'NEIL AVENUE	SYCAMORE	MM (PROPOSED)	ST-50-34-BR	50		1312	34	44608	X			4	2	3.5	X	2								X		2							X		$ 218,667	$ 336,572	$ 555,238
	ORCHARD AVENUE	MISSION BLVD	RR UNDERPASS	AV-88-58-BR	88		850	58	49300	X			4	2	3.5	X	2			X		X		X	X		2							X		$ 141,667	$ 412,873	$ 554,540
	BERRY AVENUE	MISSION BLVD	END	ST-50-34-BR	50		760	34	25840	X			4	2	3.5	X	2								X		2							X		$ 126,667	$ 194,965	$ 321,632
	TORRANO AVENUE	DOLLAR STREET	MISSION BLVD	AV-68-36-BR	68		510	36	18360	X			6	2	5.5	X	2		X			X			X		2							X		$ 85,000	$ 229,568	$ 314,568
	DOLLAR STREET	TORRANO AVE	HARDER ROAD	AV-68-36-BR	68		1483	36	53388	X			6	2	5.5	X	2		X			X			X		2							X		$ 247,167	$ 667,548	$ 914,714
	WALPERT STREET	FLETCHER LANE	BEND	ST-50-40-BL	52		600	40	24000	X			6	2											X	X	2							X		$ 100,000	$ 98,800	$ 198,800
	HIGHLAND BLVD	MISSION BLVD	MARGARET DRIVE	ST-50-34-BR	50		334	34	11356	X			4	2	3.5	X	2								X		2							X		$ 55,667	$ 85,682	$ 141,349
	SYBIL AVENUE	HIGHLAND BLVD	CUL DE SAC	ST-50-34-BR	50		458	34	15572	X			4	2	3.5	X	2								X		2				X			X		$ 154,193	$ 117,492	$ 271,686
	PALISADE STREET	MISSION BLVD	MARGARET DRIVE	ST-56-34-BR	56		594	34	20196	X			5	2	5.5	X	2								X		2							X		$ 99,000	$ 177,329	$ 276,329
	CARLOS BEE BLVD	MISSION BLVD	OVERLOOK AVENUE	AV-110-72-TR	110		1260	72	90720																												$ -	$ -	$ -
	MISSION BLVD	FOOTHILL / JACKSON ST	HARDER ROAD	AV-100-64/76-TR	100		7400	76	562400																												$ -	$ -	$ -
																																					EXISTING ROADWAYS SUBTOTAL:	$ 6,064,000	$ 5,645,000	$ 11,708,000
NEW ROADWAYS	AA	FLETCHER LANE	GROOM STREET	ST-24-20-BR		24	410	20	8200			X	4	1								X			X		1	X	X	X	X	X		X	X		$ 349,730	$ 105,088	$ 454,818
	BB	PINEDALE CT	SYCAMORE AVE	SL-40-20-BR		40	850	20	17000			X	6	1	5.5	X	1		X			X			X		2	X	X	X				X	X		$ 428,967	$ 396,082	$ 825,048
	CC	PINEDALE CT	SYCAMORE AVE	RA-24-24		24	850	24	20400			X																X	X					X			$ 344,477	$ 207,038	$ 551,515
	DD	SYBIL AVE	PALISADE STREET	ST-50-34-BR		50	240	34	8160			X	4	2	3.5	X	2								X		2	X	X	X	X	X		X	X		$ 212,784	$ 137,855	$ 350,639
	EE	O'NEIL AVE	MISSION BLVD	ST-56-34-BR		56	500	34	17000			X	5	2	5.5	X	2								X		2	X	X	X	X	X		X	X		$ 443,300	$ 308,198	$ 751,498
	FF	GROOM STREET	O'NEIL AVE	ST-56-34-BR		56	900	34	30600			X	5	2	5.5	X	2								X		2	X	X	X	X	X		X	X		$ 797,940	$ 554,757	$ 1,352,697
	GG	PALISADE STREET	CARLOS BEE BLVD	ST-56-34-BR		56	710	34	24140			X	5	2	5.5	X	2								X		2	X	X	X	X	X		X	X		$ 629,486	$ 437,642	$ 1,067,128
	HH	MISSION BLVD	MISSION BLVD	SL-48-28-BR		48	450	28	12600			X	10	1		X	1						X		X		1	X	X	X	X	X		X	X		$ 392,490	$ 182,176	$ 574,666
	II	CARLOS BEE BLVD	JJ	ST-56-34-BR		56	520	34	17680			X	5	2	5.5	X	2								X		2	X	X	X	X	X		X	X		$ 461,032	$ 320,526	$ 781,558
	JJ	II	MISSION BLVD	ST-56-34-BR		56	300	34	10200			X	5	2	5.5	X	2								X		2	X	X	X	X	X		X	X		$ 265,980	$ 184,919	$ 450,899
	KK	JJ	BELMONT AVENUE	ST-56-34-BR		56	200	34	6800			X	5	2	5.5	X	2								X		2	X	X	X	X	X		X	X		$ 177,320	$ 123,279	$ 300,599
	LL	O'NEIL AVE	MISSION BLVD	ST-56-34-BR		56	470	34	15980			X	5	2	5.5	X	2								X		2	X	X	X	X	X		X	X		$ 416,702	$ 289,706	$ 706,408
	MM	O'NEIL AVE	MISSION BLVD	ST-56-34-BR		56	470	34	15980			X	5	2	5.5	X	2								X		2	X	X	X	X	X		X	X		$ 416,702	$ 289,706	$ 706,408
	NN	O'NEIL AVE	PP	ST-56-34-BR		56	870	34	29580			X	5	2	5.5	X	2								X		2	X	X	X	X	X		X	X		$ 813,102	$ 536,265	$ 1,349,367
	OO	MISSION BLVD	TORANO AVE	SL-40-20-BR		40	820	20	16400			X	6	1	5.5	X	1		X						X		2	X	X	X	X	X		X	X		$ 699,460	$ 382,102	$ 1,081,562
	PP	RR	OO	ST-56-34-BR		56	700	34	23800			X	5	2	5.5	X	2								X		2	X	X	X	X	X		X	X		$ 657,020	$ 431,478	$ 1,088,498
	QQ	PP	TORANO AVE	ST-56-34-BR		56	570	34	19380			X	5	2	5.5	X	2								X		2	X	X	X	X	X		X	X		$ 505,362	$ 351,346	$ 856,708
	RR	PP	SS	ST-56-34-BR		56	570	34	19380			X	5	2	5.5	X	2								X		2	X	X	X	X	X		X	X		$ 564,642	$ 351,346	$ 915,988
	SS	RR	DOLLAR ST	AV-68-36-BR		68	280	36	10080			X	6	2	5.5	X	2		X					X		X		2	X	X	X	X	X		X	X		$ 249,592	$ 213,554	$ 463,146
	TT	TORRANO AVE	MISSION BLVD	SL-40-20-BR		40	1300	20	26000			X	6	1	5.5	X	1		X						X		2	X	X	X	X	X		X	X		$ 1,108,900	$ 605,772	$ 1,714,672
	UU	TORRANO AVE	DOLLAR ST	SL-40-20-BR		56	500	34	17000			X	5	2	5.5	X	2								X		2	X	X	X	X	X		X	X		$ 443,300	$ 308,198	$ 751,498
	VV	MISSION BLVD	END	ST-56-34-BR		56	720	34	24480			X	5	2	5.5	X	2								X		2	X	X	X	X	X		X	X		$ 638,352	$ 443,806	$ 1,082,158
																																					NEW ROADWAYS SUBTOTAL:	$ 11,017,000	$ 7,161,000	$ 18,178,000
																																					PLAN AREA TOTAL:	$ 17,100,000	$ 12,900,000	$ 29,900,000

NOTES:
1. COST INFORMATION IS BASED ON THE DRAFT MISSION BOULEVARD CORRIDOR SPECIFIC PLAN, JANUARY 28, 2011.
2. COSTS DO NOT INCLUDE: DEMOLITION OF EXISTING IMPROVEMENTS, SOFT COSTS (DESIGN, PLANNING, PERMITTING), COSTS FOR UTILITY RELOCATION OR COSTS ASSOCIATED WITH RIGHT-OF-WAY ACQUISITION.
3. MISSION BLVD SOUTH OF JACKSON WAS ASSUMED TO HAVE BEEN IMPROVED ALREADY TO THE SPECIFIC PLAN PROPOSED DESIGN.
3. MISSION BLVD NORTH OF "A" STREET WAS ASSUMED TO REQUIRE SS ONLY FROM SUNSET TO SIMON (750').
4. COSTS FOR UNDERGROUNDING EXISTING UTILITIES ASSUMED TO BE COVERED BY RULE 20A OR OTHER FUNDING SOURCES.

ABBREVIATIONS:

AC	Right-Of-Way to be acquired	PLANT	Planter strip width
ANGLE	Angled Parking stalls	ROW	Right-Of-Way
C3	C3 Storm Water treatment areas for new roadways (4% of impervious area)	SD	Storm Drain
EX	Existing	S	Asphalt Seal Coat
FB CODE	Form Based Code	SIGN	Street / traffic signage (1 per 60' per side)
JT	Joint Trench for new streets	SIGNAL MODS	Traffic Signal modifications (Adaptive Management System)
LANE	Traffic striping for lane lines (assume 2 continuous per side)	SL	Street Lights (Cobra head, every 150', both sides)
LS	Landscape	SS	Sanitary Sewer
N	New Asphalt Roadway (6.5" AC / 20" AB)	SW	Sidewalk width
OV	Asphalt Overlay (2") and wedge grind	UG	Utility Undergrounding for existing streets
PARK	Parallel parking stalls	W	Water
PED	Pedestrian Lights (Every 60', both sides)		

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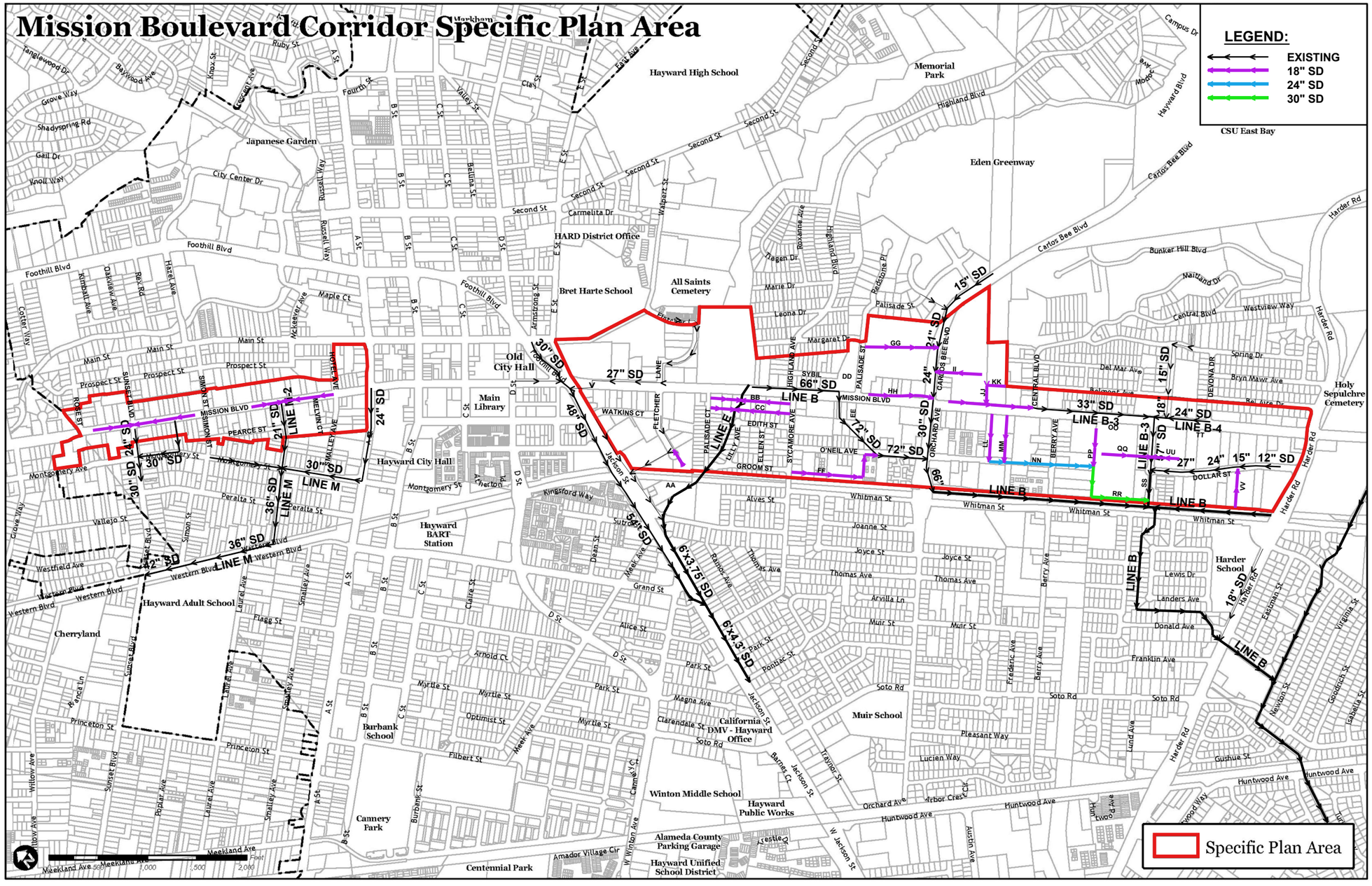

Figure 5-1: Proposed Storm Drain System

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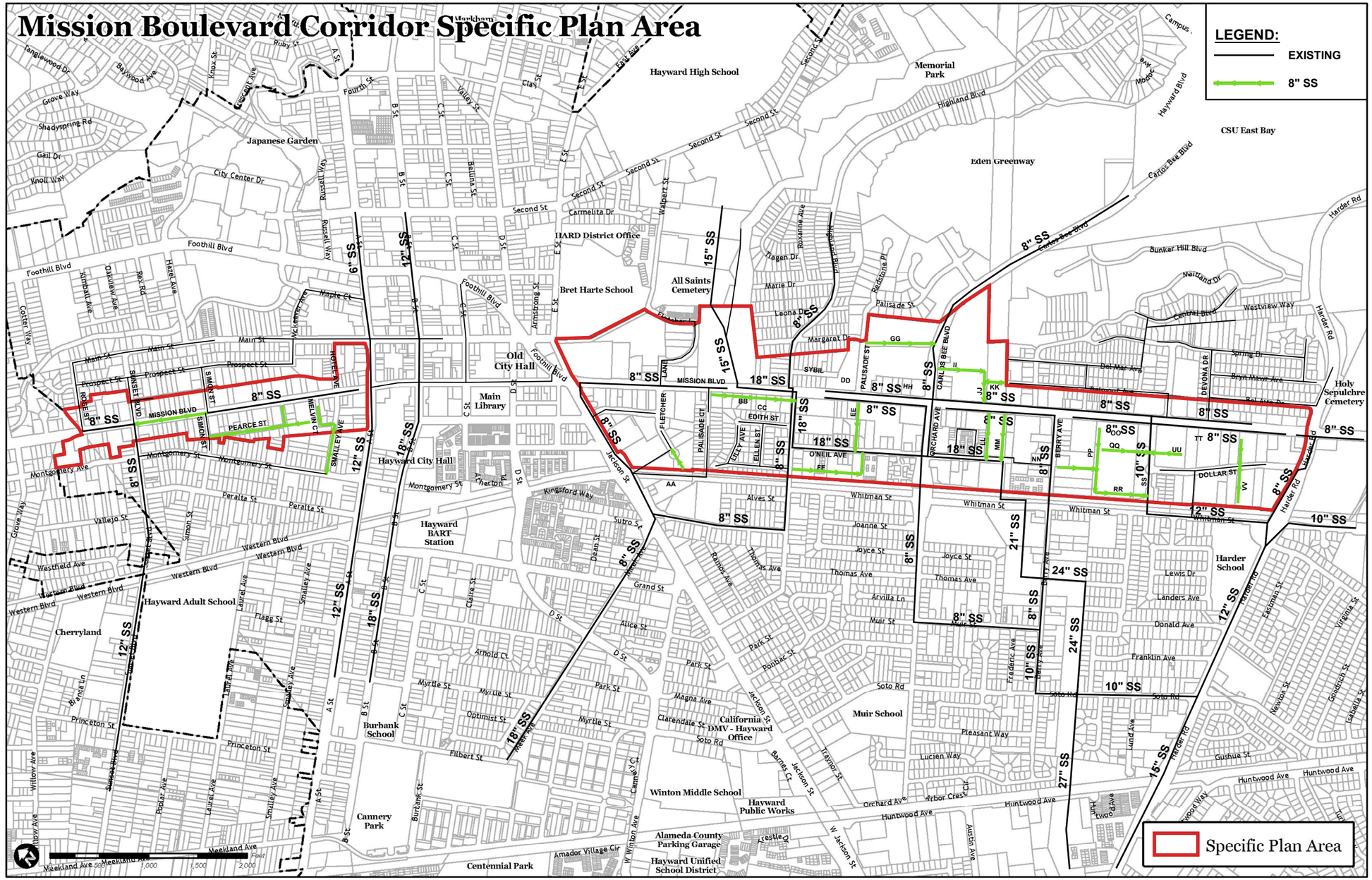

Figure 5-2: Proposed Sanitary Sewer System

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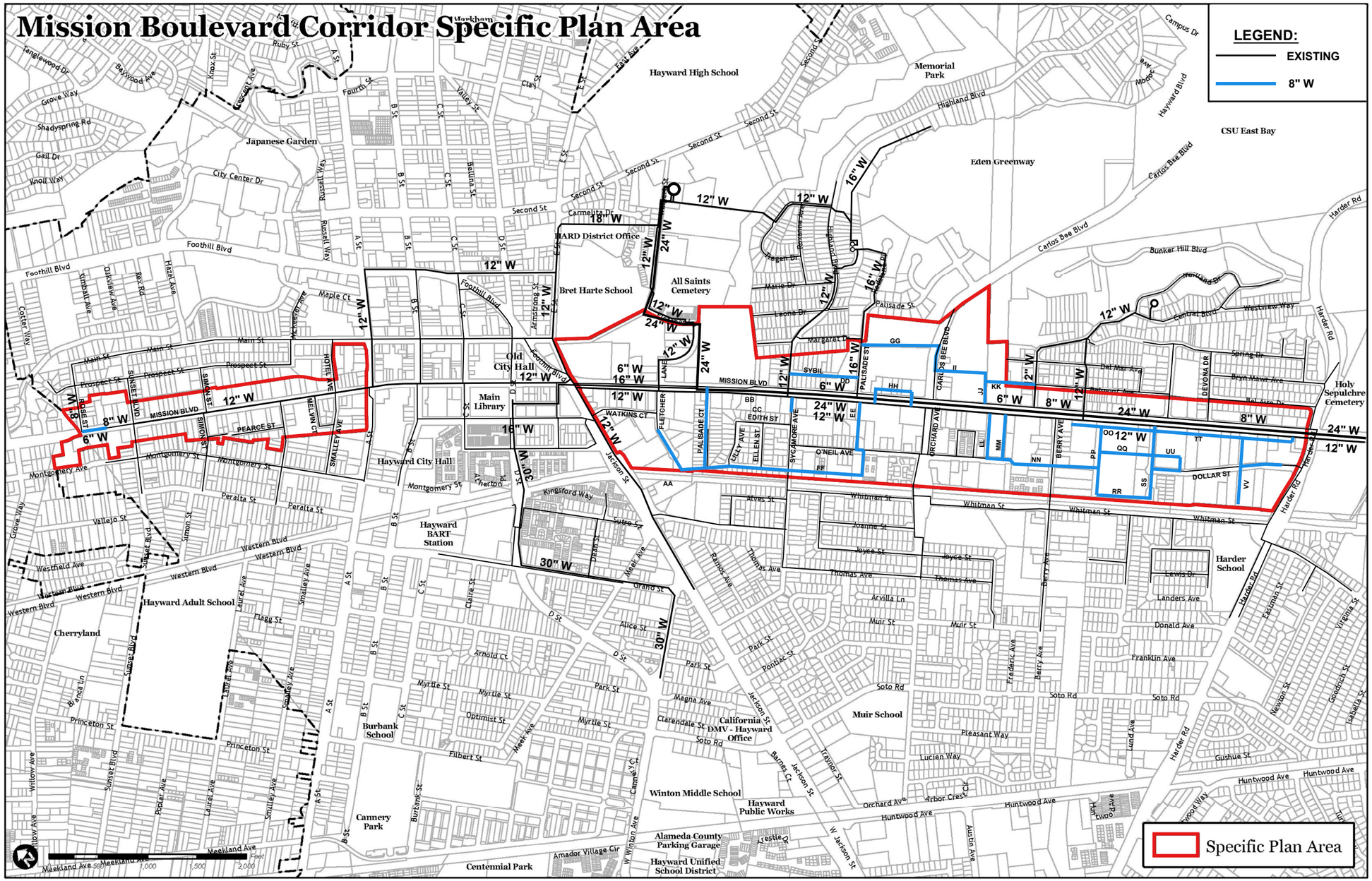

Figure 5-3: Proposed Water System

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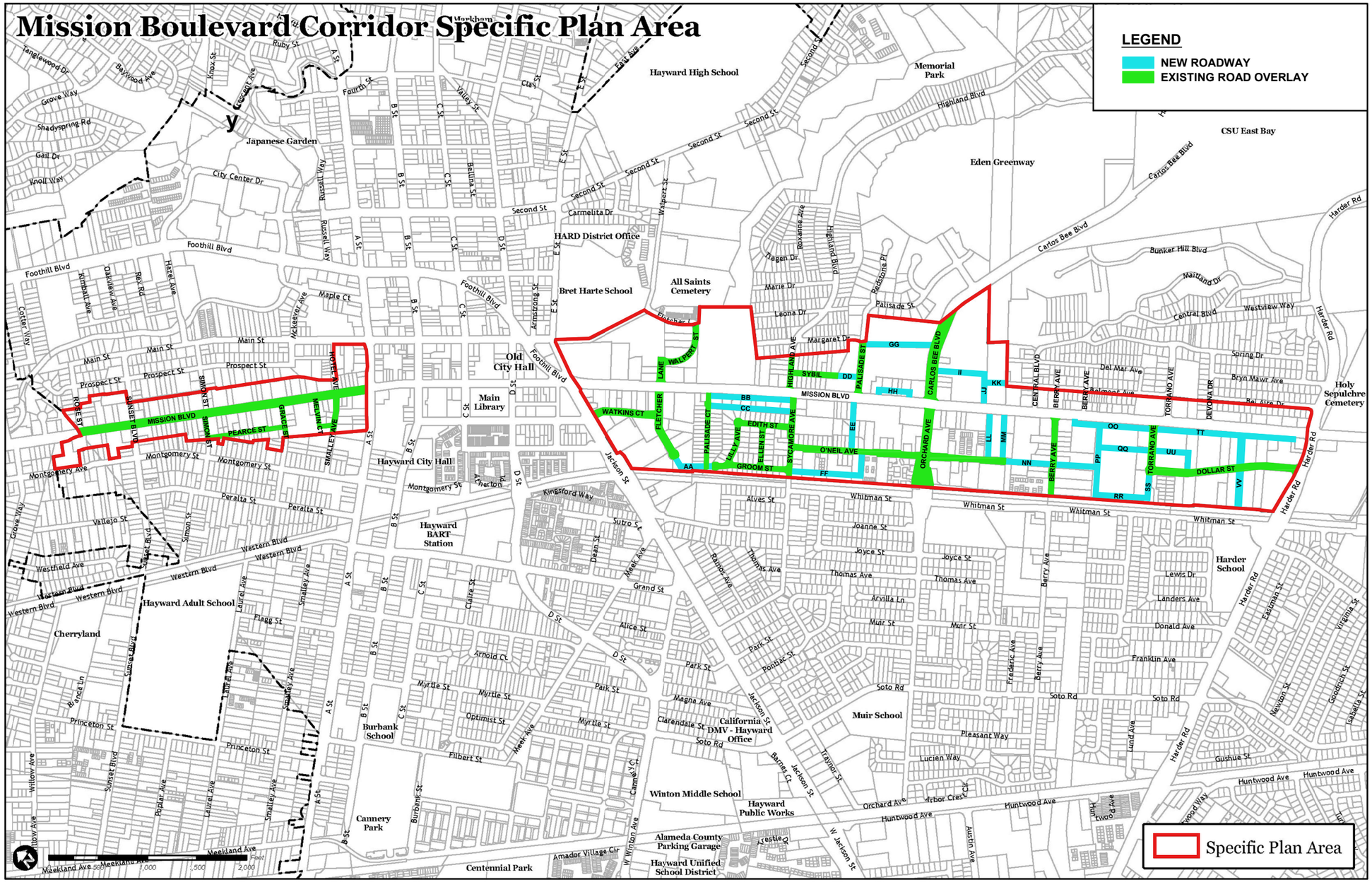
Mission Boulevard Corridor Specific Plan Area
LEGEND
NEW ROADWAY
EXISTING ROAD OVERLAY
Specific Plan Area
Hayward High School
Memorial Park
CSU East Bay
Eden Greenway
Japanese Garden
HARD District Office
Bret Harte School
All Saints Cemetery
Old City Hall
Main Library
Hayward City Hall
Hayward BART Station
Hayward Adult School
Cherryland
Burbank School
Cannery Park
Centennial Park
Muir School
Harder School
Holy Sepulchre Cemetery
Winton Middle School
Hayward Public Works
Alameda County Parking Garage
Hayward Unified School District
California DMV - Hayward Office
Foothill Blvd
Second St
Main St
Prospect St
Montgomery St
Western Blvd
Jackson St
Mission Blvd
Carlos Bee Blvd
Harder Rd
Whitman St
Huntwood Ave
Soto Rd
Meekland Ave
Watkins Ct
Fletcher Ln
Palisade St
Highland Blvd
Orchard Ave
Groom St
Dollar St
Bunker Hill Blvd
Central Blvd
Westview Way
Spring Dr
Del Mar Ave
Bryn Mawr Ave
Rel Aire Dr
Maitland Dr
Margaret Dr
Leona Dr
Marie Dr
Hagen Dr
Carmelita Dr
Walport St
Roxanne Ave
Redstone Pl
Russell Way
City Center Dr
Grove Way
Shadyspring Rd
Gail Dr
Knoll Way
Tanglewood Dr
Bayview Ave
Ruby St
Fourth St
Clay St
East Ave
Valley St
Belluma St
Kingsford Way
Sutro St
Dean St
Meek Ave
Grand St
Alice St
Arnold Ct
Myrtle St
Optimist St
Filbert St
Magna Ave
Clarendale St
Pearce St
Simon St
Rose St
Sunset Blvd
Laurel Ave
Smalley Ave
Flagg St
Princeton St
Willow Ave
Poplar Ave
Brenda Ln
Vallejo St
Westfield Ave
Peralta St
Montgomery Ave
Grove Way
Kimball Ave
Oakview Ave
Rex Rd
Hazel Ave
Cotter Way
Mckeever Ave
Maple Ct
Armstrong St
Foothill Blvd
Roxanne Ave
Highland Blvd
Redstone Pl
Palisade St
Margaret Dr
Leona Dr
Marie Dr
Hagen Dr
Carmelita Dr
Walport St

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5.3 Mobility Plan

The Mobility and Circulation Policies and Strategies of the General Plan include:

- Goal 4.1. The Specific Plan will help improve mobility to foster economic vitality.
- Goal 8.4. The Specific Plan will help create improved and safer circulation facilities for pedestrians.
- Goal 9.1. The Specific Plan will help provide the opportunity for safe, convenient and pleasant bicycle travel in its area.
- Goal 10. The Specific Plan will help encourage land use patterns that promote transit usage.
- Goal 13.1. The Specific Plan will help provide for future parking demand in ways that optimize mode choice.
- Goal 14.2. The Specific Plan will help seek to address traffic safety concerns.

The Mobility and Circulation chapter describes the existing transportation context and planned improvements in the Mission Boulevard Corridor Specific Plan area. The element also sets forth the circulation concept and detailed policies and standards for the street system within the specific plan area. The intent of the policies is to foster a “complete” street network that accommodates the needs of motorists, pedestrians, bicyclists and transit riders within the planning area, and facilitates safe and efficient local and regional access. The primary goal of the Mobility Plan is to encourage mode shift from auto dependency to alternative modes using regulatory, design, and pricing policies for managing parking demand and car travel.

5.3.1 Automobile

The existing planning area is very disconnected, largely due to the patchwork and dispersed nature of the development areas. Furthermore, the planning areas are clustered around State Route 238/ Mission Boulevard, which bisects the study area but does not provide adequate continuity or consistent access. The areas also tend to be locked in by geographical constraints and a railway right of way. Furthermore, the southern planning area caters primarily to large auto dealer parcels that have primary frontage on Mission Boulevard and very little access to each other. Access and circulation between the parcels currently has to rely on Mission Boulevard creating a disconnect between the parcels and any future uses associated with these parcels. This is well described in Figure 1-3 of the Synoptic Survey. Therefore the intent of the Form Based Code plan is to develop compatible mixed uses that would enhance the community and benefit from better connectivity and improved access for all transportation modes. Auto access would be improved by providing a new street system of thoroughfares to complement Mission Boulevard and also to provide alternative routing and access, as shown in Figure 1-3. The characteristics of the new street system are further described in Table 2 of the Mission Boulevard Corridor Form-Based Code showing the Thoroughfare Assemblies for each street type.

Additional collectors west of Mission Boulevard will help to connect the new smaller sized parcels together and minimize the need to access Mission Boulevard for circulation among the parcels. The planning area south of Jackson Street and west of Mission Boulevard will include a new parallel local internal street network from Harder Road to Jackson Street that will provide almost continuous access and circulation for autos, bikes and pedestrians. This is accomplished by connecting the existing streets with an extension from Dollar Street to O’Neill Avenue in the south sector and Fletcher Lane to Groom Street in the north sector, thus

providing almost continuous access for the entire planning area. This new access combined with compatible mixed land uses would help to reduce traffic and reliance on Mission Boulevard and potentially minimize impacts to signalized and unsignalized cross street intersections. The plan includes new slip lanes parallel to Mission Boulevard in three locations that will provide additional access and improved circulation to land uses fronting Mission Boulevard with the benefit of reduced auto travel speeds, improved safety, and additional commercial parking situated off the main street. The eastern planning area will include new connections to Carlos Bee Boulevard that will join two disconnected areas to the east of Mission Boulevard. The new thoroughfares connecting to Carlos Bee Boulevard will require more detailed traffic analysis in the future with related development applications to determine whether these new intersections will need signal or stop control and whether traffic should exit with full access, or limited by right-in and right-out control.

The City of Hayward is currently upgrading the entire Route 238 Corridor. This project involves a widening of Foothill Boulevard north of Downtown and a one-way road system around downtown with one-way northbound flow on Foothill Boulevard and one-way southbound flow on Mission Boulevard. South of downtown, Mission Boulevard is being upgraded with selective widening replacing on-street parking and other improvements to upgrade the roadway. The Route 238 corridor north and south of Downtown has an Avenue designation with 100 feet right of way and the roadway characteristics are further described in Table 2 of the Mission Boulevard Corridor Form-Based Code.

Access into the planning areas will primarily be from the cross streets on Mission Boulevard. In the north planning area, access will be via Rose Street, Sunset Boulevard, Simon Street, Grace Street and Smalley Avenue. In the South, access will be via Watkins Street, Fletcher Lane, Pinedale Court, Highland Boulevard, Sycamore Avenue, Carlos Bee, Orchard Avenue, Central Boulevard, Berry Avenue, Torrano Avenue, Devon Drive, Dollar Street and Harder Road. While most of these cross streets are unsignalized, there are signals located at Sunset Boulevard, A Street, Walpert Street, Highland/Sycamore, Carlos Bee/Orchard and Harder Road.

5.3.2 Bicycle

In addition to pedestrian access, bicycle access is also an important component of the Specific Plan. The City of Hayward General Plan includes a comprehensive bikeways map describing the bicycle system. The Bicycle network is further detailed in the City's 2007 Bicycle Master Plan.

The Caltrans Highway Design Manual (Chapter 1000) generally identifies three categories of bicycle facilities. These are similar to the system identified in the City General Plan:

- Class I – Provides a completely separated facility designed for the exclusive use of bicyclists and pedestrians with crossing points minimized (typically called a "bike path").
- Class II – Provides a restricted right-of-way designated lane for the exclusive or semi-exclusive use of bicycles with through travel by motor vehicles or pedestrians prohibited, but with vehicle parking and cross-flows by pedestrians and motorists permitted (typically called a "bike lane").
- Class III – Provides a right-of-way designated by signs or permanent markings (e.g., sharrows) and shared with pedestrians and motorists (typically referred to as a "bike route").

Currently, a number of bicycle facilities exist in the planning area that connect to the existing and proposed bikeway network as shown in the map of existing Bike Network (Synoptic Survey Figure 4-2, Page 4-2 of the Synoptic Survey). Throughout the Planning Area, the bicycle network provides direct routes to major destinations as well as connections to bus stops, BART stations and surrounding neighborhoods.

Hayward does not have any Class I facilities, so most existing bikeways in the study vicinity are Class II (portion of A Street, D Street, Harder Road, Soto Road) and Class III (part of Mission Boulevard, 2nd Street, C Street, Carlos Bee Street, Orchard Avenue, Whitman Street, portion of Sycamore Avenue, Silvia Avenue, Meek Avenue, Grand Street). Proposed bicycle routes would be extended to include Class II facilities on a portion of Main Street, portion of Foothill Boulevard, portion of B Street, portion of C Street, Watkins Avenue, Fletcher Lane, and Class III facilities on portion of Mission Boulevard, portion of Main Street, C Street, Montgomery Avenue. In addition, the Hayward Fault Trail does provide for a bikeway as planned by others.

The streets directly inside the planning areas do not currently have any existing bikeways or planned bikeways. However, all new planned thoroughfares would allow for at least Class III facilities. In addition, the section of Mission Boulevard north of A Street will be designated as a Bicycle route, while the section south of Jackson Street would be designated as a transit route, but not as a bike route. Carlos Bee would be designated as a new bike route.

5.3.3 Pedestrian

Pedestrian accessibility relates to the level of ease and comfort for pedestrians as they travel in an area. A high level of accessibility and ease of travel to key destinations and public services provides a framework for long-term sustainability. This is very important for communities that are transit-dependent, like those with seniors, low-income families, and school students, where walk access to services like transit, neighborhood retail, schools and social services is essential.

Existing pedestrian facilities currently include sidewalk access on all thoroughfares within the study vicinity together with crosswalks at key crossing locations on SR 238 Mission Boulevard. These facilities are shown in the map of existing Pedestrian & Public Transit Amenities (Synoptic Survey Figure 4-1, Page 4-1 of the Synoptic Survey), One of the key goals of the Specific Plan is to maximize connectivity in the Planning Area through creation of denser street grid pattern in the new development areas. This goal would provide improved access and circulation for pedestrians accessing the housing and commercial areas in the study vicinity and providing better access to transit stops in the corridor. Planned pedestrian facilities include sidewalks on all new thoroughfares as shown in Figure 1-3, Site Location Map, together with crosswalks on Mission Boulevard at all key signalized intersections in the study vicinity. Crosswalks would include push button equipment for signal crossings.

In the south corridor, pedestrian access across the railway right of way west of Mission Boulevard has limited crossing locations. Sycamore Avenue has a pedestrian overpass over the BART tracks and Jackson Street, Orchard Avenue and Harder Road have pedestrian access via roadway underpasses.

The Route 238 Corridor Improvement project eliminated pedestrian crossing at some locations on Mission Boulevard. Therefore to improve pedestrian safety and accessibility, some additional pedestrian crossings are proposed:

1. The Route 238 Corridor Improvement Project eliminated the unprotected pedestrian crossing at Pinedale Court and included a landscaped median to discourage pedestrians from crossing the street between the Jack in the Box and the Hayward Plunge just west of Pinedale Court. At the present time, there is no demand for a pedestrian crossing. At such time that development occurs and when sufficient demand has been established, then the developers will be required to evaluate potential options for pedestrian crossings, including a signalized pedestrian crossing. In the interim, there is a safe and viable pedestrian crossing at Fletcher Road. The City worked with AC Transit to appropriately locate bus stops as part of the Route 238 Corridor Improvement Project. Where possible, bus stops were relocated on the far sides of intersections. In addition, the existing bus stop on Southbound Mission Boulevard at Pinedale Court was moved further north towards Fletcher, so that bus riders can take advantage of the signalized crossing at Fletcher Road to access the Plunge, restaurants and other destinations on the east side of Mission Boulevard. This should reduce the near-term demand for a crossing at Pinedale Court.

2. The unprotected crossing at Devon Drive was eliminated. However, the City is providing an illuminated crosswalk at Torrano as part of the Route 238 Corridor Improvement Project. This should address any pedestrian-crossing concerns. At the time a new thoroughfare is constructed between Harder Road and Devon Drive as shown in the Form-Based Code, City staff will analyze the feasibility of providing a pedestrian crossing at that location, as there is a significant distance between these two streets.

5.3.4 Transit

Mission Boulevard is a major transit corridor. As shown in the map of existing Pedestrian & Public Transit Amenities (Synoptic Survey Figure 4-1, Page 4-1 of the Synoptic Survey), every property within the Specific Plan area is within a five minute walk of one of the Mission Boulevard bus stops, and in addition, those portions of the Specific Plan area that are closest to downtown are within a 10 minute walk of the downtown Hayward Bay Area Rapid Transit (BART) station.

As described in Chapter 1, a key objective of this Specific Plan is to establish a vision for transit-oriented development along the corridor, and to then back up that vision with detailed design and development standards that both allow and encourage compact, pedestrian-friendly and mixed-use new development. The City's General Plan sets forth the following goals that specifically address transit and transit-oriented development:

- Land Use Goal 2. The Specific Plan will help support higher-density and well-designed quality development in areas within 1/2 mile of transit stations and 1/4 mile of major bus routes in order to encourage non-automotive modes of travel.
- Land Use Goal 5. The Specific Plan will help promote transit-oriented development in the Mission/ Foothill Corridor in order to help create a distinctively attractive commercial boulevard.
- Circulation Goal 10. The Specific Plan will help encourage land use patterns that promote transit usage.

This Specific Plan's all-encompassing Form-based Code component provides the comprehensive design and development standards required to implement these goals, allowing buildings to be built that will allow many people to live, work and play in new neighborhoods along Mission Boulevard, with easy access to the extensive existing transit along Mission Boulevard and at the nearby BART station. These new buildings will aid in generating new ridership to support the existing transit lines. In turn, the transit lines make this corridor an appropriate place for new development, minimizing its traffic impacts and parking demands.

Bus service along the Mission Boulevard is provided seven days a week, 24 hours a day, by the Alameda-Contra Costa Transit District (AC Transit). AC Transit routes traveling along Mission Boulevard through the Specific Plan area include routes 93, 99 and 801 in the portion north of A Street, and routes 22, 99 and 801 in the portion south of A Street.

As described below, the Parking & Transportation Demand Management provisions of this plan's Form-based Code component are specifically designed to minimize automobile traffic generated by new development and to maximize transit ridership, so that over time, as new buildings emerge, new ridership is generated, making it cost-effective and feasible to increase transit frequencies along the corridor.

5.3.5 Parking & Transportation Demand Management

Every parking system has two key parts:

1. Quantity (number of parking spaces)
2. Management (policies, regulations and prices)

The parking and transportation demand management policies and regulations set forth in this Specific Plan are designed to address both quantity and management. They ensure that the Specific Plan area will develop over time with *quantities* of parking that are appropriate for a transit-oriented area, and equally importantly, with the *management* strategies in place that will be required to ensure that (a) automobile traffic from new development is minimized, and (b) nearby residential neighborhoods are protected from unwanted "spillover parking" (i.e., vehicles associated with new development filling up the curb parking on nearby neighborhood streets).

This approach implements the City's General Plan Policies and Strategies regarding parking and transportation demand management. As described in Section 1.5, the City's General Plan sets forth the following Policies and Strategies that specifically address parking and transportation demand management:

- Circulation Goal 13.1. The specific plan will help provide for future parking demand in ways that optimize mode choice.
- Conservation & Environmental Protection Goals 12.5. and 12.7. The Specific Plan will help support implementation of Transportation Control Measures adopted by the Bay Area Air Quality Management District.

Parking to serve existing and new development will be provided in two ways. Most streets, both existing and new, throughout the Specific Plan area provide on-street parking on both sides, as detailed in Table 2, Thoroughfare Assemblies. This helps to buffer pedestrians from passing traffic, supports street-facing shops and dining, and minimizes the amount of parking that must be provided off-street parking lots and garages. In addition, the design and development standards set forth in the Form-based Code component of this Specific Plan allow new private developments to provide the amount of parking appropriate to serve the development, while ensuring that all privately-owned parking is provided in ways that preserve a high-quality and pedestrian-friendly public realm.

In addition, the parking and transportation demand management provisions of this plan's Form-based Code component are specifically designed to minimize automobile traffic and to maximize transit ridership, in order to minimize the traffic congestion, pollution and other impacts that result from new automobile traffic. *[Note: Nelson\Nygaard will be providing transportation demand management ordinance provisions to supplement the parking standards contained within the plan's Form-based Code component.]*

Finally, Appendix D, Parking & Transportation Demand Management Strategy, sets forth a comprehensive management strategy for both public and private parking. This strategy is designed to ensure that curb parking within the plan area is appropriately managed, so that it is well-used but readily available, and to ensure that nearby residential neighborhoods are protected from unwanted "spillover parking".

5.3.6 Mission Boulevard, A Street to Rose Street

Mission Boulevard will be improved from just north of A Street to the City Limits, at approximately Rose Street. The overall intent of these changes is to improve the physical appearance of Mission Boulevard, provide an incentive for more pedestrian activity, and incentivize economic development in abutting private parcels. As shown in Figure 5-5 below, the proposed typical street section includes maintaining the four (4) existing travel lanes (two northbound and two southbound), providing two (2) seven (7) foot parallel parking lanes, ten (10) foot sidewalks, as well as installation of a new four (4) foot landscape median. Also included are new pavement for parking and travel lanes, installation of new curb, gutter and sidewalks. In addition, overhead utilities will be placed underground, new LED (light-emitting diode) street-lighting would be installed, and requisite signage and striping would be installed.

All of the work would be done within the existing eighty (80) foot right of way. No additional right of way is necessary. At Mission Boulevard and A Street, the project would tie into improvements to be constructed as part of the separate Route 238 Corridor Improvement Project. Figures 5-6, 5-7 and 5-8 provide an overhead plan view of proposed changes to this thoroughfare.

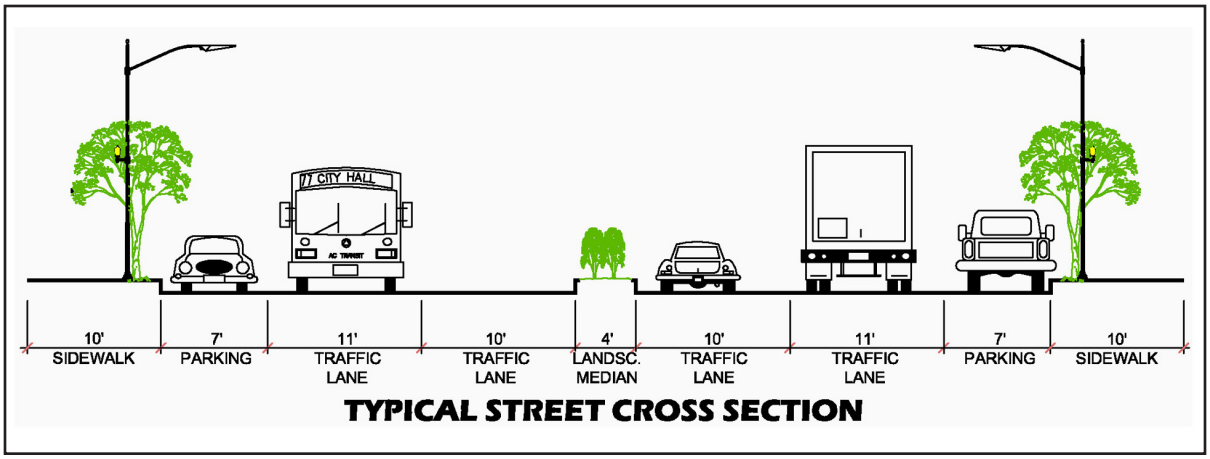


Figure 5-5: Typical Street Cross Section for Mission Blvd, A Street to Rose Street

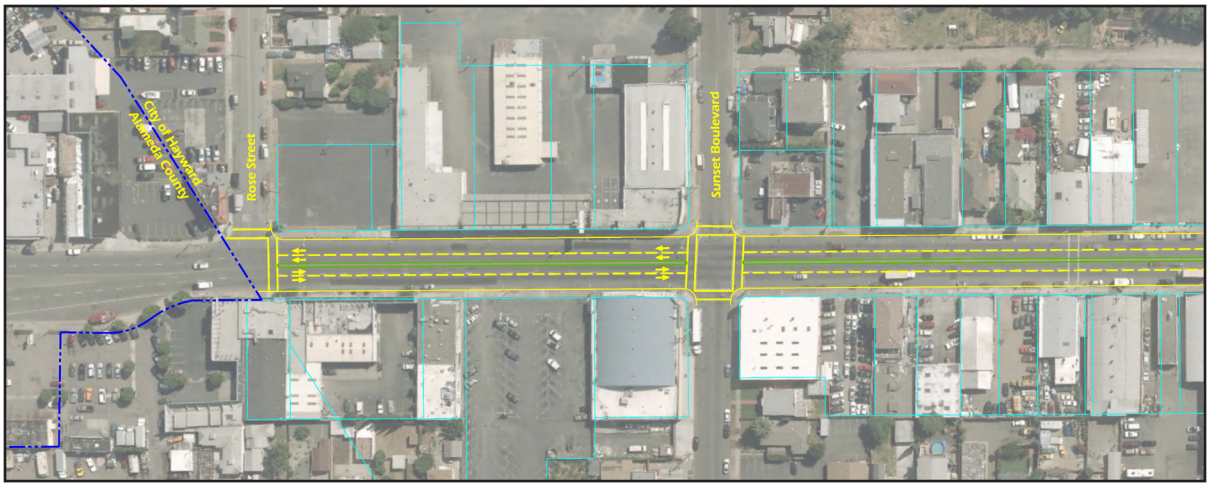


Figure 5-6: Mission Boulevard, Rose Street to Sunset Boulevard

Figure 5-7: Mission Boulevard, Simon Street to Grace Street

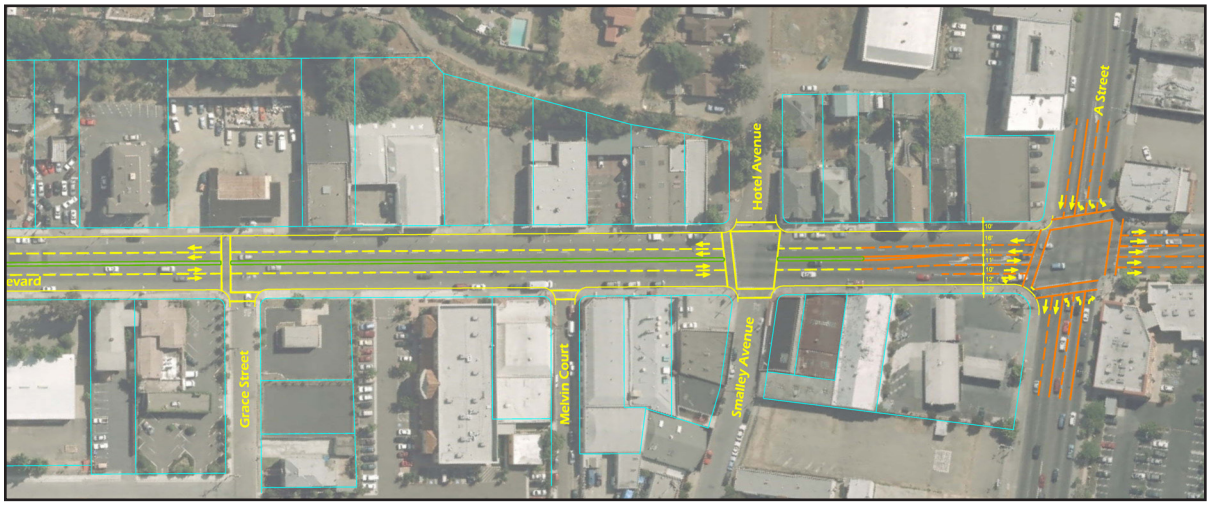


Figure 5-8: Mission Boulevard, Grace Street to A Street

6.1 Introduction

This chapter outlines the steps necessary for the successful implementation of the Mission Boulevard Corridor Specific Plan. The proposed General Plan Amendments and Municipal Code/Zoning Ordinance changes are listed below, as well as the following key components:

- Documentation of infrastructure that is required and its expected cost.
- Proposed financial policies and a financing strategy for this Specific Plan to guide City implementation efforts.

6.2 Implementation Steps

6.2.1 Regulatory Actions

In order to implement the vision and concept that are outlined and described in this Specific Plan, the City will amend the Zoning Code and map to identify the Mission Boulevard Corridor Form-Based Code as the regulations controlling development in the Plan area. This action will happen at the same time the Specific Plan is adopted.

6.2.2 Infrastructure Improvements

Development will require a variety of improvements, including those typically associated with infrastructure improvements needed to create sufficient capacity for the new development or redevelopment anticipated in the area, and civic amenities that benefit the entire city.

Thoroughfares

The Mission Boulevard Corridor Specific Plan includes new thoroughfares as well as improvements to existing streets. The new thoroughfares are shown in Figure 3-3 and described in detail in Table 2. New thoroughfares and related infrastructure will be implemented when needed to provide access to newly developed parcels as well as improve walkability in the specific plan area.

Water

Based on information provided in the 2002 Water System Master Plan update, and as described in Chapter 5 of this Specific Plan, the water system within the Mission Boulevard Corridor Specific Plan Area is projected to meet the system capacity requirements for both domestic water and fire flow demands.

Wastewater

As identified in Chapter 5 of this Specific Plan, existing deficiencies in the sanitary sewer system downstream of the Plan Area will require improvements in order to handle the additional capacity due to the planned densification. As well, each future development project should anticipate replacing existing sewer laterals serving the parcel and, in some cases, the public mains fronting the property, in order to alleviate the inflow and infiltration issues which are negatively impacting the capacity of the current system.

Stormwater

As described in Chapter 5 of this Specific Plan, the backbone infrastructure for the storm drainage system serving the Specific Plan area has been designed to handle runoff from the existing development. Given that future improvements within the Specific Plan area are not likely to intensify runoff beyond current levels, storm drainage improvements to add additional system capacity should not be required. However, recent Regional Water Quality Control Board requirements will make onsite stormwater treatment a requirement for all future development where 10,000 square feet of impervious surface is replaced or created per project. As well, onsite flow control requirements may also be required for all future development.

6.3 Conceptual Financing Plan for Future Development & Infrastructure

The revitalization strategy of Mission Boulevard should not count on the long term resurgence of the automobile sales and service sector. The dealerships that have recently closed on Mission Boulevard are not expected to return; however, Toyota, Honda, Nissan and Volkswagen are expected to remain and perform well during the economic rebound expected in 2013 to 2014 period. As the role of Mission Boulevard changes from a regional arterial to more of a local serving boulevard, some of the auto-related uses may gradually relocate to be closer to I-880. Those that provide services to dealerships will likely move to where the new car dealerships are located; however, those that serve car owners directly and have established local clientele will remain in Hayward.

Over the past two decades, the *Asian and Hispanic populations have been growing much faster in Hayward and its neighboring cities than the overall population*. The national retail chains that do not understand the preferences of these populations will not compete as effectively as the retailers that serve these populations well. *A successful economic development strategy for Mission Boulevard needs to recognize and take advantage of the changing demographics of Hayward and its neighboring communities.*

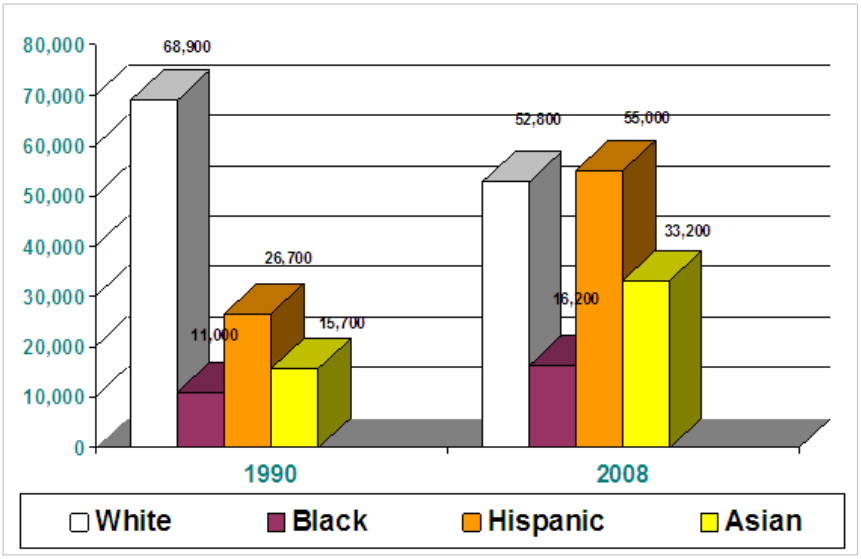


Figure 6-1: Changing Ethnic Composition of Hayward and Retail Opportunities Created

A detailed analysis of Hayward's proportionate share of the countywide retail sales by sector indicates that *the City is substantially under retailed in the following sectors: furniture and appliances, specialty stores, restaurants and grocery stores*. (For detailed analysis, refer to Appendix B – Market Analysis and Economic Development Strategy.) The retail leakage along Mission Boulevard in part reflects the misalignment between the new ethnic composition of the trade area population and the types and quality of retail establishments that exist.

A review of the Hayward housing market indicates demand for 9,000 new units over the next 20 years. This averages out to 450 units per year; and given the highly cyclical nature of real estate cycles, the actual construction in any one year could deviate considerably from this long-term average. As land in the inner Bay Area becomes scarcer, the proportion of multi-family development will increase. The multi-family share of overall Hayward demand is estimated at 59 percent. The Mission Corridor Specific Plan Area is estimated to be able to capture 12 to 15 percent of the citywide demand provided that good residential sites can be created. This translates into 650 to 800 units over the next 20 years for the two sections of this corridor. Because of limited commercial demand, housing development is particularly important to the northern section of Mission Boulevard. Housing development in this northern section not only satisfies the City's economic development objectives but would also be consistent with the regional goal of concentrating growth in Planned Priority Development Areas that are focused along transit corridors to reduce vehicle miles traveled and greenhouse gas emissions. This northern section of Mission Boulevard is largely within walking distance of the Hayward BART station and the services available in Downtown Hayward.

PROJECTED DEVELOPMENT PROGRAM - BASED ON MARKET AND STRATEGY STUDY[1]

	2010-20	2020-30	Total
Residential Units			
Townhomes	36	44	80
Condominiums	80	120	200
Market Rate Apartments	160	220	380
Affordable Apartments	60	80	140
Total Residential Units	**336**	**464**	**800**
Commercial/Industrial SF			
Retail Commercial	100,000	100,000	200,000
Industrial/Service Commercial	40,000	60,000	100,000
Total Commercial/Industrial	**140,000**	**160,000**	**300,000**

[1] Appendix B - Mission Boulevard Market Analysis and Economic Development Strategy, May 2010

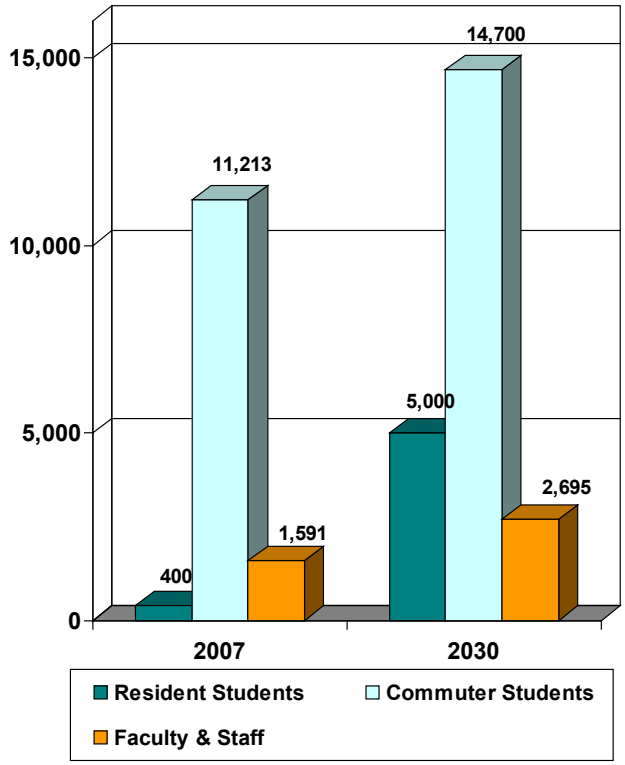


Figure 6-2: Projected Student, Faculty and Staff Growth at CSU East Bay

One of the key economic drivers for the Hayward economy is the presence of California State University East Bay located on the hill overlooking Mission Boulevard. The student head count at CSU East Bay is projected to increase from 12,200 in 2007 to 17,600 by 2020 and 21,000 by 2030. Of greater importance, the students residing on campus are projected to increase from about 400 in 2007 to 3,500 by 2020 and 5,000 by 2030. Other than the campus bookstore and dormitory food service, these on-campus students will have few dining, shopping or entertainment options. There are also few dining options locally for faculty or staff wishing to entertain visitors or recruitment candidates. Clearly, this campus is underserved by local commercial facilities, and the southern section of Mission Boulevard has the location to provide more commercial services to this campus community.

6.3.1 Commercial Development Strategy for the Southern Section

AECOM Economics recommends an initial development of approximately 100,000 square feet in a new neighborhood/specialty center or district, assuming an economic recovery by 2012 to 2015. This development will likely require eight to nine acres of property. Departing from the standard shopping center formula, this district should have four key anchors including two grocery stores:

- An ethnic grocery store of 15,000 to 20,000 square feet (possibly Indian, South Asian or Pan Asian).
- A specialty grocery store of another 15,000 to 20,000 square feet (like Trader Joe's).

- A pub or sports bar of 8,000 square feet offering karaoke, ping pong, pool tables, dart board, Wii type sports and dancing.
- A full service dinner restaurant of 8,000 square feet (like Le Cheval in Walnut Creek).
- Smaller in-line shops and food service outlets with ethnic specialty foods and other items (e.g. ice cream or yogurt shop, sandwich shop, pizza parlor, coffee shop, tea shop, sushi, dumplings, tacos, bakery, laundry, cleaners, beauty salon, etc.).
- A cluster of other smaller restaurants (a selection from Indian, Chinese, Filipino, Korean, Japanese, Vietnamese, Thai, Middle Eastern, Mexican, South American and/or Southern).
- Apparel, specialty stores and sundry outlets.

A second phase of 50,000 to 60,000 square feet could be added approximately five to six years following the initial phase. The timing of the second phase would depend upon the success of the initial phase and will be influenced by the actual increase in the enrollment and on-campus population at CSU East Bay. Its tenant mix would be similar to the initial phase and should be planned to complement that phase. Once the first phase has demonstrated success, the second phase should not require any significant government incentives.

6.3.1.1 West Side of Mission Boulevard between Harder Road and Torrano Avenue

Three areas are identified as having good potential for near term redevelopment. The first is the west side of Mission Boulevard between Harder Road on the south and Torrano Avenue on the north. This site is largely vacant and is of sufficient size to attract a significant new development project. It is at a key intersection that has visibility to much north-south traffic along Mission Boulevard and east-west traffic along Harder Road. It is well located relative to the campus population at CSU, and is not on the Hayward Fault. A new Holiday Inn Express is being built across Mission Boulevard at the NE corner of Mission Ave. and Torrano Ave. A church has been approved for the mid section of this parcel, a clothing store has been approved toward the southern end of the site, and a few residences are on this land that will need to be addressed for redevelopment. The commercial strategy described above should focus initially on this site.

The illustration below shows a frontage road on the west side of Mission Boulevard extending from one parcel south of Berry Avenue to one parcel north of Harder Road. This frontage road is one of the most important urban design elements of this Specific Plan. While this frontage road will require the dedication of private property and expenditures for construction, AECOM is of the opinion that it will accelerate the development of this portion of Mission Boulevard and cause this new development to take on a more urban character. The more urban characteristics of this new development along the frontage road, likely retail commercial and mixed-use, will signal a departure from the suburban style commercial centers of the last couple of decades and mark a new beginning for Mission Boulevard. The lots appear to have sufficient depth to allow development flexibility and the properties to reap the full benefit of the frontage road. Because the Route 238 improvements will remove peak commute period parking from this stretch of Mission Boulevard, an urban format commercial project fronting on Mission Boulevard is unlikely to succeed without this frontage road.

Figure 6-3: West Side of Mission Blvd. between Harder Rd. and Torrano Ave. Study Area

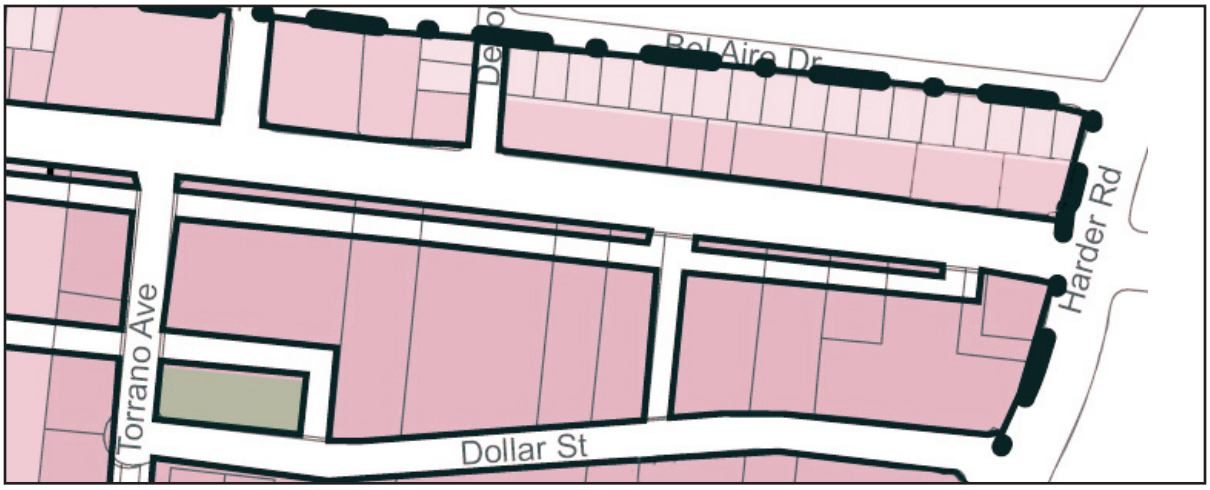


Figure 6-4: Illustration of New Frontage Road on the West Side of Mission Blvd.

6.3.1.2 East Side of Mission Boulevard at Carlos Bee Boulevard

This is a high priority redevelopment area because the existing properties on site are either vacant or in poor condition, and the City and other public agencies own much of this property. Carlos Bee is the key entrance to CSU East Bay, and the Hayward Fault does not traverse these key public agency properties. Figures 6-5 to 6-7 on the opposing page illustrate a potential development concept for this study area.

Figure 6-5: East Side of Mission Blvd. at Carlos Bee Blvd. Study Area

Figure 6-6: Potential Development Concept for East Side of Mission at Carlos Bee Blvd. Study Area

Figure 6-7: Potential Development Concept for East Side of Mission at Carlos Bee Blvd. Study Area

6.3.1.3 West Side of Mission Boulevard between Sycamore Avenue and Pinedale Court

Because the existing properties are either vacant or in poor condition, the redevelopment of this area would remove blight and upgrade Mission Boulevard. The City also owns a number of the parcels in this stretch of Mission Boulevard, and the properties are well located on the route between CSUEB and Downtown Hayward. However, shallow lot depth makes pedestrian-oriented design challenging for retail.

The concept illustrated in Figures 6-8 to 6-10 below shows how this property could be redeveloped with a frontage road buffering the Mission Boulevard through-traffic from the mixed use buildings (residential over retail) at the corners of Pinedale and Sycamore with residential buildings in between.

Figure 6-8: West Side of Mission Blvd. between Sycamore Ave. and Pinedale Court Study Area

Figure 6-9: West Side of Mission Blvd. between Sycamore Ave. and Pinedale Court Study Area

Figure 6-10: West Side of Mission Blvd. between Sycamore Ave. and Pinedale Court Study Area

Considering the blighted conditions of much of this target area and the fact that several parcels are already in City ownership, strategic public-private partnerships may be required to assemble the property, construct the frontage road and to provide other incentives to attract a private development consistent with the vision above. An illustrative concept of this development is shown above, as viewed from Mission Boulevard.

6.3.2 Development Strategy for the Northern Section

Due to the lack of retail sites of any significant size, the mixture of auto related uses and older buildings in deteriorated condition, and close proximity to the earthquake fault, the demand for pure retail space in this section is projected to be fairly limited. The revitalization strategy for this northern section is going to require a more comprehensive multi-faceted approach that incorporates residential development. The key steps include the following:

- The reconstruction of the Mission Boulevard public right-of-way, which is being designed as part of this project.
- A long term commitment to protecting and upgrading the housing stock in the immediately surrounding neighborhoods through an expanded housing rehabilitation loan and grant program.
- Adopting an infill live-work mixed use strategy with housing above work space that could be retail, services, artist studios, or artisan manufacturing.
- Strategic public-private partnerships to create one or two anchor projects at strategic locations and then encourage infill development with row houses that have ground floor commercial or workspaces at the street front.
- Encourage a study to determine the feasibility of implementing a parklet program along this portion of Mission Blvd, north of A Street.

The value of the City's housing stock is the key determinant of future community income and household purchasing power. Since local retail potential will be determined by community purchasing power, reinvestment in the City's housing stock needs to be an important policy priority. AECOM recommends that the City aggressively expand its residential rehabilitation loan program and target the older neighborhoods around the northern section of Mission Boulevard. After an initial start-up period, the program should be self funding as the repayment of earlier loans fund subsequent loans. A better housing stock around Mission Boulevard will attract higher income households over the long run and they will in turn spend more money in local retail establishments. The increased local retail spending will lead to new retail businesses and the upkeep of commercial properties. Most of the new retail establishments are expected to be local serving and would likely include smaller restaurants, specialty food stores, a hardware store, and local services.

6.3.3 Fiscal Impact of Plan Implementation

The combined impact of the State Route 238 Corridor Improvement Project, the City's economic development efforts, and the guidance and zoning protection provided by this Specific Plan and Form-Based Code adoption will help transform the Mission Boulevard Corridor over the next 20 years. The transformation will be from a corridor of vacant automobile dealerships, underutilized commercial property, and deteriorated buildings to one which the entire city can take pride in. The new Mission Boulevard will change the perception of Hayward for people of the Bay Area.

In addition to changing perceptions, the transformation of Mission Boulevard will improve the City's fiscal position resulting in new sales and property tax for the City's General Fund. The resulting fiscal impacts on the City of Hayward's General Fund are shown below for the years 2020 and 2030. For more details, refer to Appendix C – Fiscal Impact Analysis.

Summary of Annual Fiscal Impact of Specific Plan Implementation		
Annual Impact in Year	2020	2030
Estimated General Fund Revenue Impact	$814,420	$1,963,707
Estimated General Fund Expenditure Impact	(481,096)	(1,127,970)
Net City of Hayward General Fund Impact	$333,324	$835,737
Net General Fund with CSD of $500/unit/year	$501,324	$1,235,737

[1] Community Facilities District (CFD) municipal service fee applied to each new residential unit on yearly basis.

6.3.4 Financing Concepts

For the construction of public realm improvements that are in addition to the Route 238 Project, the City of Hayward has relatively few funding options. These are the City's capital improvement program funds, or grants from other government agencies or foundations. In addition, as one-time funds in the City's General Fund become available for infrastructure, such funds may be allocated as appropriate. Financing for development on private properties will require participation by private developers and financiers.

6.3.5 Networking to Identify Appropriate Developers

The recent recession has devastated the real estate development industry. Many of the high flying development firms of the 2004 to 2006 period have shrank to one-third to one-tenth of its former size, with many former developers turning into development consultants. The market capitalizations of major merchant home builders have contracted by a similar amount or greater. Without a substantial effort in networking with the development community, it will be extremely difficult for City staff to determine which development firms will be able to emerge aggressively from this recession. The near term success of Mission Boulevard revitalization will depend upon the City's ability to identify the right real estate developers and then to interest such developers in the available local opportunities.

The development of this network of contacts and knowledge will require City investment in staff time and associated expenses to attend events such as Urban Land Institute (ULI) gatherings and International Council of Shopping Center (ICSC) conferences. From knowledge gained at those meetings and conferences, the City will be able to compile a shortlist of developers that may have the financial ability, risk apatite and interest in Hayward to invest in Mission Boulevard.

6.3.6 Marketing to Targeted Developers

Once City staff has identified the appropriate real estate developers, the effort shifts to marketing or "courtship." The marketing effort entails several key steps:

- The forwarding of marketing materials such as materials from development of a marketing and branding program per the City's Economic Development Strategic Plan, the adopted Form Based Code and Specific Plan, maps identifying City controlled development parcels, development concept plans for those parcels, pro formas demonstrating potential success and environmental approvals.
- Invitations to visit the City to inspect and discuss potential development sites.
- Discussion of what the City is prepared to do to facilitate the desired private real estate development – deliver assembled and cleared property with the necessary entitlements at attractive prices, assist in attracting tenants and subsidizing front-end tenant rents, waiving certain development fees, being somewhat flexible in terms of zoning requirements, and/or funding or partially funding the construction of public infrastructure (i.e. frontage road or parking structure).

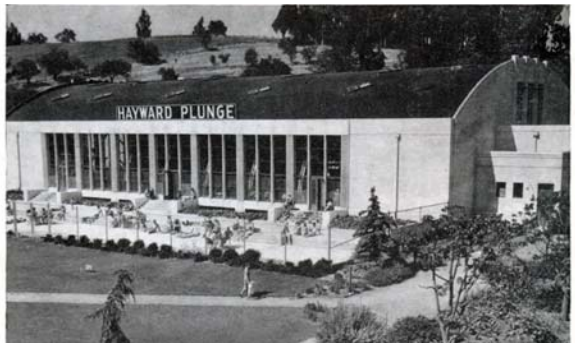
Depending upon the briskness of the economic rebound, the City may be able to interest one or more development entities. If there is substantial development interest, the City will be able to formally solicit through a competitive process. If there is only a single developer interested, then the City may need to enter into an exclusive negotiating period without much leverage. The key to gaining developer interest is the City being able to convey a development parcel of ample size with the necessary entitlements and environmental clearances. This does not necessarily imply the advance acquisition of all potential development parcels but rather a willingness and ability to assist in the assembling of such parcels in the event of serious development interest.

6.3.7 A Community Facilities District for Long-Term Fiscal Sustainability

In the near term, the City of Hayward will need to invest resources to attract development entities and to stimulate their investment of private risk capital. In the longer term, the success of Mission Boulevard will depend on the creation of good quality residential neighborhoods along this corridor, including both new neighborhoods and the maintenance and rehabilitation of existing neighborhoods. Because residential development, especially multi-family residential development, often does not generate sufficient General Fund revenue to cover long-term service cost, the sustainability of these neighborhoods will necessitate that the City augment its General Fund revenue base. In order to address this long-term problem, some cities have implemented Community Facilities Districts (CFD) that assess an annual fee on all new housing built after a certain date to help fund municipal services. The institution of such CFDs may slow housing development slightly in the near term; however, in the longer-term such districts will help maintain the quality of residential neighborhood by insuring adequate municipal services. Having high quality residential neighborhoods in the corridor will insure high quality commercial establishments along Mission Boulevard.

Mission Boulevard Corridor Specific Plan

Appendix A
Existing Conditions
(Synoptic Survey)



Existing Conditions Analysis and Synoptic Survey

for the

Mission Boulevard Corridor Specific Plan Form-Based Code

April 7, 2010

Prepared by:
Hall Alminana, Inc.

Table of Contents

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Purpose

Synoptic (adj.) Relating to, or displaying, conditions as they exist simultaneously over a broad area.

The Synoptic Survey is a tool used by urban designers to measure the physical elements of a community. The term Synoptic Survey is taken from scientific analysis of the natural world, where cross-section diagrams illustrate the elements of natural environments - from the canopy above down through the soil below. By applying these techniques to the human environment, we gain a deeper understanding of the physical components of our towns and cities.

If designed well, the seemingly mundane details of a community, such as the perimeter distance of blocks, lot widths, building types, frontage types and street widths create places we love. They also directly relate to the establishment of locally calibrated form-based code standards.

During and after the charrette, the Synoptic Survey will be utilized as a visual, easy-to-understand reference document for all participants in the form-based code writing process.

Aerial Photograph

Legend

- Project Area
- 10 minute/ half-mile walk
- County/ City Boundary

400 1200 Feet
0 200 800 1300

1/4 Mile; A comfortable walking distance

Figure Ground (Building Footprints)

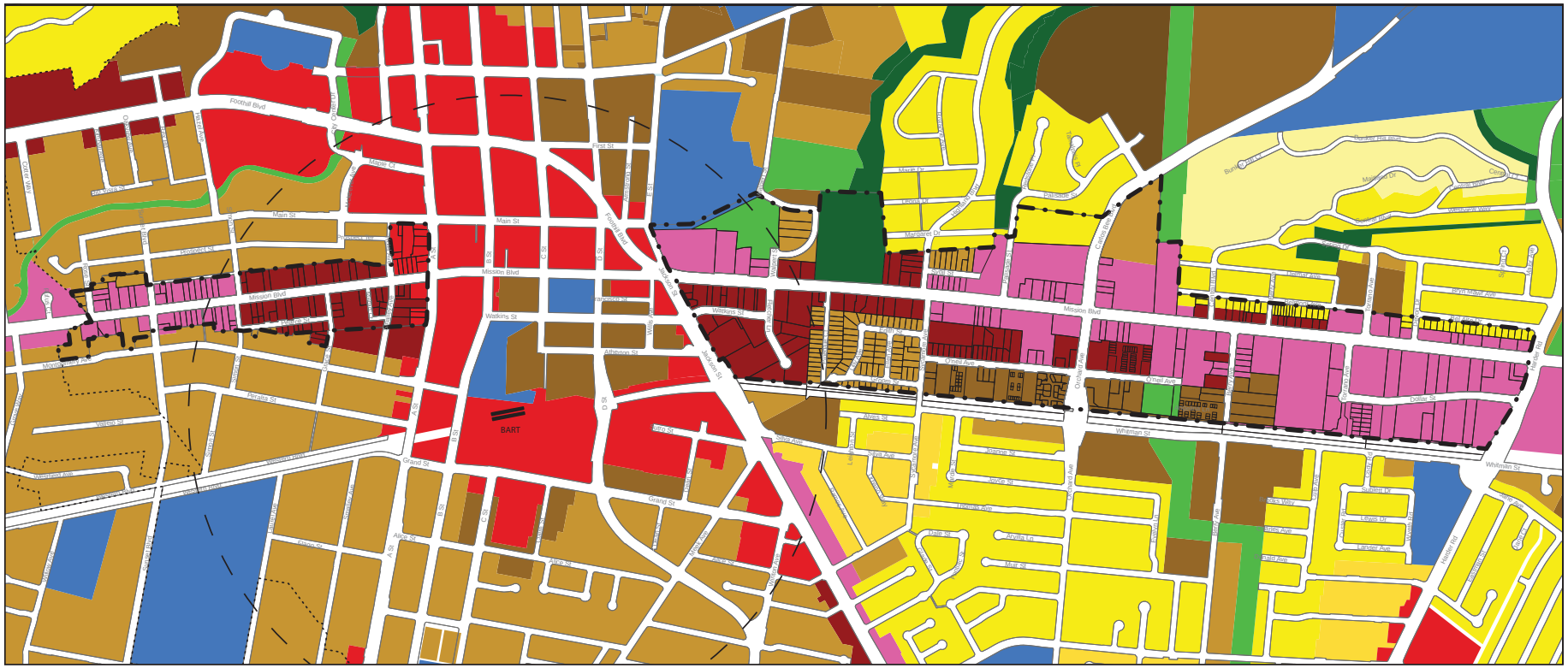
Legend

- Project Area
- Parcels
- 10 minute/ half-mile walk
- County/ City Boundary

Figure Ground Legend

- Building
- Open Spaces

Existing General Plan Land Use Map Designations



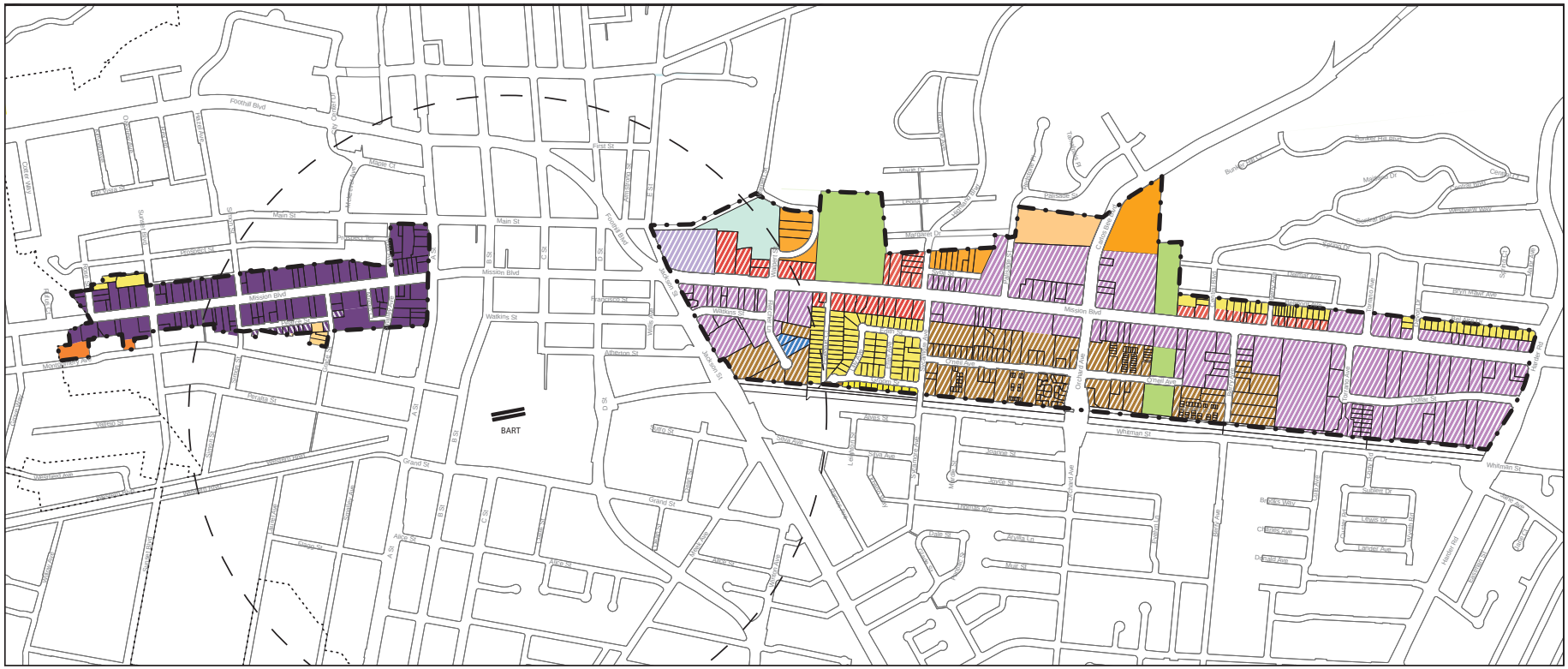
Legend

- Project Area
- Parcels
- 10 minute/ half-mile walk
- County/ City Boundary

Land Use Designations

- Commercial/High Density Residential
- General Commercial
- Retail and Office Commercial
- High Density Residential (17.4-34.8 du/ac)
- Medium Density Residential (8.7-17.4 du/ac)
- Limited Medium Density Residential (8.7-12 du/ac)
- Low Density Residential (4.3-8.7 du/ac)
- Suburban Density Residential (1.0-4.3 du/ac)
- Parks and Recreation
- Limited Open Space
- Public and Quasi-Public

Existing Zoning Map Designations



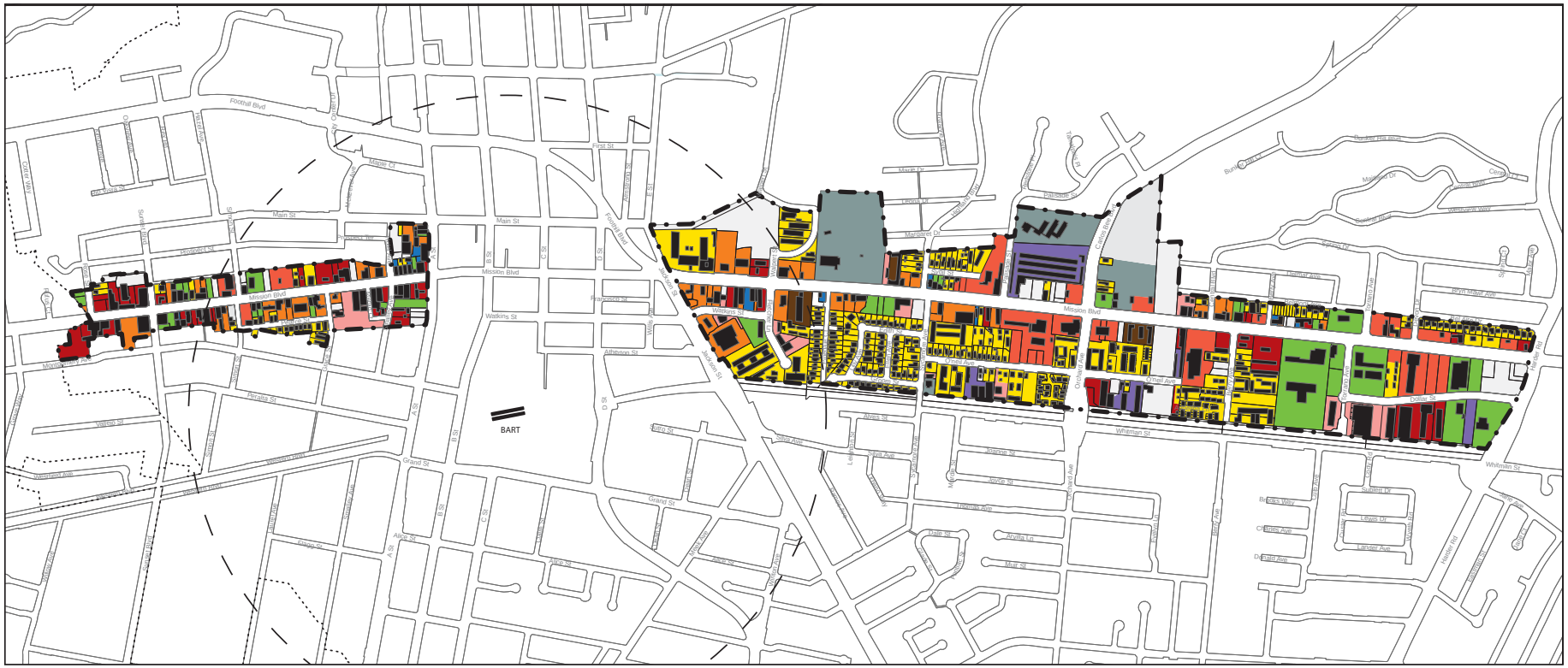
Legend

- ▬ · ▬ Project Area
- ☐ Parcels
- ╱ ‾ ╲ 10 minute/ half-mile walk
- ⋯⋯ County/ City Boundary

Existing Zoning Map Designations

- ■ Central City Commercial/(CC-C)
- ■ General Commercial/Special District 2 (CG)
- ■ Limited Commercial/Special District 2 (CL)
- ■ Office Commercial/Special District 2 (CO)
- 🟥 Neighborhood Commercial-Residential/Special District 2 (CN-R)
- ■ Planned Development (PD)
- 🟩 Agriculture (A)
- 🟫 High Density Residential/Special District 2 (RH)
- 🟧 Medium Density Residential (RM)
- ■ Single Family Residential (RSB6)
- 🟨 Single Family Residential (RS)
- ▨ SD-2 Overlay
- ▧ SD-3 Overlay

Existing Building Functions *



Legend

Project Area

Parcels

10 minute/ half-mile walk

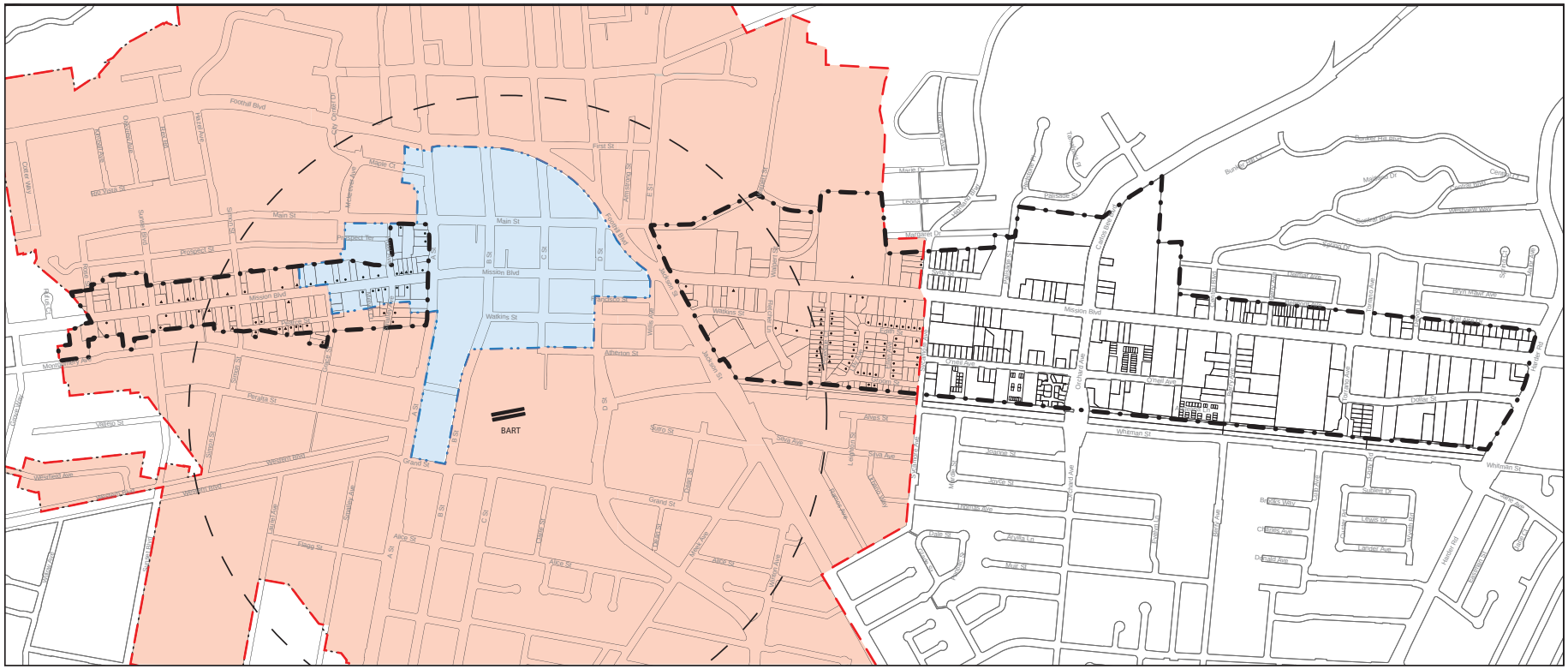
County/ City Boundary

Building Functions

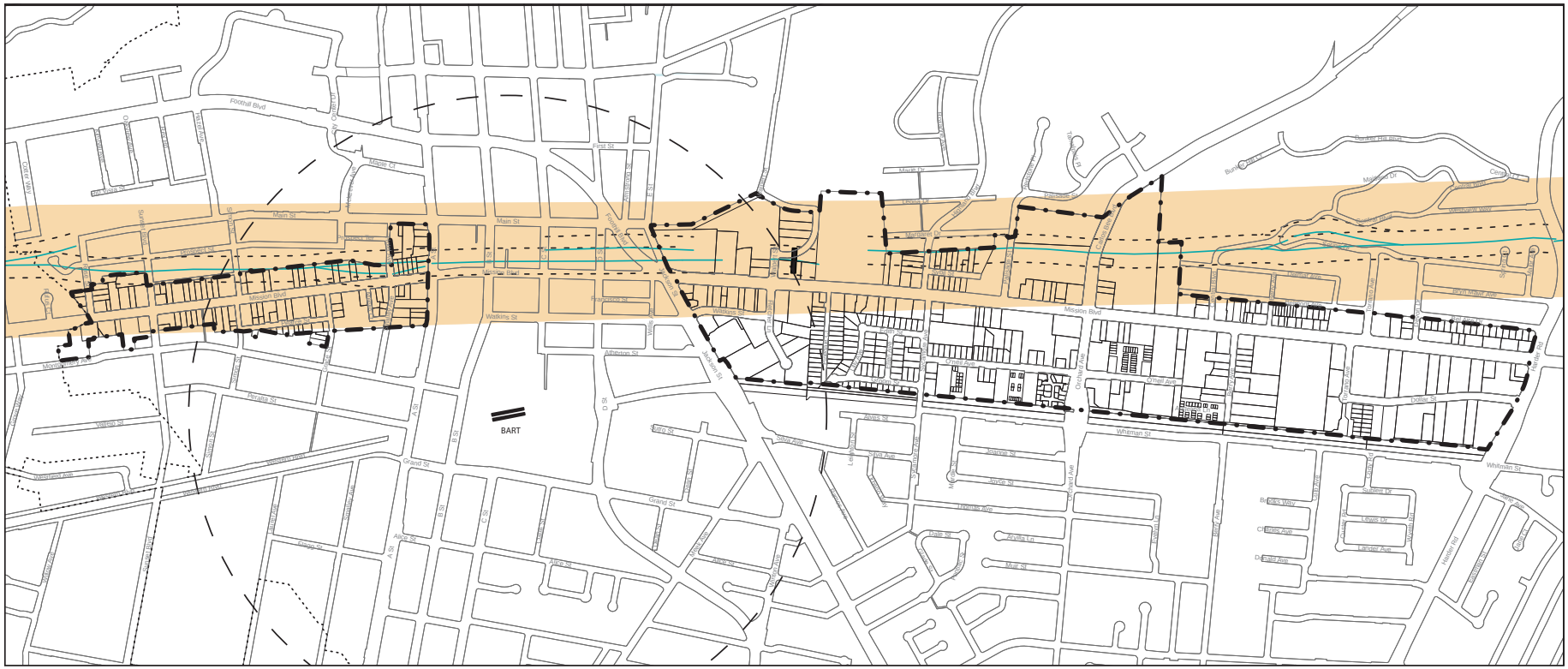
🟧	**Retail**	🟪	**Industry (Self Storage Facilities**	⬜	**Civic**
⬜	**Office**	🟥	**Auto Service**	🟩	**Vacant Structure**
🟫	**Lodging**	🟥	**Auto Dealer**	⬜	**Undeveloped Property**
🟨	**Residential**	🟦	**Mixed-Use**		

*** as of February 2010**

Historic Resources Survey Area


Foothill Blvd
Main St
Mission Blvd
Walnut St
Walkins St
Atherton St
Alves St
Jackson St
Grand St
Alice St
Whitman St
Jorgensen Rd
Dixon Ave
Orchard Ave
Hesperian Blvd
Tennyson Rd
Industrial Blvd
Depot Rd
Dyer St
Meekland Ave
Winton Ave
Tampa Ave
Harder Rd
Hathaway Ave
Santa Clara St
Prospect St
Valle Vista
Moreau High School
Parkside Dr
Campus Dr
Sunset Blvd
Overlook Ave
Fairview Ave
Maple Ct
Prospect Ter
Peralta St
Valle Vista
Valparaiso Ave
Western Blvd
Stanton St
Fletcher Ln
Filbert St
Myrtle St
Laurel St
Locust St
Cypress St
Olive Ave
Cedar St
Pine St
Maple St
Walnut St
Sycamore St
Chestnut St
Elgin St
Hazel St
Ash St
Beech St
Willow St
Cherry St
Date St
Fig St
Grape St
Peach St
Plum St
Pear St
Orange St
Lemon St
Lime St
Citrus Ave
Princeton Ave
Cornell Ave
Yale Ave
Harvard Ave
Stanford Ave
Dartmouth St
Amherst Ave
Williams St
Colgate Ave
Bowdoin St
Middlebury Ln
Wellesley Ave
Smith St
Bryn Mawr Ave
Vassar Ave
Mills College Dr
Seminary Ave
Campus Dr
Golf Links Rd
Skyline Blvd
Crescent Ave
Palisade St
Ruus Rd
Thornton Ave
Paseo Padre Pkwy
Fremont Blvd
Civic Center Plaza
Mowry Ave
Newark Blvd
Cedar Blvd
Enterprise Blvd
Jarvis Ave
Cherry Ln
Ardenwood Blvd
Dumbarton Cir
Dumbarton Ave
Bunker Hill Blvd
Marin Dr
Leona Dr
Madrone Dr
Mission Hills Dr
Mission Hills Ct
Mission Hills Rd
Mission Hills Ln
Mission Hills Pl
Mission Hills Cir
Mission Hills Way
Mission Hills Ter
Mission Hills Trl
Mission Hills Vw
Mission Hills Sq
Mission Hills Xing
Mission Hills Pkwy
Mission Hills Blvd
Mission Hills Ave

Fault Line and Zone



Legend

- Project Area
- Parcels
- 10 minute/ half-mile walk
- County/ City Boundary

Fault Line Legend

- Building
- Open Spaces
- Alquist Priolo Fault Zone
- Fault Line Traces
- 100' No build Zone (Residential)

400 1200 Feet
0 200 800 1300

1/4 Mile; A comfortable walking distance

Existing Development Rule Set

Land use and development is presently regulated at three levels within the Form-Based Code area, including:

Policy

Standards

Guidelines

Existing, approved documents reflecting these levels are depicted, at right. From top to bottom, they are shown in their legal hierarchy.

General Plan

The City of Hayward General Plan advances Smart Growth policies and strategies for the Hayward Mission Boulevard Corridor Form-Based Code area. The forthcoming Specific Plan and Form-Based Code must be consistent with the General Plan (Gov't Code Section 65860).

Planning, Zoning & Subdivision Regulations

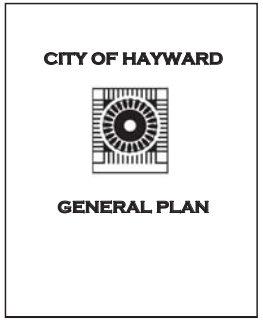
The Planning, Zoning & Subdivision Reglations put the General Plan into action. This is accomplished through evaluative standards and review processes for the development and use of properties and structures. The proceeding pages will summarize all existing components of these regulations currently applying to the Form-Based Code area. This is of particular importance since the Form-Based Code will replace all existing standards, yet rely upon the existing review processes stipulated therein. The Downtown Hayward Design Plan and the Hayward Landscape Beautification Plan, both adopted in 1987, are quite dated.

Design Guidelines

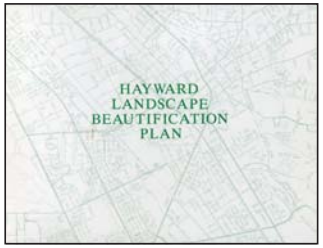
Four documents currently apply design guidelines to the Form-Based Code area. Each is used to guide the subjective evaluation of development proposals in conjunction with the Planning, Zoning & Subdivison Regulations.

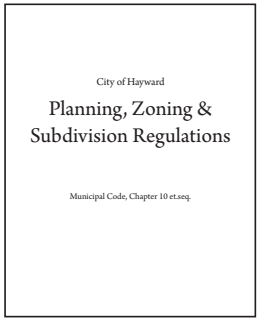
The City-wide Design Guidelines, adopted in 1993, provide highly generalized direction to inform project design and the discretionary review of proposals. The North Hayward (1994) and Mission-Foothills (1992) Neighborhood Plans provide additional guidelines. However, the Neighborhood Plans preceded the General Plan and were not subsequently updated. As a result, they address many issues not relevant today. The Commercial Design Manual was adopted in 1993 for the Hayward Downtown Historic Rehabilitation District.

Policy

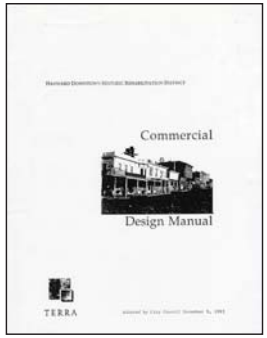


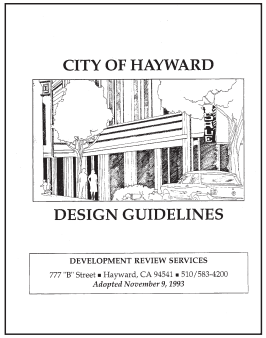
Standards

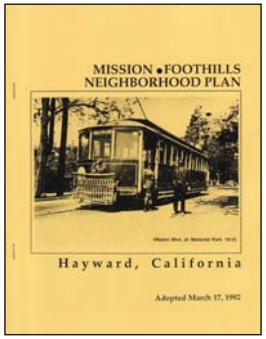


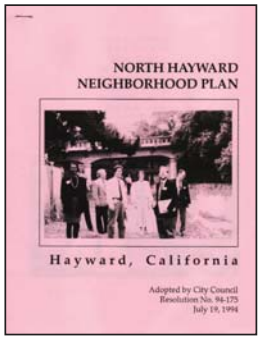


Guidelines









Existing Zoning Districts, Overlays & Other Standards

All proposed land use and development within the Mission Boulevard Corridor Form-Based Code area is presently regulated by eleven (11) zoning districts and two (2) overlay zoning districts. Each zoning district, along with "other standards" of the Zoning Regulations, implement the General Plan.

Zoning Districts

The existing zoning districts can be organized as either residential-only, mixed use (residential and commercial) or special district (See Tables 1 & 2). Table 2 identifies the current primary standards affecting urban form, along with permitted densities. While there are similarities in standards accross zoning districts (e.g., maximum height, front yard, lot coverage) numerous nuanced differences exist between them.

Other Standards

In addition to the standards applicable to geographically defined zoning districts, the Zoning Regulations also prescribe a multitude of "other standards" (See Table 3). These "other standards" apply city-wide, as well as to the Form-Based Code area, and address a multitude of issues.

Table 3. Other Standards

Special Topic	Municipal Code
General Regulations	Sec. 10-1.2700
Non-Conforming Uses	Sec. 10-1.2900
Definitions	Sec. 10-1.3500
Off-Street Parking	Chapter 10, Article 2
Subdivision Ordinance	Chapter 10, Article 3
Precise Plan Lines for Streets	Chapter 10, Article 4
Sign Regulations	Chapter 10, Article 5
Water Efficient Landscaping Ordinance	Chapter 10, Article 12
Antenna & Telecommunication Facilities	Chapter 10, Article 13
Security Gate Regulations	Chapter 10, Article 14
Tree Preservation	Chapter 10, Article 15
Property Developers - Obligations for Parks and Recreation	Chapter 10, Article 16
Inclusionary Housing Ordinance	Chapter 10, Article 17
Density Bonus Ordinance	Chapter 10, Article 19
Bay-Friendly Landscaping	Chapter 10, Article 20
Green Building Requirements for Municipal Buildings	Chapter 10, Article 21
Green Building Requirements for Private Development	Chapter 10, Article 22

Table 1. All Existing Zoning Districts in Form-Based Code Area

Zone[1]		Code Citation	
RS	Single-Family Residential	Section 1.200	Residential-Only
RM	Medium Density Residential	Section 1.400	
RH	High Density Residential	Section 1.500	
CN	Neighborhood Commercial	Section 1.800	Mixed-Use
CN-R	NeighborhoodCommercial-Residential	Section 1.900	
CG	General Commercial	Section 1.1000	
CO	Commercial Office	Section 1.1100	
CL	Commercial Limited	Section 1.1200	
CC-C	Center City Commercial	Section 1.1520	
OS	Open Space/Parks and Recreation	Section 1.2200	Special District
PF	Public Facilities	Section 1.2300	
SD-2	Special District Design Overlay 2	Section 1.2600	
SD-3	Special District Design Overlay 3	Section 1.2600	

[1] Planned Development (PD) Districts particular to each prior project.

Table 2. Primary Development Standards for Each Zoning District.

Zone	Height (max)	Density (du/ac)[1]	Front Yard (min)	Lot Coverage (max)
RS	30 ft.	8.7	20 ft.	40%
RM	40 ft.	8.7 - 17.4	20 ft.	40%
RH	40 ft.	17.4 - 34.8	20 ft.	65%
CN	40 ft.	8.7 - 34.8	10 ft.	90%
CN-R	40 ft.	17.4 - 25	10 ft.	90%
CG	-	8.7 - 34.8	10 ft.	90%
CO	40 ft.	8.7 - 34.8	10 ft.	50%
CL	40 ft.	Same as RM or RH	20 ft.	40%
CC-C	Shall comply with Downtown Hayward Design Plan			
OS	30 ft.	-	30 ft.	-
PF	-	-	20 ft.	90%
SD-2	Limited	-	10-20 ft.	-
SD-3	28 ft.	-	10 ft.	-

[1] Dependent upon lot dimensions.

Regulated Land Uses

In total, one-hundred-fifty-four (154) distinct use categories - displayed below - are allocated across eleven (11) mapped zoning districts within the Form-Based Code area. This existing conventional zoning approach is organized around and focused upon land use types and their location. Building forms are of secondary importance.

Form-based codes elevate the importance of building form standards and tend to regulate land uses in a more flexible manner conducive to rapidly changing sociological and economic contexts. However, Form-Based Codes often require discretionary review (e.g., conditional use permit) of potential nuisance land uses (e.g., alcohol sales) or incompatible land use types (e.g., adult-oriented stores near schools).

Throughout the public consultation process for the Hayward Mission Boulevard Corridor Form-Based Code, it is anticipated that this list of currently regulated land uses will be shortened, consolidated and organized to flexibly enable fulfillment of the General Plan's intent for a "balance of land uses" that "encourage non-automotive modes of travel." On a more basic level, this will be a matter of simplication to enable clear, prompt understanding by lay persons and prospective business owners.

Regulated Land Use Classifications

Accessory Bldgs/Uses
Accounting/Financial Offices
Ambulance Service
Animal Grooming Service
Animal Hospital
Antique Store
Appliance Store
Appliance Service/Repair Shop
Appliance Service/ Repair Shop (ancillary)
Architectural/Engineering Offices
Art/Art Supplies Store
Auctions
Auto Parts Store
Auto Rental
Auto Repair, Major
Auto Repair, Minor
Auto Sales
Auto Service Station
Auto Storage Facility
Automobile Brokerage Office
Bakery (ground floor)
Banks/Financial Institutions (ground floor)
Banquet Hall (no alcohol)
Banquet Hall (abuts residential)
Banquet Hall (abuts residential/no alcohol)
Bar/Cocktail Lounge
Barber/Beauty Shop (ground floor)
Boarding Home
Bookstore (ground floor)
Camera Store (ground floor)
Card Shop (ground floor)
Carnival (see also "Temporary Use")
Carpet/Drapery/ Floor Covering Store
Car Rental Agency
Car Wash
Catering Facility
Catering Facility (abuts residential)
Check Cashing Store
Chiropractic/Acupuncture
Offices (ground floor)
Christmas Tree/ Pumpkin Patch Lot
Clothing Store
Coffee/Espresso Shop (ground floor)
Convenience Market
Copying/ Reproduction Facility
Condominiums
Condominiums (required density range)
Convalescent Facility
Country Club
Cultural Facilities
Dance/Night Club
Dance Studio (ground floor)
Day Care Center (15 clients or more)
Day Care Center (15 clients or more, ground floor)
Day Care Home (14 clients or less)
Delicatessen (ground floor) (see also "Restaurant")
Drive-In Establishments
Dormitory
Dwellings, Multi-Family
Dwellings, Multi-Family (required density range)
Dwelling, Single-Family
Dwelling, Single-Family, Second
Dwelling Unit, Second, Attached
Dry Cleaner/ Laundry (ground floor)
Educational Facility (greater than 2,000 sq.ft.)
Educational Facility, Small (less than 2,000 sq.ft.)
Equipment Rental
Fabric Store
Flea Market
Floral Shop (ground floor)
Fraternity/Sorority
Furniture Store
Garage Sales
Garden Supplies Store
Gift Shop
Golf Course
"Granny" Unit, Attached
Group Home (6 residents or less)
Group Home, Large (7 residents or more)
Hardware Store
Health Club
Homeless Shelter
Home Occupation
Home Occupation, Expanded
Hospital
Hotel/Motel
Hotel/Motel (abuts residential)
Household Pets
"In-law" Unit, Attached
Insurance/Real Estate Offices
Jewelry Store (ground floor)
Kennel
Law Offices
Liquor Store
Locksmith Shop
Mailing/Facsimile Service (ground floor)
Manufactured Housing
Martial Arts Studio (ground floor)
Massage (ancillary)
Massage Parlor
Medical/Dental Laboratory
Medical/Dental Offices (ground floor)
Mortuary
Multi-Family Dwellings
Multi-Family Dwellings (required density range)
Music Store (ground floor)
Music Store
Nail Salon (ground floor)
Nursery (plants)
Offices (2nd Floor) (see also Specific Type)
Outdoor Gathering
Paint/Glass/Wallpaper Store
Palm Reading Service
Parking Lot
Parking Structure (ancillary)
Passenger Terminal
Payday Loan Facilities
Pet Grooming Shop (ground floor)
Pet Store
Pharmaceutical Sales (less than 3,000 sq.ft.)
Pharmaceutical Sales (greater than 3,000 sq.ft.)
Photography Studio
Physical Fitness Studio (ground floor)
Plumbing/Heating Store
Public Agency Facilities
Recreational Facility
Recycling Collection Area
Religious Facility
Restaurant (abuts residential)
Restaurant (ground floor, no bar)
Restaurant (with bar)
Reverse Vending Machines
Shoe Repair Shop (ground floor)
Sign Shop
Sporting Goods Store
Stationery Store (ground floor)
Suntan Parlor
Supermarket
Tailor/Seamstress Shop (ground floor)
Tattoo Parlor
Theater (Large Motion Picture)
Theater (Small Motion Picture-Live Performance)
Thrift Store
Townhouses
Townhouses (required density range)
Toy Store
Travel/Airline Agency (less than 1,000 sq.ft.)
Travel/Airline Agency (greater than 1,000 sq.ft.)
Upholstery Shop (furniture)
Variety Store (ground floor)
Video Sales/Rental Store (ground floor)
Warehouse (ancillary)
Wind Energy Conversion System
Wholesale Establishment

Existing Permits & Decision-Making

Within the Form-Based Code area, the determination of whether a particular development permit is required (prior to use commencement or building construction) is dependent upon whether a proposal consists of: (a) a new or different land use; or (b) a new building or material change to an existing building.

Decision-Makers

The Zoning Regulations establish three decision-making authorities for quasi-judicial (i.e., permit) and legislative actions (i.e., rule change) in the Form-Based Code area. The decision-makers and their potential actions are delineated in Tables 4 & 5 below. The City of Hayward does not have a Design Review or Historic Resource Board (Committee or Commission).

Permits

All new buildings or alterations to existing buildings require Site Plan Review, a discretionary permit. This permit may be waived, approved or denied by the Planning Director. Potentially incompatible land uses are reviewed, as is typical, within the context of an Administrative Use Permit (or a CUP). The Planning Commission administers a Variance process providing for consideration of deviations from most development standards.

Table 4. Decision-Making Authorities in Plan Area

Decision-Making Authority	Municipal Code
Planning Director	Section 10-1.120 (c)
Planning Commission	Section 10-1.120 (b)
City Council	Section 10-1.120 (a)

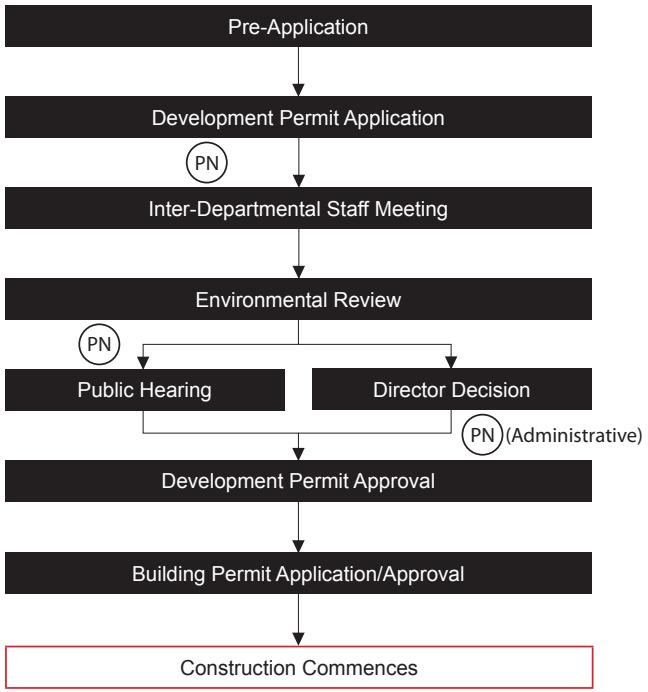
Table 5. Development Permits by Decision-Making Authority and Action

Permit Type	Action			Reason Required
	Planning Director	Planning Commission	City Council	
Site Plan Review	D[1]	A	A	All new development
Administrative Use Permit	D	A	A	Potentially incompatible land use
Conditional Use Permit	R	D	A	Potentially incompatible land use
Administrative Variance	D	A	A	50% reduction of any required yard & 10% lot size reduction
Variance	R	D	A	Deviation from all standards except land use, density & garage conversion
Zone Change	R	R	D	Application of different zone to parcel(s)
General Plan Amendment	R	R	D	Modification to policy or Land Use Map

[1] "D" Means the Decision-Making Authority approves or disapproves a permit request.
"R" Means the Decision-Making Authority provides recommendations to another Authority.
"A" Means the Decision is transferred when project is appealed.

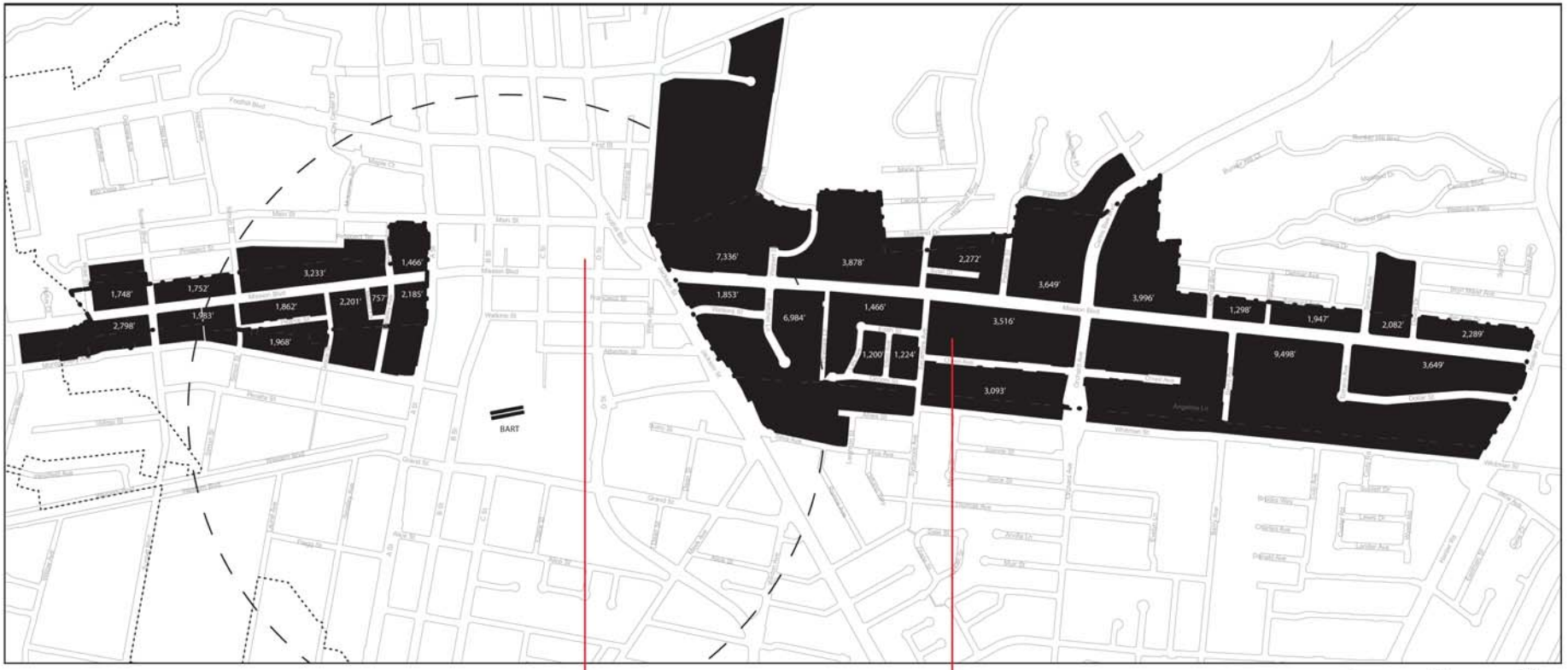
Development Review Steps

The City of Hayward has an established development review process that includes steps before and after the formal development permit review process. This includes opportunities for early input prior to application submittal as well as technical post-permit review (e.g., building permit, grading permit). A generalized depiction of the review process is provided below.



PN = Public Notification

Block Perimeter Distance

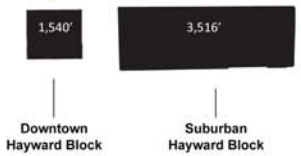


Legend

- Project Area
- Parcels
- 10 minute/ half-mile walk
- County/ City Boundary

Block Perimeter Distance

- # — Block
  - Perimeter Distance
- Public Streets



Building Height

400 1200 Feet
0 200 800 1300

1/4 Mile; A comfortable walking distance

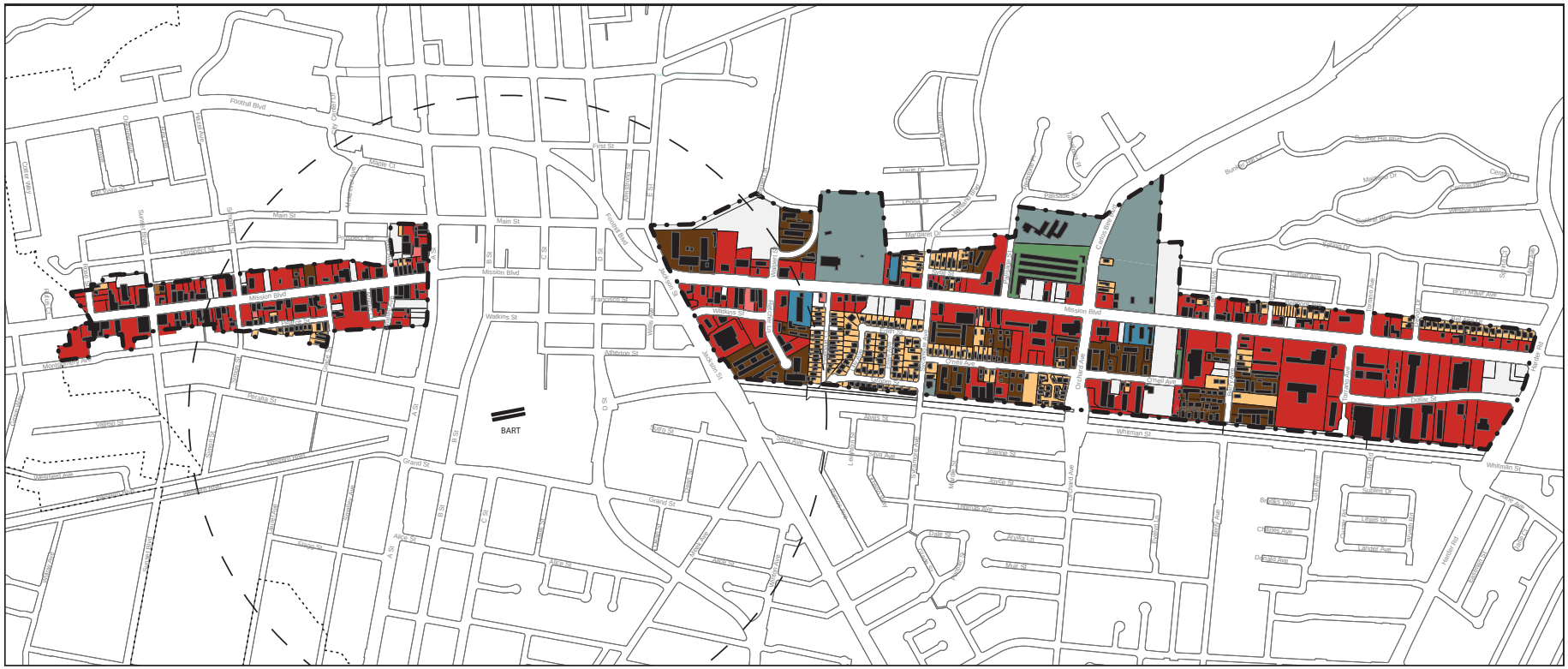
Legend

- ▬ · ▬ **Project Area**
- ☐ **Parcels**
- ╱ ‾ ╲ **10 minute/ half-mile walk**
- ········ **County/ City Boundary**

Building Heights

- 🟩 **One Story**
- ▨ **Two Stories**
- 🟪 **Three Stories**
- ☐ **Vacant Parcel**

Building Type



400 1200 Feet

0 200 800 1300

1/4 Mile; A comfortable walking distance

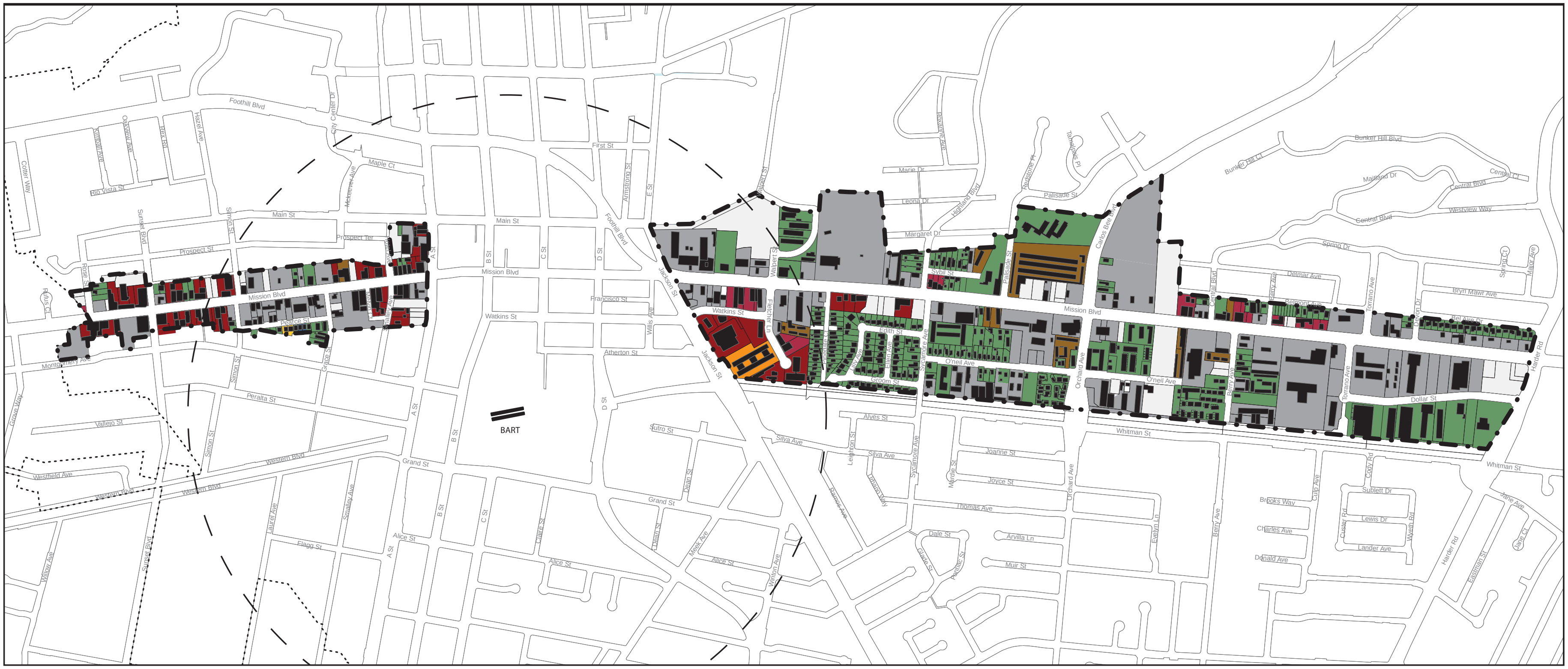
Legend

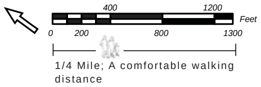
- ─ · ─ **Project Area**
- ☐ **Parcels**
- ╱ ‾ ╲ **10 minute/ half-mile walk**
- ⋯⋯ **County/ City Boundary**

Building Types

🟫	**Multi-family**	🟥	**Commercial**	🟦	**Lodging**
🟫	**Dup/Tri/Quadplex**	🟥	**Mixed-use**	🟩	**Mini-Storage**
🟨	**Single Family Dwelling**	⬜	**Civic**	⬜	**Vacant Parcel**

Frontage Type





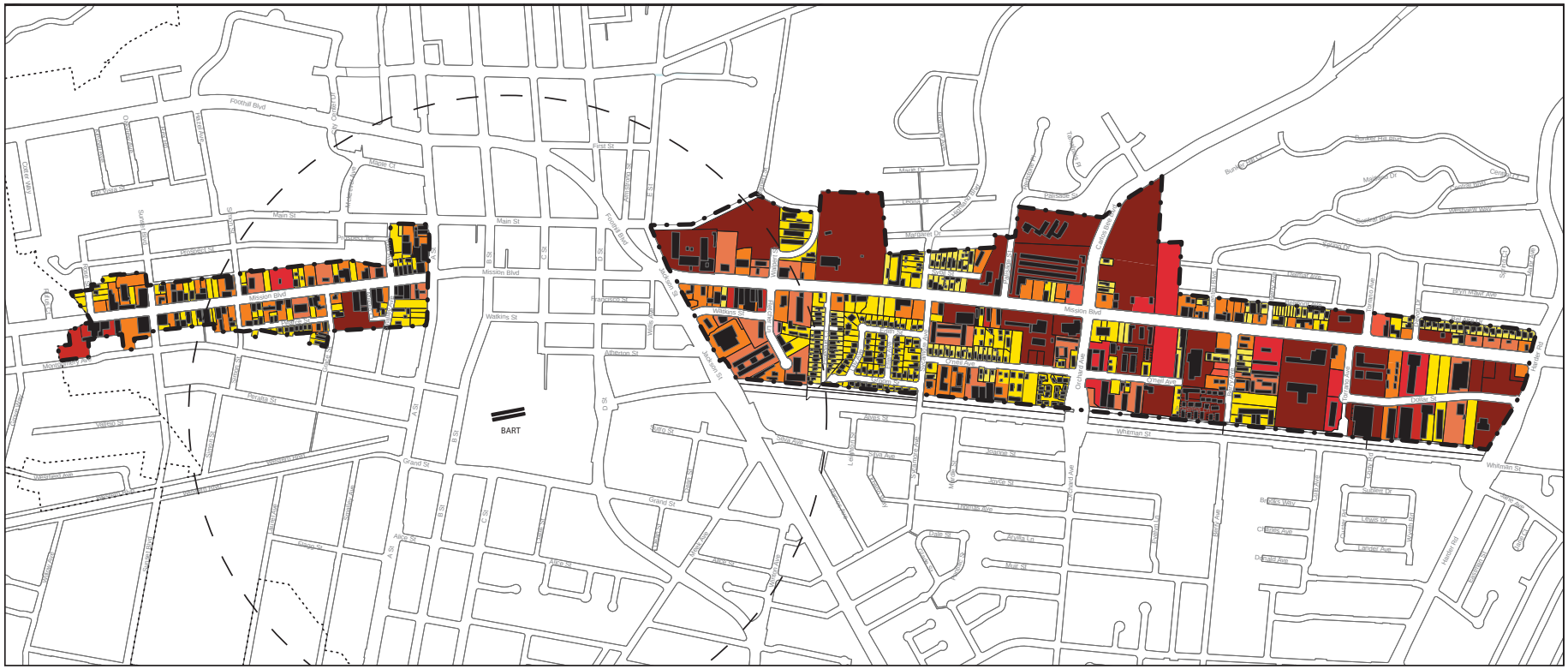
Legend

- Project Area
- ⬜ Parcels
- 10 minute/ half-mile walk
- County/ City Boundary

Frontage Types

- 🟩 Common Yard
- 🟨 Porch/Fence
- 🟦 Stoop
- 🟥 Shopfront
- 🟪 Gallery
- 🟫 Blank Wall
- ▨ Parking Lot
- 🟩 Hedge (6+)
- 🟧 Courtyard
- ⬜ Vacant Parcel

Lot Width



Legend

- · - **Project Area**

☐ **Parcels**

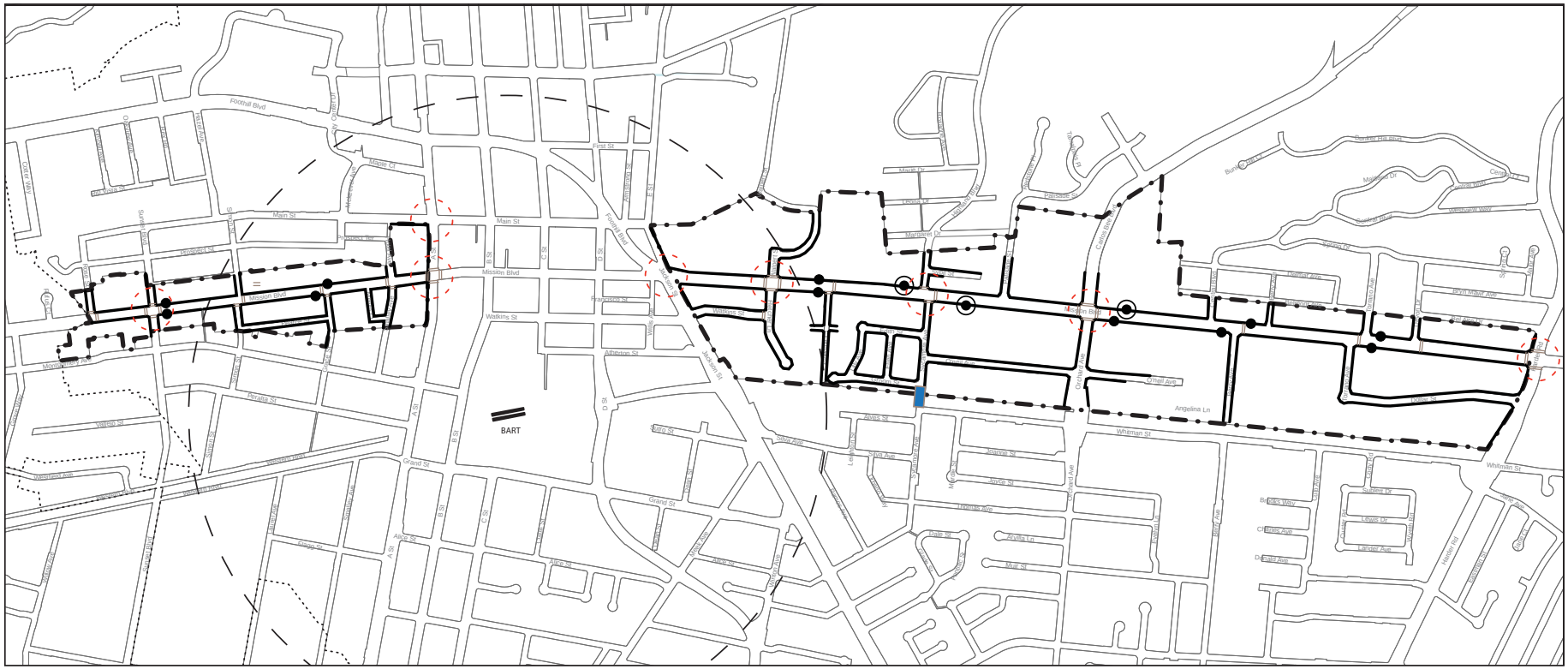
⁄ ‾ ╲ **10 minute/ half-mile walk**

········ **County/ City Boundary**

Lot Width

🟨	0-50'	🟥	200-250'
🟨	50-100'	🟫	250+
🟧	100-150'		
🟧	150-200'		

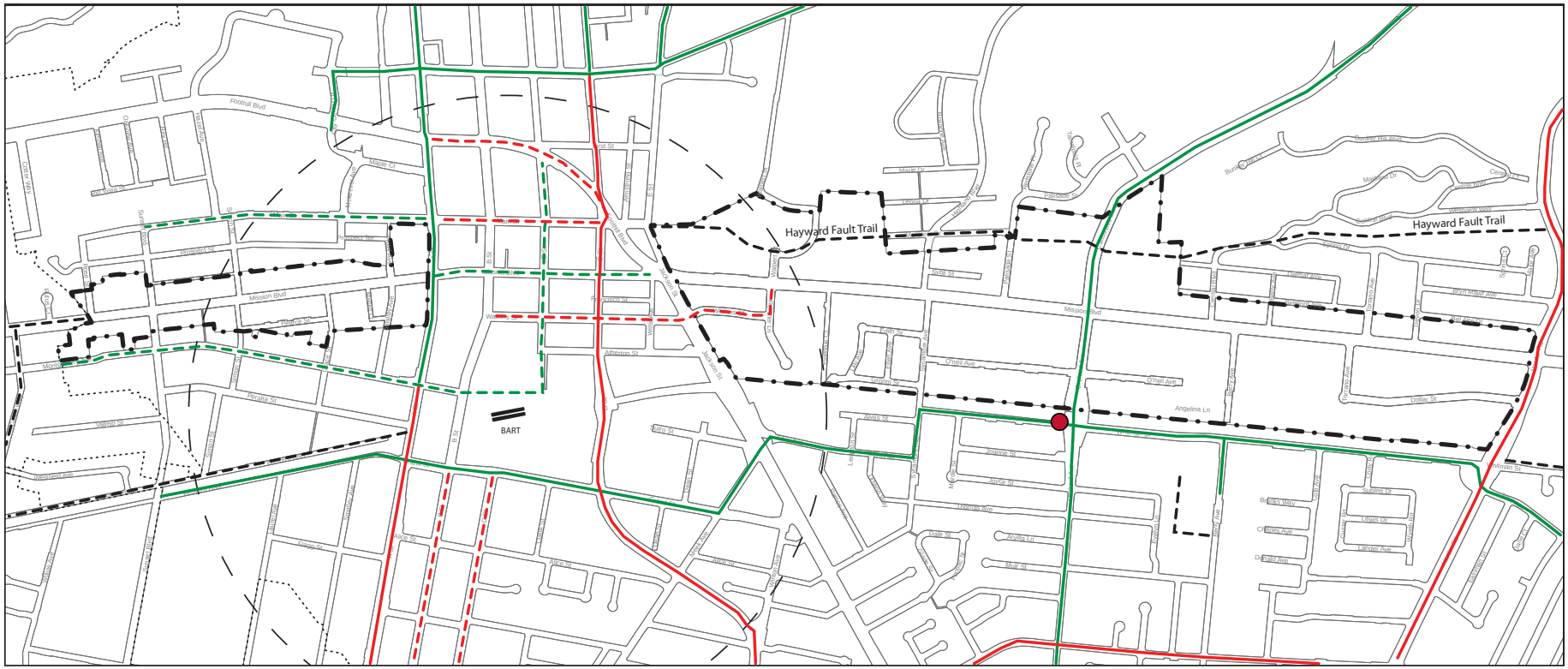
Pedestrian and Public Transit Amenities



Legend

- Project Area
- 10 minute/ half-mile walk
- County/ City Boundary
- Crosswalk
- Signalized Intersection
- Sidewalk
- ◉ Bus Shelter
- ● Bus Stop (No Shelter)
- Pedestrian Overpass over BART

Bike Network



Legend

-·-· Project Area

☐ Parcels

╱ ‾ ╲ 10 minute/ half-mile walk

········ County/ City Boundary

Bicycle Network

— Class I Bike Path (Existing)

— Class II Bike Lane (Existing)

— Class III Bike Route (Existing)

● Pedestrian and Bike bridge over Orchard Ave

- - - Class I Bike Path (Planned)

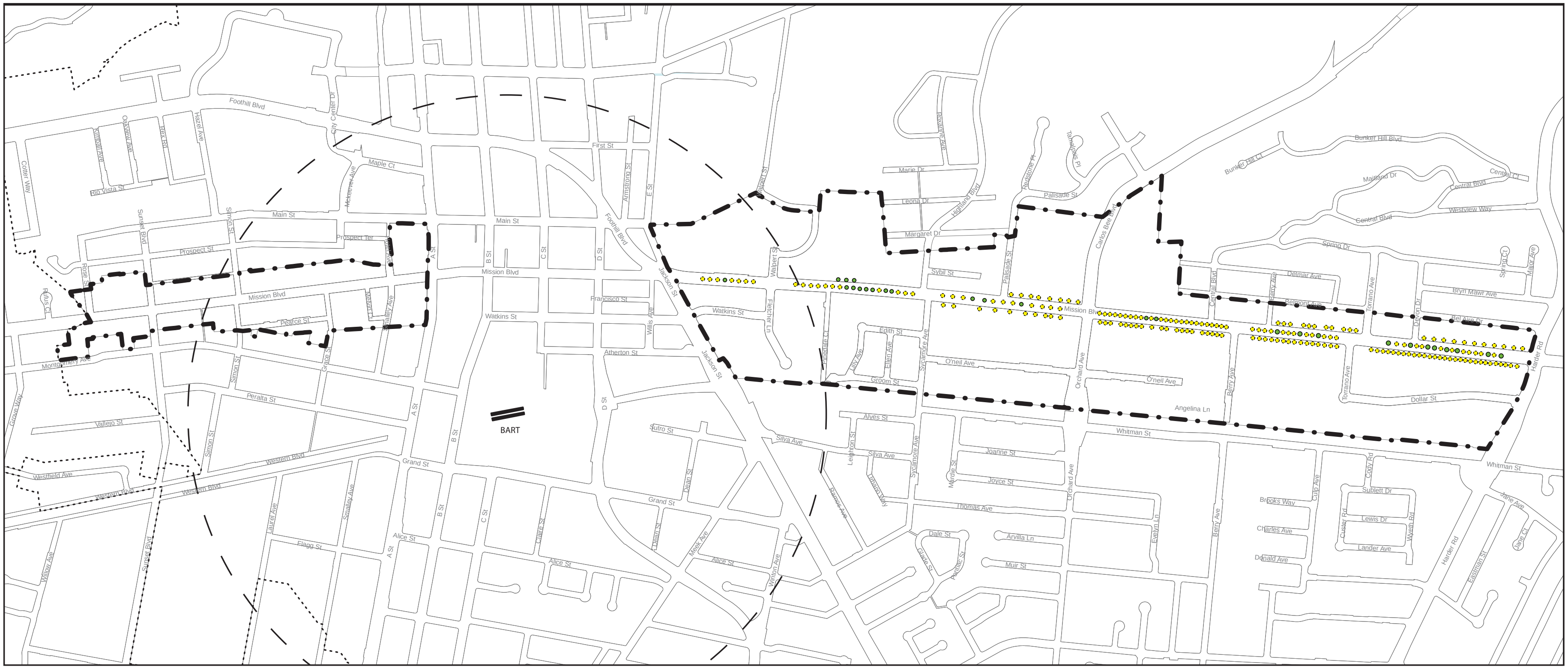
- - - Class II Bike Lane (Planned)

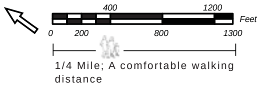
- - - Class III Bike Route (Planned)

- - - Bikeway by others

Note: No Class I Bike Path exists or is planned for the Plan Area

Street Trees





1/4 Mile; A comfortable walking distance

Legend

- Project Area
- 10 minute/ half-mile walk
- County/ City Boundary

Street Tree Key

- 🟢 Existing Street Tree
- 🟡 Planned Street Tree (238 Corridor Improvement Plan)[1]

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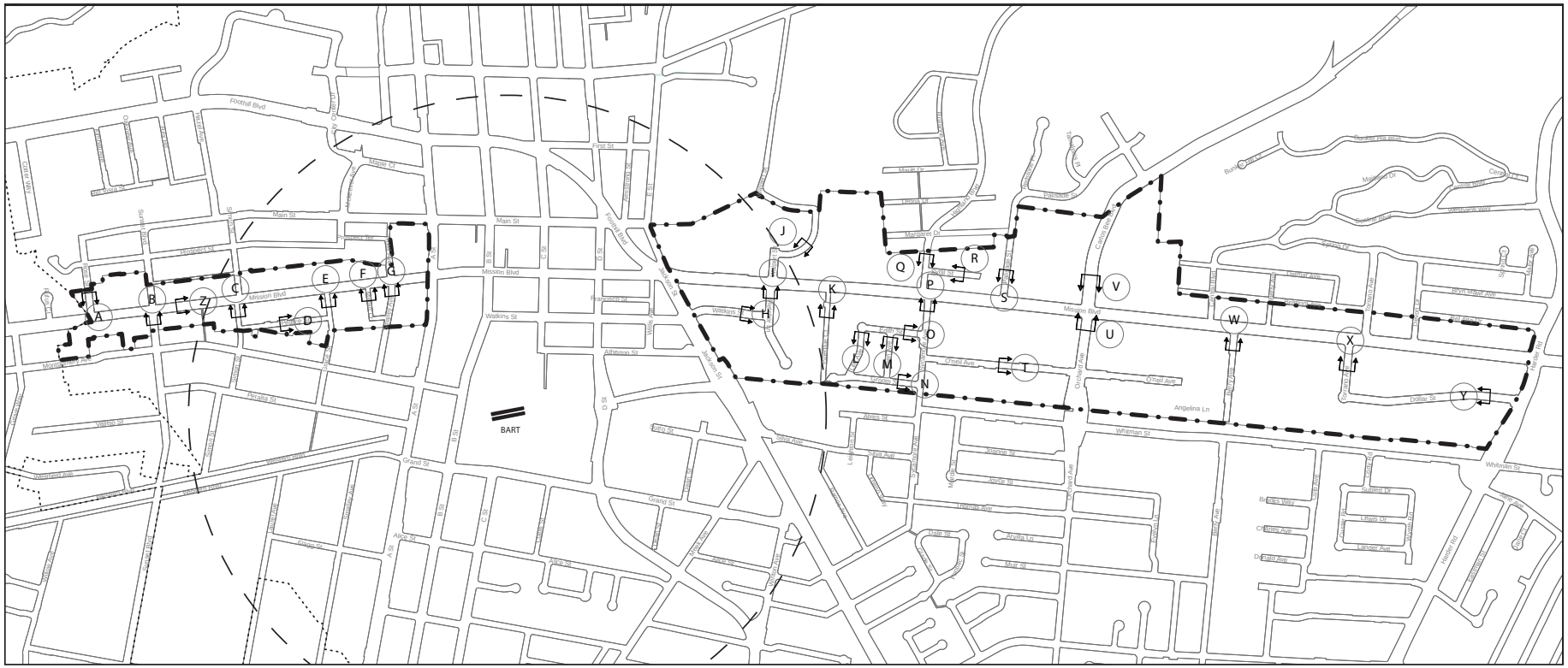
[1] Locations approximate and subject to change.

Street Key



Legend

- Project Area
- 10 minute/ half-mile walk
- County/ City Boundary

Street Key

- (A) Rose Street (Page 4-5)
- (B) Sunset Blvd (Page 4-6)
- (C) Simon Street (Page 4-7)
- (D) Pearce Street (Page 4-8)
- (E) Grace Street (Page 4-9)
- (F) Melvin Court (Page 4-10)
- (G) Smalley Ave (Page 4-11)
- (H) Watkins Street (Page 4-12)
- (I) Fletcher Ln (Page 4-13)
- (J) Walpert Street (Page 4-14)
- (K) Pinedale Court (Page 4-15)
- (L) Lilly Ave (Page 4-16)
- (M) Ellen Ave (Page 4-17)
- (N) Groom Street (Page 4-18)
- (O) Edith Street (Page 4-19)
- (P) Sycamore Ave (Page 4-210)
- (Q) Highland Blvd (Page 4-21)
- (R) Sybil Street (Page 4-22)
- (S) Palisade Street (Page 4-23)
- (T) O'Neil Ave (Page 4-24)
- (U) Orchard Ave (Page 4-25)
- (V) Carlos Bee Blvd (Page 4-26)
- (W) Berry Ave (Page 4-27)
- (X) Torrano Ave (Page 4-28)
- (Y) Dollar Street (Page 4-29)
- (Z) Mission Boulevard, north of A Street (Page 4-30)

Rose Street

Near intersection with Mission Boulevard looking west.

Existing Rose Street	
Thoroughfare Type	Street
Right-of-Way Width	54′
Pavement Width	40′
Movement	Free Movement
Design Speed	25 MPH
Pedestrian Crossing Time	10 Seconds
Traffic Lanes	2 Lanes (12′ Each)
Parking Lanes	2 Sides (8′ unmarked)
Walkway Type	4′ Sidewalks
Planter Type	2′-6″ Planting strip
Curb Type	6″ Raised
Landscape Type	Grass w/ sporadic trees
Transporation Provision	None

Sunset Boulevard

Near intersection with Mission Boulevard looking east.

Existing Sunset Boulevard	
Thoroughfare Type	Street
Right-of-Way Width	60′
Pavement Width	42′
Movement	Free Movement
Design Speed	25 MPH
Pedestrian Crossing Time	10.5 Seconds
Traffic Lanes	2 Lanes (12′ Each)
Parking Lanes	2 Sides (8′ unmarked)
Walkway Type	12′ Sidewalk, 6′ Sidewalk
Planter Type	Sporadic 5′-6″ planters
Curb Type	6″ Raised
Landscape Type	Grass w/ shrubs
Transporation Provision	None

Simon Street

Near intersection with Mission Boulevard looking east.

Existing Simon Street	
Thoroughfare Type	Street
Right-of-Way Width	39′
Pavement Width	28′
Movement	Free Movement
Design Speed	25 MPH
Pedestrian Crossing Time	7 Seconds
Traffic Lanes	2 Lanes
Parking Lanes	1 Side (8′ unmarked)
Walkway Type	6′ Sidewalks
Planter Type	Some 1′-6″ Planting strips
Curb Type	6″ Raised
Landscape Type	Grass w/ sporadic trees
Transporation Provision	None

Pearce Street

View down Pearce Street looking south.

Existing Conditions

Running parallel to Mission Boulevard, Pearce Street is a local street connecting Simon Street to Grace Street. it is typically fronted by older detached single-family houses on its western side, facing the backs of predominantly industrial, commercial and auto-service oriented businesses on Mission Boulevard.

Existing Pearce Sreet	
Thoroughfare Type	Street
Right-of-Way Width	38′
Pavement Width	28′
Movement	Free Movement
Design Speed	25 MPH
Pedestrian Crossing Time	7 Seconds
Traffic Lanes	2 Lanes (10′ Each)
Parking Lanes	1 Side (8′ unmarked)
Walkway Type	3′-5′ Sidewalks
Planter Type	1′-6″ Sporadic planting strip
Curb Type	6″ Raised
Landscape Type	Grass w/ few trees
Transporation Provision	None

Grace Street

Near intersection with Mission Boulevard looking east.

Existing Grace Sreet	
Thoroughfare Type	Street
Right-of-Way Width	42′
Pavement Width	28′
Movement	Free Movement
Design Speed	25 MPH
Pedestrian Crossing Time	7 Seconds
Traffic Lanes	2 Lanes (10′ Each)
Parking Lanes	1 Side (8′ unmarked)
Walkway Type	8′ Sidewalk, 6′ Sidewalk
Planter Type	None
Curb Type	6″ Raised
Landscape Type	None
Transporation Provision	None

Melvin Court

Near intersection with Mission Boulevard looking east.

Existing Conditions

Melvin Court is a narrow local street lined with 0'-setback auto-oriented commercial buildings. It connects Mission Boulevard to Smalley Avenue, looping around commercial buildings.

Existing Melvin Court	
Thoroughfare Type	Street
Right-of-Way Width	32'
Pavement Width	20'
Movement	Free Movement
Design Speed	25 MPH
Pedestrian Crossing Time	5 Seconds
Traffic Lanes	1 Lane (12')
Parking Lanes	1 Side (8' unmarked)
Walkway Type	6' Sidewalks
Planter Type	None
Curb Type	6" Raised
Landscape Type	None
Transporation Provision	None

Smalley Avenue

Near intersection with Mission Boulevard looking east.

Existing Conditions

Smalley Avenue is a Local street connecting Mission boulevard to Montgomery Street. On the block adjacent to Mission Boulevard, it is typically lined with 0'-setback auto-oriented commercial buildings.

Existing Smalley Avenue	
Thoroughfare Type	Street
Right-of-Way Width	48'
Pavement Width	34'
Movement	Free Movement
Design Speed	25 MPH
Pedestrian Crossing Time	8.5 Seconds
Traffic Lanes	2 Lanes (9' Each)
Parking Lanes	2 Side (7'-6" unmarked)
Walkway Type	5'-7' Sidewalks
Planter Type	1'-6" Sporadic planting strip (one side)
Curb Type	6" Raised
Landscape Type	Some grass
Transporation Provision	None

Watkins Street

Near intersection with Fletcher Lane looking south.

Existing Conditions

Watkins Street is a very wide local connector between Jackson Street and Fletcher Lane. On its eastern side, it serves the backs of commercial lots fronting Mission Boulevard.

Existing Watkins Sreet	
Thoroughfare Type	Street
Right-of-Way Width	68′
Pavement Width	48′
Movement	Free Movement
Design Speed	35 MPH
Pedestrian Crossing Time	12 Seconds
Traffic Lanes	2 Lanes (14′ Each)
Parking Lanes	2 Sides (10′ unmarked)
Walkway Type	10′ Sidewalk; 4′ Sidewalk
Planter Type	5′-6″ Planting strip on one side
Curb Type	6″ Raised
Landscape Type	Grass w/ few trees
Transporation Provision	Planned bike lane

Fletcher Lane

Near intersection with Mission Boulevard looking east.

Existing Conditions

Fletcher Lane is a very wide local connector between Mission Boulvard and Watkins Street. It ends with a cul-de-sac at the BART tracks.

Existing Fletcher Lane	
Thoroughfare Type	Street
Right-of-Way Width	64′
Pavement Width	44′
Movement	Free Movement
Design Speed	35 MPH
Pedestrian Crossing Time	11 Seconds
Traffic Lanes	2 Lanes (14′ Each)
Parking Lanes	2 Sides (8′ unmarked)
Walkway Type	10′ Sidewalks
Planter Type	None
Curb Type	6″ Raised
Landscape Type	None
Transporation Provision	Planned bike lane

Walpert Street

View down Walpert Street looking north.

Existing Walpert Street	
Thoroughfare Type	Street
Right-of-Way Width	52′
Pavement Width	40′
Movement	Free Movement
Design Speed	35 MPH
Pedestrian Crossing Time	10 Seconds
Traffic Lanes	2 Lanes (12′ Each)
Parking Lanes	2 Sides (8′ unmarked)
Walkway Type	6′ Sidewalks
Planter Type	None
Curb Type	6″ Raised
Landscape Type	None
Transporation Provision	None

Pinedale Court

Near intersection with Mission Boulevard looking east.

Existing Conditions

Pinedale Court is a local street fronted primarily by older detached single-family houses. Many of the houses and the street as a whole have a historic character. The sidewalks have no trees. Pinedale Court dead ends at the BART tracks to the West.

Existing Pinedale Court	
Thoroughfare Type	Street
Right-of-Way Width	40′
Pavement Width	28′
Movement	Two-way yield Movement
Design Speed	25 MPH
Pedestrian Crossing Time	7 Seconds
Traffic Lanes	2 Lanes
Parking Lanes	2 Sides (unmarked)
Walkway Type	4′-6″ Sidewalks
Planter Type	1′ Planting strip
Curb Type	6″ Raised
Landscape Type	Grass, no trees
Transporation Provision	None

Lily Avenue

Near intersection with Groom looking west.

Existing Conditions

Lily Avenue is a local residential street connecting other similar residential streets. It has swales on both sides, which give it a typically suburban character.

Existing Lily Avenue	
Thoroughfare Type	Street
Right-of-Way Width	42′
Pavement Width	31′
Movement	Two-way yield Movement
Design Speed	25 MPH
Pedestrian Crossing Time	8 Seconds
Traffic Lanes	2 Lanes
Parking Lanes	2 Sides (unmarked)
Walkway Type	3-6″ Sidewalks
Planter Type	None
Curb Type	24″ Rolled
Landscape Type	None
Transporation Provision	None

Ellen Avenue

Near intersection with Groom Street looking west.

Existing Conditions

Ellen Avenue is a local residential street connecting other similar residential streets. It has swales on both sides, which give it a typically suburban character.

Existing Ellen Avenue	
Thoroughfare Type	Street
Right-of-Way Width	42′
Pavement Width	31′
Movement	Two-way yield Movement
Design Speed	25 MPH
Pedestrian Crossing Time	8 Seconds
Traffic Lanes	2 Lanes
Parking Lanes	2 Sides (unmarked)
Walkway Type	3-6″ Sidewalks
Planter Type	None
Curb Type	24″ Rolled
Landscape Type	None
Transporation Provision	None

Groom Street

Near intersection with Sycamore Avenue looking south.

Existing Conditions

Groom Street is a local residential street connecting other similar residential streets. It has swales on both sides, which give it a typically suburban character.

Existing Groom Street	
Thoroughfare Type	Street
Right-of-Way Width	42′
Pavement Width	31′
Movement	Two-way yield Movement
Design Speed	25 MPH
Pedestrian Crossing Time	8 Seconds
Traffic Lanes	2 Lanes
Parking Lanes	2 Sides (unmarked)
Walkway Type	3-6″ Sidewalks
Planter Type	None
Curb Type	24″ Rolled
Landscape Type	None
Transporation Provision	None

Edith Street

Near intersection with Sycamore looking south.

Existing Conditions

Edith Street is a local residential street connecting other similar residential streets. It has swales on both sides, which give it a typically suburban character.

Existing Edith Street	
Thoroughfare Type	Street
Right-of-Way Width	42′
Pavement Width	31′
Movement	Two-way yield Movement
Design Speed	25 MPH
Pedestrian Crossing Time	8 Seconds
Traffic Lanes	2 Lanes
Parking Lanes	2 Sides
Walkway Type	4′ Sidewalks
Planter Type	None
Curb Type	24″ Rolled
Landscape Type	None
Transporation Provision	None

Sycamore Street

Near intersection with Mission Boulevard looking east.

Existing Conditions

Sycamore Street is a local connector between Mission boulevard and thoroughfares west and then to Jackson Street.

Existing Sycamore Street	
Thoroughfare Type	Street
Right-of-Way Width	48′
Pavement Width	34′
Movement	Two-way yield Movement
Design Speed	35 MPH
Pedestrian Crossing Time	8.5 Seconds
Traffic Lanes	2 Lanes
Parking Lanes	1 Side (unmarked)
Walkway Type	3-6″ Sidewalk, 4′ Sidewalk
Planter Type	2′ Planting strip, 3′-6″ Planting strip
Curb Type	6″ Raised
Landscape Type	Grass w/ some shurbs
Transporation Provision	None

Highland Boulevard

Near intersection with Mission Boulevard looking west.

Existing Highland Boulevard	
Thoroughfare Type	Street
Right-of-Way Width	48′
Pavement Width	39′
Movement	Two-way yield Movement
Design Speed	25 MPH
Pedestrian Crossing Time	10 Seconds
Traffic Lanes	2 or 3 Lanes
Parking Lanes	1 Side (Unmarked)
Walkway Type	4′ Sidewalk, 5′ Sidewalk
Planter Type	None
Curb Type	6″ Raised
Landscape Type	None
Transporation Provision	None

Sybil Street

Near intersection with Highland Boulevard looking north.

Existing Conditions

Sybil Street is a local street immediately East of and parallel to Mission Boulevard. It starts at Highland Boulevard and dead ends at its southern extremety. It has a variety of houses and apartment buildings on its eastern side, facing the backs of commercial buildings on Mission Boulevard.

Existing Sybil Street	
Thoroughfare Type	Street
Right-of-Way Width	50′
Pavement Width	34′
Movement	Free Movement
Design Speed	25 MPH
Pedestrian Crossing Time	8.5 Seconds
Traffic Lanes	2 Lanes
Parking Lanes	2 Sides (unmarked)
Walkway Type	8′ Sidewalk
Planter Type	3′-6″ Planting strip
Curb Type	6″ Raised
Landscape Type	Grass w/ sporadic trees
Transporation Provision	None

Palisade Street

Near intersection with Mission Boulevard looking west.

Existing Palisade Street	
Thoroughfare Type	Street
Right-of-Way Width	56′
Pavement Width	36′
Movement	Two-way yield Movement
Design Speed	35 MPH
Pedestrian Crossing Time	9 Seconds
Traffic Lanes	2 Lanes
Parking Lanes	2 Sides (unmarked)
Walkway Type	5′ Sidewalks
Planter Type	5′-6″ Planting strip
Curb Type	6″ Raised
Landscape Type	Grass w/ few trees
Transporation Provision	None

O'Neil Avenue

View down O'Neil Avenue looking south.

Existing Conditions

O'Neil Avenue is a local street, immediately west of and parallel to Mission Boulevard. It starts at Sycamore Avenue and dead ends just south of Orchard Avenue. It has a variety of houses and multi-family buildings on its western side, typically facing the backs of commercial buildings on Mission Boulevard.

Existing O' Neil Avenue	
Thoroughfare Type	Street
Right-of-Way Width	59'
Pavement Width	41'
Movement	Free Movement
Design Speed	25 MPH
Pedestrian Crossing Time	10 Seconds
Traffic Lanes	2 Lanes
Parking Lanes	2 Sides (unmarked)
Walkway Type	4' Sidewalk, 6' Sidewalk
Planter Type	3'-6" Planting strip
Curb Type	6" Raised
Landscape Type	Grass w/ few trees
Transporation Provision	None

Orchard Avenue

Near intersection with Mission Boulevard looking east.

Existing Conditions

Orchard Avenue is a wide east/west arterial connecting Mission Boulevard to the residential neighborhoods east of Mission. It also lines up with Carlos Bee Boulevard, west of Mission, connecting directly to the CSU East Bay Campus.

Existing Orchard Avenue	
Thoroughfare Type	Street
Right-of-Way Width	86′
Pavement Width	70′
Movement	Free Movement
Design Speed	35 MPH
Pedestrian Crossing Time	18 Seconds
Traffic Lanes	4 Lanes
Parking Lanes	2 Sides (unmarked)
Walkway Type	4′ Sidewalks
Planter Type	3′-6″ Planting strip
Curb Type	6″ Raised
Landscape Type	Shrubs w/ few trees
Median Type	Raised 4′ median
Transporation Provision	None

Carlos Bees Boulevard

Near intersection with Mission Boulevard looking west.

Existing Conditions

Carlos Bees Boulevard is a major arterial connecting Mission Boulevard to the SCU East Bay Campus.

Existing Carlos Bees Boulevard	
Thoroughfare Type	Boulevard
Right-of-Way Width	110′
Pavement Width	90′
Movement	Free Movement
Design Speed	35 MPH
Pedestrian Crossing Time	22.5 Seconds
Traffic Lanes	5 to 6 Lanes
Parking Lanes	2 Sides (unmarked)
Walkway Type	4′ Sidewalk, 10′ Sidewalk
Planter Type	5′-6″ Planting strip, 3′x3′ Tree wells
Curb Type	6″ Raised
Landscape Type	Few trees adn shrubs
Median Type	4′ Raised median

Berry Avenue

Near intersection with Mission Boulevard looking east.

Existing Conditions

Berry Avenue is a local street located between Mission Boulevard and the BART tracks, to the west, where it dead ends.

Existing Sycamore Street	
Thoroughfare Type	Street
Right-of-Way Width	48′
Pavement Width	36′
Movement	Two-way yield Movement
Design Speed	35 MPH
Pedestrian Crossing Time	9 Seconds
Traffic Lanes	2 Lanes
Parking Lanes	2 Sides (unmarked)
Walkway Type	6′ Sidewalks
Planter Type	None
Curb Type	6″ Raised
Landscape Type	None
Transporation Provision	None

Torrano Avenue

Near intersection with Mission Boulevard looking east.

Existing Conditions

Torrano Avenue is a wide local connector between Mission Boulevard and Dollar Street. It serves the many commercial and auto-oriented businesses that front it.

Existing Torrano Avenue	
Thoroughfare Type	Street
Right-of-Way Width	68′
Pavement Width	48′
Movement	Free Movement
Design Speed	35 MPH
Pedestrian Crossing Time	12 Seconds
Traffic Lanes	2 Lanes
Parking Lanes	2 Sides (unmarked)
Walkway Type	10′ Sidewalks
Planter Type	None
Curb Type	6″ Raised
Landscape Type	None
Transporation Provision	None

Dollar Street

View down Dollar Street looking north.

Existing Conditions

Dollar Street is a wide local connector between Harder Road and Torrano Avenue. It serves the many commercial and auto-oriented businesses that front it.

Existing Dollar Street	
Thoroughfare Type	Street
Right-of-Way Width	68′
Pavement Width	48′
Movement	Free Movement
Design Speed	35 MPH
Pedestrian Crossing Time	12 Seconds
Traffic Lanes	2 Lanes
Parking Lanes	2 Sides (unmarked)
Walkway Type	10′ Sidewalks
Planter Type	3′x4′ Tree wells
Curb Type	6″ Raised
Landscape Type	Sporadic trees
Transporation Provision	None

Mission Boulevard, north of A Street

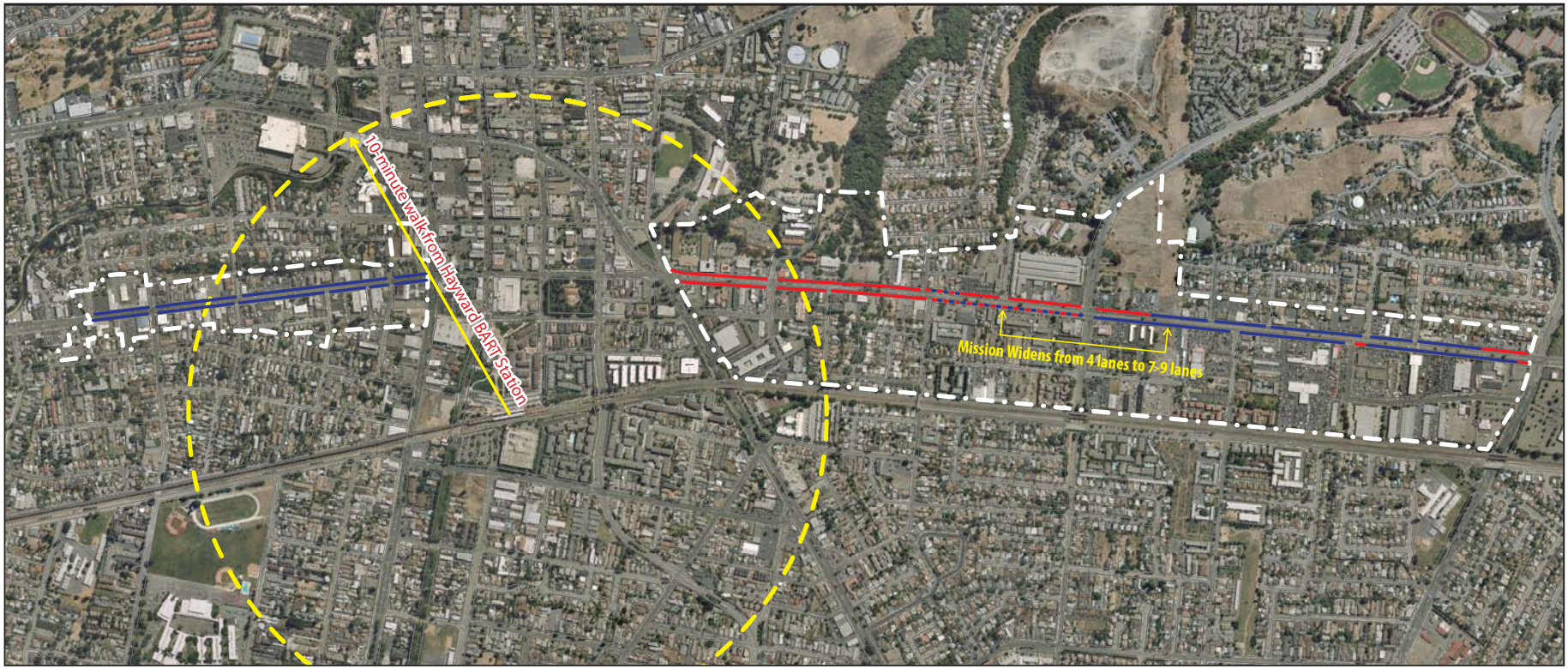
Near intersection with Grace Street looking south.

Existing Conditions

Mission Boulevard is a major regional North-South arterial. In this section of Mission, north of Downtown, it is designated as State Road 185. This section is not a part of the Route 238 Corridor Improvements Plan. Within the Specific Plan area, north of Downtown, it has four travel lanes and unmarked on-street parking on both sides.

Existng Mission Boulevard	
Thoroughfare Type	Boulevard
Right-of-Way Width	80′
Pavement Width	60′
Movement	Free Movement
Design Speed	35 MPH
Pedestrian Crossing Time	15 Seconds
Traffic Lanes	4 Lanes (11′ Each)
Parking Lanes	2 Sides (8′ unmarked)
Walkway Type	10′ Sidewalk
Planter Type	None
Curb Type	6″ Raised
Landscape Type	None
Transporation Provision	None

On - Street Parking on Mission Boulevard



Legend

Parking Key

- No On-Street parking
- On-Street Parking
- On-Street Parking with Peak-Hour Traffic
- 10 Minute/ Half-Mile Walk

Note: For details of the improvements on Mission Boulevard between Jackson Street and Harder Road, see the Route 238 Corridor Improvement Plan.

Mission Boulevard Corridor Specific Plan

Appendix B
Market Analysis and Economic Development Strategy and Addendum

Addendum to Appendix B
Mission Boulevard Market Analysis and Economic Development Strategy
September 2013

The City's former economic consultant, AECOM Economics, completed a detailed market analysis and development strategy for the Mission Boulevard Corridor Specific Plan project in May 2010. This study is included in the Specific Plan document as Appendix B and represents a "snapshot in time" of available data and conditions for the period in which the research was conducted. While the data presented in the Market Analysis is now slightly outdated, the long-term growth trends and conclusions presented in the study remain valid and present a reasonable outlook of potential development along Mission Boulevard Corridor north of Harder Road, excluding the Downtown area.

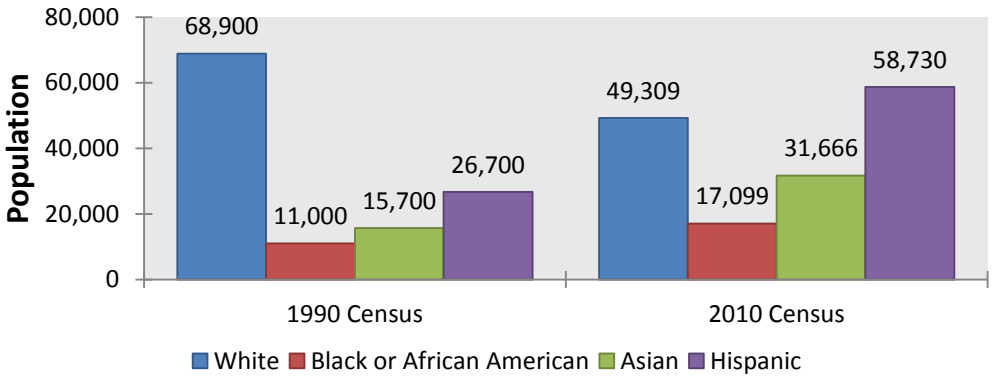
According to the original Market Analysis, the Hayward market will create demand for approximately 9,000 new housing units over the next twenty years. This averages out to roughly 450 units per year; but given the highly cyclical nature of real estate markets, actual construction in any one year could deviate considerably from this long-term annual average. If the Mission Boulevard Corridor Specific Plan area is able to capture twelve to fifteen percent of the citywide demand, as estimated in the Market Analysis, the net result will be approximately 650 to 800 units over the next twenty years for the two sections of the corridor included in the Specific Plan area.

New housing development is particularly important in the northern section of Mission Boulevard (north of A Street) because of its proximity to the Hayward BART station and the services available in Downtown Hayward. Housing development in this section not only satisfies the City's economic development objectives but would also be consistent with the regional goal of concentrating growth in Priority Development Areas along transit corridors in order to reduce vehicle miles traveled and greenhouse gas emissions. The original Market Analysis notes that as available land becomes scarce, the proportion of multi-family development will increase, and the Specific Plan and Form-Based Code will provide the needed framework and incentives to support this type of development.

The original Market Analysis suggests that a successful economic development strategy for Mission Boulevard needs to recognize and take advantage of the changing demographics of Hayward and its neighboring communities. Since 1990, the population of Hayward has become increasingly diverse (see Figure 1). According to the 2010 Census, the number of residents identifying as White decreased from 68,900 to 49,309, a decrease of 28%. The number of residents identifying as Black or African-American increased from 11,000 to 17,099, an increase of 55%. The number of residents

identifying as Asian increased significantly from 15,700 to 31,666, an increase of 102%. The largest increase came from the city's Hispanic population, with the number of residents identifying as Hispanic increasing from 26,700 to 58,730, an increase of 120%. The original Market Analysis concludes that "retail leakage along Mission Boulevard in part reflects the misalignment between the new ethnic composition of trade area population and the types and quality of retail establishments that [currently] exist [in the corridor]."

Figure 1: The Changing Ethnic Composition of Hayward



A detailed analysis of Hayward's proportionate share of countywide retail sales by sector indicates that the City is substantially under served in the following retail sectors: furniture and appliances, specialty stores, restaurants, and grocery stores. This conclusion is echoed in a more recent market analysis completed by Applied Development Economics (ADE) in March 2013 in relation to development of the City's Economic Development Strategic Plan, which was adopted by the City Council in early 2013. The ADE study also notes that "the unmet demand for [the retail categories mentioned] could potentially be met by either establishing smaller scale stores or through expanding and upgrading existing stores." Both of these approaches are supported and encouraged under the Mission Boulevard Corridor Specific Plan and Form-Based Code.

The ADE study also identifies several catalyst sites that have greater potential for retail and other development. Several sites within the Mission Boulevard Corridor Specific Plan area were identified as having potential for matching the retail categories with high unmet demand. These sites include the former Auto Row sites (grocery store and restaurants) and sites near Harder Road and Carlos Bee Boulevard (specialty retail). The original Market Analysis also identifies specific development strategies for several of these same areas: West Side of Mission Boulevard between Harder Road and Torrano Avenue; East Side of Mission Boulevard at Carlos Bee Boulevard; West Side of

Mission Boulevard between Sycamore Avenue and Pinedale Court; and the Northern Section of the Specific Plan area located north of A Street. All of these areas are identified as having good potential for near term development.

Another key economic driver for the Hayward economy is the presence of California State University East Bay located on the hill overlooking Mission Boulevard. According to the university's website, the student head count at CSU East Bay is projected to increase from 14,800 in 2013 to 17,600 in 2020 and 21,000 by 2030. Of greater importance, the students residing on campus are projected to increase from about 750 (5%) in 2013 to 3,500 (20%) by 2020 and 5,000 (24%) by 2030. Other than the campus bookstore, dormitory food service and a few recent minor food-serving establishments, these on-campus students will have few options for dining, shopping or entertainment, and there are also few dining options locally for faculty or staff wishing to entertain visitors or recruitment candidates. With the adoption of the Mission Boulevard Specific Plan and Form-Base Code, the southern section of the Mission Boulevard Corridor will be well positioned to provide the needed commercial services for the campus community.

In terms of retail demand, AECOM Economics estimated that increases in the student population at CSUEB will result in increased demand for retail in the southern section of the project area. They suggested development of a total of 160,000 square feet of new retail area will occur by 2030, divided into two phases with the bulk of growth occurring in the first phase (2010-2020). For the northern portion of the project area extending north from A Street to the City's northern boundary, AECOM Economics cited the lack of large sites as a limiting factor in the growth of retail uses. They estimated the total growth in demand in the northern part of the corridor to be 30,000 to 40,000 square feet. Based on current economic conditions, these near-term projections (2010-2020) for future commercial development along the Mission Boulevard Corridor seem overly optimistic. However, in the longer term (2020-2030) these projections may be more plausible, especially as initial new projects are completed and momentum builds for the transformation of Mission Boulevard under the Form-Based Code.

Overall, the combined impact of the Route 238 Corridor Improvement Project, the City's economic development efforts, the projected on-campus student population growth at Cal State, and the guidance and zoning protection provided by the Specific Plan and Form-Based Code will transform the Mission Boulevard Corridor over the next several decades. This transformation will respect the character of existing neighborhoods, but replace vacant and underutilized commercial properties and deteriorated buildings with new development, including mixed-use, that relies on principles of good urban design to create vibrant commercial areas, active street frontages, and greater connectivity between neighborhoods.

Administrative Draft

Mission Boulevard Market Analysis and Economic Development Strategy

Prepared for

Hall Alminana and
The City of Hayward
Hayward, California

Submitted by

AECOM Economics

Formerly Economics Research Associates (ERA)

May 24, 2010

Project No. 18480

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Table of Contents

I. Introduction and Executive Summary

Mission Boulevard is the key north-south corridor in the eastern portion of Hayward. This older commercial corridor is currently experiencing economic disinvestment and physical deterioration. Most notably, a number of new automobile dealerships have recently vacated this corridor. The City of Hayward has retained a team of consultants led by Hall Alminana to assist in the preparation of a Specific Plan and Form-Based Code, along with a long term Economic Development Strategy and a program-level Environmental Impact Report (EIR). AECOM Economics, formerly Economics Research Associates (ERA), is serving as the economics and fiscal consultant on the consultant team. This real estate market based economic development strategy is the first of two reports to be prepared by AECOM Economics.

The Specific Plan Area consists of two distinct sections of Mission Boulevard. The northern section extends from A Street, or the northern edge of downtown, to the northern City limits, or approximately Rose Street. The southern section ranges from Harder Road on the south to East Jackson Street, or the southern edge of downtown, on the north. The southern section will be improved as part of the State Route-238 Corridor Improvement Project. The Project Area is within the City's Redevelopment Area and comprises of some 600 properties fronting on Mission Boulevard and covering 240 acres.

This report was prepared by the San Francisco office of AECOM Economics, with William "Bill" Lee serving as project manager and primary author. Tanya Chiranakhon assisted with research and analysis.

Economic Overview

The Alameda County economy is evolving away from manufacturing and towards a service dominated economy. From 1998 through 2008, Alameda County lost 19,300 manufacturing jobs and gained 37,800 service sector jobs. With the closure of NUMMI in Fremont a few miles south of Hayward, a onetime joint production facility for Chevrolet and Toyota, resulting in the loss of 4,500 manufacturing jobs, this trend is accelerating. Alameda County is of course adjacent to Santa Clara County or Silicon Valley, the most dynamic and innovative economic region in the world over the past four decades. Historically, Santa Clara County struggled with high land and labor cost and poor access to the lower cost areas of the East Bay. The improvements to SR-237 and more recently I-880 have mitigated the problem. With two BART stations, Hayward's opportunity will be further enhanced by the completion of the BART extension into Santa Clara County. Over the next two decades, more of Hayward's economic opportunities may result from improved linkages to Silicon Valley rather than its traditional ties with the East Bay and San Francisco.

Opportunities and Constraints

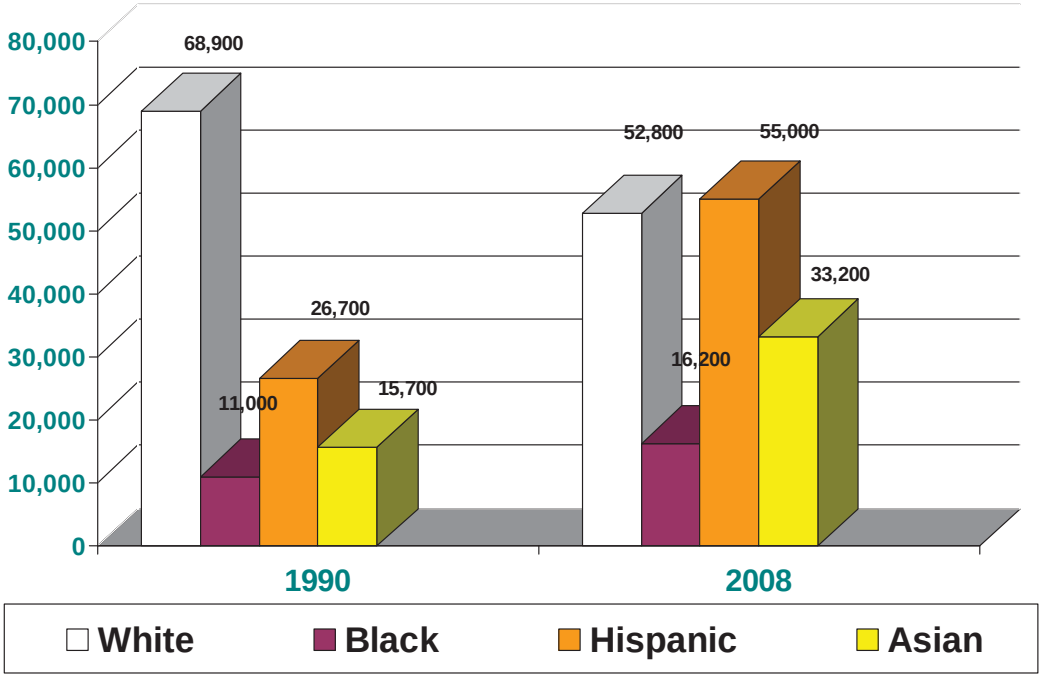
The revitalization strategy of Mission Boulevard should not count on the long term resurgence of the automobile sales and service sector. The dealerships that have recently closed on Mission Boulevard are not expected to return; however, Toyota, Honda, Nissan and Volkswagen are expected to remain for the intermediate term future. The auto-related uses may gradually relocate to be closer to the new car dealership concentrations closer to I-880. Many will likely disperse to Fremont and San Leandro where the new car dealerships are located, while some will remain in Hayward.

Over the past two decades, the Asian and Hispanic populations have been growing much faster in Hayward and its neighboring cities than the overall population. The national retail chains that do not understand the preferences of these populations will not compete as effectively as the retailers that serve these populations well. A successful economic development strategy for Mission Boulevard needs to recognize and take advantage of the changing demographics of Hayward and its neighboring communities.

A detailed analysis of Hayward's proportionate share of the countywide retail sales by sector indicates that the City is substantially under retailed in the following sectors: furniture and appliances, specialty stores, restaurants and grocery stores. The retail leakage along Mission Boulevard in part reflects the misalignment between the new ethnic composition of trade area population and the types and quality of retail establishments that exist.

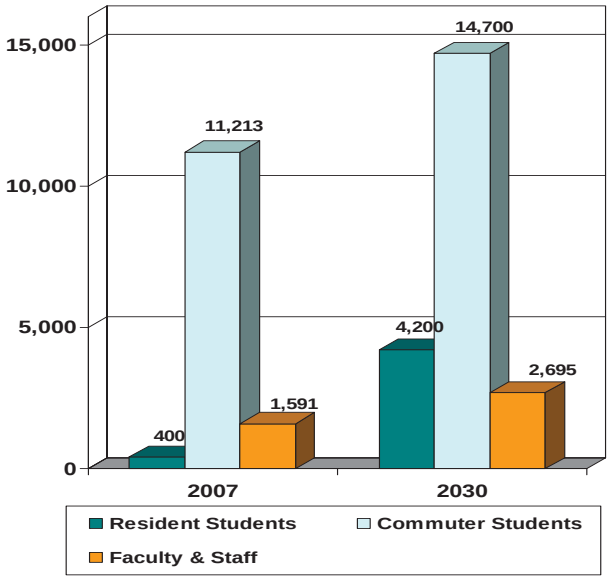
A review of the Hayward housing market indicates demand for 9,000 new units over the next 20 years. This averages out to 450 units per year; and given the highly cyclical nature of real estate cycles, the actual construction in any one year could deviate considerably from this long term annual average. As land becomes scarcer, the proportion of multi-family development will increase. The multi-family share of overall demand is estimated at 59 percent. The Mission Corridor Specific Plan Area is estimated to be able to capture 12 to 15 percent of the citywide demand provided that good residential sites can be created. This translates into 650 to 800 units over the next 20 years for the two sections of this corridor. Because of limited commercial demand, the housing demand is particularly important to the northern section of Mission Boulevard.

The Changing Ethnic Composition of Hayward and Retail Opportunities Created



The student head count at CSU East Bay is projected to increase from 12,200 in 2007 to 17,600 by 2020 and 21,000 by 2030. Of greater importance, the students residing on campus are project to increase from about 400 in 2007 to 3,500 by 2020 and 4,200 by 2030. Other than the campus bookstore and dormitory food service, these on-campus students will have few dining, shopping or entertainment options. There are also few dining options locally for faculty or staff wishing to entertain visitors or recruitment candidates. Clearly, this campus is underserved by local commercial facilities, and the southern section of Mission Boulevard has the location to provide more commercial services to this campus community.

Projected Student, Faculty and Staff Growth at CSU East Bay



Commercial Development Strategy for the Southern Section

AECOM Economics recommends an initial development of approximately 100,000 square feet in a new neighborhood/specialty center or district, assuming economic recovery by 2013 to 2015. This district will likely require eight to nine acres of property. Departing from the standard shopping center formula, this district would have four key anchors including two grocery stores:

- An ethnic grocery store of 15,000 to 20,000 square feet (possibly Indian).
- A specialty grocery store of another 15,000 to 20,000 square feet (like Trader Joe's).
- A pub or sports bar of 8,000 square feet offering karaoke, ping pong, pool tables, dart board, Wii type sports and dancing.
- A full service dinner restaurant of 8,000 square feet (like Le Cheval in Oakland and Walnut Creek).
- Smaller in-line shops and food service outlets with ethnic specialty foods and other items (e.g. ice cream or yogurt shop, sandwich shop, pizza parlor, coffee shop, tea shop, sushi, dumplings, tacos, bakery, laundry, cleaners, beauty salon, etc.).
- A cluster of other smaller restaurants (a selection from Indian, Chinese, Filipino, Korean, Japanese, Vietnamese, Thai, Middle Eastern, Mexican, South American and/or Southern).
- Apparel, specialty stores and sundry outlets.

A second phase of 50,000 to 60,000 square feet could be added approximately five to six years following the initial phase. The timing of the second phase would depend upon the success of the initial phase and will be influenced by the actual increase in the enrollment and on-campus population at CSU East Bay. Its tenant mix would be similar to the initial phase and should be planned to complement that phase. We identified three sites as having good potential for near term redevelopment:

- Westside of Mission between Harder on the south and Torrano on the north.
- Westside of Mission between Sycamore on the south and Pinedale Court on the north.
- Eastside of Mission both north and south of Carlos Bee.

Development Strategy for the Northern Section

Due to lack retail sites of any significant size, the mixture of auto related uses and older buildings in deteriorated condition, and close proximity to the earthquake fault, the demand for pure retail space in this section is projected to be fairly limited. The revitalization strategy for this northern section is going to require a more comprehensive multi-faceted approach incorporating residential development. The key steps include the following:

- The reconstruction of the Mission Boulevard public right-of-way, which is being designed as part of this project.
- A long term commitment to protecting and upgrading the housing stock in the immediately surrounding neighborhoods through an expanded housing rehabilitation loan and grant program.
- Adopting an infill live-work mixed use strategy with housing above work space that could be retail, services, artist studios, or artisan manufacturing.
- Use Redevelopment Agency resources to create one or two anchor projects at strategic locations and then encourage infill development with row houses that have ground floor commercial or workspaces at the street frontage.

The value of the city's housing stock is the key determinant of future community income and household purchasing power. Since local retail potential will be determined by community purchasing power, reinvestment in the City's housing stock needs to be an important policy priority. ERA recommends that the City aggressively expand its residential rehabilitation loan program and target the older neighborhoods around the northern section of Mission Boulevard. After an initial start-up period, the program should be self funding as the repayment of earlier loans fund subsequent loans.

A better housing stock around Mission Boulevard will attract higher income households over the long run and they will in turn spend more money in local retail establishments. The increased local retail spending will lead to new retail businesses and the upkeep of commercial properties. Most of the new retail establishments are expected to be local serving and would likely include smaller restaurants, specialty food stores, a hardware store, and local services.

II. City and County Economic Trends and Implications for Mission Boulevard

Mission Boulevard through Hayward is in long term transition from a region serving state highway to a more local serving community arterial. As its role changes and the arterial is redesigned in accordance to the SR-238 Improvement Plan, the land uses and urban development along this boulevard will also transform. The transformation of the Mission Boulevard corridor will be guided by City policy and enabled by the real estate market forces that will be apparent over the next couple of decades. Since real estate market forces are governed by economic growth and change, this report section reviews the economic and demographic changes that have occurred in Alameda County and Hayward over the past decade or two and recaps the expected growth over the next two decades.

Economic Transition and Growth

Like most urban economies in the United States, the Alameda County economy is evolving away from manufacturing and towards a service dominated economy. While this economy has undergone cyclical fluctuations, including one recession during the 2001 to 2003 period and is in the midst of another rather severe recession currently, the long term trend is clear. From 1998 through 2008, Alameda County lost 19,300 manufacturing jobs and gained 37,800 service sector jobs (see **Table II-1**). With the closure of NUMMI in Fremont a few miles south of Hayward, a onetime joint production facility for Chevrolet and Toyota, resulting in the loss of 4,500 manufacturing jobs, this trend is being accelerated. Automobile parts suppliers to NUMMI in the region will lose business resulting in additional manufacturing employment losses.

Even with this steady decline in the manufacturing sector, resulting from the Bay Area's higher labor and housing cost as compared to many other parts of the world, total employment in Alameda County has actually grown over the 1998 to 2008 decade by adding 30,400 jobs. Much of the job gain was in professional, business, educational and health services. In summary, the City of Hayward is located in a region that has experienced modest long term economic growth but is in transformation from manufacturing to a service based economy.

Alameda County is of course adjacent to Santa Clara County or Silicon Valley, the most dynamic and innovative economic region in the world over the past four decades. Some 30 years ago, the City of Fremont in Alameda County was wondering if it could become part of Silicon Valley. That question is no longer an issue today, and Fremont is now viewed as an integral part of Silicon Valley. Hayward, being only two or three miles north of Fremont, may be able to experience a similar transformation over the next couple of decades. Historically, Santa Clara County struggled with high land and labor cost and poor access to the lower cost areas of the East Bay. The improvements to SR-237 and more recently I-880, have mitigated the problem. With two BART stations, Hayward's opportunity will

be further enhanced by the completion of the BART extension into Santa Clara County. This extension will have a new station at Warm Springs in Fremont and then six stations in Santa Clara County: Milpitas, Berryessa, Alum Rock, Downtown San Jose, Diridon Station San Jose and then Santa Clara. Completion is expected in 2017, and the Santa Clara BART station will have a people mover link to San Jose International Airport passing under the airport runway. With initial construction due to begin shortly, the California High Speed Rail System expects to have high speed service from Diridon Station in San Jose to Los Angeles, San Diego, the Central Valley and San Francisco by 2020. Over the next two decades, more of Hayward's economic opportunities may result from improved linkages to Silicon Valley rather than its traditional ties with the East Bay and San Francisco.

Population Growth and Housing Development

Over the past two decades, Hayward and its more significant neighboring cities – San Leandro, Union City and Fremont – have added substantial number of residents. Hayward gained nearly 40,000 new residents from 1990 to 2009, and the four cities combined added 116,000. Growth, however, slowed considerably from the decade of the 1990s to the 2000s as readily developable land became scarcer. For example, Hayward grew by 28,700 during the decade of the 1990s but added only 10,800 in the nine years from 2000 to 2009. The pattern for the neighboring cities was similar with the growth rate falling to less than half of that achieved during the 1990s (**Table II-2**).

Based upon a tabulation of building permits issued, Hayward added on average 351 units per year during the 1998 to 2008 period with the multi-family share being 25 percent. Alameda County as a whole added 4,423 units per year, with 47 percent being multi-family units (**Table II-3**). Performance over this past decade suggests that Hayward's multi-family development market was 89 units per year on average as compared to Alameda County's market of 2,077 per year. With about ten percent of the Alameda County population, Hayward only had four percent of its multi-family residential development.

Retail Sales Trends

With population growth in Alameda County, retail sales have increased as well. This growth is however uneven and fluctuates with growth and contraction of the regional economy. Countywide retail sales climbed rapid in 1999 and 2000 and then declined during the technology led recession of 2001 and 2003. It climbed steadily from 2003 through 2006 but leveled off in 2007 and dropped precipitously in 2008 by 7.1 percent (**Table II-4**). Another more modest drop is expected in 2009. The retail store sales per capita has followed the same pattern, climbing from $8,600 in 1998 to $11,400 in 2006 and 2007 only to fall back to $10,500 in 2008. However, sales in some sectors have not been particularly affected by the recent recession at least according to data through 2008; and

these include the apparel sector and the restaurant sector (see **Table II-5**). The service station sector has also shown great long term sales increase, reflecting the sharp rise in global oil prices rather than local economic conditions.

With 9.7 percent of the county population, the City of Hayward currently has 10.0 percent of the countywide retail store sales. However, this is down from 11.6 percent a decade ago. Like Alameda County, the apparel, restaurant and service station sectors have shown strong long term growth. In addition, the hardware and building materials sector has also performed well in Hayward over the past decade (**Table II-6**). A detailed analysis of Hayward's proportionate share of the countywide retail sales by sector indicates that the city is substantially under retailed in these following sectors: furniture and appliances, specialty stores, restaurants and grocery stores (**Table II-7**). These are the opportunity sectors which could contribute to the revitalization of Mission Boulevard.

Growth in Retail Space

According to detailed survey of over 8,000 retail buildings by CoStar, Alameda County has 80.4 million square feet of retail of which 76.1 million is occupied for an occupancy rate of 94.6 percent. The county does not have an excess overhang of retail space; however, the recent recession has driven triple net rents (net of taxes, insurance and operating cost) from over $30 per square foot in late 2007 to around $22 per square foot currently. As detailed in **Table II-8**, the amount of occupied retail space in Alameda County has grown from 70.2 million square feet ten years ago to 76.1 million square feet today. This reflects an average net gain in occupied retail space of nearly 600,000 square feet per year. Much of this new space addition is no doubt in East County where population growth has been brisk.

While Mission Boulevard has struggled with the departure of automobile dealerships and vacant older retail buildings, the city of Hayward as a whole does not appear to be suffering from an excess supply of contemporary retail space. According the CoStar survey of 768 retail buildings in Hayward, this city has 7.65 million square feet of space of which 7.24 million is occupied. The occupancy percentage is again 94.6 percent which is about market equilibrium (**Table II-9**). Over the past decade, the occupied retail space in Hayward has climbed from 6.66 million to 7.24 million square feet; this translates into an average net absorption of 58,000 square feet per year or just under ten percent of the countywide absorption.

The Automobile Sector

In recent years, the automobile dealerships along Mission Boulevard have suffered from a confluence of three streams of economic influences:

- A steady shift in consumer preference away from the domestic brands toward the imported brands.
- The relocation of dealerships into larger concentrations at near freeway locations with the Fremont Auto Mall and Marina Boulevard in San Leandro providing stiff competition in the East Bay.
- The sharpest decline in automobile sales in two decades as a result of the national and statewide recession.
- As a result, several dealerships along Mission Boulevard have closed including Chevrolet, Ford, Dodge and Mazda. These dealership properties have been available for sale and new development.

Over the next decade, the automobile sector outlook is as follows:

- A clear rebound from the low sales of 2008 and 2009.
- Some stabilization of domestic brands with Ford offering a wide range of new fuel efficient models and General Motors betting heavily on the electric Volt which will be sold by Chevrolet Dealership starting later this year.
- The Korean brands (Hyundai and Kia), enjoying lower labor cost, favorable currency exchange rates and excellent engineering, beginning to take market share away from the Japanese brands (Toyota, Honda, Nissan, Mazda, etc.) and the lower priced European brands (Volvo, Saab, VW, etc.).
- Chinese automobile brands may become significant players by the end of the decade.
- The continued dealership preference for freeway exposure, near freeway location and concentration into large clusters at auto malls or corridors.

The implications for Mission Boulevard are as follows:

- The new car dealerships that have closed or moved will not be coming back.
- Toyota, Honda, Nissan and VW will remain in the intermediate term future (5 to 8 years).
- The used car dealerships will also remain in the intermediate term future.
- The automobile related retailers and services will gradually relocate to be closer to the new dealership concentrations.
- Mission Boulevard will have little success competing against the Fremont Auto Mall or Marina Boulevard in San Leandro in attracting new dealerships.

The revitalization strategy of Mission Boulevard should not count on the long term resurgence of the automobile sales and service sector.

The Hotel Sector

The hotel sector in Hayward has been dominated by the "select service" hotels with a number of fairly new ones located along Mission Boulevard. A new 82-room Holiday Inn Express has recently been approved for the east side of Mission Boulevard at Torrano Avenue, and the Hayward Redevelopment Agency has been in negotiations with a developer for a number of months to redevelop Centennial Hall, a City owned conference center, into a new hotel and conference center. The redevelopment of Centennial Hall will also include the former City Hall office tower and the adjacent City-owned parking garage as part of the overall development package. The City is interested in having a full service hotel, which would be an important image-maker and General Fund revenue generator for Hayward.

The Office Market

Alameda County currently has 70.3 million square feet of office space in 3,200 buildings surveyed by CoStar. Of this total space, 61.8 million is occupied for a vacancy percentage of 12.1 percent (**Table II-10**). Average direct full service rents in the county are currently $21 per square foot, down from nearly $24 per square foot three years ago. The countywide office market is currently rather weak, as is the regional market when San Francisco and Santa Clara Counties are considered.

The Hayward office market currently has 3.63 million square feet of rentable space in 291 buildings. Of this total, 3.37 million square feet is leased resulting in a vacancy rate of only 7.1 percent. Occupied space in this market climbed from 3.15 million square feet at the end of 1999 to 3.53 square feet by the beginning of 2006. However, from that high point, occupancy declined to 3.05 million square feet by the end of 2009. The recent absorption of 326,400 square feet has brought the occupied total to 3.37 million square feet and the occupancy rate up to 92.9 percent (**Table II-11**). Including the most recent banner quarter, net absorption over the past ten years has averaged only 23,000 square feet per year. Full service office rents in Hayward average $14.50 per square foot or about two-thirds that of the Alameda County average. Considering the location of Mission Boulevard for office development and the relatively weak Hayward office market, an aggressive office development strategy for Mission Boulevard is not likely to be highly successful.

Housing Demand Review

A review of the Hayward housing demand, based upon a modest 0.8 percent annual population growth rate, indicates 9,000 units over the next 20 years. This averages out to 450 units per year; and given the highly cyclical nature of real estate cycles, the actual construction in any one year could

deviate considerably from this long term annual average. As land becomes scarcer, the proportion of multi-family development will increase. The multi-family share of overall demand is estimated at 59 percent (see **Table II-12**). The Mission Corridor Specific Plan Area is estimated to be able to capture 12 to 15 percent of the citywide demand provided that good residential sites can be created. This translates into 650 to 800 units over the next 20 years for the two sections of this corridor. Because of limited commercial demand, the housing demand is particularly important to the northern section of Mission Boulevard. The realization of this demand will depend upon the creation of residential or mixed-use redevelopment sites of sufficient size to be of interest to developers and upon the plan being able to create residential neighborhoods that will appeal to future residents.

Table II-1
ALAMEDA COUNTY EMPLOYMENT GROWTH

Employment Category	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	Growth 98-08 Absolute	Growth 98-08 Annual Rate
Total, All Industries	660,500	683,600	711,000	719,500	699,600	693,800	687,700	693,400	702,400	702,800	690,900	30,400	0.5%
Annual Change	21,400	23,100	27,400	8,500	-19,900	-5,800	-6,100	5,700	9,000	400	-11,900		
Annual Percentage Change	3.3%	3.5%	4.0%	1.2%	-2.8%	-0.8%	-0.9%	0.8%	1.3%	0.1%	-1.7%		
Total Farm	1,000	900	800	900	800	600	700	700	800	800	700	-300	-3.5%
Total Nonfarm	659,500	682,700	710,200	718,600	698,800	693,200	687,100	692,600	701,600	702,000	690,200	30,700	0.5%
Natural Res., Mining and Construi	31,400	36,000	39,200	41,300	39,700	40,500	42,000	43,500	44,200	43,800	40,000	8,600	2.5%
Manufacturing	91,800	89,700	93,500	90,400	81,700	77,400	77,600	75,800	75,600	73,700	72,500	-19,300	-2.3%
Transportation and Utilities	31,600	33,400	33,000	32,300	30,200	28,100	26,600	26,700	26,600	28,500	27,700	-3,900	-1.3%
Wholesale Trade	40,200	42,500	44,600	45,800	43,000	41,300	40,200	39,700	39,700	39,600	39,300	-900	-0.2%
Retail Trade	65,200	68,000	70,100	70,100	68,700	68,400	67,200	68,100	69,300	68,900	66,800	1,600	0.2%
Finance, Ins., and Real Estate	25,500	25,700	26,200	29,900	31,700	35,300	35,000	35,500	35,600	33,300	30,400	4,900	1.8%
Services[1]	250,500	261,700	275,400	279,500	270,100	270,200	268,200	273,600	277,200	282,500	288,300	37,800	1.4%
Government	123,300	125,800	128,400	129,200	133,600	132,100	130,400	129,800	133,100	131,700	125,000	1,700	0.1%

[1] Services category includes the Information, Professional and Business Services, Educational and Health Services, Leisure and Hospitality, and Other Services categories.

Source: State of California, Employment Development Department

Table II-2

HAYWARD AREA POPULATION GROWTH [1]

								1990-2000		2000-2009	
	1990	2000	2005	2006	2007	2008	2009	Rate of Growth	Absolute Growth	Rate of Growth	Absolute Growth
Hayward	111,343	140,030	145,416	146,213	147,393	148,935	150,878	2.3%	28,687	0.8%	10,848
San Leandro	68,223	79,452	81,236	81,108	81,351	81,841	82,472	1.5%	11,229	0.4%	3,020
Union City	53,762	66,869	70,387	71,063	72,072	73,269	73,977	2.2%	13,107	1.1%	7,108
Fremont	173,339	203,413	209,558	209,890	211,006	213,124	215,636	1.6%	30,074	0.7%	12,223
Four City Subtotal	406,667	489,764	506,597	508,274	511,822	517,169	522,963	1.9%	83,097	0.7%	33,199
Total Alameda County	1,276,702	1,443,939	1,498,967	1,506,176	1,519,326	1,537,719	1,556,657	1.2%	167,237	1.0%	112,718

[1] Data for 1990 and 200 are as of April of that year. All other data are as of January of that year.

Source: Bureau of Census, California Department of Finance

Table II-3

NEW, PRIVATELY-OWNED RESIDENTIAL BUILDING PERMITS, 1998-2008

	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	Annual Avg 1998-08	Percentage
Hayward													
Single Family	442	151	294	101	134	496	468	140	253	255	157	263	75%
Multi Family	183	193	0	162	101	50	124	63	0	98	0	89	25%
Hayward Total	**625**	**344**	**294**	**263**	**235**	**546**	**592**	**203**	**253**	**353**	**157**	**351**	**100%**
Alameda County													
Single Family	3,795	4,943	3,071	1,764	2,501	2,138	2,309	1,561	1,635	1,315	780	2,347	53%
Multi Family	2,036	1,454	983	1,485	1,054	2,331	3,069	2,815	4,641	1,823	1,153	2,077	47%
Alameda County Total	**5,831**	**6,397**	**4,054**	**3,249**	**3,555**	**4,469**	**5,378**	**4,376**	**6,276**	**3,138**	**1,933**	**4,423**	**100%**

Source: U.S. Census Bureau and California State Department of Finance

Table II-4
ALAMEDA COUNTY TAXABLE RETAIL STORE SALES
(Thousands of Dollars)

	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	Rate of Growth
Apparel Stores	$386,934	$403,518	$485,707	$502,383	$501,148	$519,274	$566,713	$625,984	$641,261	$666,247	$747,645	6.8%
Gen. Merchandise & Drug	1,682,206	1,795,161	1,934,406	1,935,606	1,883,422	1,904,012	1,989,603	2,087,101	2,236,412	2,292,279	2,126,734	2.4%
Food Stores	604,026	657,525	720,183	744,857	733,183	733,608	732,950	744,339	759,659	801,916	780,311	2.6%
Eating & Drinking Places	1,217,154	1,307,960	1,458,323	1,508,144	1,516,332	1,542,242	1,621,608	1,709,868	1,832,279	1,953,544	1,989,406	5.0%
Furnishing & Appliances	535,278	591,731	771,808	783,777	771,352	797,883	808,098	843,587	843,210	811,390	823,075	4.4%
Bldg Materials & Farm Eqmt	1,114,955	1,271,750	1,465,302	1,477,850	1,506,466	1,541,611	1,769,134	1,865,569	1,901,509	1,582,519	1,373,877	2.1%
Auto Dealers & Supplies	2,168,639	2,626,188	3,177,301	3,095,126	2,977,123	2,931,258	2,924,985	2,987,795	2,934,975	2,912,074	2,329,408	0.7%
Service Stations	735,047	841,177	1,063,763	1,016,894	962,412	1,133,991	1,309,013	1,518,337	1,671,074	1,831,042	2,030,681	10.7%
Other Retail Stores	2,254,372	2,400,988	2,791,376	2,618,070	2,524,149	2,458,270	2,621,738	2,845,902	2,836,035	2,813,929	2,346,612	0.4%
Total Alameda County	**$10,698,611**	**$11,895,998**	**$13,868,169**	**$13,682,707**	**$13,375,587**	**$13,562,149**	**$14,343,842**	**$15,228,482**	**$15,656,414**	**$15,664,940**	**$14,547,749**	3.1%
Annual Growth		11.2%	16.6%	-1.3%	-2.2%	1.4%	5.8%	6.2%	2.8%	0.1%	-7.1%	

Source: California Board of Equalization

Table II-5
PER CAPITA RETAIL STORE SALES IN ALAMEDA COUNTY

	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	Rate of Growth
Alameda County Population	1,389,000	1,412,315	1,443,939	1,465,144	1,482,473	1,490,072	1,494,675	1,498,967	1,506,176	1,519,326	1,537,719	1.0%
Per Capita Sales												
Apparel Stores	$279	$286	$336	$343	$338	$348	$379	$418	$426	$439	$486	5.7%
Gen. Merchandise & Drug [1]	1,247	1,309	1,380	1,361	1,309	1,316	1,371	1,434	1,529	1,554	1,425	1.3%
Food Stores [2]	1,305	1,397	1,496	1,525	1,484	1,477	1,471	1,490	1,513	1,583	1,522	1.6%
Eating & Drinking Places	876	926	1,010	1,029	1,023	1,035	1,085	1,141	1,217	1,286	1,294	4.0%
Furnishing & Appliances	385	419	535	535	520	535	541	563	560	534	535	3.3%
Bldg Materials & Farm Eqmt	803	900	1,015	1,009	1,016	1,035	1,184	1,245	1,262	1,042	893	1.1%
Auto Dealers & Supplies	1,561	1,859	2,200	2,113	2,008	1,967	1,957	1,993	1,949	1,917	1,515	-0.3%
Service Stations	529	596	737	694	649	761	876	1,013	1,109	1,205	1,321	9.6%
Other Retail Stores	1,623	1,700	1,933	1,787	1,703	1,650	1,754	1,899	1,883	1,852	1,526	-0.6%
Total Alameda County	**$8,608**	**$9,392**	**$10,642**	**$10,395**	**$10,050**	**$10,125**	**$10,617**	**$11,194**	**$11,448**	**$11,411**	**$10,517**	2.0%
Annual Growth		9.1%	13.3%	-2.3%	-3.3%	0.7%	4.9%	5.4%	2.3%	-0.3%	-7.8%	

[1] Adjusted from taxable sales by 3% to reflect non taxable drug sales

[2] Adjusted taxable sales by 3 times to reflect total food store sales

Source: Bureau of Census, California Department of Finance and California Board of Equalization

Table II-6
HAYWARD TAXABLE RETAIL STORE SALES
(Thousands of Dollars)

	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	Rate of Growth
Apparel Stores	$45,093	$44,451	$60,181	$60,507	$59,512	$60,246	$63,795	$69,718	$69,420	$69,503	$75,705	5.3%
Gen. Merchandise & Drug	183,767	192,721	216,348	219,950	217,909	231,258	238,851	239,640	285,948	301,442	269,450	3.9%
Food Stores	50,974	54,602	58,719	60,928	61,078	61,471	62,076	63,027	59,030	63,286	65,632	2.6%
Eating & Drinking Places	98,307	103,817	112,172	112,687	113,869	116,136	124,284	131,148	138,445	156,115	156,937	4.8%
Furnishing & Appliances	54,601	54,190	62,764	55,080	51,584	72,451	96,127	99,620	88,181	79,897	47,933	-1.3%
Bldg Materials & Farm Eqmt	98,771	121,017	159,749	139,859	163,040	156,523	175,381	168,503	197,496	193,279	184,769	6.5%
Auto Dealers & Supplies	371,567	457,104	512,666	506,168	451,539	414,667	376,845	380,153	358,309	353,283	260,545	-3.5%
Service Stations	85,943	101,459	126,964	129,473	124,631	145,300	160,268	164,990	171,629	199,392	227,312	10.2%
Other Retail Stores	250,054	247,491	250,862	233,629	215,695	194,914	204,707	221,134	207,097	202,385	173,322	-3.6%
Total City of Hayward	**$1,239,077**	**$1,376,852**	**$1,560,425**	**$1,518,281**	**$1,458,857**	**$1,452,966**	**$1,502,334**	**$1,537,933**	**$1,575,555**	**$1,618,582**	**$1,461,606**	1.7%
Annual Growth		11.1%	13.3%	-2.7%	-3.9%	-0.4%	3.4%	2.4%	2.4%	2.7%	-9.7%	
Total Alameda County	**$10,698,611**	**$11,895,998**	**$13,868,169**	**$13,682,707**	**$13,375,587**	**$13,562,149**	**$14,343,842**	**$15,228,482**	**$15,656,414**	**$15,664,940**	**$14,547,749**	3.1%
Hayward Share of Alameda County	11.6%	11.6%	11.3%	11.1%	10.9%	10.7%	10.5%	10.1%	10.1%	10.3%	10.0%	

Note: Taxable retail store sales does not include business to business sales conducted outside of retail stores or sales of home businesses

Source: California Board of Equalization

Table II-7
HAYWARD SHARE OF ALAMEDA COUNTY TAXABLE RETAIL STORE SALES

	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008
Apparel Stores	11.7%	11.0%	12.4%	12.0%	11.9%	11.6%	11.3%	11.1%	10.8%	10.4%	10.1%
Gen. Merchandise & Drug	10.9%	10.7%	11.2%	11.4%	11.6%	12.1%	12.0%	11.5%	12.8%	13.2%	12.7%
Food Stores	8.4%	8.3%	8.2%	8.2%	8.3%	8.4%	8.5%	8.5%	7.8%	7.9%	8.4%
Eating & Drinking Places	8.1%	7.9%	7.7%	7.5%	7.5%	7.5%	7.7%	7.7%	7.6%	8.0%	7.9%
Furnishing & Appliances	10.2%	9.2%	8.1%	7.0%	6.7%	9.1%	11.9%	11.8%	10.5%	9.8%	5.8%
Bldg Materials & Farm Eqmt	8.9%	9.5%	10.9%	9.5%	10.8%	10.2%	9.9%	9.0%	10.4%	12.2%	13.4%
Auto Dealers & Supplies	17.1%	17.4%	16.1%	16.4%	15.2%	14.1%	12.9%	12.7%	12.2%	12.1%	11.2%
Service Stations	11.7%	12.1%	11.9%	12.7%	12.9%	12.8%	12.2%	10.9%	10.3%	10.9%	11.2%
Other Retail Stores	11.1%	10.3%	9.0%	8.9%	8.5%	7.9%	7.8%	7.8%	7.3%	7.2%	7.4%
Total City of Hayward	11.6%	11.6%	11.3%	11.1%	10.9%	10.7%	10.5%	10.1%	10.1%	10.3%	10.0%

Source: California Board of Equalization

Table II-8
TRENDS IN ALAMEDA COUNTY RETAIL SPACE

Period	# Bldgs	Total RBA	Total Vacant SF	Total Vacant %	Occupied SF	Occupied %	Direct Net Absorption	Direct Average Rate
QTD	8,085	80,422,802	4,314,155	5.4%	76,108,647	94.6%	4,942	$22.37/nnn
2009 4Q	8,066	80,136,241	4,421,965	5.5%	75,714,276	94.5%	339,458	$22.68/nnn
2009 3Q	8,055	79,875,949	4,480,993	5.6%	75,394,956	94.4%	(361,823)	$24.73/nnn
2009 2Q	8,051	79,806,810	4,123,258	5.2%	75,683,552	94.8%	(187,400)	$25.51/nnn
2009 1Q	8,048	79,790,237	3,708,792	4.6%	76,081,445	95.4%	(488,709)	$26.12/nnn
2008 4Q	8,041	79,727,669	3,090,044	3.9%	76,637,625	96.1%	335,151	$28.38/nnn
2008 3Q	8,028	79,100,964	2,769,160	3.5%	76,331,804	96.5%	38,576	$28.85/nnn
2008 2Q	8,021	78,992,510	2,738,666	3.5%	76,253,844	96.5%	(46,045)	$28.48/nnn
2008 1Q	8,019	78,968,171	2,644,289	3.3%	76,323,882	96.7%	564,963	$30.33/nnn
2007 4Q	8,003	78,240,119	2,477,243	3.2%	75,762,876	96.8%	257,279	$31.32/nnn
2007 3Q	7,990	78,066,575	2,575,762	3.3%	75,490,813	96.7%	89,163	$27.78/nnn
2007 2Q	7,981	77,896,818	2,521,138	3.2%	75,375,680	96.8%	620,846	$26.87/nnn
2007 1Q	7,971	77,588,793	2,805,131	3.6%	74,783,662	96.4%	1,019,548	$26.83/nnn
2006 4Q	7,957	77,356,012	3,558,880	4.6%	73,797,132	95.4%	853,057	$29.67/nnn
2006 3Q	7,953	77,251,309	4,319,009	5.6%	72,932,300	94.4%	193,976	$29.70/nnn
2006 2Q	7,944	76,921,296	4,176,579	5.4%	72,744,717	94.6%	182,763	$29.60/nnn
2006 1Q	7,938	76,843,844	4,299,206	5.6%	72,544,638	94.4%	(35,266)	$27.10/nnn
2005 4Q	7,927	76,562,089	3,945,066	5.2%	72,617,023	94.8%	816,461	$27.48/nnn
2005 3Q	7,918	75,963,645	4,158,925	5.5%	71,804,720	94.5%	(725,479)	$26.58/nnn
2005 2Q	7,902	75,612,840	3,063,553	4.1%	72,549,287	95.9%	(506,819)	$30.50/nnn
2005 1Q	7,900	75,606,840	2,593,952	3.4%	73,012,888	96.6%	586,396	$32.58/nnn
2004 4Q	7,879	74,769,210	2,346,705	3.1%	72,422,505	96.9%	64,139	$33.17/nnn
2004 3Q	7,870	74,570,102	2,210,426	3.0%	72,359,676	97.0%	43	$26.01/nnn
2004 2Q	7,866	74,486,269	2,105,624	2.8%	72,380,645	97.2%	(139,936)	$25.40/nnn
2004 1Q	7,865	74,483,669	1,960,860	2.6%	72,522,809	97.4%	426,416	$25.17/nnn
2003 4Q	7,851	73,777,540	1,672,920	2.3%	72,104,620	97.7%	(31,173)	$22.63/nnn
2003 3Q	7,844	73,727,833	1,592,085	2.2%	72,135,748	97.8%	(19,532)	$22.75/nnn
2003 2Q	7,839	73,684,778	1,535,687	2.1%	72,149,091	97.9%	(130,654)	$21.45/nnn
2003 1Q	7,839	73,684,778	1,402,685	1.9%	72,282,093	98.1%	(53,248)	$21.52/nnn
2002 4Q	7,829	73,487,411	1,136,197	1.5%	72,351,214	98.5%	(292,786)	$17.11/nnn
2002 3Q	7,824	73,442,760	807,032	1.1%	72,635,728	98.9%	19,325	$16.36/nnn
2002 2Q	7,823	73,436,510	820,107	1.1%	72,616,403	98.9%	29,606	$14.99/nnn
2002 1Q	7,818	73,414,149	830,352	1.1%	72,583,797	98.9%	815,180	$17.65/nnn
2001 4Q	7,806	72,835,132	1,066,515	1.5%	71,768,617	98.5%	(294,443)	$18.20/nnn
2001 3Q	7,803	72,821,778	762,568	1.0%	72,059,210	99.0%	721,093	$18.20/nnn
2001 2Q	7,800	72,452,755	1,109,358	1.5%	71,343,397	98.5%	(305,645)	$23.12/nnn
2001 1Q	7,797	72,374,810	725,048	1.0%	71,649,762	99.0%	136,909	$22.80/nnn
2000 4Q	7,786	72,267,229	745,330	1.0%	71,521,899	99.0%	170,282	$23.00/nnn
2000 3Q	7,781	72,096,282	744,665	1.0%	71,351,617	99.0%	(152,367)	$21.06/nnn
2000 2Q	7,777	72,010,631	506,647	0.7%	71,503,984	99.3%	269,088	$17.93/nnn
2000 1Q	7,770	71,884,479	649,583	0.9%	71,234,896	99.1%	1,079,093	$14.13/nnn
1999 4Q	7,750	70,827,663	630,185	0.9%	70,197,478	99.1%	5,777	$12.13/nnn

Source: CoStar

Table II-9

TRENDS IN HAYWARD RETAIL SPACE

Period	# Bldgs	Total RBA	Total Vacant SF	Total Vacant %	Occupied SF	Occupied %	Direct Net Absorption	Direct Average Rate
QTD	768	7,651,475	413,332	5.4%	7,238,143	94.6%	(3,785)	$17.93/nnn
2009 4Q	768	7,651,475	409,547	5.4%	7,241,928	94.6%	113,375	$18.51/nnn
2009 3Q	767	7,497,475	368,272	4.9%	7,129,203	95.1%	(51,475)	$19.18/nnn
2009 2Q	767	7,497,475	350,663	4.7%	7,146,812	95.3%	3,461	$19.08/nnn
2009 1Q	767	7,497,475	327,024	4.4%	7,170,451	95.6%	(84,599)	$19.39/nnn
2008 4Q	767	7,497,475	210,859	2.8%	7,286,616	97.2%	24,472	$22.69/nnn
2008 3Q	765	7,442,552	178,108	2.4%	7,264,444	97.6%	(3,032)	$23.14/nnn
2008 2Q	765	7,442,552	175,076	2.4%	7,267,476	97.6%	(35,722)	$23.20/nnn
2008 1Q	765	7,442,552	144,317	1.9%	7,298,235	98.1%	30,124	$22.66/nnn
2007 4Q	764	7,437,971	179,370	2.4%	7,258,601	97.6%	(2,588)	$28.20/nnn
2007 3Q	763	7,436,753	173,771	2.3%	7,262,982	97.7%	8,435	$28.10/nnn
2007 2Q	763	7,436,753	182,206	2.5%	7,254,547	97.5%	(8,484)	$28.41/nnn
2007 1Q	763	7,436,753	173,722	2.3%	7,263,031	97.7%	93,291	$22.27/nnn
2006 4Q	762	7,431,852	262,112	3.5%	7,169,740	96.5%	148,397	$22.19/nnn
2006 3Q	762	7,431,852	435,933	5.9%	6,995,919	94.1%	117,770	$22.41/nnn
2006 2Q	761	7,241,852	363,703	5.0%	6,878,149	95.0%	114,806	$22.27/nnn
2006 1Q	759	7,221,706	458,363	6.3%	6,763,343	93.7%	54,344	$23.15/nnn
2005 4Q	758	7,204,298	466,755	6.5%	6,737,543	93.5%	96,806	$24.30/nnn
2005 3Q	757	7,086,401	445,664	6.3%	6,640,737	93.7%	(134,144)	$19.02/nnn
2005 2Q	757	7,086,401	301,960	4.3%	6,784,441	95.7%	2,519	$26.01/nnn
2005 1Q	757	7,086,401	336,579	4.7%	6,749,822	95.3%	3,291	$25.97/nnn
2004 4Q	752	7,021,188	242,557	3.5%	6,778,631	96.5%	(48,069)	$26.19/nnn
2004 3Q	749	6,972,708	146,008	2.1%	6,826,700	97.9%	32,039	$32.42/nnn
2004 2Q	749	6,972,708	180,847	2.6%	6,791,861	97.4%	(28,969)	$22.15/nnn
2004 1Q	749	6,972,708	149,078	2.1%	6,823,630	97.9%	(6,569)	$14.90/nnn
2003 4Q	748	6,967,610	137,411	2.0%	6,830,199	98.0%	33,811	$15.16/nnn
2003 3Q	744	6,928,621	132,233	1.9%	6,796,388	98.1%	21,278	$11.78/nnn
2003 2Q	742	6,908,843	133,733	1.9%	6,775,110	98.1%	(27,953)	$11.70/nnn
2003 1Q	742	6,908,843	105,780	1.5%	6,803,063	98.5%	39,152	$14.40/nnn
2002 4Q	740	6,821,685	57,774	0.8%	6,763,911	99.2%	(2,113)	$14.40/nnn
2002 3Q	740	6,821,685	55,661	0.8%	6,766,024	99.2%	38,054	$14.40/nnn
2002 2Q	740	6,821,685	93,715	1.4%	6,727,970	98.6%	(100)	$14.40/nnn
2002 1Q	740	6,821,685	93,615	1.4%	6,728,070	98.6%	27,876	-
2001 4Q	738	6,775,644	75,450	1.1%	6,700,194	98.9%	(33,472)	-
2001 3Q	738	6,775,644	41,978	0.6%	6,733,666	99.4%	28,950	-
2001 2Q	738	6,775,644	70,928	1.0%	6,704,716	99.0%	42,304	-
2001 1Q	737	6,714,190	51,778	0.8%	6,662,412	99.2%	(8,606)	-
2000 4Q	735	6,711,696	40,678	0.6%	6,671,018	99.4%	(913)	-
2000 3Q	734	6,707,281	35,350	0.5%	6,671,931	99.5%	(4,850)	-
2000 2Q	734	6,707,281	30,500	0.5%	6,676,781	99.5%	17,148	-
2000 1Q	733	6,692,233	32,600	0.5%	6,659,633	99.5%	1,050	-
1999 4Q	733	6,692,233	33,650	0.5%	6,658,583	99.5%	10,517	-

Source: CoStar

Table II-10
TRENDS IN ALAMEDA COUNTY OFFICE SPACE

Period	# Bldgs	Total RBA	Total Vacant SF	Total Vacant %	Occupied SF	Occupied %	Direct Net Absorption	Direct Average Rate
QTD	3,200	70,303,712	8,525,774	12.1%	61,777,938	87.9%	357,505	$21.11/fs
2009 4Q	3,194	70,278,150	8,856,684	12.6%	61,421,466	87.4%	(56,066)	$21.19/fs
2009 3Q	3,194	70,278,150	8,689,953	12.4%	61,588,197	87.6%	(283,001)	$22.92/fs
2009 2Q	3,193	70,261,289	8,451,064	12.0%	61,810,225	88.0%	(132,482)	$23.06/fs
2009 1Q	3,190	69,860,289	7,876,828	11.3%	61,983,461	88.7%	(498,758)	$23.09/fs
2008 4Q	3,189	69,840,543	7,486,731	10.7%	62,353,812	89.3%	288,674	$23.55/fs
2008 3Q	3,176	69,774,543	7,691,550	11.0%	62,082,993	89.0%	101,124	$23.75/fs
2008 2Q	3,172	69,708,543	7,792,095	11.2%	61,916,448	88.8%	4,086	$23.91/fs
2008 1Q	3,170	69,671,881	7,701,185	11.1%	61,970,696	88.9%	(115,159)	$23.91/fs
2007 4Q	3,169	69,660,397	7,685,518	11.0%	61,974,879	89.0%	19,081	$23.71/fs
2007 3Q	3,162	69,350,273	7,423,756	10.7%	61,926,517	89.3%	(68,877)	$23.73/fs
2007 2Q	3,156	69,034,781	7,100,116	10.3%	61,934,665	89.7%	277,075	$23.67/fs
2007 1Q	3,153	69,028,495	7,375,914	10.7%	61,652,581	89.3%	104,111	$23.42/fs
2006 4Q	3,153	69,028,495	7,599,551	11.0%	61,428,944	89.0%	(981,528)	$21.38/fs
2006 3Q	3,149	68,922,276	6,693,044	9.7%	62,229,232	90.3%	240,952	$21.38/fs
2006 2Q	3,148	68,871,036	6,788,555	9.9%	62,082,481	90.1%	(156,940)	$20.89/fs
2006 1Q	3,148	68,871,036	6,615,142	9.6%	62,255,894	90.4%	(68,411)	$20.56/fs
2005 4Q	3,143	68,704,554	6,334,227	9.2%	62,370,327	90.8%	247,928	$21.26/fs
2005 3Q	3,143	68,704,554	6,705,072	9.8%	61,999,482	90.2%	571,731	$21.22/fs
2005 2Q	3,143	68,704,554	7,272,914	10.6%	61,431,640	89.4%	313,907	$21.26/fs
2005 1Q	3,140	68,569,038	7,608,801	11.1%	60,960,237	88.9%	(205,510)	$21.57/fs
2004 4Q	3,137	68,502,145	7,407,724	10.8%	61,094,421	89.2%	474,456	$21.39/fs
2004 3Q	3,136	68,499,463	8,051,546	11.8%	60,447,917	88.2%	1,042,534	$21.20/fs
2004 2Q	3,136	68,499,463	9,120,676	13.3%	59,378,787	86.7%	(251,969)	$21.11/fs
2004 1Q	3,136	68,499,463	8,949,243	13.1%	59,550,220	86.9%	(34,991)	$21.09/fs
2003 4Q	3,133	68,438,898	8,955,343	13.1%	59,483,555	86.9%	(118,483)	$21.52/fs
2003 3Q	3,132	68,422,098	8,980,627	13.1%	59,441,471	86.9%	(217,571)	$21.95/fs
2003 2Q	3,131	68,403,039	8,543,327	12.5%	59,859,712	87.5%	61,737	$22.50/fs
2003 1Q	3,129	68,123,149	8,476,308	12.4%	59,646,841	87.6%	(377,536)	$23.24/fs
2002 4Q	3,119	67,527,016	7,984,944	11.8%	59,542,072	88.2%	(158,814)	$24.00/fs
2002 3Q	3,119	67,527,016	7,554,363	11.2%	59,972,653	88.8%	(225,493)	$25.83/fs
2002 2Q	3,118	67,495,016	7,451,903	11.0%	60,043,113	89.0%	199,173	$26.02/fs
2002 1Q	3,113	66,751,900	6,990,691	10.5%	59,761,209	89.5%	265,646	$27.15/fs
2001 4Q	3,102	66,070,537	6,258,529	9.5%	59,812,008	90.5%	(56,054)	$27.67/fs
2001 3Q	3,098	65,881,718	5,748,246	8.7%	60,133,472	91.3%	42,767	$29.87/fs
2001 2Q	3,094	65,375,008	4,941,369	7.6%	60,433,639	92.4%	(107,974)	$32.47/fs
2001 1Q	3,084	64,741,595	3,915,694	6.0%	60,825,901	94.0%	415,416	$32.77/fs
2000 4Q	3,073	63,640,698	2,799,092	4.4%	60,841,606	95.6%	450,095	$31.11/fs
2000 3Q	3,071	63,462,181	3,147,798	5.0%	60,314,383	95.0%	(673,610)	$29.33/fs
2000 2Q	3,066	62,899,558	1,677,135	2.7%	61,222,423	97.3%	1,405,973	$27.76/fs
2000 1Q	3,064	62,526,575	2,850,213	4.6%	59,676,362	95.4%	1,689,637	$24.81/fs
1999 4Q	3,050	61,526,394	3,662,027	6.0%	57,864,367	94.0%	345,202	$23.40/fs

Source: CoStar

Table II-11

TRENDS IN HAYWARD OFFICE SPACE

Period	# Bldgs	Total RBA	Total Vacant SF	Total Vacant %	Occupied SF	Occupied %	Direct Net Absorption	Direct Average Rate
QTD	291	3,632,511	257,664	7.1%	3,374,847	92.9%	326,437	$14.51/fs
2009 4Q	291	3,632,511	584,101	16.1%	3,048,410	83.9%	(15,174)	$14.51/fs
2009 3Q	291	3,632,511	568,927	15.7%	3,063,584	84.3%	(2,125)	$15.12/fs
2009 2Q	291	3,632,511	558,905	15.4%	3,073,606	84.6%	15,377	$15.13/fs
2009 1Q	291	3,632,511	576,319	15.9%	3,056,192	84.1%	(343,838)	$15.08/fs
2008 4Q	291	3,632,511	232,481	6.4%	3,400,030	93.6%	13,375	$18.17/fs
2008 3Q	291	3,632,511	252,230	6.9%	3,380,281	93.1%	(11,424)	$18.14/fs
2008 2Q	291	3,632,511	241,444	6.6%	3,391,067	93.4%	(51,601)	$18.26/fs
2008 1Q	291	3,632,511	192,694	5.3%	3,439,817	94.7%	13,627	$18.09/fs
2007 4Q	291	3,632,511	201,317	5.5%	3,431,194	94.5%	5,329	$16.72/fs
2007 3Q	291	3,632,511	206,646	5.7%	3,425,865	94.3%	(12,304)	$16.67/fs
2007 2Q	291	3,632,511	194,342	5.4%	3,438,169	94.6%	9,428	$16.42/fs
2007 1Q	291	3,632,511	193,313	5.3%	3,439,198	94.7%	6,548	$16.91/fs
2006 4Q	291	3,632,511	199,861	5.5%	3,432,650	94.5%	(37,155)	$14.92/fs
2006 3Q	291	3,632,511	164,946	4.5%	3,467,565	95.5%	48,392	$14.89/fs
2006 2Q	291	3,632,511	213,338	5.9%	3,419,173	94.1%	(109,455)	$13.99/fs
2006 1Q	291	3,632,511	101,643	2.8%	3,530,868	97.2%	46,150	$13.96/fs
2005 4Q	290	3,627,511	142,793	3.9%	3,484,718	96.1%	44,867	$17.40/fs
2005 3Q	290	3,627,511	187,660	5.2%	3,439,851	94.8%	11,151	$16.42/fs
2005 2Q	290	3,627,511	198,811	5.5%	3,428,700	94.5%	2,828	$17.43/fs
2005 1Q	290	3,627,511	201,639	5.6%	3,425,872	94.4%	(12,970)	$18.91/fs
2004 4Q	290	3,627,511	188,669	5.2%	3,438,842	94.8%	(41,060)	$17.71/fs
2004 3Q	290	3,627,511	147,609	4.1%	3,479,902	95.9%	54,217	$15.99/fs
2004 2Q	290	3,627,511	201,826	5.6%	3,425,685	94.4%	25,597	$16.39/fs
2004 1Q	290	3,627,511	227,423	6.3%	3,400,088	93.7%	1,319	$15.41/fs
2003 4Q	290	3,627,511	228,742	6.3%	3,398,769	93.7%	(39,145)	$15.87/fs
2003 3Q	290	3,627,511	189,597	5.2%	3,437,914	94.8%	14,114	$16.31/fs
2003 2Q	290	3,627,511	203,711	5.6%	3,423,800	94.4%	(37)	$16.60/fs
2003 1Q	290	3,627,511	203,674	5.6%	3,423,837	94.4%	62,063	$17.80/fs
2002 4Q	289	3,604,077	243,006	6.7%	3,361,071	93.3%	12,296	$19.17/fs
2002 3Q	289	3,604,077	255,302	7.1%	3,348,775	92.9%	46,179	$19.84/fs
2002 2Q	289	3,604,077	303,648	8.4%	3,300,429	91.6%	(6,433)	$20.61/fs
2002 1Q	289	3,604,077	299,715	8.3%	3,304,362	91.7%	(11,464)	$21.00/fs
2001 4Q	289	3,604,077	288,251	8.0%	3,315,826	92.0%	(13,204)	$21.09/fs
2001 3Q	289	3,604,077	272,177	7.6%	3,331,900	92.4%	(11,534)	$22.03/fs
2001 2Q	289	3,604,077	263,383	7.3%	3,340,694	92.7%	147,351	$22.63/fs
2001 1Q	288	3,428,159	219,494	6.4%	3,208,665	93.6%	42,069	$23.05/fs
2000 4Q	287	3,370,147	203,551	6.0%	3,166,596	94.0%	(84,619)	$23.64/fs
2000 3Q	287	3,370,147	118,932	3.5%	3,251,215	96.5%	(17,507)	$20.41/fs
2000 2Q	287	3,370,147	101,425	3.0%	3,268,722	97.0%	61,277	$16.50/fs
2000 1Q	287	3,370,147	162,702	4.8%	3,207,445	95.2%	62,400	$16.52/fs
1999 4Q	285	3,312,173	167,128	5.0%	3,145,045	95.0%	(24,517)	$15.85/fs

Source: CoStar

Table II-12
MISSION CORRIDOR HOUSING DEMAND FORECAST

						2010-2030	
	2010	2015	2020	2025	2030	Rate of Growth	Absolute Growth
Population	149,100	155,600	162,200	168,800	176,500	0.8%	27,400
Households	47,300	49,280	51,390	53,610	55,920	0.8%	8,620
Housing Units Needed @ 5% Vacancy	49,789	51,874	54,095	56,432	58,863	0.8%	9,074
		2010-15	2015-20	2020-25	2025-30		
Total Units Needed		2,084	2,221	2,337	2,432		9,074
Single Family Units		938	888	935	924		3,685
Multi Family Units		1,146	1,333	1,402	1,508		5,389
Multi Family Percentage		55%	60%	60%	62%		59%
Low Corridor Share @ 12% of MF		138	160	168	181		647
High Corridor Share @ 15% of MF		172	200	210	226		808

Source: Association of Bay Area Governments 2009 Projections

III. Changing Ethnic Composition and Market Implications

While the pace population growth in Hayward and the surrounding cities has been moderate during the past two decades, the changing ethnic composition of that population has not been fully appreciated by retailers, particularly the national chain retailers headquarters outside of Northern California. Sales in Hayward restaurants and grocery stores have been below potential and well below the countywide average on a per resident basis because the existing establishments and their merchandise do not match the taste and interest of the new local population very well.

Hayward

From 1990 to 2008, according to the Bureau of Census, population in Hayward climbed from 111,498 to 143,407 for an overall increase of 31,909. Upon further examination, we found that the White population had declined from 68,911 to 52,818 or a decline of 16,093 (see **Table III-1** for details). In contrast, the Asian population, more than doubled from 15,710 to 33,224 for a gain of 17,514. Those indicating other races, suggesting mixed race jumped from 13,203 to 48,476 for an increase of 35,273. The Hispanic or Latino population, which can be of any race or mixed race, jumped from 26,671 to 54,972 for a gain of 28,301. Hayward's ethnic composition is now 37 percent White, 11 percent Black, 23 percent Asian and 34 percent of "other" or mixed race. It is also 38 percent Hispanic. Like much of Northern California, Hayward's population is very diverse and becoming more Asian and more Hispanic. The city's Asian population is about half Filipino, and since the Philippine Island were occupied by Spain for several centuries and by the United States as a colony for about 50 years, that population has mixture of Eastern and Western cultural influences.

San Leandro

The changes in San Leandro over this same 18 year period are similar. Its White population declined by 10,600 but its Asian population increased by 14,854, its Black population increased by 9,871, and its Hispanic population increased by 11,311. San Leandro's Asian population is predominantly Chinese and Filipino (see **Table III-2** for details).

Union City

Union City to the south had a population of 61,600 in 2008. Following a similar pattern, its White population declined by 12,000 over the past 18 years, but the city's Asian population increased by 15,300. The largest Asian group in Union City is Filipino with 12,200 and Asian Indian with 9,400; however, the Asian Indian population has been growing most rapidly (**Table III-3**).

Fremont

Fremont, one of the larger cities in Northern California, has benefitted from its integration into Silicon Valley. Its population is now about 200,000 with half being Asian. Over the past 18 years, Fremont

gained 64,100 Asians and lost 49,000 Whites. Its largest Asian groups are Indian with 23,900 and Chinese 23,700. Its Black and Hispanic populations have not changed significantly (**Table III-4**). The Ranch 99 Supermarkets in Fremont and Union City target the East Asian patrons, primarily Chinese, Filipino, Korean and Japanese. The South Asian Indian and Pakistani population, many who have advanced technical degrees and were attracted to Silicon Valley job opportunities, may not be well served and could represent an opportunity for the southern segment of the Mission Boulevard Specific Plan Area.

North versus South

Since the northern segment of Mission Boulevard has a narrower road profile, older initial development and smaller lots, its economic development opportunities may be different from the southern segment. To probe the differences in market opportunity, the demographic characteristics of the areas covered by the drive time sheds were analyzed for the northern and southern end points of the Specific Plan Areas. In **Table III-5**, the demographic characteristics of the five and ten minute drive time shed of the Mission and Sunset intersection (north end) were compared against that of the Mission and Harder intersection (south end). According to the estimates by ESRI, the GIS data provider, the northern segment has access to a larger market by either a five or ten minute drive times because of slightly closer proximity to an earlier generation of urbanization which had smaller lots. The ESRI estimates also indicated that the incomes and the ethnic mix do not differ greatly between the north and south end drive time sheds due to considerable overlap between the two. Our informal observation suggests that the new and higher value housing development has been mostly to the south of this Specific Plan Area, and we would expect the southern trade area to have higher incomes.

Summary

The detailed demographic analysis only confirms the fact that Hayward is very diverse community, and that diversity is a source of community pride. Within that diversity, the Asian and Hispanic populations are growing faster. In Northern California, these minority populations often have incomes that are comparable to or even higher than that of the main stream population. The national retail chains that have fairly standard store formats that do not understand the preferences of these populations will not compete as effectively as the retailers that serve these populations well. A successful economic development strategy for Mission Boulevard needs to recognize and take advantage of the changing demographics of Hayward and its neighboring communities.

Table III-1
CHANGING ETHNIC COMPOSITION OF HAYWARD

City of Hayward	Total			Absolute	Percent of Total		
	1990	2000	2008	Change 90-08	1990	2000	2008
Total Population	111,498	140,030	143,407	31,909	100.0%	100.0%	100.0%
White alone	68,911	60,146	52,818	-16,093	61.8%	43.0%	36.8%
Black or African American alone	10,965	15,374	16,237	5,272	9.8%	11.0%	11.3%
American Indian and Alaska Native alone	1,084	1,177	792	-292	1.0%	0.8%	0.6%
Asian alone	15,710	26,149	33,224	17,514	14.1%	18.7%	23.2%
Asian Indian	1,741	4,086	4,393	2,652	1.6%	2.9%	3.1%
Chinese	3,158	3,998	5,509	2,351	2.8%	2.9%	3.8%
Filipino	7,070	12,755	15,256	8,186	6.3%	9.1%	10.6%
Japanese	1040	1006	849	-191	0.9%	0.7%	0.6%
Korean	732	780	705	-27	0.7%	0.6%	0.5%
Vietnamese	1,340	2,783	4,207	2,867	1.2%	2.0%	2.9%
Other Asian	629	741	2,305	1,676	0.6%	0.5%	1.6%
Native Hawaiian and Other Pacific Islander alon	1,625	2,679	2,089	464	1.5%	1.9%	1.5%
Other[1]	13,203	34,075	48,476	35,273	11.8%	24.3%	33.8%
Total Hispanic or Latino	26,671	47,850	54,972	28,301	23.9%	34.2%	38.3%
Mexican	17,296	34,035	38,966	21,670	15.5%	24.3%	27.2%
Puerto Rican	2,564	2,177	2,196	-368	2.3%	1.6%	1.5%
Cuban	228	213	242	14	0.2%	0.2%	0.2%
Dominican (Dominican Republic)	n/a	15	233	n/a	n/a	0.0%	0.2%
Central American	n/a	3,401	10,856	n/a	n/a	2.4%	7.6%
South American	n/a	882	591	n/a	n/a	0.6%	0.4%
Other Hispanic or Latino	6,583	7,127	1,888	-4,695	5.9%	5.1%	1.3%

[1] Includes two or more races

Table III-2

CHANGING ETHNIC COMPOSITION OF SAN LEANDRO

City of San Leandro	Total			Absolute	Percent of Total		
	1990	2000	2008	Change 90-08	1990	2000	2008
Total Population	68,223	79,452	87,964	19,741	100.0%	100.0%	100.0%
White alone	50,582	40,754	39,982	-10,600	74.1%	51.3%	45.5%
Black or African American alone	3,923	7,849	13,794	9,871	5.8%	9.9%	15.7%
American Indian and Alaska Native alone	508	609	77	-431	0.7%	0.8%	0.1%
Asian alone	8,774	17,941	23,628	14,854	12.9%	22.6%	26.9%
Asian Indian	297	815	311	14	0.4%	1.0%	0.4%
Chinese	3,558	7,987	10,387	6,829	5.2%	10.1%	11.8%
Filipino	3,269	6,367	9,392	6,123	4.8%	8.0%	10.7%
Japanese	649	607	352	-297	1.0%	0.8%	0.4%
Korean	457	590	358	-99	0.7%	0.7%	0.4%
Vietnamese	355	1,231	2,059	1,704	0.5%	1.5%	2.3%
Other Asian	189	344	769	580	0.3%	0.4%	0.9%
Native Hawaiian and Other Pacific Islander alon	618	683	2,613	1,995	0.9%	0.9%	3.0%
Other[1]	3,818	11,315	11,295	7,477	5.6%	14.2%	12.8%
Total Hispanic or Latino	10,363	15,939	21,674	11,311	15.2%	20.1%	24.6%
Mexican	6,316	10,719	17,705	11,389	9.3%	13.5%	20.1%
Puerto Rican	484	696	1,025	541	0.7%	0.9%	1.2%
Cuban	81	97	0	-81	0.1%	0.1%	0.0%
Dominican (Dominican Republic)	n/a	21	0	n/a	n/a	0.0%	0.0%
Central American	n/a	831	1,007	n/a	n/a	1.0%	1.1%
South American	n/a	391	618	n/a	n/a	0.5%	0.7%
Other Hispanic or Latino	3,482	3,184	1,319	-2,163	5.1%	4.0%	1.5%

[1] Includes two or more races

Source: US Bureau of the Census

Table III-3

CHANGING ETHNIC COMPOSITION OF UNION CITY

City of Union City	Total			Absolute	Percent of Total		
	1990	2000	2008	Change 90-08	1990	2000	2008
Total Population	53,762	66,869	61,628	7,866	100.0%	100.0%	100.0%
White alone	23,613	20,198	11,597	-12,016	43.9%	30.2%	18.8%
Black or African American alone	4,612	4,479	4,625	13	8.6%	6.7%	7.5%
American Indian and Alaska Native alone	318	356	212	-106	0.6%	0.5%	0.3%
Asian alone	17,343	28,485	32,660	15,317	32.3%	42.6%	53.0%
Asian Indian	2,132	5,751	9,345	7,213	4.0%	8.6%	15.2%
Chinese	2,863	5,910	5,842	2,979	5.3%	8.8%	9.5%
Filipino	9,749	12,587	12,161	2,412	18.1%	18.8%	19.7%
Japanese	455	414	390	-65	0.8%	0.6%	0.6%
Korean	583	903	385	-198	1.1%	1.4%	0.6%
Vietnamese	1,088	2,096	2,322	1,234	2.0%	3.1%	3.8%
Other Asian	473	824	2,215	1,742	0.9%	1.2%	3.6%
Native Hawaiian and Other Pacific Islander alon	635	610	772	137	1.2%	0.9%	1.3%
Other[1]	7,241	12,210	13,858	6,617	13.5%	18.3%	22.5%
Total Hispanic or Latino	13,484	16,020	n/a	n/a	25.1%	24.0%	n/a
Mexican	10,085	11,960	n/a	n/a	18.8%	17.9%	n/a
Puerto Rican	635	510	n/a	n/a	1.2%	0.8%	n/a
Cuban	69	42	n/a	n/a	0.1%	0.1%	n/a
Dominican (Dominican Republic)	n/a	1	n/a	n/a	n/a	0.0%	n/a
Central American	n/a	730	n/a	n/a	n/a	1.1%	n/a
South American	n/a	261	n/a	n/a	n/a	0.4%	n/a
Other Hispanic or Latino	2,695	2,516	n/a	n/a	5.0%	3.8%	n/a

[1] Includes two or more races

Source: US Bureau of the Census

Table III-4

CHANGING ETHNIC COMPOSITION OF FREMONT

City of Fremont	Total			Absolute	Percent of Total		
	1990	2000	2008	Change 90-08	1990	2000	2008
Total Population	173,339	203,413	198,067	24,728	100.0%	100.0%	100.0%
White alone	122,376	96,968	73,404	-48,972	70.6%	47.7%	37.1%
Black or African American alone	6,562	6,310	6,612	50	3.8%	3.1%	3.3%
American Indian and Alaska Native alone	1,218	1,048	1,210	-8	0.7%	0.5%	0.6%
Asian alone	32,707	73,860	96,843	64,136	18.9%	36.3%	48.9%
Asian Indian	5,577	20,742	29,497	23,920	3.2%	10.2%	14.9%
Chinese	11,004	29,240	34,718	23,714	6.3%	14.4%	17.5%
Filipino	9,345	11,782	15,644	6,299	5.4%	5.8%	7.9%
Japanese	2,123	2,044	1,563	-560	1.2%	1.0%	0.8%
Korean	1,814	3,168	2,079	265	1.0%	1.6%	1.0%
Vietnamese	1,712	4,135	4,943	3,231	1.0%	2.0%	2.5%
Other Asian	1,132	2,749	8,399	7,267	0.7%	1.4%	4.2%
Native Hawaiian and Other Pacific Islander alon	964	819	1,109	145	0.6%	0.4%	0.6%
Other[1]	9,512	23,103	26,742	17,230	5.5%	11.4%	13.5%
Total Hispanic or Latino	23,091	27,409	24,388	1,297	13.3%	13.5%	12.3%
Mexican	15,051	18,848	17,338	2,287	8.7%	9.3%	8.8%
Puerto Rican	1,368	1,233	1,526	158	0.8%	0.6%	0.8%
Cuban	141	172	80	-61	0.1%	0.1%	0.0%
Dominican (Dominican Republic)	n/a	14	76	n/a	n/a	0.0%	0.0%
Central American	n/a	1,279	2,482	n/a	n/a	0.6%	1.3%
South American	n/a	844	1,054	n/a	n/a	0.4%	0.5%
Other Hispanic or Latino	6,531	5,019	1,832	-4,699	3.8%	2.5%	0.9%

[1] Includes two or more races

Source: US Bureau of the Census

Table III-5
DETAILED ANALYSIS OF MARKET AREA DEMOGRAPHICS

Within 5 Minutes Drive Time	**North : Mission & Sunset**				**South : Mission & Harder**			
	2000	2014	Change 00-14	Prct 00-14	2000	2014	Change 00-14	Prct 00-14
Total Population	111,664	118,664	7,000	6.3%	87,774	94,606	6,832	7.8%
White	56,725	50,195	-6,530	-11.5%	37,567	33,680	-3,888	-10.3%
Black	14,516	13,646	-870	-6.0%	9,743	8,988	-755	-7.8%
American Indian	1,117	1,068	-49	-4.4%	790	662	-128	-16.2%
Asian or Pacific Islander	14,405	18,156	3,751	26.0%	16,326	19,678	3,352	20.5%
Some Other Races	17,085	23,733	6,648	38.9%	16,589	21,854	5,265	31.7%
Two or More Races	7,928	11,866	3,938	49.7%	6,759	9,650	2,891	42.8%
Hispanic Origin (Any Race)	36,626	50,432	13,806	37.7%	33,617	43,992	10,374	30.9%
Per Capita Income	$20,117	$25,827	$5,710	28.4%	$18,048	$23,645	$5,597	31.0%
Median Household Income	$45,830	$61,330	$15,500	33.8%	$47,940	$64,369	$16,429	34.3%

Within 10 Minutes Drive Time	**North : Mission & Sunset**				**South : Mission & Harder**			
	2000	2014	Change 00-14	Prct 00-14	2000	2014	Change 00-14	Prct 00-14
Total Population	379,039	399,676	20,637	5.4%	332,473	351,395	18,922	5.7%
White	180,423	156,673	-23,750	-13.2%	158,257	135,990	-22,267	-14.1%
Black	55,340	51,958	-3,382	-6.1%	31,917	29,869	-2,049	-6.4%
American Indian	3,032	2,798	-235	-7.7%	2,660	2,460	-200	-7.5%
Asian or Pacific Islander	68,606	86,730	18,124	26.4%	72,479	90,309	17,829	24.6%
Some Other Races	47,380	65,147	17,767	37.5%	44,219	59,034	14,815	33.5%
Two or More Races	24,258	36,770	12,512	51.6%	22,941	33,734	10,793	47.0%
Hispanic Origin (Any Race)	100,824	137,888	37,064	36.8%	93,425	125,097	31,672	33.9%
Per Capita Income	$21,844	$28,962	$7,118	32.6%	$21,670	$28,680	$7,010	32.3%
Median Household Income	$51,758	$70,448	$18,690	36.1%	$53,711	$73,650	$19,939	37.1%

Source: 2000 Census of Population and Housing and ESRI Forecasts for 2014

IV. Retail Market Demand and Development Opportunities

As the Northern California economy moves out of the recent severe recession and population and income growth resume in Hayward and the surrounding cities, demand for retail facilities will also grow. In this section, the retail space demand increase is estimated based upon projected trade area population and income growth. The underserved CSU campus population and its future retail needs are then taken into consideration as is the changing ethnic composition of trade area population and resulting sales leakage from Hayward. Separate demand estimates are made for the northern and southern segments of the Mission Boulevard corridor. The development recommendations then flow from the market demand estimations, the physical attributes of each segment of Mission Boulevard, and the opportunity sites available.

Growth of Hayward and Surrounding Communities

With the loss of 4,500 jobs at NUMMI occurring on top of an already high unemployment rate in Northern California, near term population and employment growth will be slow. However, with a highly educated labor force and being one of the best places in the world to live, the Bay Area will continue to enjoy long term economic expansion and population growth. The extension of BART to Santa Clara County and the completion of the California High Speed Rail System will stimulate Bay Area growth particularly in the 2020 to 2030 decade. Hayward, being a close in community with vacant, underutilized and relatively inexpensive land for development, will participate in this future economic expansion. According to Association of Bay Area Government's (ABAG) 2009 Projections, Hayward will gain 27,400 new residents, 20,100 new jobs and 8,600 new households over the next 20 years (**Table IV-1**). When the surrounding cities and unincorporated areas are taken into consideration, this part of Alameda County is projected to add around 100,000 new residents, nearly 100,000 new jobs and 30,000 to 40,000 households by 2030. With good planning and some catalytic public investment, the economic and physical transformation of this corridor is not in question. It is a matter of how fast and how much the transformed new Mission Boulevard can elevate the image and fiscal performance of Hayward.

Southern Section of Mission Boulevard

In estimating retail demand for the southern section of Mission Boulevard from Harder to Jackson, we used the following factors:

- Defined Trade Area − Population with five minutes drive time of the Mission and Harder intersection.
- Projected Trade Area Population Growth − 0.9 percent per year from 2010 to 2020 and 1.2 percent per year from 2020 to 2030.

- Per Capita Retail Spending − Based upon the 2008 Alameda County per capita spending.
- Growth in Per Capita Spending − 0.6 percent per year real income growth coming out of this recession from 2010 to 2020 and 0.5 percent per year from 2020 to 2030.
- Gain in Sales − The product of population increase within the Trade Area and per capita sales.
- Gain in Supportable Square Footage − Dividing annual sales by the expected sales per square foot per year performance factor for each type of retail space.
- Market Share − The percentage of new supportable space in each category that can reasonably be attracted to this segment of the corridor based upon location, the availability of development sites and the analyst's experience.

As detailed in the calculations in **Tables VI-2** and **IV-3**, the southern section of the Mission boulevard Specific Plan Area can support 44,300 square feet of additional retail space by 2020 and additional 58,800 square feet by 2030. This analysis does not fully reflect the impact of CSU, since until very recently the campus has not had any significant resident population. It also does not reflect demand from residents living outside the five minute drive shed. Our final development program recommendations will incorporate both of these additional considerations.

Impact of CSU East Bay

Based upon a review of the recently released Campus Master Plan and discussions with the Dean responsible for campus planning, the growth forecasts for CSU are presented in **Table IV-4**. Total student head count is projected to increase from 12,200 in 2007 and around 14,000 today to 17,600 by 2020 and 21,000 by 2030. However, since the remote learning students do not have any impact on retail development locally, they are subtracted. Of greater importance, the students residing on campus are project to increase from about 400 in 2007 to 3,500 by 2020 and 4,200 by 2030. Other than the campus bookstore and dormitory food service, these on-campus students will have few dining, shopping or entertainment options. There are also few dining options locally for faculty or staff wishing to entertain visitors or recruitment candidates. Clearly, this campus is underserved in terms of commercial facilities, and the southern section of Mission Boulevard is well located to provide the needed service.

Based upon past work AECOM Economics has factors that estimate retail spending at university campuses. As show in **Table IV-5** which compiled the results of a survey of approximately 700 students at UC San Diego, these expenditure estimates differentiate between students living on campus, living off campus, graduates, under graduates, and faculty and staff. We applied the

rounded values of these spending factors against the head counts at CSU East Bay to determine the retail and restaurant square footage supportable by the campus in total (**Table IV-6**). The current supportable square footage is approximately 40,000 square feet, and this demand is in part satisfied by the campus bookstore and the shops and restaurants currently in Hayward (e.g. Buffalo Bill's). However, a good part of this supportable square footage is lost from Hayward to stores in the communities close to where the students and faculty live. As campus grows and adds on-campus student housing, the supportable square footage will grow to 60,000 square feet by 2020 and 80,000 square feet by 2030. About half of this demand will be for food, both grocery stores and restaurants, and entertainment (see **Table IV-7** for distribution). Depending upon site, location and concentration of development, a good portion of this demand can be satisfied by new development along Mission Boulevard.

Near Term Program

When all aspects of demand are considered that include the following:

- The underserved students, faculty and staff at CSU and their expected growth in numbers.
- The rapidly growing ethnic population of Hayward and neighboring cities to the south.
- The growth in population and income of the primary trade area within five minutes drive time of Mission and Harder.
- The visibility to through traffic on both Mission and Harder.

AECOM Economics recommends an initial development of approximately 100,000 square feet in a new neighborhood/specialty center or district (see **Table IV-8** for details). This district will likely require eight to nine acres of property. Departing from the standard shopping center formula, this district would have four key anchors including two grocery stores. Since 99 Ranch Markets are located in Northern Fremont and Union City and Mi Pueblo is on Harder about a half mile west of Mission, the best grocery store opportunity may be one targeting the South Asian population:

- An ethnic grocery store of 15,000 to 20,000 square feet (possibly Indian).
- A specialty grocery store of another 15,000 to 20,000 square feet (like Trader Joe's or a second ethnic store).
- A pub or sports bar of 8,000 square feet offering karaoke, ping pong, pool tables, dart board, Wii type sports and dancing.
- A full service dinner restaurant of 8,000 square feet (like Le Cheval in Oakland and Walnut Creek).

- Smaller in line shops and food service with ethnic specialty foods and other items (ice cream or yogurt shop, sandwich shop, pizza parlor, coffee shop, tea shop, sushi, dumplings, tacos, bakery, laundry, cleaners, beauty salon, etc.).
- A cluster of other smaller restaurants (a selection from Indian, Chinese, Filipino, Korean, Japanese, Vietnamese, Thai, Middle Eastern, Mexican, South American and/or Southern).
- Apparel, specialty stores and sundry outlets.

Second Phase

A second phase of 50,000 to 60,000 square feet could be added at a later date. The timing of the second phase would depend upon the success of the initial phase. Its tenant mix would be similar to the initial phase and should be planned to complement that phase.

Commercial Site Opportunities

Based upon the following selection criteria, Economics at AECOM identified three sites as having good potential for near term redevelopment:

- Properties of ample size to attract the developer of significant projects.
- Vacant properties or properties with low value improvements relative to land area.
- Exposure not only to north-south traffic along Mission Boulevard but also to east-west traffic along significant cross roads.
- Blighted properties that should be removed to enhance area image.
- Significant City or Redevelopment Agency ownership of properties to minimize land assembly.
- Significant portions free from the earthquake fault line.
- Free from overhead utilities.
- Free from residential units that would require residents be relocated.

Three site areas surfaced from the screening in accordance to these criteria, and they are as follows:

- **Westside of Mission between Harder on the south and Torrano on the north** − This is the area formerly occupied by Hayward Mazda, Hayward Chevrolet and Hartzheim Dodge. Some residential units are on this site, and a church has just recently been approved for the Chevrolet Dealership property. However, the acreage between the Chevrolet Dealership property and Harder may be sufficient to accommodate a significant new development of eight or nine acres.

- **Westside of Mission between Sycamore on the south and Pinedale Court on the north** – This stretch of Mission Boulevard is between the main route to CSU at Carlos Bee and Downtown Hayward. Redevelopment of these parcels would remove dilapidated structures from this corridor, but lot depth is a concern for "new urbanist" types of commercial redevelopment since street parking will not be permitted with implementation of the new SR-238 improvements.
- **Eastside of Mission both north and south of Carlos Bee** –The City owns much of the property in this area. The northern parcel has significant lot depth but is bisected by the fault line. Since Mission at Carlos Bee is a high volume intersection with six through lanes and double left turn lanes on Mission, new commercial development will likely need to face inward onto either a parking lot or a new smaller street.

The urban designers on the team will locate the identified commercial development opportunities onto these and other sites with input from the Hayward community expressed during the design charratte.

Northern Section of Mission Boulevard

The northern section of Mission Boulevard has a narrower street profile and will not be carrying the high volumes of traffic that the southern section will be expected to carry. This is because the north bound traffic on SR-238 is diverted to East Jackson and then Foothill Boulevard as it passes Downtown Hayward, and the south bound traffic from I-580 comes into Hayward on Foothill and proceeds to East Jackson and then Mission Boulevard south of Downtown Hayward. This northern area is also largely within one-half mile of the Hayward BART station. Because the surrounding neighborhood is older and has smaller lots, the neighborhood population density is also higher than that of the southern section. These physical and location characteristics provide a different set of opportunities and constraints for this northern section of the Specific Plan Area.

Strategy for the Northern Section

Due to lack retail sites of any significant size, the mixture of auto related uses and older buildings in deteriorated condition, the demand for pure retail space in this section is projected to be only 30,000 to 40,000 square feet over 20 years (see **Tables IV-9** and **IV-10**). The revitalization strategy for this northern section is going to require a more comprehensive multi-faceted approach incorporating residential development. The key steps include the following:

- The reconstruction of the Mission Boulevard public right of way which we understand is programmed.

- A long term commitment to protecting and upgrading the housing stock in the immediately surrounding neighborhoods through an expanded housing rehabilitation loan and grant program.
- Adopting an infill live-work mixed use strategy with housing above work space that could be retail, services, artist studios or artisan manufacturing.
- Use Redevelopment Agency resources to create one or two anchor projects at strategic locations and then encourage infill development with row houses that have ground floor commercial or workspaces at the street frontage.

When retailers and retail developers search for new opportunities, they look for market areas with "good demographics," which is simply areas with a large number of high income households. In the communities of this country, a strong statistical correlation exists between household income and the quality and value of its housing stock. With much of Hayward built 40 and 50 years ago, the housing stock around this northern section of Mission Boulevard is now in need of reinvestment. The value of the city's housing stock is the key determinant of future community income and household purchasing power. Since local retail potential will be determined by community purchasing power, reinvestment in the city's housing stock needs to be an important policy priority. ERA recommends that the City aggressively expand its residential rehabilitation loan program and target the older neighborhoods. After an initial start-up period, the program should be self funding as the repayment of earlier loans fund subsequent loans. A better housing stock around Mission Boulevard will attract higher income households that will in turn patronize local commercial enterprises. The increased local retail spending will lead to new retail businesses and the upkeep of commercial properties. As indicated in **Table IV-11**, most of the new retail establishments are expected to be local serving and would likely include smaller restaurants, specialty food stores, a hardware store, and local services.

Table IV-1
PROJECTED POPULATION, EMPLOYMENT AND HOUSEHOLDS

	2010	2015	2020	2025	2030	2010-2030 Rate of Growth	2010-2030 Absolute Growth
Population							
Hayward	149,100	155,600	162,200	168,800	176,500	0.8%	27,400
San Leandro	82,000	83,600	85,800	88,500	91,500	0.5%	9,500
Union City	73,700	79,700	85,200	90,100	95,100	1.3%	21,400
Fremont	214,200	221,200	230,600	238,100	247,400	0.7%	33,200
Four City Subtotal	519,000	540,100	563,800	585,500	610,500	0.8%	91,500
Alameda County Total	1,549,800	1,626,100	1,705,900	1,787,300	1,874,600	1.0%	324,800
Employment							
Hayward	71,050	72,240	78,250	84,510	91,150	1.3%	20,100
San Leandro	40,940	42,300	45,680	49,390	53,770	1.4%	12,830
Union City	20,230	22,170	24,860	31,540	37,270	3.1%	17,040
Fremont	94,440	96,410	101,050	112,920	127,800	1.5%	33,360
Four City Subtotal	226,660	233,120	249,840	278,360	309,990	1.6%	83,330
Alameda County Total	712,850	761,270	825,070	897,810	970,490	1.6%	257,640
Households							
Hayward	47,300	49,280	51,390	53,610	55,920	0.8%	8,620
San Leandro	31,270	31,960	32,950	33,990	35,090	0.6%	3,820
Union City	20,420	21,940	23,470	24,990	26,520	1.3%	6,100
Fremont	71,110	73,650	76,780	79,720	82,860	0.8%	11,750
Four City Subtotal	170,100	176,830	184,590	192,310	200,390	0.8%	30,290
Alameda County Total	557,270	585,400	615,470	645,680	676,280	1.0%	119,010

Source: Association of Bay Area Governments 2009 Projections

Table IV-2
GENERAL POPULATION RETAIL DEMAND FOR SOUTHERN SECTION OF MISSION: 2010-2020
(Dollars are in Thousands)

		2010	2020					
Trade Area Population - within 5 Minutes		93,000	101,700	**Market Area Demand Growth and Southern Section of Mission Capture**				
Real Income Adjustment		1.000	1.062					
	2010 Per Capita	**Total Market Area Demand**		**Gain in Sales**	**Annual Sales/SF**	**Gain in Sq Ft**	**Market Share**	**Sq Ft**
Apparel Stores	0.486	$45,217	$52,495	$7,278	$300	24,261	8.0%	1,941
Gen. Merchandise & Drug	1.425	132,482	153,807	21,325	300	71,083	10.0%	7,108
Food Stores	1.522	141,578	164,367	22,789	425	53,621	18.0%	9,652
Eating & Drinking Places	1.294	120,318	139,685	19,367	375	51,645	15.0%	7,747
Furnishing & Appliances	0.535	49,779	57,792	8,013	275	29,137	7.5%	2,185
Bldg Materials & Hardware	0.893	83,091	96,466	13,375	250	53,499	7.5%	4,012
Auto Dealers & Supplies	1.515	140,881	163,557	22,677	NA	NA	NA	NA
Service Stations	1.321	122,814	142,583	19,769	NA	NA	NA	NA
Other Retail Stores	1.526	141,921	164,765	22,844	300	76,148	10.0%	7,615
Total Retail Stores	**10.517**	**$978,080**	**$1,135,516**	**$157,436**		**359,393**	**11.2%**	**40,260**
Local Services @ 10% of Retail Store Total								**4,026**
Total Resident Generated Retail and Restaurant Demand								**44,286**

Source: ERA AECOM

Table IV-3

GENERAL POPULATION RETAIL DEMAND FOR SOUTHERN SECTION OF MISSION: 2020-2030

(Dollars are in Thousands)

		2020	2030					
Trade Area Population - within 5 Minutes		101,700	114,568	**Market Area Demand Growth and Southern Section of Mission Capture**				
Real Income Adjustment		1.062	1.116					
	2010 Per Capita	**Total Market Area Demand**		**Gain in Sales**	**Annual Sales/SF**	**Gain in Sq Ft**	**Market Share**	**Sq Ft**
Apparel Stores	0.486	$52,495	$62,162	$9,666	$300	32,221	8.0%	2,578
Gen. Merchandise & Drug	1.425	153,807	182,128	28,321	300	94,404	10.0%	9,440
Food Stores	1.522	164,367	194,632	30,266	425	71,213	18.0%	12,818
Eating & Drinking Places	1.294	139,685	165,405	25,721	375	68,589	15.0%	10,288
Furnishing & Appliances	0.535	57,792	68,433	10,641	275	38,696	7.5%	2,902
Bldg Materials & Hardware	0.893	96,466	114,228	17,763	250	71,051	7.5%	5,329
Auto Dealers & Supplies	1.515	163,557	193,674	30,117	NA	NA	NA	NA
Service Stations	1.321	142,583	168,837	26,254	NA	NA	NA	NA
Other Retail Stores	1.526	164,765	195,105	30,339	300	101,130	10.0%	10,113
Total Retail Stores	**10.517**	**$1,135,516**	**$1,344,604**	**$209,088**		**477,305**	**11.2%**	**53,469**
Local Services @ 10% of Retail Store Total								**5,347**
Total Resident Generated Retail and Restaurant Demand								**58,816**

Source: ERA AECOM

Table IV-4

CSU EAST BAY GROWTH FORECASTS

	2007	2020	2030	Growth 2007 - 20	Growth 2020-30
Student Head Count	12,224	17,600	21,000	5,376	3,400
Remote Learning	611	1,408	2,100	797	692
Students Coming to Campus	11,613	16,192	18,900	4,579	2,708
Living on Campus	400	3,520	4,200	3,120	680
Living Off Campus - Commuters	11,213	12,672	14,700	1,459	2,028
Faculty & Staff	1,591	2,255	2,695	664	440
Faculty Head Count	755	1,070	1,280	315	210
Staff Head Count	836	1,185	1,415	349	230

Source: Cal state East Bay, Hayward Campus Master Plan - Public Review Draft Nov. 2008

Table IV-5

ESTIMATED STUDENT STAFF & FACULTY SPENDING - UC SAN DIEGO 2003-04
(Annualized Spending Including Summer)

	On Campus		Off Campus		Staff &
	Undergrads	Graduate	Undergrads	Graduate	Faculty
Spending by Category					
Food & Beverage[1]	2,528	1,631	1,483	1,692	1,568
Books & Supplies[2]	770	746	873	678	968
Clothing	554	516	621	478	1,310
Furniture & Household	294	357	365	396	505
Retail & Personal Services	854	1,167	1,186	1,325	2,942
Entertainment	501	561	667	728	565
Total Retail Spending	$5,501	$4,978	$5,194	$5,296	$7,858
Current Campus Capture					
Food & Beverage[1]	77.0%	38.0%	31.2%	28.7%	32.0%
Books & Supplies[2]	79.7%	55.1%	70.1%	59.2%	40.0%
Clothing	8.1%	4.6%	3.0%	2.6%	2.0%
Furniture & Household	14.4%	1.5%	1.4%	0.9%	1.0%
Retail & Personal Services	32.8%	25.8%	23.4%	21.0%	15.0%
Entertainment	14.5%	9.1%	5.3%	4.0%	2.0%
Total Retail Spending	54.5%	28.4%	27.2%	22.9%	17.5%
Current on Campus Spending					
Food & Beverage[1]	1,947	620	463	486	502
Books & Supplies[2]	614	411	612	401	387
Clothing	45	24	19	12	26
Furniture & Household	42	5	5	4	5
Retail & Personal Services	280	301	277	278	441
Entertainment	73	51	35	29	11
Total On Campus Spending	$3,001	$1,412	$1,411	$1,210	$1,373

[1] For on campus undergrads includes dining hall spending

[2] Includes spending in campus bookstore

Source: Detailed ERA and SBRI Survey

Table IV-6

ESTIMATED POTENTIAL LOCAL SPENDING BY CSU STUDENTS & FACULTY

	2007	2020	2030	Growth 2007 - 20	Growth 2020-30
Head Counts					
Students Living on Campus	400	3,520	4,200	3,120	680
Commuter Students	11,213	12,672	14,700	1,459	2,028
Faculty	755	1,070	1,280	315	210
Staff	836	1,185	1,415	349	230
Estimated Per Capita Spending					
Students Living on Campus	$1,500	$1,800	$2,000		
Commuter Students	800	1,000	1,200		
Faculty	1,500	1,500	1,500		
Staff	100	1,200	1,400		
Estimated Total Off Campus Spending					
Students Living on Campus	$600,000	$6,336,000	$8,400,000	$5,736,000	$2,064,000
Commuter Students	8,970,240	12,672,000	17,640,000	3,701,760	4,968,000
Faculty	1,132,500	1,605,000	1,920,000	472,500	315,000
Staff	83,600	1,422,000	1,981,000	1,338,400	559,000
Total CSU Spending	$10,786,340	$22,035,000	$29,941,000	$11,248,660	$7,906,000
Sales per SF per Year					
Low	$350	$350	$350		
Hight	400	400	400		
Supportable Development (SF)					
Low	26,966	55,088	74,853	28,122	19,765
Hight	30,818	62,957	85,546	32,139	22,589

Source: ERA | AECOM

Table IV-7

DEVELOPMENT PROGRAM ON MISSION BOULEVARD SUPPORTABLE BY CSU

	2020	2030	Distribution	Notes
Restaurants & Bars	12,000	16,000	20%	Sushi bar, Indian, Thai, Vietnamese and ice cream or yogurt
Grocery Store	12,000	16,000	20%	Trader Joe's
Books & Supplies	13,200	17,600	22%	Art supplies, sports equipment, books
Clothing	3,000	4,000	5%	Shoes, sporting clothing
Retail & Personal Services	15,000	20,000	25%	Drug store, laundry, cleaners, barber shop, beauty salon
Entertainment	4,800	6,400	8%	Bar, karaoke, ping pong, dart board, Wii sports, pool tables
Total CSU Supported SF	60,000	80,000	100%	

Source: ERA|AECOM

Table IV-8

RECOMMENDED DEVELOPMENT PROGRAM FOR SOUTHERN SECTION OF MISSION

	New Development			2030	
	2010-20	2020-30	By 2030	Distribution	Comments
Restaurants	16,800	11,200	28,000	18%	Sushi bar, Indian, Thai, Vietnamese and ice cream or yogurt
Entertainment	8,000	2,000	10,000	7%	Bar, karaoke, ping pong, dart board, Wii sports, pool tables
Grocery Store	30,000	12,000	42,000	28%	Ethnic market, Trader Joe's
Books & Supplies	12,000	8,000	20,000	13%	Art supplies, sports equipment, books
Clothing	8,000	4,000	12,000	8%	Old Navy, shoes, sporting clothing
Personal Services & Sundries	16,000	8,000	24,000	16%	Drug store, laundry, cleaners, barber shop, beauty salon
Specialty Stores	10,000	6,000	16,000	11%	Sporting goods, cards, imported goods, etc.
Total Program in SF	100,800	51,200	152,000	100%	

Source: ERA|AECOM

Table IV-9

GENERAL POPULATION RETAIL DEMAND FOR NORTHERN SECTION OF MISSION: 2010-2020

(Dollars are in Thousands)

		2010	2020	Market Area Demand Growth and Northern Section of Mission Capture				
Trade Area Population - within 5 Minutes		116,700	121,500					
Real Income Adjustment		0.980	1.040					
	2010 Per Capita	Total Market Area Demand		Gain in Sales	Annual Sales/SF	Gain in Sq Ft	Market Share	Sq Ft
Apparel Stores	0.486	$55,605	$61,461	$5,856	$300	19,520	4.0%	781
Gen. Merchandise & Drug	1.425	162,918	180,076	17,157	300	57,191	7.5%	4,289
Food Stores	1.522	174,104	192,439	18,335	425	43,142	8.0%	3,451
Eating & Drinking Places	1.294	147,960	163,542	15,582	375	41,552	8.0%	3,324
Furnishing & Appliances	0.535	61,215	67,662	6,447	275	23,443	5.0%	1,172
Bldg Materials & Hardware	0.893	102,180	112,941	10,761	250	43,043	5.0%	2,152
Auto Dealers & Supplies	1.515	173,247	191,492	18,245	NA	NA	NA	NA
Service Stations	1.321	151,029	166,935	15,905	NA	NA	NA	NA
Other Retail Stores	1.526	174,526	192,906	18,380	300	61,266	5.0%	3,063
Total Retail Stores	**10.517**	**$1,202,786**	**$1,329,454**	**$126,668**		**289,156**	**6.3%**	**18,233**
Local Services @ 10% of Retail Store Total								**1,823**
Total Resident Generated Retail and Restaurant Demand								**20,057**

Source: ERA AECOM

Table IV-10
GENERAL POPULATION RETAIL DEMAND FOR NORTHERN SECTION OF MISSION: 2020-2030
(Dollars are in Thousands)

		2020	2030					
Trade Area Population - within 5 Minutes		121,500	129,037	**Market Area Demand Growth and Northern Section of Mission Capture**				
Real Income Adjustment		1.040	1.105					
	2010 Per Capita	**Total Market Area Demand**		**Gain in Sales**	**Annual Sales/SF**	**Gain in Sq Ft**	**Market Share**	**Sq Ft**
Apparel Stores	0.486	$61,461	$69,298	$7,836	$300	26,122	4.0%	1,045
Gen. Merchandise & Drug	1.425	180,076	203,036	22,960	300	76,534	7.5%	5,740
Food Stores	1.522	192,439	216,976	24,537	425	57,733	8.0%	4,619
Eating & Drinking Places	1.294	163,542	184,394	20,852	375	55,606	8.0%	4,448
Furnishing & Appliances	0.535	67,662	76,289	8,627	275	31,371	5.0%	1,569
Bldg Materials & Hardware	0.893	112,941	127,342	14,400	250	57,602	5.0%	2,880
Auto Dealers & Supplies	1.515	191,492	215,908	24,416	NA	NA	NA	NA
Service Stations	1.321	166,935	188,219	21,285	NA	NA	NA	NA
Other Retail Stores	1.526	192,906	217,502	24,596	300	81,987	5.0%	4,099
Total Retail Stores	**10.517**	**$1,329,454**	**$1,498,964**	**$169,510**		**386,955**	**6.3%**	**24,400**
Local Services @ 10% of Retail Store Total								**2,440**
Total Resident Generated Retail and Restaurant Demand								**26,840**

Source: ERA AECOM

Table IV-11

RECOMMENDED DEVELOPMENT PROGRAM FOR NORTHERN SECTION OF MISSION

	By 2020	By 2030	2030 Distribution	Comments
Restaurants	4,000	8,000	24%	Mexican, Chinese, Filipino, coffeee
Food Stores	3,500	8,000	24%	Local serving, bakery, specialty foods
Hardware	2,000	5,000	15%	Hardware store
Clothing	1,000	2,500	7%	Small clothing stores
Personal Services & Sundries	2,500	6,000	18%	Drug store, laundry, cleaners, barber shop, beauty salon
Specialty Stores	3,000	4,000	12%	Cards, gifts
Total Program in SF	16,000	33,500	100%	

Source: ERA|AECOM

General Limiting Conditions

Every reasonable effort has been made to ensure that the data contained in this report are accurate as of the date of this study; however, factors exist that are outside the control of AECOM and that may affect the estimates and/or projections noted herein. This study is based on estimates, assumptions and other information developed by AECOM from its independent research effort, general knowledge of the industry, and information provided by and consultations with the client and the client's representatives. No responsibility is assumed for inaccuracies in reporting by the client, the client's agent and representatives, or any other data source used in preparing or presenting this study.

This report is based on information that was current as of March, 2010 and AECOM has not undertaken any update of its research effort since such date.

Because future events and circumstances, many of which are not known as of the date of this study, may affect the estimates contained therein, no warranty or representation is made by AECOM that any of the projected values or results contained in this study will actually be achieved.

Possession of this study does not carry with it the right of publication thereof or to use the name of "AECOM" or “Economics Research Associates” in any manner without first obtaining the prior written consent of AECOM. No abstracting, excerpting or summarization of this study may be made without first obtaining the prior written consent of AECOM. Further, AECOM has served solely in the capacity of consultant and has not rendered any expert opinions. This report is not to be used in conjunction with any public or private offering of securities, debt, equity, or other similar purpose where it may be relied upon to any degree by any person other than the client, nor is any third party entitled to rely upon this report, without first obtaining the prior written consent of AECOM. This study may not be used for purposes other than that for which it is prepared or for which prior written consent has first been obtained from AECOM. Any changes made to the study, or any use of the study not specifically prescribed under agreement between the parties or otherwise expressly approved by AECOM, shall be at the sole risk of the party making such changes or adopting such use.

This study is qualified in its entirety by, and should be considered in light of, these limitations, conditions and considerations.

Mission Boulevard Corridor Specific Plan

Appendix C
Fiscal Impact Analysis and Addendum

Addendum to Appendix C
Mission Boulevard Corridor Specific Plan Fiscal Impact Report
September 2013

The City's former economic consultant, AECOM Economics, completed a Fiscal Impact Report for the Mission Boulevard Corridor Specific Plan project in November 2010. This study is included in the Specific Plan document as Appendix C and represents a "snapshot in time" of available data and conditions for the period in which the research was conducted. The original Fiscal Impact Analysis by AECOM Economics analyzed the fiscal impact of the scenario described in the Market Analysis, also completed by AECOM Economics, which calls for 650 to 800 residential units and 160,000 sq. ft. of new retail space to be added within the Mission Boulevard Specific Plan area by 2030. While the original Fiscal Impact Report included assumptions about involvement by the Hayward Redevelopment Agency (RDA) and tax increment financing (TIF) that are no longer valid, the study still provides a useful estimate of property and sales tax revenue from new development along Mission Boulevard that will benefit the community and help improve the City's fiscal position.

In order to provide a more up-to-date assessment of fiscal impacts from implementation of the Mission Boulevard Specific Plan and Form-Base Code, staff received assistance from the original project manager at AECOM Economics, William "Bill" Lee, to revise the projected property tax revenues to update the analysis to reflect the loss of expected tax increment revenue. The original analysis resulted in a net positive benefit to the General Fund of $236,032 in 2020 and $539,884 in 2030. However, the revised analysis shows a net positive benefit to the General Fund of $333,324 in 2020 and $835,737 in 2030 (see Figure 1 below). It is important to note that the tax increment impact to the Hayward Redevelopment Agency would have been $652,159 in 2020 and $1,799,975 in 2030. Since TIF is no longer available as a tool for local redevelopment, the revised analysis shows a higher net positive benefit to the General Fund because no TIF revenue will be going to the RDA.

Figure 1: Summary of Annual Fiscal Impact of Specific Plan Implementation		
Annual Impact in Year	2020	2030
Estimated REVISED General Fund Revenue Impact	$814,420	$1,963,707
Estimated General Fund Expenditure Impact	(481,096)	(1,127,970)
Net City of Hayward General Fund Impact	$333,324	$835,737
Net General Fund with CFD[1] of $500/unit/year	$501,324	$1,235,737
[1]Community Facilities District (CFD) municipal service fee applied to each new residential unit on yearly basis		

The above table includes numbers for the additional positive benefit of forming a Community Facilities District (CFD) and assessing a municipal service fee to each new residential unit on a yearly basis. According to the revised analysis, the net positive benefit to the General Fund from having a CFD of $500 per unit per year would be $501,324 in 2020 and $1,235, 737 in 2030. The institution of CFDs may slow housing development in the near term; however, in the longer term, such districts will help maintain the quality of residential neighborhoods by ensuring adequate municipal services.

Project Report

Mission Boulevard Corridor Specific Plan
Fiscal Impact Report

Prepared for

Hall Alminana and
The City of Hayward
Hayward, California

Submitted by

AECOM Economics (Part of AECOM Technical Services)

Formerly Economics Research Associates (ERA)

January 3, 2011,

Project No. 18480

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I. Introduction and Executive Summary

Mission Boulevard is the key north-south corridor in the eastern portion of Hayward. This older commercial corridor is currently experiencing economic disinvestment and physical deterioration. Most notably, a number of long-established automobile dealerships have recently vacated this corridor. The City of Hayward has retained a team of consultants led by Hall Alminana to assist in the preparation of a Specific Plan and Form-Based Code, along with a long term Economic Development Strategy and a program-level Environmental Impact Report (EIR). AECOM Economics, formerly Economics Research Associates (ERA), is serving as the economics and fiscal consultant on the consultant team. This fiscal impact analysis is the second of two reports prepared by AECOM Economics. The first report, a real estate market and economic development strategy report, was completed in May of 2010.

The Specific Plan Area consists of two distinct sections of Mission Boulevard. The northern section extends from A Street, or the northern edge of the downtown core, to the northern City limits, or approximately Rose Street. The southern section ranges from Harder Road on the south to East Jackson Street, or the southern edge of the downtown core, on the north. The southern section will be improved as part of the State Route-238 Corridor Improvement Project. The Project Area is within the City's Mission/Foothill Redevelopment Project Area and comprises some 600 properties comprising 240 acres along Mission Boulevard.

This report was prepared by the San Francisco office of AECOM Economics, part of AECOM Technical Services (ATS), with William "Bill" Lee serving as project manager and author.

Summary of Fiscal Impact

The combined impact of the State Route 238 Corridor Improvement Project, the City's economic development efforts, the actions by the Hayward Redevelopment Agency to induce private development, and the guidance and zoning protection provided by this Specific Plan and Form-Based Code adoption will transform the Mission Boulevard Corridor over the next 20 years. The transformation will be from a corridor of vacant automobile dealerships, underutilized commercial property, and deteriorated buildings to one which the entire City of Hayward can take pride in. The new Mission Boulevard will help change the perception of Hayward for people of the Bay Area.

New development will generate new sales tax for the City's General Fund and new property tax increments for the Redevelopment Agency. The amount of new development used in this fiscal analysis, projected by the *Mission Boulevard Market and Strategy Report* released in May of 2010, includes 800 residential units, 200,000 square feet of retail commercial space, and 100,000 square feet of industrial/service commercial space over the next 20 years. The improvements to the public

realm within the corridor will stimulate not only new development, but also renovation of existing properties. The resulting fiscal impact is shown in **Table 1** below for 2020 and 2030.

TABLE 1

SUMMARY OF ANNUAL FISCAL IMPACT OF MISSION BOULEVARD SPECIFIC PLAN AND FORM BASED CODE IMPLEMENTATION

Annual Impact in Year	2020	2030
Estimated General Fund Revenue Impact	$717,148	$1,667,854
Estimated General Fund Expenditure Impact	(481,096)	(1,127,970)
Net City of Hayward General Fund Impact	**$236,052**	**$539,884**
Net General Fund Impact with CSD of $500/unit per year [1]	**$404,052**	**$939,884**
Tax Increment Impact to Hayward Redevelopment Agency	**$652,159**	**$1,799,975**

[1] Community Services District (CSD) municipal service fee applied to each new residential unit on a yearly basis

II. The Fiscal Impact of Mission Boulevard Transformation

Mission Boulevard through Hayward is in long term transition from a region serving state highway to a more local serving community arterial. On June 30, 2010, the California Transportation Commission approved the relinquishment of the traversable SR-238; meaning the portion of Mission Boulevard in the southern project area will no longer be a State highway and will become part of the City of Hayward's local street network. As its role changes and the arterial is redesigned in accordance to the SR-238 Improvement Plan, the land uses and urban development along this boulevard will also transform. Assuming adoption by the Hayward City Council, the transformation of this corridor will be guided by the Mission Boulevard Corridor Specific Plan, as well as the Form-Based Code, which is an integral part of the Plan.

Development Program

In the market and strategy report, AECOM Economics recommended commercial development that targets the growing Asian and Hispanic population in Hayward and neighboring communities, and the growing but underserved California State University East Bay (CSUEB) campus community. Portions of this corridor will also offer opportunities for residential development. The market-based development program used in the fiscal analysis is detailed in **Table 2** below. It includes 800 residential units, of which 660 units are market rate and 140 units are affordable, 200,000 square feet of commercial space and 100,000 square feet of industrial/service commercial space.

TABLE 2

PROJECTED DEVELOPMENT PROGRAM - BASED ON MARKET AND STRATEGY STUDY[1]

	2010-20	2020-30	Total
Residential Units			
Townhomes	36	44	80
Condominiums	80	120	200
Market Rate Apartments	160	220	380
Affordable Apartments	60	80	140
Total Residential Units	**336**	**464**	**800**
Commercial/Industrial SF			
Retail Commercial	100,000	100,000	200,000
Industrial/Service Commercial	40,000	60,000	100,000
Total Commercial/Industrial	**140,000**	**160,000**	**300,000**

[1] Mission Boulevard Market Analysis and Economic Development Strategy, May 2010

When fully occupied, these levels of development will add approximately 1,710 new residents and 907 new employees to this corridor (see **Table 3**). The fiscal analysis in this report uses these new residents and employees to estimate municipal service cost and revenue increases. Check format

TABLE 3

PROJECTED NEW POPULATION AND EMPLOYMENT

	Ratios	2010-20	2020-30	Total
Residential Population	**Per Unit**			
Townhomes	2.4	86	106	192
Condominiums	2.2	176	264	440
Market Rate Apartments	2.1	336	462	798
Affordable Apartments	2.0	120	160	280
Total New Residential Population	2.1	**718**	**992**	**1,710**
Commercial/Industrial Employment	**Per 1,000 SF**			
Retail Commercial	2.86	286	286	572
Industrial/Service Commercial	3.35	134	201	335
Total New Employment	3.02	**420**	**487**	**907**

Source: South Hayward BART Concept Plan Fiscal Analysis in 2006

Employees and students, because they spend less time in Hayward, tend to place a lower per capita burden on municipal services as compared to residents. In addition, intergovernmental and other municipal revenue sources are often related more directly to resident population than to the number of employees. Each employee and student is estimated to impose one-third the service burden of one resident. As shown in **Table 4**, Hayward therefore has a service population of 183,635. The service population is sometimes called "resident equivalents."

TABLE 4

ESTIMATED CURRENT DEMOGRAPHIC FACTORS IN HAYWARD AND SERVICE POPULATION

	Key Demographic Characteristics	Service Weight	Service Population
Population	150,800	1.00	150,800
Households	46,000		
Employment	71,000	0.33	23,430
Students (CSUEB & Chabot)	28,500	0.33	9,405
Total Service Population			**183,635**

Source: City of Hayward, AECOM, CSUMB and Chabot College

General Fund Revenues and Expenses

In addition to applying development-based or service population-based estimates of General Fund revenue and expenditure, certain municipal line item revenues or costs vary more with growth and development than others. For example, on the cost side, library and public works costs vary more with population growth than City Council, City Clerk and City Attorney costs. Therefore, the analysis of the major line items included a fixed versus variable cost allocation. The detailed methodology used to estimate General Fund revenue by line item is shown in **Table 5**. Sales, Property, and Property Transfer Tax estimates are based upon the types and amounts of new development. The methodology used to estimate General Fund expenditures is detailed in **Table 6**, and many of the revenues and expenditures estimates are based upon service population.

Assessed Value of New Development

The assessed values were estimated based upon the expected new development in the corridor and the value per square foot or per unit obtained from online sources such as CoStar, Real Estate Economics and Redfin.com (see **Table 7**). Building space and the number of residential units were multiplied against the estimated value per square foot or per unit to calculate assessed value. The assessed value of new development will total approximately $103 million by 2020 and $269 million by 2030.

TABLE 5

GENERAL FUND REVENUES AND FORECASTING METHOD BY LINE ITEM

General Fund Revenue[1]	Amount	Method	Gross per Service Population	Fixed	Variable	Net per Additional Service Population
Property Tax	$40,699,344	Development	- -	- -	- -	- -
Sales Tax	25,630,173	Development	- -	- -	- -	- -
Property Transfer Tax	3,852,507	Development	- -	- -	- -	- -
Franchise Tax	5,831,272	Service Population	$31.75	75%	25%	$7.94
Business Tax	2,502,991	Service Population	$13.63	75%	25%	$3.41
Excise Tax	1,858,267	Service Population	$10.12	75%	25%	$2.53
Other Taxes	4,958,591	Service Population	$27.00	50%	50%	$13.50
Motor Vehicle in Lieu Fees	522,508	Service Population	$2.85	25%	75%	$2.13
Investment Earnings	2,132,768	Not Applicable	- -	- -	- -	- -
Disposition of Capital Assets	2,362,950	Not Applicable	- -	- -	- -	- -
Miscellaneous	2,289,663	Service Population	$12.47	50%	50%	$6.23
Intergovernment Transfers	3,277,254	Service Population	$17.85	75%	25%	$4.46
Total Revenues (Excluding Tax Inc)	$95,918,288					

[1] Accrual Basis from City of Hayward Annual Financial Report for FY ending June 30, 2010

TABLE 6

GENERAL FUND EXPENDITURES AND FORECASTING METHOD BY LINE ITEM

General Fund Expenditures[1]	Amount	Method	Gross per Service Population	Fixed	Variable	Net per Additional Service Population
General Government	$12,844,106	Service Population	$69.94	95%	5%	$3.50
Public Safety	89,391,667	Service Population	$486.79	5%	95%	$462.45
Public Works and Transportation	5,097,319	Service Population	$27.76	5%	95%	$26.37
Library and Neighborhood Services	9,448,832	Service Population	$51.45	5%	95%	$48.88
Planning and Building	6,383,986	Fees Cover Cost	- -	- -	- -	- -
Maintenance Services	3,899,394	Service Population	$21.23	5%	95%	$20.17
Interest on Long Term Debt	4,175,089	Not Applicable	- -	- -	- -	- -
Total Expenditures[2]	$131,240,393					

[1] Accrual Basis from City of Hayward Annual Financial Report for FY ending June 30, 2010

[2] Excludes Redevelopment Agency

Table 7

ESTIMATED ASSESSED VALUE FROM NEW DEVELOPMENT

Total Development by 2020	Units or SF	Value per Unit or SF	Total Assessed Value	Annual Gross Property Tax @ 1%
Residential Units				
Townhomes	36	$425,000	$15,300,000	$153,000
Condominiums	80	375,000	30,000,000	300,000
Market Rate Apartments	160	180,000	28,800,000	288,000
Affordable Apartments	60	Not Taxable	0	0
Total Residential Units	336		$74,100,000	$741,000
Commercial/Industrial SF				
Retail Commercial	100,000	220	22,000,000	220,000
Industrial/Service Commercial	40,000	160	6,400,000	64,000
Total Commercial/Industrial	140,000	$203	$28,400,000	$284,000
Total by 2020			**$102,500,000**	**$1,025,000**
Total Development by 2030				
Residential Units				
Townhomes	80	$476,000	$38,080,000	$380,800
Condominiums	200	420,000	84,000,000	840,000
Market Rate Apartments	380	202,000	76,760,000	767,600
Affordable Apartments	140	Not Taxable	0	0
Total Residential Units	800		$198,840,000	$1,988,400
Commercial/Industrial SF				
Retail Commercial	200,000	250	50,000,000	500,000
Industrial/Service Commercial	100,000	200	20,000,000	200,000
Total Commercial/Industrial	300,000	$233	$70,000,000	$700,000
Total by 2030			**$268,840,000**	**$2,688,400**

Property Transfer Tax

The City currently has a property transfer tax that applies to the sale of the real property at a rate of $4.50 per $1,000 of sales price. New development within the Mission Boulevard Specific Plan Area will therefore generate property transfer tax as properties turn over. To estimate the annual property transfer tax that the projected new development will generate for the City, AECOM estimated based upon industry averages that owner-occupied residential units turn over every seven years or 14 percent in any one year. Rental properties (excluding affordable units) are assumed to turn over every ten years. Retail property is projected to turn over about every eight years. Using these estimates, the turn over from new development will generate approximately $56,800 annually in 2020 and $162,700 annually in 2030 in Property Transfer Tax revenues (see Table **8)**.

Sales Tax

This Specific Plan/Form Based Code, the Route 238 Corridor Improvement Project, plus the City's economic development and redevelopment activities, will cause this corridor to generate new sales tax revenue in two ways:

- The new retail commercial development will generate sales tax by retaining a greater portion of local resident and employee or student sales currently lost to neighboring cities and by attracting shoppers from neighboring cities.
- The combination of public realm improvements and resulting new development will cause existing properties to generate more sales and sales tax through some combination of property renovation and tenant turnover.

TABLE 8

ESTIMATED PROPERTY TRANSFER TAX FROM NEW DEVELOPMENT

Total in 2020	Total Assessed Value	Avg Annual Turnover Percentage	Amount Subject to Property Transfer Tax	Property transfer Tax @ $4.50 per $1,000 of Value
Residential Units				
Townhomes	$15,300,000	14%	2,142,000	$9,639
Condominiums	30,000,000	14%	4,200,000	18,900
Market Rate Apartments	28,800,000	10%	2,880,000	12,960
Affordable Apartments	0	0%	0	0
Total Residential Units	$74,100,000	12%	$9,222,000	$41,499
Commercial/Industrial SF				
Retail Commercial	22,000,000	12%	2,640,000	11,880
Industrial/Service Commercial	6,400,000	12%	768,000	3,456
Total Commercial/Industrial	$28,400,000	12%	$3,408,000	$15,336
Total in 2020	**$102,500,000**		**$12,630,000**	**$56,835**
Total in 2030				
Residential Units				
Townhomes	$41,440,000	14%	5,801,600	$26,107
Condominiums	91,400,000	14%	12,796,000	57,582
Market Rate Apartments	85,500,000	10%	8,550,000	38,475
Affordable Apartments	0	0%	0	0
Total Residential Units	$218,340,000	12%	$27,147,600	$122,164
Commercial/Industrial SF				
Retail Commercial	55,000,000	12%	6,600,000	29,700
Industrial/Service Commercial	20,000,000	12%	2,400,000	10,800
Total Commercial/Industrial	$75,000,000	12%	$9,000,000	$40,500
Total in 2030	**$293,340,000**		**$36,147,600**	**$162,664**

Source: CaliforniaCityFinance.com and AECOM

The breakdown of new development retail square footage by type, the expected sales per square foot per year, the resulting taxable retail sales and sales tax generation are all shown in **Table 9**. These calculations recognize the fact that many of the items sold in grocery stores do not pay sales tax. AECOM acknowledges the likelihood that some of the sales in the new development along Mission Boulevard will represent a shift from other retailers in Hayward. However, we have made the assumption that this shift will be offset by the retail sales generated by new residents living in new residential development along the corridor spending money in various retail districts in Hayward outside this corridor.

According to information provided by the City, these two sections of Mission Boulevard generated $1.44 million in sales tax revenue in fiscal year 2009. As shown in **Table 10**, over 90 percent of this revenue comes from the southern section from Jackson to Harder. The 2009 sales tax information would have included the reported sales of Hayward Chevorlet, Hartzheim Dodge and Hayward Mazda, all which have left Mission Boulevard. However, 2009 was an extremely poor year for automobile sales, and the remaining dealerships (Honda, Toyota, Volkswagon and Nissan) will benefit from having fewer local competitors as the regional economy rebounds from the severe recession of 2008 and 2009. Because of the infrastructure improvements planned and the anticipated Specific Plan/Form Base Code adoption, we expect the existing retail properties in the corridor to improve sales performance. We have estimated this increase to be 20 percent from 2009 to 2020 and 45 percent from 2009 to 2030. Given the changes expected along the corridor, these estimates may be conservative. This increase is in addition to the sales tax generated by the expected new development, and it assume rebound from the current recession particularly for the automobile industry. The total additional sales tax revenue expected in this project area is therefore $579,000 by 2020 and nearly $1.3 million by 2030.

TABLE 9

ESTIMATED SALES TAX FROM NEW DEVELOPMENT AFTER 2010

Total in 2020	Square Footage	Retail Sales per SF	Total Sales	Taxable Percentage	Taxable Sales	Hayward Sales Tax @ 0.75%
Commercial Development						
Grocery Store	22,000	$450	9,900,000	33%	3,267,000	24,503
Other Retail & Restaraunts	78,000	400	31,200,000	98%	30,576,000	229,320
Total Retail Comercial	100,000	$411	41,100,000		33,843,000	253,823
Industrial/Service Commercial SF						
Industrial	32,000	N A	N A	N A	N A	N A
Service Commercial	8,000	600	4,800,000	100%	4,800,000	36,000
Total Industrial/Service Commercial	40,000	600	4,800,000		4,800,000	36,000
Total in 2020					**$38,643,000**	**$289,823**
Total in 2030						
Commercial Development						
Grocery Store	48,000	$495	23,760,000	33%	7,840,800	58,806
Other Retail & Restaraunts	152,000	440	66,880,000	98%	65,542,400	491,568
Total Retail Comercial	200,000	$453	90,640,000		73,383,200	550,374
Industrial/Service Commercial SF						
Industrial	80,000	N A	N A	N A	N A	N A
Service Commercial	20,000	600	12,000,000	100%	12,000,000	90,000
Total Industrial/Service Commercial	100,000	600	12,000,000		12,000,000	90,000
Total in 2030					**$85,383,200**	**$640,374**

TABLE 10

ESTIMATED NEW SALES TAX FROM NEW DEVELOPMENT PLUS CORRIDOR RENOVATION

Mission Boulevard Sales Tax Collection in FY 2009 [1]	
North City Border to A Street	124,535
Jackson to Harder	1,320,389
Total Sales Tax Collection in 2009	**$1,444,924**
Estimated Project Area Sales Tax Collection in 2020	
Real Increase from 2009 level due to Renovation @ 20%	288,985
Sales Tax from New Development	289,823
Total Net Gain in Sales Tax Collection by 2020	**$578,807**
Estimated Project Area Sales Tax Collection in 2030	
Real Increase from 2009 level due to Renovation @ 45%	650,216
Sales Tax from New Development	640,374
Total Net Gain in Sales Tax Collection by 2030	**$1,290,590**

[1] City of Hayward Economic Development Department

Property Tax Impacts

The tax increment flow to the Redevelopment Agency and the pass-through to the City's General Fund from new development is shown in **Table 11**. The increment flow to the Agency is estimated to be $428,000 by 2020 and $1.2 million by 2030. The estimates start with gross property tax generated by new development and subtracts first the 20 percent low and moderate income housing set aside and both the Tier 1 and Tier 2 pass through amounts to compute the net amount available to the Agency to support projects and operations. The City's General Fund is then estimated to receive 16 percent of the pass-through amounts, which only amounts to $47,000 in 2020 and $134,000 in 2030.

The project area tax increment gain for the Redevelopment Agency will clearly be in excess of the tax increment generated by new development attracted to the corridor. The Route 238 improvements, the development framework and land use assurance provided by the Specific Plan/Form Based Code, and the economic development efforts by the City and its Redevelopment Agency will upgrade the entire corridor over time. The resulting increase in assessed value from turnover, renovation and upgrading of properties not redeveloped will generate tax increment as well. This increase is estimated in **Table 12**. We have estimated that the Specific Plan Area generates 45 percent of the Mission/Foothill Area property tax revenue. The incremental growth over the 2010 level without counting new development is estimated at $225,000 in 2020 and $584,000 in 2030. When combined with the new development projected by the market analysis, the total additional tax increment generated to the Hayward Redevelopment Agency is estimated to be $652,000 by 2020 and $1.8 million by 2030.

TABLE 11

ESTIMATION OF PROPERTY TAXES AND TAX INCREMENT FROM NEW DEVELOPMENT AFTER 2010

	By 2020	By 2030
Gross Property Tax From New Development	$1,025,000	$2,688,400
Less Estimated Frozen Base Amount for Land	(123,000)	(123,000)
Gross Tax Increment from New Development	902,000	2,565,400
Less 20% for Low and Moderate Income Housing Set Aside	(180,400)	(513,080)
Tax Increment Remaining After L & M Housing Set Aside	721,600	2,052,320
Less Tier 1 Pass Through @ 25%	(180,400)	(513,080)
Net Tax Increment Available after Tier 1 Pass Through	541,200	1,539,240
Less Tier 2 Pass Through @ 21%	(113,652)	(323,240)
Net TI Available for RDA Programs after Tier 1 & 2 Pass Through	**$427,548**	**$1,216,000**
Total Pass Through Payments from Tier 1 & 2	294,052	836,320
City of Hayward General Fund Share	16%	16%
General Fund Property Tax Receipts	**$47,048**	**$133,811**

TABLE 12

PROJECT AREA TAX INCREMENT FORECAST DETAIL

Year	Mission /Foothill Redevelopment Area[1]	Est. Specific Plan Project Area @ 45%	Percentage Growth Over 2010	Gain Over 2010 Due to Renovation	New Development Due to Specific Plan	Total Specific Plan Area TI Increase
2010	1,889,898	850,454	0.0%	0	0	0
2011	1,756,609	790,474	-7.1%	-59,980	0	-59,980
2012	1,839,527	827,787	-2.7%	-22,667	0	-22,667
2013	1,903,550	856,598	0.7%	6,143	0	6,143
2014	1,968,853	885,984	4.2%	35,530	0	35,530
2015	2,035,462	915,958	7.7%	65,504	0	65,504
2016	2,103,404	946,532	11.3%	96,078	85,510	181,587
2017	2,172,705	977,717	15.0%	127,263	171,019	298,282
2018	2,243,391	1,009,526	18.7%	159,072	256,529	415,601
2019	2,315,491	1,041,971	22.5%	191,517	342,038	533,555
2020	**2,389,034**	**1,075,065**	**26.4%**	**224,611**	**427,548**	**652,159**
2021	2,464,047	1,108,821	30.4%	258,367	506,393	764,760
2022	2,515,770	1,132,097	33.1%	281,642	585,238	866,880
2023	2,592,677	1,166,705	37.2%	316,251	664,083	980,334
2024	2,671,493	1,202,172	41.4%	351,718	742,928	1,094,646
2025	2,751,886	1,238,349	45.6%	387,895	821,773	1,209,668
2026	2,833,886	1,275,249	49.9%	424,795	900,618	1,325,413
2027	2,917,527	1,312,887	54.4%	462,433	979,463	1,441,896
2028	3,002,840	1,351,278	58.9%	500,824	1,058,308	1,559,132
2029	3,089,860	1,390,437	63.5%	539,983	1,137,153	1,677,136
2030	**3,187,620**	**1,434,429**	**68.7%**	**583,975**	**1,216,000**	**1,799,975**

[1] From CSG/Advisors prepared in August 2009 for the Hayward Redevelopment Agency

Overall General Fund and Tax Increment Impacts

Once the major line item impacts have been estimated, the overall General Fund revenue and cost impacts are compiled in **Tables 13** and **14** respectively. As discussed previously, each new resident is assigned the full service population or resident equivalent weight and each new employee is assigned a one-third service population weight. The overall General Fund impact is $717,000 in revenue and $481,000 in cost by 2020 and $1.13 million in revenue and $1.67 million in expenditures by 2030. The net General fund balance is then $236,000 in 2020 and $540,000 in 2030. Check format

Because the Mission Boulevard Specific Plan/Form-Based Code is one of the important instruments in the revitalization of a primarily commercial corridor that has suffered disinvestment due to the recession and the restructuring of the automobile industry, the potential sales tax gain is

considerable. It is clearly in the City of Hayward's fiscal interest to pursue the revitalization of this important commercial corridor.

TABLE 13

GENERAL FUND REVENUES IMPACT FROM MISSION BLVD SPECIFIC PLAN AND FORM BASED CODE IMPLEMENTATION

	New Population			New Employment			Total General Plan Revenue Impact	
General Fund Revenue	Net per Additional Service Population @ 100% Weight	By 2020	By 2030	Net per Additional Service Employment @ 33% Weight	By 2020	By 2030	By 2020	By 2030
New Population or Employment		718	1,710		420	907		
Revenue Line Items								
Property Tax	- -	- -	- -	- -	- -	- -	47,048	133,811
Sales Tax	- -	- -	- -	- -	- -	- -	578,807	1,290,590
Property Transfer Tax	- -	- -	- -	- -	- -	- -	56,835	162,664
Franchise Tax	$7.94	5,703	13,575	$2.62	1,100	2,376	6,803	15,951
Business Tax	$3.41	2,448	5,827	$1.12	472	1,020	2,920	6,847
Excise Tax	$2.53	1,817	4,326	$0.83	351	757	2,168	5,083
Other Taxes	$13.50	9,699	23,087	$4.46	1,871	4,041	11,571	27,128
Motor Vehicle in Lieu Fees	$2.13	1,533	3,649	$0.70	296	639	1,829	4,288
Investment Earnings	- -	- -	- -	- -	- -	- -	- -	- -
Disposition of Capital Assets	- -	- -	- -	- -	- -	- -	- -	- -
Miscellaneous	$6.23	4,479	10,661	$2.06	864	1,866	5,343	12,527
Intergovernment Transfers	$4.46	3,205	7,629	$1.47	618	1,335	3,824	8,965
Total Revenues (Excluding TI)							**$717,148**	**$1,667,854**

TABLE 14

GENERAL FUND OPERATING EXPENDITURE IMPACT FROM MISSION BLVD SPECIFIC PLAN AND FORM BASED CODE IMPLEMENTATION

	New Population			New Employment			Total General Fund Expenditure Impact	
General Fund Revenue	Net per Additional Service Population @ 100% Weight	By 2020	By 2030	Net per Additional Service Employment @ 33% Weight	By 2020	By 2030	By 2020	By 2030
New Population or Employment		718	1,710		420	907		
Expenditure Line Items								
General Government	$3.50	2,512	5,980	$1.15	485	1,047	2,997	7,027
Public Safety	$462.45	332,224	790,790	$152.61	64,096	138,416	396,320	929,206
Public Works and Transportation	$26.37	18,944	45,093	$8.70	3,655	7,893	22,599	52,985
Library and Neighborhood Services	$48.88	35,117	83,588	$16.13	6,775	14,631	41,892	98,218
Planning and Building	--	--	--	--	--	--	--	--
Maintenance Services	$20.17	14,492	34,495	$6.66	2,796	6,038	17,288	40,533
Interest on Long Term Debt	--	--	--	--	--	--	--	--
Total Expenditures [1]							**$481,096**	**$1,127,970**

[1] Excludes Redevelopment Agency

While the General fund balance is positive, the incorporation of this Project Area into a community services district (CSD) would further protect the City's General Fund position. Assuming a CSD assessment of $500 per housing unit per year for all types of housing, the General Fund balance climbs to $404,000 by 2020 and $940,000 by 2030. Without the CFD, the General Fund balance is $236,000 for the year 2020 and $540,000 for 2030.

Since this project area is part of the Mission/Foothill Redevelopment Project Area, the revitalization of this corridor also brings enhanced tax increment flow to the Hayward Redevelopment Agency. The additional tax increment flow over the fiscal year 2010 receipts is projected to be $652,000 per year by 2020 and grows to $1.8 million per year by 2030. These amounts are net of all pass through revenues. The overall fiscal impact on the City and its Redevelopment Agency is shown in **Table 15**.

TABLE 15

SUMMARY OF FISCAL IMPACT OF MISSION BOULEVARD SPECIFIC PLAN AND FORM BASED CODE IMPLEMENTATION

Annual Impact in Year	2020	2030
Estimated General Fund Revenue Impact	$717,148	$1,667,854
Estimated General Fund Expenditure Impact	(481,096)	(1,127,970)
Net City of Hayward General Fund Impact	**$236,052**	**$539,884**
Net General Fund Impact with CSD of $500/unit per year[1]	**$404,052**	**$939,884**
Tax Increment Impact to Hayward Redevelopment Agency	**$652,159**	**$1,799,975**

[1] Community facilities district (CSD) to charge annual municipal services fee for all new residential units in Project Area

III. The Community Development Implication of Plan Alternatives

The Hall Alminana planning team advanced a Preferred Regulating Plan (see attached) for these two sections of Mission Boulevard, and the fiscal analysis in the preceding sections analyzed the transformation that is likely assuming implementation of this Preferred Plan. The planning team also advanced two alternative Regulating Plans that showed alternative concepts for specific subareas of the Plan Area: Alternatives A and B. These alternative concepts have implications for attracting real estate development, and an evaluation of four key subarea concepts from a fiscal/economic impact perspective is presented below. The preferred and alternative Regulating Plans are shown at the end of this Report.

Frontage Road on West Side of Mission

The Preferred Plan shows a frontage road on the west side of Mission Boulevard extending from one parcel south of Berry Avenue to one parcel north of Harder Road. Neither Alternative A nor B advances this concept. This frontage road is one of the most important urban design elements of this Specific Plan.

While this frontage road will require the dedication of private property and expenditures for construction, AECOM Economics is of the opinion that it will accelerate the development of this portion of Mission Boulevard and cause this new development to take on a more urban character. The more urban characteristics of this new development along the frontage road, likely retail commercial and mixed-use, will signal a departure from the suburban style commercial centers of the last couple of decades and mark a new beginning for Mission Boulevard. The lots in this sub-area appear to have sufficient depth to allow development flexibility and the properties to reap the full benefit of the frontage road. The properties in this area are generally vacant or not intensively developed. Harder Road has substantial east-west traffic, so this stretch of Mission Boulevard is a good area for the City and Redevelopment Agency to invest in projects that will have a catalytic impact on the entire corridor. Because the Route 238 improvements will remove peak-period commute parking from this stretch of Mission Boulevard, an urban format commercial project fronting on Mission Boulevard is unlikely to succeed without this frontage road. AECOM Economics strongly endorses this frontage road concept.

Civic Space North of A Street

The Preferred Plan proposes a civic space zone on the east side of Mission Boulevard from A Street to five parcels north of Hotel Avenue. The other alternatives do not include this civic space. If this northern section of Mission Blvd is viewed as a future retail and mixed-use street, this civic space works against that objective. Successful commercial streets desire continuous retail frontage on both sides of the street. However, because the east side of this section of Mission Boulevard is within the

fault setback zone of the Hayward Fault, AECOM supports a civic open space at this location. If the earthquake fault were not an issue, we would suggest a prominent mixed-use building for this corner, possibly three or four levels of housing or office over ground floor retail use, because this property is adjacent to the downtown and within a five or six minute walk of the Hayward BART Station.

Civic Space at Mission and E Street

Both Alternatives A and B propose a significant civic open space to be located at the southeast corner of Mission Boulevard and E Street. However, the Preferred Plan does not advance this concept. Since the site is above Mission Boulevard, not particularly visible from that major corridor, and adjacent to Bret Harte Middle School, a park at this site may lead to future safety problems.

PREFERRED REGULATING PLAN (Figure 1-1)

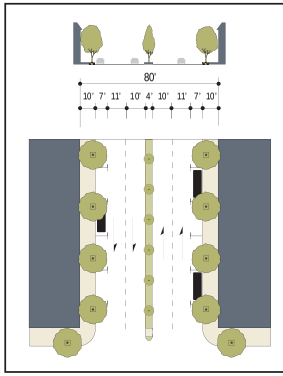
Legend

- Project Area
- Parcels
- Terminated Vistas
- Mandatory Shopfront Overlay
- Recommended Shopfront Overlay
- T3 Sub-Urban Zone: 4.3 DU/acre min; 17.5 DU/acre max
- T4-1 Urban General Zone: 17.5 DU/acre min; 35 DU/acre max
- T4-2 Urban Center Zone: 17.5 DU/acre min; 35 DU/acre max
- T5 Urban Center Zone 35 DU/acre min; 55 DU/acre max
- Height Overlay 1: 2 to 3 Story
- Height Overlay 2: 2 to 4 Story
- Civic Space Zone

For illustrative purpose only:

- 10-minute walking radius (½ mile from BART)
- 5-minute walking radius (¼ mile)

0 200 400 800 1200 Feet



Mission Boulevard

Install a 4 foot wide landscape median and reduce slightly the parking lane and sidewalk widths.

October 8, 2010

FIG 1-1

ALTERNATIVE A REGULATING PLAN

Legend

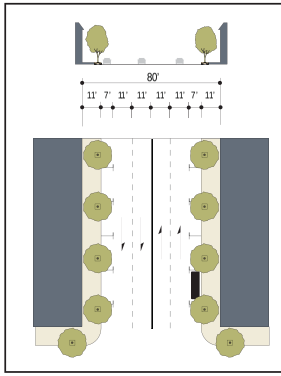
- Project Area
- Parcels
- Terminated Vistas
- Mandatory Shopfront Overlay
- Recommended Shopfront Overlay

T3 Sub-Urban Zone:	4.3 DU/acre min; 12 DU/acre max
T4-1 Urban General Zone:	17.5 DU/acre min; 35 DU/acre max
T5 Urban Center Zone	35 DU/acre min; 55 DU/acre max
Height Overlay 1: 2 to 3 Story	
Civic Space Zone	

For illustrative purpose only:

- 10-minute walking radius (½ mile from BART)
- 5-minute walking radius (¼ mile)

0 200 400 800 1200 Feet



Mission Boulevard

Maintain existing configuration with improvements.

October 8, 2010

ALTERNATIVE B REGULATING PLAN

Legend

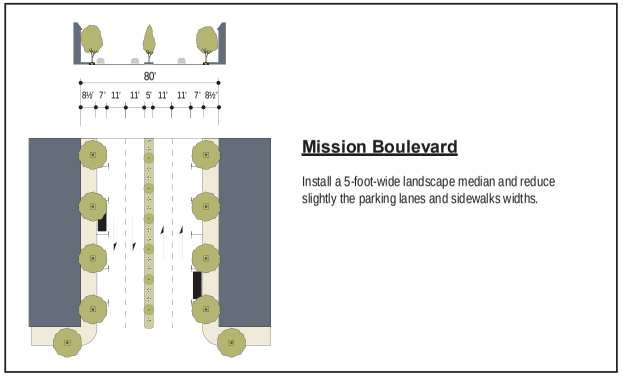
- Project Area
- Parcels
- Terminated Vistas
- Mandatory Shopfront Overlay
- Recommended Shopfront Overlay

T3 Sub-Urban Zone:	4.3 DU/acre min; 17.5 DU/acre max
T4-1 Urban General Zone:	17.5 DU/acre min; 35 DU/acre max
T5 Urban Center Zone	35 DU/acre min; 55 DU/acre max
Civic Space Zone	

For illustrative purpose only:

- 10-minute walking radius (½ mile from BART)
- 5-minute walking radius (¼ mile)

0 200 400 800 1200 Feet



Mission Boulevard

Install a 5-foot-wide landscape median and reduce slightly the parking lanes and sidewalks widths.

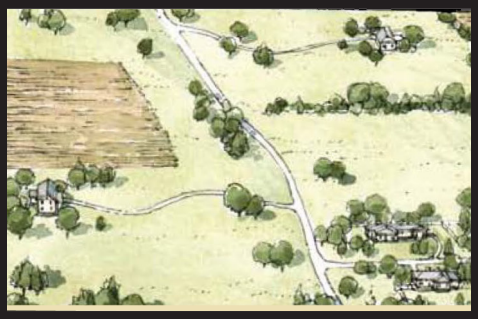
SmartCode Version 9.2

October 8, 2010

Mission Boulevard Corridor Specific Plan

Appendix D
Parking and Transportation Demand Strategy

CITY OF HAYWARD
HEART OF THE BAY



Mission Boulevard Corridor Specific Plan

Parking & Transportation Demand Management Strategy

July 2011

FINAL REPORT

NELSON
NYGAARD

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Chapter 1. Introduction

Project Overview

In 2009, the City Council directed City staff to develop a Specific Plan for the Mission Boulevard Corridor. To fulfill the Council's direction, the City contracted with a consultant team led by Hall Alminana Inc., and including Nelson\Nygaard Consulting Associates, to work with City staff to develop the Mission Boulevard Corridor Specific Plan and its form-based code component[1]. As part of this effort, Nelson\Nygaard was tasked with developing a coherent parking and transportation demand management strategy to complement and support the vision of the new plan.

Planning Approach

Nelson\Nygaard's approach in undertaking this work was as follows:

- We analyzed existing transportation and parking challenges and opportunities in the Specific Plan area, including a thorough review of existing documents, plans, data, and policies, combined with stakeholder interviews and site visits.
- We participated in an extensive community outreach process in partnership with the project team and City staff, including a multi-day design charrette. Throughout the process, the project team sought to hear which transportation and parking management issues were most pressing from the perspective of policymakers and City staff, local residents, and property owners; and to get feedback on preliminary recommendations. Among others, the team met with:
  - City Council & Planning Commission members
  - Property owners & developers
  - Area residents & neighborhood association leaders
  - Bay Area Rapid Transit and AC Transit staff
  - Public Works & Development Services staff

Purpose of This Document

The *Mission Boulevard Corridor Specific Plan* establishes a clear vision for the future of the corridor. This report is designed to support the plan, and presents Nelson\Nygaard's recommendations for the most cost-effective parking and transportation strategies to support and advance the plan's overall goals.

[1] References to "Code" within the text of this report are references to the form-based code component of the Mission Boulevard Corridor Specific Plan unless the context clearly indicates otherwise (e.g., references to the "Municipal Code" mean the Hayward Municipal Code).

Chapter 2. Existing Conditions

On-Street Parking

Current Regulations: The majority of on-street parking within the study area is free and unrestricted. There are some no-parking zones, notably along Mission Boulevard between Foothill Boulevard and Carlos Bee Boulevard, and on several of the narrower local streets, such as Simon and Pierce, parking is restricted to one side of the street. In addition, there are time-limited parking zones on a few commercial blocks, such as the 2-hour parking time limits along Mission Boulevard in the blocks north of A Street.[2]

Parking Occupancy: No occupancy surveys for the area are available.

Hayward's Existing Parking Meter Ordinance & Residential Permit Parking Zones: The City Traffic Code allows for the establishment of metered parking on City streets, though no parking meters are currently in place[3]. The existing ordinance is stated in terms general enough to allow for the introduction of multi-space parking pay stations, as well as conventional single space meters. Hayward currently has two residential permit parking zones, which were established to protect residents from spillover parking problems, in the vicinity of the following major destinations:

- Chabot College
- Post Office and County Courthouse

On neighborhood streets within these zones, parking permits are issued to qualified residents and businesses in return for a nominal annual fee[4]. To illustrate how the current residential permit parking process works, Appendix C provides some sample documents: (a) a copy of the City's residential permit parking application form, and (b) an example of a public hearing notice regarding the establishment of one of the City's current residential permit parking zones.

Off-Street Parking

Most of Hayward has conventional auto-oriented suburban parking standards, with relatively high minimum parking requirements[5]. These standards currently apply within the Mission Boulevard Corridor plan area.

However, it is worth noting that in 2006, the *South Hayward BART/Mission Boulevard Concept Design Plan* (which addressed the southern half of the Mission Boulevard corridor, to the south of area addressed by this Specific Plan) established new, more transit-oriented parking standards for several zones within that planning area: minimum parking requirements for residential land uses were eliminated, and replaced by maximum parking limits[6]. These new standards appear to

[2] Chapter 4 of the *Existing Conditions Analysis & Synoptic Survey for the Mission Boulevard Corridor Specific Plan & Form-Based Code, April 7, 2010*, provides additional details on parking locations and restrictions. For brevity's sake, the existing conditions section of this report briefly summarizes the most relevant information from prior reports, rather than reproducing them.

[3] Hayward Traffic Code, Article 7: Parking Meter Zones – See Appendix B.

[4] City of Hayward Master Fee Schedule, 2010

[5] Hayward Municipal Code, Off-Street Parking Regulations, SEC. 10.2-300 – 10.2.350

[6] Hayward Municipal Code, Off-Street Parking Regulations, SEC. 10.2.419

have allowed developers of infill projects in these zones to provide an amount of parking which they find appropriate to meet the demands of their particular target market. They have not, as is sometimes feared by those unfamiliar with maximum parking requirements, resulted in the provision of no parking at all. For example, the Wittek/Montana mixed-use development at the South Hayward BART Station, which proposes approximately 788 multi-family residential units, proposes to build approximately 898 parking spaces for the residential units (although *no* parking spaces for these residents are required by the current zoning).

Chapter 3. Recommendations

Introduction

This chapter presents eight fundamental recommendations. They are based on the premise that parking and transportation demand management policy must be planned with a clear view of the Specific Plan's overall goals, in order for these policies to contribute to the community's vision rather than detract from it. The recommendations that follow are aimed at achieving the overall goals of the Specific Plan, which can be described in a nutshell as ensuring that the plan's neighborhoods and new transit-oriented developments are compact, pedestrian-oriented and mixed-use. It is important to note that the parking and transportation demand management recommendations which follow are intended to permit flexibility. They are designed to provide a long-range strategy: that is, an overall policy framework that can remain useful and viable, even as new buildings are added, blocks are redeveloped, new streets are introduced, and land uses change over time.

Why does parking policy matter so much for transit-oriented development?

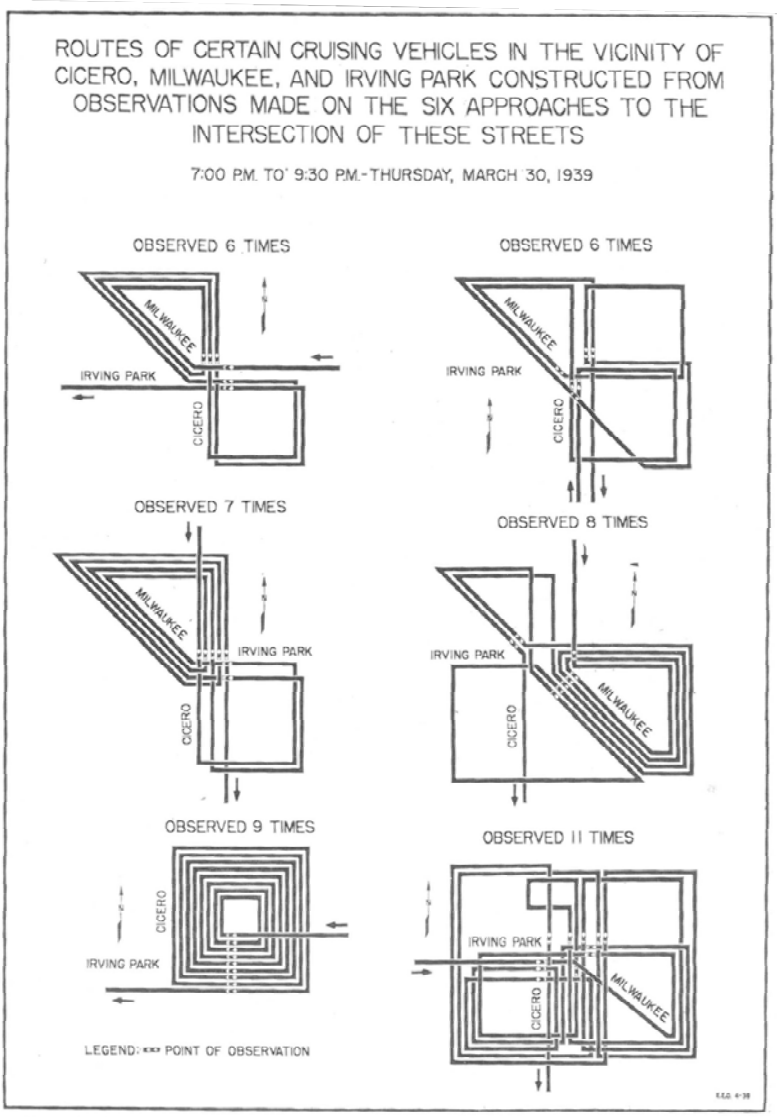
Perhaps the most fundamental difference between transit-oriented development and conventional auto-oriented development is in the way that parking (both on-street and off-street) is developed and managed. For Hayward, parking policy is important for three key reasons. First, unlike decisions about the provision of transit, parking policy decisions lie squarely in the hands of the City of Hayward. Second, parking policy is perhaps the single most important lever within Hayward's grasp for affecting the quantity of traffic on Hayward city streets. Third, as one Southern California real estate developer put it, "Parking is destiny." Parking requirements, as written into the zoning codes of most every California city, dominate architecture, powerfully shaping the form of our buildings and dictating what is financially feasible to build.

In the years immediately after World War II, most communities in California, including Hayward, adopted *minimum parking requirements*. Minimum parking requirements are government regulations that specify the minimum number of parking spaces that must be provided for every land use. They are intended to ensure that cities have more parking spaces than they would if the matter was left up to the free market.

When did Hayward first adopt minimum parking requirements, and why? While we are not absolutely certain, it appears from the Municipal Code that Hayward first adopted minimum parking requirements in 1959. According to the Code, Hayward's minimum parking requirements were adopted "to relieve congestion on streets".

Why was it believed that setting minimum parking requirements would alleviate traffic congestion? By the 1920s, the new problem of "spillover parking" had already arrived in many downtowns. Automobiles filled up all of the curb parking in front of shops and apartments, and any nearby private parking, and then sometimes spilled over into nearby neighborhoods, crowding the streets there. In search of free parking near their destination, motorists often took to circling about, waiting for a space to open up. For example, Figure 3-1 shows the observed patterns of various motorists circling in search of parking spaces in Chicago, as observed in a 1939 study. Many motorists simply double-parked, clogging traffic lanes.

Figure 3-1 Observed Routes of Cruising Vehicles, Chicago, 1939



From the Report: "A Plan to Relieve Traffic Congestion in the Portage Park Retail Shopping Center." A Survey by City of Chicago, Chicago Motor Club, Chicago Surface Lines, April 1939

FIGURE 4—Observed Routes of Cruising Vehicles

To reinforce its minimum parking requirements, Hayward also enacted a prohibition against charging separately for parking at apartment buildings.[7] (Of course, requiring that parking be given away free of charge does not mean that the cost of parking goes away: the cost is instead hidden in the price of all the other goods and services that we use, from apartment rents to groceries.)

Minimum parking requirements, however, had unintended consequences for traffic. So did requirements that parking be given away for free. As described later in this chapter, dozens of studies have now demonstrated that when parking is given away free of charge, people drive more. The amount of driving induced is substantial, as is the increase in parking demand. Moreover, minimum parking requirements have also had many other unintended consequences,

[7] Hayward Municipal Code, Off-Street Parking Regulations, SEC. 10-2.310

including increasing housing costs, decreasing transit ridership, and decreasing the financial feasibility of transit-oriented development.

Transitioning from auto-oriented development to transit-oriented development

In a nutshell, truly transit-oriented development -- that is, development which actually lives up to the promise of delivering high transit ridership and low traffic -- can be distinguished from auto-oriented development by just a few key factors.

- *In conventional auto-oriented development, minimum parking requirements are introduced, so that on-street parking need not be managed. In transit-oriented development, actively managing on-street parking, using tools such as parking pricing and residential parking permits, is an essential first step.*
- *In conventional auto-oriented development, the cost of parking is always hidden in the cost of other goods and services. In transit-oriented development, the cost of parking is revealed, so that citizens can save money by using less of it.*
- *In conventional auto-oriented development, parking is free and abundant, and transit service is expensive and scarce. In the best transit-oriented developments, transit service is frequent and (for many users) free, and parking, while readily available, is not subsidized.*

The recommendations which follow are designed to provide a practical, cost-effective, step-by-step approach to transitioning the study area from auto-oriented development to transit-oriented development. As noted earlier in the Existing Conditions chapter, the 2006 *South Hayward BART/Mission Boulevard Concept Design Plan* began that process in the southern portion of the Mission Boulevard corridor by, for example, eliminating minimum parking requirements for certain residential categories, and instituting maximum parking requirements. These recommendations, which are illustrated by numerous examples of success from comparable cities, are intended to take the next step.

Recommendation 1:
Create a Commercial Parking Benefit District

Goals:

1. Efficiently manage demand for parking while accommodating customer, employee, resident, and commuter parking needs.

2. *Put customers first* by creating vacancies and turnover of the most convenient “front door” curb parking spaces to ensure availability for customers and visitors.

3. Generate revenues for desired improvements such as upgraded security and enhanced streetscapes in commercial areas.

Recommendation: Install modern, credit-card and debit-card-accepting parking meters on any block face in commercial areas where parking occupancy routinely exceeds an 85% occupancy rate. Set parking prices at rates that create a 15% vacancy rate on each block, and eliminate time

limits. Dedicate parking revenues to the cost of establishing, operating and managing such a district, and to public improvements and public services that benefit the blocks where the revenue was raised. Create a "Commercial Parking Benefit District" to implement these recommendations.

Discussion:

Over time, as individual blocks in the Specific Plan area transition from conventional strip development (i.e., the familiar roadside landscape of strip malls, diners, convenience stores and other isolated buildings, each set back from the highway and surrounded by parking) to compact transit-oriented development, where buildings move closer to the street, and shops rely more, as in the classic American Main street pattern, on curb parking for shoppers, it will become essential to more actively manage curb parking.

To understand how to do that properly, it is helpful to review the issues encountered in many of California's existing downtowns (i.e., in California's oldest transit-oriented developments). In many California downtowns, there is no lack of parking space overall, but the new visitor driving down Main Street may perceive a parking shortage, while lots and garages just a block away remain underused. To quote a typical Main Street business leader, "Parking is a problem for businesses because employees park on Main St. and side streets and prevent customers from parking…We need parking management and enforcement strategies to prevent employees from doing the '2-hour shuffle' downtown [that is, employees moving their cars every two hours to evade time limits]." To avoid this, pricing incentives and good wayfinding signs are essential to steer employees and commuters to long-term spots, and dissuade them taking the front-door spots.

Always available, convenient, on-street customer parking is of primary importance for ground-level retail to succeed. To create vacancies and rapid turnover in the best, most convenient, front door parking spaces, it is crucial to have price incentives to persuade some drivers to park in the less convenient spaces (on upper garage floors or a block or two away): higher prices for the best spots, cheaper for the less convenient, frequently underused lots.

Motorists can be thought of as falling into two primary categories: bargain hunters and convenience seekers. Convenience seekers are more willing to pay for an available front door spot. Many shoppers and diners are convenience seekers: they are typically less sensitive to parking charges because they stay for relatively short periods of time, meaning that they will accumulate less of a fee than an employee or other all-day visitor. By contrast, many long-stay parkers, such as employees, find it more worthwhile to walk a block to save on eight hours worth of parking fees. With proper pricing, the bargain hunters will choose currently underutilized lots, leaving the prime spots free for those convenience seekers who are willing to spend a bit more. For merchants, it is important to make prime spots available for these people: those who are willing to pay a small fee to park are also those who are willing to spend money in stores and restaurants.

What are the alternatives to charging for parking?

The primary alternative that cities can use to create vacancies in prime parking spaces is to set time limits and give tickets to violators. Time limits, however, bring several disadvantages: enforcement of time limits is labor-intensive and difficult, and employees, who quickly become familiar with enforcement patterns, often become adept at the "two hour shuffle", moving their cars regularly or swapping spaces with a coworker several times during the workday. Even with strictly enforced time limits, if there is no price incentive to persuade employees to seek out less convenient, bargain-priced spots, employees will probably still park in prime spaces.

For customers, strict enforcement can bring “ticket anxiety", the fear of getting a ticket if one lingers a minute too long (for example, in order to have dessert after lunch). As Dan Zack, Downtown Development Manager for Redwood City, CA, puts it, “Even if a visitor is quick enough to avoid a ticket, they don't want to spend the evening watching the clock and moving their car around. If a customer is having a good time in a restaurant, and they are happy to pay the market price for their parking spot, do we want them to wrap up their evening early because their time limit wasn't long enough? Do we want them to skip dessert or that last cappuccino in order to avoid a ticket?"

A recent Redwood City staff report summarizes the results found in Burlingame, California:

> *In a recent "intercept" survey, shoppers in downtown Burlingame were asked which factor made their parking experience less pleasant recently... The number one response was "difficulty in finding a space" followed by "chance of getting a ticket." "Need to carry change" was third, and the factor that least concerned the respondents was "cost of parking." It is interesting to note that Burlingame has the most expensive on-street parking on the [San Francisco] Peninsula ($.75 per hour) and yet cost was the least troubling factor for most people.*

This is not an isolated result. Repeatedly, surveys of shoppers have shown that the *availability* of parking, rather than price, is of prime importance.

What is the right price for parking?

If prices are used to create vacancies and turnover in the prime parking spots, then what is the right price? An ideal occupancy rate is approximately 85% at even the busiest hour, a rate which leaves about one out of every seven spaces available, or approximately one empty space on each block face. This provides enough vacancies that visitors can easily find a spot near their destination when they first arrive. For each block and each parking lot, the right price is the price that will achieve this goal. This means that pricing should not be uniform: the most desirable blocks need higher prices, while less convenient lots and block faces are cheaper. Prices should also vary by time of day and day of week: for example, higher at noon, and lower at midnight.

Ideally, parking occupancy for each block and lot should be monitored carefully, and prices adjusted regularly to keep enough spaces available. In short, prices should be set at market rate, according to demand, so that just enough spaces are always available. Professor Donald Shoup of UCLA advocates setting prices for parking according to the "Goldilocks Principle":

> *The price is too high if many spaces are vacant, and too low if no spaces are vacant. Children learn that porridge shouldn't be too hot or too cold, and that beds shouldn't be too soft or too firm. Likewise, the price of curb parking shouldn't be too high or too low. When about 15 percent of curb spaces are vacant, the price is just right. What alternative price could be better?*

If this principle is followed, then there need be no fear that pricing parking will drive customers away. After all, when the front-door parking spots at the curb are entirely full, under-pricing parking cannot create more curb parking spaces for customers, because it cannot create more spaces. And, if the initial parking meter rate on a block is accidentally set too high, so that there are too many vacancies, then a policy goal of achieving an 85% occupancy rate will result in lowering the parking rate until the parking is once again well used (including making parking free, if need be).

Eliminating Time limits

Once a policy of market rate pricing is adopted, with the goal of achieving an 85% occupancy rate on each block, even at the busiest hours, then time limits can actually be eliminated. With their elimination, much of the worry and "ticket anxiety" for customers disappears. In Redwood City, where this policy was recently adopted, Dan Zack describes the thinking behind the City's decision in this way:

> *Market-rate prices are the only known way to consistently create available parking spaces in popular areas. If we institute market-rate prices, and adequate spaces are made available, then what purpose do time limits serve? None, other than to inconvenience customers. If there is a space or two available on all blocks, then who cares how long each individual car is there? The reality is that it doesn't matter.*

The recommendations for pricing parking, eliminating time limits, and the creation of a Commercial Parking Benefit District are discussed in greater detail below.

Boundaries of the metered parking in the Commercial Parking Benefit District

Given a primary goal of creating vacancies on the blocks where parking becomes overused, and shifting some parking demand to underused parking lots, meters should be installed on blocks and in parking lots where occupancy routinely reaches 85% or greater during the peak hours of demand. In addition, meters should be installed on immediately adjacent blocks, where demand is likely to shift and parking will become overcrowded if the blocks remain entirely free. Similarly, on blocks in the vicinity of a major new development, where it is clearly foreseeable that curb parking will fill up if left unmanaged, meters should be installed, and turned on as soon as the development opens for business. Parking meter prices should be set to maintain a 15% vacancy rate, according to the “Goldilocks Rule”: if occupancy rates are consistently above 85%, the parking rates are too low and if occupancy rates are consistently below 85%, the parking rates are too high.

All blocks with substantial commercial activity should be considered candidates for inclusion in the Commercial Parking Benefit District.[8] In predominantly residential districts, such as many blocks immediately adjacent to the Specific Plan area, Residential Parking Benefit Districts (as described later in this report) or residential permit parking districts are more appropriate for managing on-street parking. For example, blocks with ground floor shops and residences above are appropriate for inclusion in a Commercial Parking Benefit District; blocks consisting primarily of single-family homes are generally not. Therefore, all blocks within the mixed-use T-4 General Urban and T-5 Urban Center Transect Zones should be *considered* for inclusion. However, blocks within these Zones which are (or which become) predominantly residential are candidates for inclusion in a Residential Parking Benefit District.

The boundaries for the Commercial Parking Benefit District and adjacent Residential Parking Benefit Districts should be viewed as flexible and subject to change over time, since the built fabric and land uses will change over time as the area is built out. The precise boundary drawn

[8] Given the large area covered by the Mission Boulevard Corridor Specific Plan, the City could also establish two or more different commercial parking benefit districts within the Specific Plan area. The primary advantage of this approach would be to give property owners and merchants greater assurance that meter revenues will be spent "close to home" in ways that definitely benefit their property or business. However, the larger the number of districts established, the greater the administrative burden. To simplify the discussion in this report, we assume that only one Commercial Parking Benefit District would be created for the Specific Plan area. Note that it is not necessary for the blocks within the Commercial Parking Benefit District to be contiguous.

for the initial Parking Benefit District should reflect the land uses and levels of parking demand at the time that the District is initiated. Therefore, an important next step for establishing the initial parking district boundaries (which is beyond the scope of this report) will be to conduct parking occupancy surveys.

Over time, as additional projects are constructed, additional blocks should be added to the Commercial Parking Benefit District. Since changes in on-street parking demand will be driven primarily by the arrival of new development, the timing of these additions cannot be determined now. Instead, City policy should authorize the Public Works Director to recommend the addition of additional blocks to the Commercial Parking Benefit District when either: (a) approved building projects will foreseeably add additional parking demand to a block, or (b) occupancy surveys demonstrate that free parking spaces on the block adjacent to the District are routinely more than 85% full.

Note that the city has previously required major new developments (such as the Wittek/Montana development at the South Hayward BART station) to fund neighborhood parking occupancy surveys and to fund the implementation of measures to prevent spillover parking problems, such as managing the nearby curb parking with metered parking and/or residential parking permit programs.[9] For future developments in the Specific Plan area (especially larger ones), it may be useful to implement similar conditions of approval, so that new developments help to carry the burden of establishing the on-street parking management systems that will be needed to successfully integrate these new developments into the neighborhood, and needed to help the developments function well and prosper in the future.

Adjusting meter rates and hours of operation

Meters should operate on days and at hours when demand is high enough to make parking occupancy exceeded 85%. Initial meter rates should be set using the parking manager's best judgment: for example, curb parking rates typically need to be higher than in adjacent garages to create any availability, but it is often best to initially err on the side of lower rates, to avoid driving customers away. After an initial trial period, occupancy rates for each block in each parking should be reviewed and then adjusted down or up to achieve the 85% occupancy goal, as described earlier. To ensure that this happens on a regular schedule, promptly, and with clear assurance to policymakers, citizens and the community that the goal of parking prices is to achieve the desired vacancy rate, the following procedure for adjusting parking meter rates and hours is recommended:

1. *Set Policy:* By ordinance, City Council should establish that the primary goal in setting parking meter rates and hours for each block and each lot is to achieve an 85% occupancy rate. Additionally, the ordinance should both require and authorize City staff to raise or lower parking prices to meet this goal, without requiring further action by the City Council. Appendix E provides the full text of two adopted ordinances which take this approach (Redwood City and Ventura's downtown parking ordinances). A Parking & Transportation Manager should be hired (unless there are already sufficient staff within the Public Works Department to handle these duties), and charged with the responsibility of running the District, including monitoring occupancy rates and adjusting meter rates. It is assumed that parking revenues will fund this position.

[9] Conditions of Approval, South Hayward BART Station Development, 28601 Dixon Street, Zone Change Application No. PL-2008-0547 PD, Wittek Development LLC (Applicant), pp. 13, 28, 29.

2. *Monitor occupancy:* Modern, wirelessly-networked credit-card-accepting parking meters are capable of instantly transmitting current information on the number of spaces that have been paid for on each block where the meters are installed, giving the Parking & Transportation Manager the ability to better monitor parking usage in the system. To supplement this information, periodic occupancy counts should be conducted (either manually, or using vehicles equipped with license plate recognition systems), in order to track *total* occupancy, which will include not only the vehicles of drivers who have paid for their parking space, but also "exceptions" (parked vehicles for which no payment has been received, such as vehicles with disabled placards and illegally parked vehicles). Alternatively, wirelessly-networked parking occupancy sensors can be installed. Occupancy sensors allow parking managers and enforcement officers to continuously monitor occupancy of each parking space in real time.[10]

3. *Adjust rates:* Armed with good information on recent parking occupancy rates, the Parking & Transportation Manager should adjust the rates (and hours of operation) up or down on each block, to achieve the policy goal (an 85% occupancy rate) set by City Council. Typically, rates should be adjusted quarterly (four times two year), but in the case of major changes in the Specific Plan area, such as the opening of a new development, it may be advisable to adjust rates in response to particular events. To provide additional input to the process, an advisory board (as described below) may be desirable to review the proposed rate changes and provide feedback to the Parking & Transportation Manager.

Legal basis for setting fair market parking rates

The California Vehicle Code (CVC Sec. 200258) allows local jurisdictions to set parking meter prices at fair market rates necessary to achieve 85% occupancy. California case law authorizes local jurisdictions to enact parking meter ordinances with fair market rates that “may…justify a fee system intended and calculated to hasten the departure of parked vehicles in congested areas, as well as to defray the cost of installation and supervision.”[11] California case law also recognizes that parking meters ordinances are for the purpose of regulating and mitigating traffic and parking congestion in public streets, and not a tax for revenue purposes.[12]

Recommended Payment System and Metering Technology

There are several meter technologies and payment systems that Hayward could use, but a review of best practices in cities comparable to Hayward and a review of the capabilities of existing metering technologies found that the preferred approach would balance the following goals:

- Maximize ease of use in order to increase customer convenience and reduce uncertainty and anxiety

[10] In cities such as San Francisco and Los Angeles, wirelessly networked occupancy sensors, parking meters, and smart phones carried by each enforcement officer are now linked together. These integrated systems allow enforcement officers to immediately see which blocks contain the largest number of vehicles which have parked, but which have not paid for parking, allowing enforcement officers to focus their time on blocks with the largest number of potential violators. This can substantially increase enforcement efficiency (i.e., allowing the same level of enforcement with fewer officers, or a greater level of enforcement) and is perhaps the single most important reason why cities are currently installing parking occupancy sensors.

[11] DeAryan v. City of San Diego, 75 CA2d pp 292, 296, 1946.

[12] Ibid., p293. For more information, on California Vehicle Code statutes and case law that provide the legal basis for charging market rate parking prices and creating Parking Benefit Districts see Appendix E, Redwood City Ordinance.

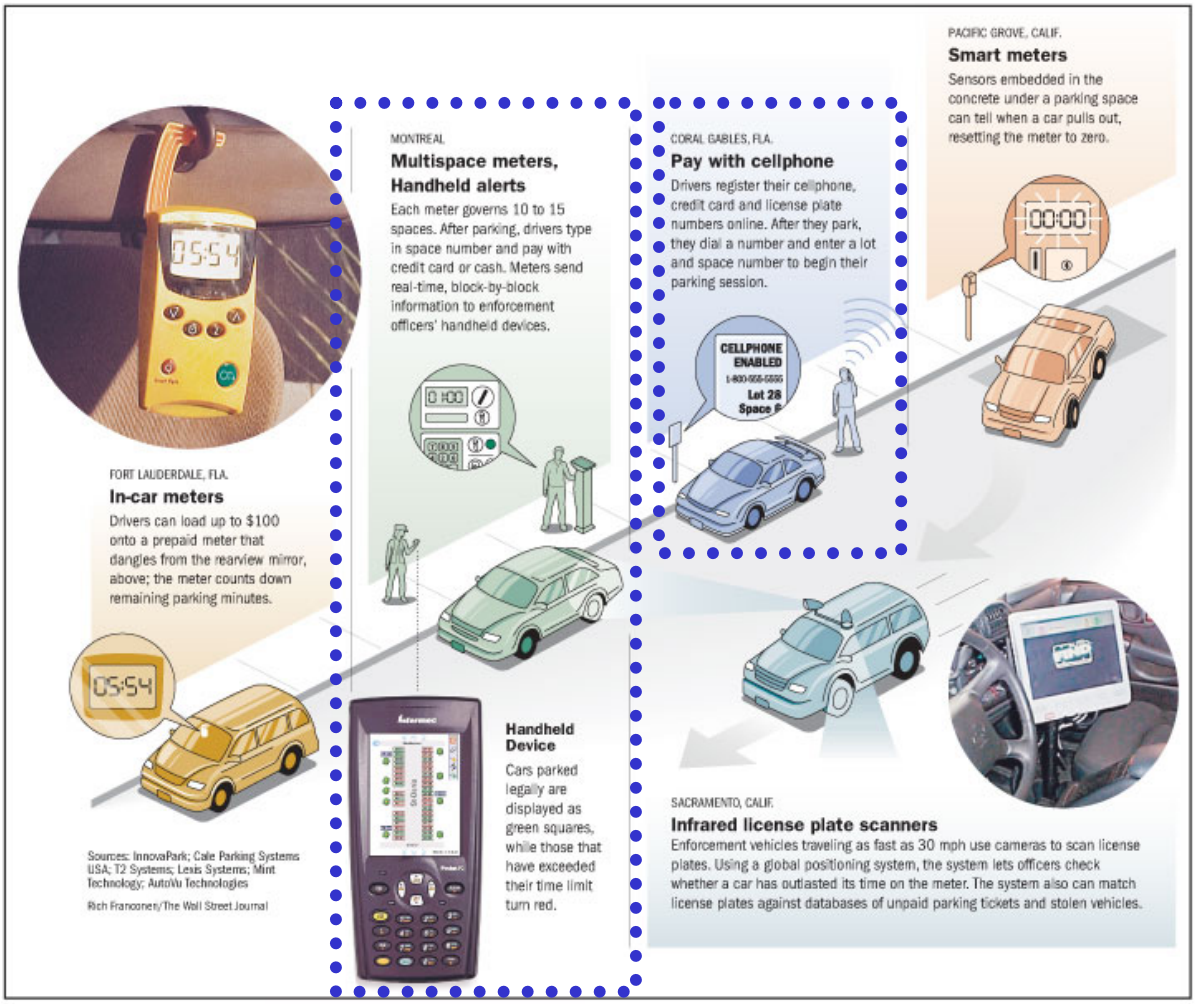
- Minimize capital and operations costs (administration, maintenance, and enforcement)
- Promote turnover of curb parking spaces (so that visitors can always find a space)
- Achieve other revitalization goals (good urban design, cleanliness, etc.)

These goals and a review of available technology suggest that Hayward should:

- Install modern parking meters (either single-space or multi-space[13]) that accept multiple forms of payment (coins, credit cards, debit cards) and allow the user to extend time by cell phone, to provide ease of use
- Are solar powered with battery back-up (so no need for electrical hook-ups or electricity costs) and centrally networked with wireless technology, to reduce operations costs and improve parking management and pricing decisions

Examples of modern meters with pay-by-space systems are illustrated in Figure 3-2.

Figure 3-2 Examples of modern meters



[13] If multi-space meters are chosen, it is preferable to implement a "pay-by-space" payment system which allows motorists to park, pay, and go (not pay-and-display, which requires customer to return to vehicle to display a receipt, can contribute to litter problems, and increases the difficulty of monitoring parking occupancy)

Source: The Wall Street Journal Online.

Compared to previous generations of meter technology, credit-card-accepting meters using a pay-by-space payment system (along with pricing parking at fair market rates and eliminating time limits) confer multiple benefits. As detailed below, they minimize operations costs for administration, maintenance, and enforcement, and provide better customer service:

- Automated audit trail, reduced revenue loss: Fully automated audit trail of all service actions, cash transactions, and parking purchases helps reduce operations costs and revenue loss
- Reduced downtime: Harder to vandalize; if failure occurs, service alerts sent wirelessly by e-mail, cell phone, or text message to multiple responsible parties (maintenance worker, parking enforcement dispatcher, etc) to reduce downtime and help resolve customer service issues
- Demand-responsive pricing: Prices can be easily adjusted from a central terminal, using the wireless network features; unlike older meters, allows rate structures that vary by hour of day or day of week, including programming changes for special events.
- Better user interface: Interactive display screens can convey more info (instructions, etc)

Establish Parking Benefit District: Dedicate parking revenues to public improvements and services that benefit the blocks where the revenue is collected.

Net revenues from paid parking in the Commercial Parking Benefit District should fund public improvements that benefit the blocks where the revenue is collected ("net revenues" means total parking revenues from the area, less revenue collection costs, such as purchase and operation of the meters, enforcement and the administration of the District). If parking revenues seem to disappear into the General Fund, where they may appear to produce no direct benefit for the Specific Plan area, there will be little support for installing parking meters, or for raising rates when needed to maintain decent vacancy rates. But when local merchants and property owners can clearly see that the monies collected are being spent for the benefit of their blocks, on projects that they have chosen, they become willing to support market rate pricing -- and if experience from other cities is any guide, many will become active advocates for the concept.

To ensure such continuing support for a Parking Benefit District, and for continuing to charge fair market rates for parking, it is crucial to give local stakeholders a strong voice in deciding how parking revenues should be spent, and overseeing the operation of District to ensure that the monies collected from their customers are spent wisely.

To accomplish this, the City Council should consider establishing an advisory board, similar to examples such as the City of Pasadena's Old Pasadena Parking Meter Revenue Advisory Board, which advises the City on policies, rates and expenditures of meter revenue in the Old Pasadena Parking Meter Zone. City Council would appoint the members of the advisory board, with the recommended composition including local business and property owners). In particular, the Advisory Board should advise City Council how the community would like the meter revenue spent. City Council should retain final approval over all expenditures. Bonding against future revenue (i.e. issuing revenue bonds) will enable to fund larger capital projects (including the cost of the meters) in the early stages of implementing the Parking Benefit District.

Potential uses of meter revenue from Parking Benefit District

Estimating potential revenue from the Parking Benefit District is beyond the scope of this report. To accomplish this will require additional study of the timing, location and quantity of future development; current and estimated future parking occupancy rates; and information on various other factors. However, the Best Practices Appendix (see Appendix A) provides examples of revenues generated in several transit-oriented districts.

Potential uses for Parking Benefit District revenues include:

- Additional police patrols to provide additional security
- Landscaping and streetscape improvements
- Street cleaning, power-washing of sidewalks, and graffiti removal
- Pedestrian-scaled lighting
- Transit, pedestrian, and bicycle infrastructure and amenities
- Oversight and management of District infrastructure and amenities
- Additional parking enforcement
- Marketing and promotion of local businesses
- Purchase and installation costs of meters (e.g., through revenue bonds or a "build-operate-transfer" financing agreement with a vendor)
- Additional programs and projects as recommended by community via an advisory board and approved by City Council

For the Mission Boulevard Corridor, both the perception and the reality of crime has emerged as a key issue. In order to address this, meter revenues can be spent on having an active on-street security presence in the form of additional police patrols and/or "District Ambassadors." These latter individuals can serve multiple purposes by escorting motorists to their vehicles at night, patrolling the commercial areas, and acting as information resources to visitors who need assistance in getting directions. Other cities, such as Pasadena, San Francisco, Washington, DC and others have implemented similar programs with great success in making customers feel welcome and secure.

Organizational structure for the Parking Benefit District

A number of different organizational structures can be used to establish a Parking Benefit District. The District can be a public or quasi-public entity, such as a Business Improvement District. Alternatively, the District can be established as simply a financial entity (somewhat like an assessment district), which would require by ordinance that meter revenues raised within the District be spent to benefit the District. In this latter case, establishing the District would serve primarily to reassure the community that it would benefit the blocks where the revenue is collected. Under this arrangement, the District would be managed and housed within an existing City agency such as the Development Services Department or Public Works Department.

Regardless of the ultimate organizational structure implemented, a focused effort, with dedicated and well-trained staff, will be needed to refine and implement the recommendations made within this report, and to then manage the ongoing operation of the system. The most important recommendations would likely include:

- Establishing the Parking Benefit District, and managing it thereafter. This would include responsibility for installing and operating the parking meter system, monitoring parking occupancy and proposing rate adjustments, overseeing collection and expenditure parking revenues, and in general, operating the parking system in a customer-friendly way.
- Establishing and managing any public parking facilities that may be developed in the future. This would likely include both everyday operations and negotiating purchase and/or lease of existing private parking, as well as the leasing of public spaces to new development when necessary.
- Establishing and managing alternative transportation programs for the District (as recommended elsewhere in this report) to ensure that the District invests in the most cost-effective mix of parking, transit, rideshare, bicycle and pedestrian improvements.
- Explaining and assisting in enforcing the transportation demand management requirements (such as "unbundling" parking costs from office leases and residential rents) recommended elsewhere in this report.

Additional recommendations for implementing the Commercial Parking Benefit District

The City should pursue the following additional strategies when implementing the Commercial Parking Benefit District:

- Conduct extensive community outreach & education prior to launch of meters
- Install user-friendly signage to explain meter operation, rates, and hours/days of operation
- Use “Mobility Ambassadors” to assist with meters during first few weeks/months of implementation & during peak visitor demand periods
- Create mechanisms (such as regular advisory board meetings, surveys, etc.) for soliciting ongoing input from local businesses, visitors, and other key stakeholders and for resolving customer service issues and stakeholder concerns

Summary of benefits from all Parking Benefit District recommendations

The recommendations for metered parking and the creation of a Commercial Parking Benefit District will result in the following benefits:

- Ensure that there is always a short-term parking space available in high demand areas – approximately one in 7 spaces will always be available for customers and visitors
- Prevent “cruising” for parking, thereby preventing traffic congestion
- Encourage long-term parkers and daily commuters to park in off-street garages and lots
- Avoid the “2-hour shuffle” of employees moving cars from one curb parking space to another every few hours
- Eliminate “ticket anxiety” of short-term parkers worried about overstaying time limits
- Reduce capital, operations, maintenance, and enforcement costs compared to old-fashioned coin-only meters or time limits
- Generate significant revenue to help pay for District improvements (for cleaning, security, pedestrian /bicycle infrastructure, lighting, etc.)

Recommendation 2: Invest Meter Revenues in Transportation Demand Management Programs

Goal: Invest in the most cost-effective mix of transportation modes for access to the Specific Plan area, including both parking and transportation demand management strategies.

Recommendation: Invest a portion of meter revenues in a full spectrum of transportation demand management strategies for employees and residents, including transit, carpool, vanpool, bicycle and pedestrian programs.

Discussion: The cost to construct new parking garages in Hayward can be expected to be in the range of $22,000 to $45,000 per space, judging from recent cost estimates for garages in Hayward.[14] This results in a total cost to build, operate and maintain new spaces ranging from approximately $140 to $250 per month per space, every month for the expected 35-year lifetime of the typical garage. These dismal economics for parking garages lead to a simple principle: it can often be cheaper to reduce parking demand than to construct new parking. Therefore, Hayward should invest in the most cost-effective mix of transportation modes for access to the Specific Plan area, including both parking and transportation demand management strategies.

By investing in the following types of demand reduction strategies, other cities have cost-effectively reduced parking demand (and the resulting traffic loads). The Commercial Parking Benefit District should invest a portion of parking revenues (and other fees, grants, and/or transportation funds, when available) to establish a full menu of transportation programs for the benefit of residents and employees. These programs should include:

- **Deep-discount Group Transit Passes.** As described more fully in Recommendation 3, a deep-discount group transit pass program would provide free transit passes for employees and residents of the Specific Plan area. The annual passes would be purchased at a deeply-discounted bulk rate by the Parking Benefit District from transit operators.
- **Carpool & Vanpool Incentives.** Provide ride-sharing services, such as carpool and vanpool incentives, customized ride-matching services, a Guaranteed Ride Home program (offering a limited number of emergency taxi rides home per employee), and an active marketing program to advertise the services to employees and residents.
- **Bicycle/Pedestrian Facilities.** Provision of bicycle facilities, such as secure bike parking, clothes lockers, and shower facilities.
- **Transportation Demand Management Staff.** A Parking & Transportation Manager (and this person's staff, if revenues permit more than one position) can provide personalized information on transit routes and schedules, carpool and vanpool programs, bicycle routes and facilities and other transportation options. The Parking & Transportation Manager should also take responsibility for administering and actively marketing all demand

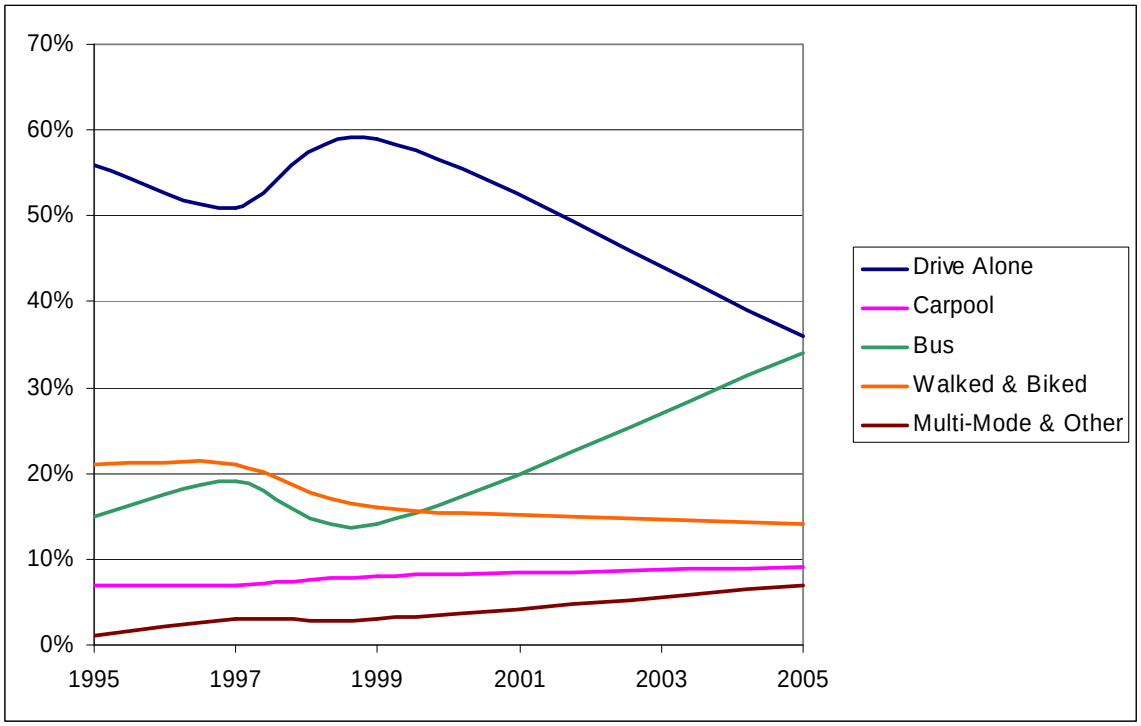
[14] According to the South Hayward BART Proposition 1C Infill Infrastructure Grant Application, the cost for a 910-space parking structure for BART commuters was estimated at $19,893,240, or $21,861 per space, while the cost for a 190-space subterranean garage for retail parking was estimated at $8,479,789, or $44,630 per space. The cost figure for the 910-space garage does not include land value, so it is a conservative figure.

management programs. Parking District operations and administration could be housed here as well.

Case Study: Boulder, Colorado

An excellent example of a Parking Benefit District that funds transportation alternatives is the City of Boulder (Colorado) Downtown Management Commission & Central Area General Improvement District (CAGID), which is profiled in Appendix A. Since the downtown baseline figures were established in 1995, the drive-alone rate has fallen 20 percentage points, from 56% in 1995 to 36% in 2005, while the transit mode share has more than doubled from 15% to 34% (see Figure 3-3). The resulting ridership is estimated at a parking equivalent of 4,390 spaces. Overall, Boulder has found that in many cases, it is cheaper to provide free transit and strong ridesharing programs to all employees than to provide them with parking.

Figure 3-3 Downtown Boulder Mode Split



Recommendation 3:
Provide Deep-discount Group Transit Passes

Goal: Increase transit ridership and reduce parking demand by providing free transit passes to residents and employees.

Recommendation: Using deep-discount group transit pass programs (a.k.a. universal transit passes), provide free transit passes to employees and residents. For employees and residents of *existing* land uses, fund this program using Parking Benefit District revenues and other sources as available. For employees and residents of *new developments*, require, as a condition of development approval, that the development pay the cost of enrolling employees and residents of the development in the transit pass program.

Discussion: In recent years, growing numbers of transit agencies, including the Alameda/Contra Costa Transit District (AC Transit), have teamed with universities, employers, districts and residential neighborhoods to establish deep-discount group transit pass programs. These programs provide all of the members of a group with unlimited-use transit passes, at a per-person rate which is deeply discounted from the ordinary retail price that an individual would pay for a monthly transit pass. A significant example of a multi-employer deep-discount group pass program funded by parking meter revenues is the Eco Pass program in downtown Boulder, which provides free transit on Denver's Regional Transportation District (RTD) light rail and buses to more than 8,300 employees employed by 1,200 different businesses in downtown Boulder. To fund this program, Boulder's downtown parking benefit district pays a flat fee for each employee enrolled in the program, regardless of whether the employee actually rides transit. Because every full-time employee in the downtown is enrolled in the program, the Regional Transportation District in turn provides the transit passes at a deep bulk discount.

A review of existing deep-discount group pass programs found that the annual per person fees are between 1% and 17% of the retail price for an equivalent annual transit pass. The principle of deep-discount group transit passes is similar to that of group insurance plans – transit agencies can offer deep bulk discounts when selling passes to a large group, with universal enrollment of all members of the group, on the basis that not all those offered the pass will actually use them regularly.

In the case of Hayward residents and employees, the cost savings would be considerable. AC Transit's deep-discount group transit pass program, known as the "EasyPass" program, is available to employers, educational institutions and residential developments for an *annual* fee of between $41 – 155 per person enrolled, with the fee depending on the size of the group and the level of transit service provided within one-quarter mile of the employer's location.[15] EasyPass holders are entitled to unlimited rides on all AC Transit vehicles, including AC Transit's Transbay service to San Francisco. By comparison, to get the same level of transit service, an individual purchasing a year's worth of monthly transit passes at the regular retail price would have to pay $1,590 per year.[16]

[15] http://www.actransit.org/riderinfo/easypass/ (accessed April 4, 2011).

[16] AC Transit's regular price for a 31-day Transbay pass is $132.50. The price for a year's worth of passes would therefore be $1590 (12 x $132.50 = $1590). See http://www.actransit.org/rider-info/bus-fares/ (accessed April 4, 2011). AC Transit also offers a Local Pass to individuals for $80 per month, but this pass is not valid for Transbay service.

Some of the employee, student and residential community groups currently enrolled in AC Transit's EasyPass program include[17]:

- **City of Alameda:** all full-time City employees.
- **City of Berkeley:** all fully-benefited City of Berkeley staff.
- **Mills College:** all Mills College undergraduates paying the ASMC student fee.
- **Peralta Community Colleges:** all students who maintain nine or more units at all four campuses, including Laney and Merritt Colleges, Berkeley City College, and the College of Alameda.
- **UC Berkeley:** all UC Berkeley undergraduate and graduate students.
- **Bridge Housing's Ironhorse Apartments in Oakland:** Each residential unit is entitled to one free EasyPass for one named individual, and additional passes may be purchased for other verifiable Ironhorse residents in the unit for a $77 annual fee.[18]
- **Fourth & U Apartments in Berkeley:** Each residential unit is entitled to one free EasyPass for one named individual, and additional passes may be purchased for other verifiable Fourth & U residents in the unit for an $89 annual fee.[19]

For the City of Hayward, some key advantages of partnering with AC Transit to establish a deep-discount group transit pass program for all of the employees and residents of the specific plan area are:

- *AC Transit is likely to be a willing partner:* Unlike BART and some other transit providers, AC Transit has already established a deep discount group transit pass program and is actively seeking new customers.
- *Established service:* AC Transit already provides significant transit service along the Mission Boulevard corridor, with buses running seven days a week, 24 hours a day. AC Transit routes traveling along Mission Boulevard through the Specific Plan area in the portion north of A Street include route 93 (Bayfair BART Station in San Leandro to South Hayward BART and serving Cherryland and San Lorenzo), route 99 (Bayfair BART Station to Fremont BART) and route 801 (the All-Nighter service from Downtown Oakland to Fremont BART). In the portion south of A Street, AC Transit service includes routes 22 (Hayward BART Station to South Hayward BART and serving west Hayward), 99 and 801.
- *Regional reach:* An AC Transit EasyPass would provide residents and employees with fare-free service on all of AC Transit's 78 local lines and 27 Transbay lines, including destinations as far north as Richmond and San Pablo, as far south as Fremont and Newark, and Transbay service reaching west to San Francisco, Foster City and San Mateo.

[17] http://www.actransit.org/rider-info/easypass/easypass-client-information/ (accessed April 4, 2011).

[18] http://www.actransit.org/wp-content/uploads/0214-09_EasyPass_Ironhorse_User_WEB.pdf (accessed April 4, 2011) and http://www.bridgehousing.com/Ironhorse (accessed April 4, 2011).

[19] http://www.actransit.org/wp-content/uploads/Fourth-U-User-Guide-Web-1210.pdf and http://www.fourthandu.com/ (accessed April 8, 2011).

- *Leveraging existing investment:* Hayward residents and employees already pay sales taxes, property taxes and bridge tolls to help support AC Transit. An EasyPass program would help Hayward residents and employees realize greater benefit from that existing investment.

Disadvantages of partnering with AC Transit include the following:

- AC Transit bus service is sometimes criticized as slow and unreliable, compared with services such as BART (which has the advantage of an exclusive guideway, instead of running buses on congested streets in mixed traffic).
- AC Transit's operating costs per hour of bus service are higher than those of some other public and private transit operators, suggesting that Hayward may be able to operate its own shuttles more cost-effectively.

Considering both pros and cons, we recommend that the City work with AC Transit to establish a district-wide EasyPass program for the Specific Plan area. As a future step, the City should work with other Hayward-serving transit agencies (such as BART) to establish similar deep-discount group pass programs, and should further explore the option of developing the City's own shuttle system to supplement AC Transit's existing service.

Benefits from deep-discount group transit pass programs

Deep-discount group transit passes provide multiple benefits, as discussed below.

For transit riders

- Free access to transit (e.g., eliminating the current $2 per ride or $80-$132.50 per month AC Transit pass price)
- Rewards existing riders, attracts new ones
- For employees who drive, making existing transit free can effectively create convenient park-and-ride shuttles to existing underused remote parking areas

For transit operators

- Provides a stable source of income
- Increases transit ridership, helping to meet agency ridership goals
- Can help improve cost recovery, reduce agency subsidy, and/or fund service improvements

For commercial districts

- Reduces traffic congestion and increases transit ridership
- Reduces *existing* parking demand: Santa Clara County's (CA) Eco Pass program resulted in a 19% reduction in parking demand
- Reduces *unmet* parking demand: UCLA's BruinGo! program resulted in 1,300 fewer vehicle trips which resulted 1,331 fewer students on the wait list for parking permits (a 36% reduction)
- Reduces *future* growth in parking demand: University of Washington's U-Pass program helped avoid construction of 3,600 new spaces, saving $100 million (since 1983 the

university has increased its population by 8,000, but has actually reduced the number of parking spaces on campus).

For developers

- Deep-discount group pass programs can benefit developers if implemented concurrently with reduced parking requirements, which consequently lower construction costs
- Providing free transit passes at new developments provides an amenity that can help attract renters or home buyers as part of lifestyle marketing campaign appealing to those seeking a "transit-oriented lifestyle"

For employees/employers

- Reduces demand for parking on-site
- Provides a tax-advantaged transportation benefit that can help recruit and retain employees

As Figure 3-5 illustrates, free transit passes are usually extremely effective means to reduce the number of car trips in an area. Reductions in car mode share of 4% to 22% have been documented, with an average reduction of 11%. By removing any cost barrier to using transit, including the need to search for spare change for each trip, people become much more likely to take transit to work or for non-work trips.

Figure 3-4 Mode shifts achieved with free transit passes

Location	Drive to work		Transit to work	
Municipalities	Before	After	Before	After
Santa Clara (VTA) [20]	76%	60%	11%	27%
Bellevue, Washington[21]	81%	57%	13%	18%
Ann Arbor, Michigan[22]	N/A	(4%)	20%	25%
Universities				
UCLA[23] (faculty and staff)	46%	42%	8%	13%
Univ. of Washington, Seattle[24]	33%	24%	21%	36%
Univ. of British Colombia[25]	68%	57%	26%	38%
Univ. of Wisconsin, Milwaukee[26]	54%	41%	12%	26%
Colorado Univ. Boulder (students)[27]	43%	33%	4%	7%

Case Studies

General deep-discount group transit pass programs

Silicon Valley (CA): Silicon Valley's Valley Transportation Authority (VTA) Eco Pass program charges employers between $7.50 and $120 per year per employee, instead of the usual $990 per year for a transit pass. The result has been a 19% decrease in parking demand at employers participating in the program. Neighborhood Eco Pass programs apply the same principle to residential developments.[28]

Boulder (CO): In Boulder the Eco Pass is an annual bus pass purchased by employers for all full-time employees. The annual cost for a normal pass varies between $540 and $1,620 whereas the

[20] Santa Clara Valley Transportation Authority, 1997.

[21] 1990 to 2000; http://www.commuterchallenge.org/cc/newsmar01_flexpass.html.

[22] White et. al. "Impacts of an Employer-Based Transit Pass Program: The Go Pass in Ann Arbor, Michigan."

[23] Jeffrey Brown, et. al. "Fare-Free Public Transit at Universities." *Journal of Planning Education and Research* 23: 69-82, 2003.

[24] 1989 to 2002, weighted average of students, faculty, and staff; From Will Toor, et. al. *Transportation and Sustainable Campus Communities*, 2004.

[25] 2002 to 2003, the effect one year after U-Pass implementation; From Wu et. al, "Transportation Demand Management: UBC's U-P ass – a Case Study", April 2004.

[26] Mode shift one year after implementation in 1994; James Meyer et. al., "An Analysis of the Usage, Impacts and Benefits of an Innovative Transit Pass Program", January 14, 1998.

[27] Six years after program implementation; Francois Poinsatte et. al. "Finding a New Way: Campus Transportation for the 21st Century", April, 1999.

[28] VTA Eco Pass website. Accessed at http://www.vta.org/ecopass/ecopass_corp/index.html.

annual per employee fee for the Eco Pass ranges from $31 to $279. Six years after the program implementation the Eco Pass has reduced the drive-to-work mode share by 10%. The Eco Pass program alone has also reduced commuter parking demand by 850 spaces, according to Boulder's Downtown Management Commission.[29]

King County (WA): A King County Metro FlexPass costs $65 per year per employee for employers compared to the normal annual cost of $396-1584. King County Metro notes that in downtown Bellevue, FlexPass is responsible in part for a 24% drop in drive alone commutes from 1990 to 2000 (81% to 57%).[30]

Residential transit pass programs

Transit subsidies can also be used for a wide range of residential developments. Under AC Transit's EasyPass program for residential communities, and also in Santa Clara County, CA (under the Valley Transportation Authority's Eco Pass program) and Portland, OR, property managers can bulk-purchase transit passes for their residents at deeply discounted rates. In Portland, transit use among residents increased by between 79% and 250% in two different developments after transit passes were offered there.[31]

In Boulder, both residential developments (e.g., apartment complexes) and entire neighborhoods (even typical single-family areas) can purchase Eco Passes for their residents. In the latter case, neighborhood volunteers collect contributions on an annual basis, and once the minimum financial threshold is met, everyone living in the neighborhood is eligible for the transit pass. At least one Boulder neighborhood has used a yet another funding approach, electing to increase property taxes to purchase its neighborhood-wide Eco Passes.

A cost-effective transportation investment

Many cities and institutions have found that providing additional parking spaces costs much more than reducing parking demand by providing groups with free transit. For example, a study of UCLA's deep-discount group transit pass program found that building and operating a new parking space cost more than three times as much reducing demand by one parking space by providing free transit passes ($223/month versus $71/month).[32]

In addition, reducing resident and employee demand for parking can free up more spaces for short-term parkers. This can provide additional parking revenue to pay for improvements in the Commercial Parking Benefit District. For example, the same study of UCLA's deep-discount group transit pass program mentioned above found that an hourly space on-campus generates 30% more revenue than a monthly space if used 50% of the time and 149% more revenue than a monthly space if used 100% of the time, because UCLA's short-term (hourly) parking rates are substantially higher than its monthly parking rates.[33]

[29] Interviews and e-mail correspondence with local developers, planners, and CAGID staff.

[30] Accessed at http://www.commuterchallenge.org/cc/newsmar01_flexpass.html.

[31] Caltrans. "Parking and TOD: Challenges and Opportunities," 2002.

[32] Jeffrey Brown, et. al. "Fare-Free Public Transit at Universities: An Evaluation." Journal of Planning and Education Research, 2003: Vol 28, No. 1, pp 69-82.

[33] Ibid.

Implementation Details

Given the long-term goal of providing universal coverage for all employees and residents, but a short-term reality of limited City staff time and funding, implementation of this program will require phasing in coverage over time, as new development projects go forward and transportation revenues permit.

Existing employees and residents

Deep-discount group transit passes for *existing* employees and residents should be funded primarily by parking meter revenues (supplemented by, as available, other federal, state and local transportation funding and/or other new local revenues, such as could be provided by a new assessment district for the Specific Plan area). Development and implementation of this program should be managed by the staff of the Parking Benefit District (see Recommendation 2).

Employees and residents of new development

For employees and residents of *new developments*, require, as a condition of development approval, that the development pay the cost of enrolling employees and residents of the development in the deep-discount group transit pass program. To ensure that all new developments, even ones whose population would ordinarily be too small to qualify for AC Transit's EasyPass program, can obtain transit passes at the deep-discount rate, it will be important for the City to work with AC Transit to negotiate a District-wide rate, similar to Downtown Boulder's District-wide Eco Pass plan, so that each new development is treated as part of a larger group. The key for AC Transit will be to receive assurance that all new developments will be participating (rather than only employers and residences with high transit-use rates), so that AC Transit can be reassured that it will not lose revenue from the program.

Goals

In implementing a deep-discount group transit pass program, the City should emphasize:

- Universal coverage for all residents and employees, which allows lower per rider costs and allows the transit agency to offer a deeper discount.
- Automatic opt-in, which lowers sign-up barriers and encourages greater participation and ridership gains.
- Plan for targeted service improvements to further encourage usage of the deep-discount group transit pass and/or to respond to increased ridership after the program is launched.

Recommendation 4: Require Parking Cash Out

Goal: 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*.

The cash value of the parking subsidy should be offered in the following forms:

- A transit/vanpool subsidy equal to the value of the parking subsidy (of which up to $230 is tax-free for both employer and employee)[34]
- A bicycle subsidy equal to the value of the parking subsidy (of which up to $20 per month is tax-free for both employer and employee)
- A taxable carpool/walk subsidy equal to the value of the parking subsidy

Employees who opt to cash out their parking subsidies would not be eligible to receive free parking from their employer, and would be responsible for their parking charges on days when they drive to work.

Benefits of Parking Cash Out

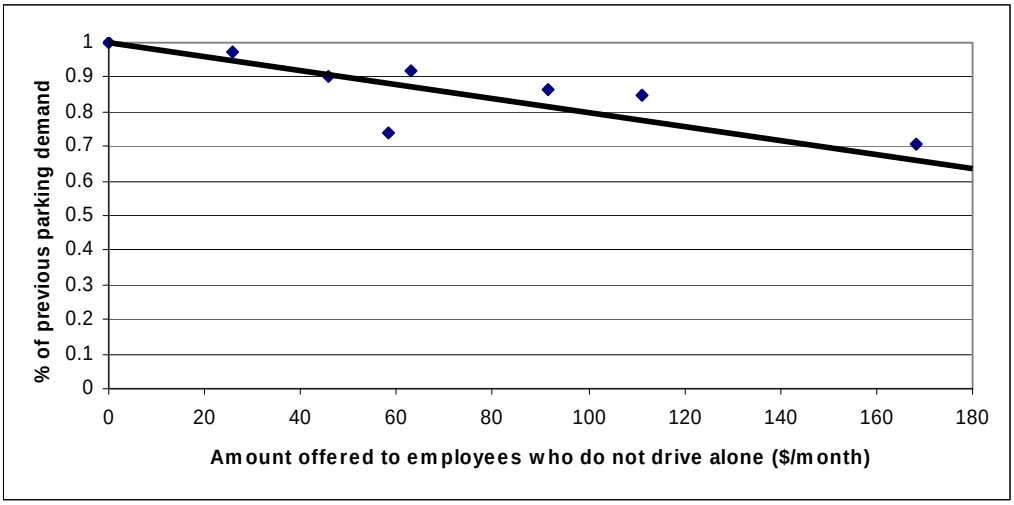
The benefits of parking cash out are numerous, and include:

- Provides an equal transportation subsidy to employees who ride transit, carpool, vanpool, walk or bicycle to work. The benefit is particularly valuable to low-income employees, who are less likely to drive to work alone.
- Provides a low-cost fringe benefit that can help individual businesses recruit and retain employees.
- Employers report that parking cash-out requirements are simple to administer and enforce, typically requiring just one to two minutes per employee per month to administer.

In addition to these benefits, the primary benefit of parking cash-out programs is their proven effect on reducing auto congestion and parking demand. Figure 3-5 illustrates the effect of parking cash out at seven different employers located in and around Los Angeles. It should be noted most of the case study employers are located in areas that do not have good access to transit service, so that a large part of the reduced parking demand that occurred with these parking cash-out programs resulted when former solo drivers began carpooling.

[34] Under the federal "Commuter Choice" law. More info at the Federal Transit Administrations' Commuter Choice website http://www.fta.dot.gov/initiatives_tech_assistance/customer_service/2172_ENG_HTML.htm.

Figure 3-5 Effects of parking cash out on parking demand



Source: Derived from Donald Shoup, "Evaluating the Effects of Parking Cash Out: Eight Case Studies," 1997. Based on the cost in 2005 dollars.

Figure 3-6 outlines key research on commuter responsiveness to financial incentive programs implemented throughout the United States. The studies illustrate programs implemented in cities, colleges, and by individual employers, covering tens of thousands of employees and hundreds of firms. The findings show that, even in suburban locations with little or no transit, financial incentives can substantially reduce parking demand. On average, a financial incentive of $70 per month reduced parking demand by over one-quarter.

Implementation Details

Additional details on implementing a parking cash-out program – including how this could be implemented for different types of employers and how the program could be enforced – are discussed below.

Firms that lease employee parking

If the City requires the unbundling of parking costs from commercial lease costs for all new commercial development (as recommended elsewhere in this plan), parking cash out will already be required under state law for those employers with 50 or more employees who lease their parking under California's existing parking cash-out law.[35]

[35] "California's Parking Cash Out Law: An Informational Guide for Employers." California Air Resource Board, 2002. Accessed at http://www.arb.ca.gov/planning/tsaq/cashout/cashout_0502.pdf.

Figure 3-6 Effect of financial incentives on parking demand

Location	Scope of Study	Financial Incentive per Month (1995 $)	Decrease in Parking Demand
Group A: Areas with little public transportation			
Century City, CA[1]	3500 employees at 100+ firms	$81	15%
Cornell Universitzy, NY[2]	9000 faculty and staff	$34	26%
San Fernando Valley, CA[1]	1 large employer (850 employees)	$37	30%
Bellevue, WA[3]	1 medium-size firm (430 empl)	$54	39%
Costa Mesa, CA[4]	State Farm Insurance employees	$37	22%
Average		$49	26%
Group B: Areas with fair public transportation			
Los Angeles Civic Center[1]	10,000+ employees, several firms	$125	36%
Mid-Wilshire Blvd, LA[1]	1 mid-sized firm	$89	38%
Washington DC suburbs[5]	5500 employees at 3 worksites	$68	26%
Downtown Los Angeles[6]	5000 employees at 118 firms	$126	25%
Average		$102	31%
Group C: Areas with good public transportation			
University of Washington[7]	50,000 faculty, staff and students	$18	24%
Downtown Ottawa[1]	3500+ government staff	$72	18%
Average		$102	31%
Overall Average		$67	27%

Sources:

[1] Willson, Richard W. and Donald C. Shoup. “Parking Subsidies and Travel Choices: Assessing the Evidence.” *Transportation*, 1990, Vol. 17b, 141-157 (p145).

[2] Cornell University Office of Transportation Services. “Summary of Transportation Demand Management Program.” Unpublished, 1992.

[3] United States Department of Transportation. “Proceedings of the Commuter Parking Symposium,” USDOT Report No. DOT-T-91-14, 1990.

[4] *Employers Manage Transportation*. State Farm Insurance Company and Surface Transportation Policy Project, 1994.

[5] Miller, Gerald K. "The Impacts of Parking Prices on Commuter Travel," Metropolitan Washington Council of Governments, 1991.

[6] Shoup, Donald and Richard W. Wilson. "Employer-paid Parking: The Problem and Proposed Solutions," *Transportation Quarterly*, 1992, Vol. 46, No. 2, pp169-192 (p189).

[7] Williams, Michael E. and Kathleen L Petrait. "U-PASS: A Model Transportation Management Program That Works," *Transportation Research Record*, 1994, No.1404, p73-81.

To achieve the full potential of parking cash out, Hayward should adopt local legislation that extends parking cash-out requirements to all employers in the Specific Plan area who provide free/reduced price parking to their employees, including both those who own or lease their parking. Such an ordinance would simply require that any employers that provide subsidized parking to one or more of their employees must provide all their employees with the option to cash out their employee parking by taking the cash value of the parking subsidy. To establish the value of parking, the ordinance should define the market value of parking using the most recent estimate of the cost to add additional parking spaces, including both the opportunity costs of land, and the cost to build operate and maintain parking itself.

Local enforcement measures to ensure compliance

Several local jurisdictions have developed enforcement mechanisms to enforce parking cash-out requirements. For example, Santa Monica requires proof of compliance with the State's parking cash-out law before issuing occupancy permits for new commercial development. Another enforcement mechanism that has been considered in San Francisco is to require employers to provide proof of compliance (via an affidavit signed by a company officer) at the same time that they receive/renew their business license or pay their annual business taxes. This method ensures that all employers are in compliance with parking cash-out requirements on an ongoing basis, rather than limiting proof of compliance to a one-time enforcement for employers occupying new or renovated commercial buildings.

Recommendation 5: Create Residential Parking Benefit Districts

Goal: Prevent spillover parking in neighborhoods adjacent to commercial uses.

Recommendation: At the same time as parking meters are implemented for curb parking in commercial areas, implement Residential Parking Benefit Districts in adjacent residential areas. Residential Parking Benefit Districts are similar to residential permit parking districts, but allow a limited number of commuters to pay to use surplus on-street parking spaces in residential areas, and return the resulting revenues to the neighborhood to fund public improvements. These Districts should be implemented as necessary once a parking evaluation has taken place.

Discussion: In order to prevent spillover parking in residential neighborhoods, many cities, including Hayward, implement *residential permit parking districts* (also known as preferential parking districts) by issuing a certain number of parking permits to residents, usually for free or a nominal fee. These permits allow the residents to park within the district while all others are prohibited from parking there for more than a few hours, if at all. At least 130 other cities and counties currently have such residential parking permit programs in effect in the US and Canada.[36]

Residential permit parking districts are typically implemented in residential districts near large traffic generators such as central business districts, educational, medical, and recreational facilities but have several limitations.

Most notably, conventional residential permit districts often issue an unlimited number of permits to residents without regard to the actual number of curb parking spaces available in the district. This often leads to a situation in which on-street parking is seriously congested, and the permit functions solely as a "hunting license", simply giving residents the right to hunt for a parking space with no guarantee that they will actually find one. (An example of this is Boston's Beacon Hill neighborhood, where the City's Department of Transportation has issued residents 3,933 permits for the 983 available curb spaces in Beacon Hill's residential parking permit district, a four to one ratio.)[37]

An opposite problem occurs with conventional residential permit districts in situations where there actually are surplus parking spaces (especially during the day, when many residents are away), but the permit district prevents any commuters from parking in these spaces even if demand is high and many motorists would be willing to pay to park in one of the surplus spaces.

In both cases, conventional residential parking permit districts prevent curb parking spaces from being efficiently used (promoting overuse in the former example and underuse in the latter).

To avoid these problems, Hayward should implement *Residential Parking Benefit District*s in residential areas adjacent to commercial uses at the same time that parking meters are implemented for curb parking in commercial areas. This will prevent excessive spillover parking from commuters trying to avoid parking charges and further Hayward's community revitalization goals.

[36] "Residential Permit Parking: Informational Report." Institute of Transportation Engineers, 2000, p1.

[37] Shoup, Donald. The High Cost of Free Parking. APA Planners Press, 2005, p516.

Implementation details

The following steps are recommended to implement each Residential Parking Benefit District.

1) Count the number of available curb parking spaces in the area where the Residential Parking Benefit District is being considered. Counting the number of curb parking spaces available in an area where a Residential Parking Benefit District is being considered is an essential first step for any parking manager. It is the equivalent of knowing how many seats are in a movie theater, for the manager of the movie theater. Just as the manager of a movie theater cannot know how many tickets to sell without knowing how many seats exist, a parking manager cannot know how many parking permits to issue, unless he or she knows how many parking spaces exist.

2) Make a map showing the results of the count. On blocks where individual parking stalls are not marked, assume that one parking space exists for every 20 feet of available curb space.[38] (By "available" curb space, we mean curb space where parking is legal, so curb space where parking is prohibited, such as red painted curbs near fire hydrants, should be excluded.) Usually, "left over" fragments of curb space will exist, after all of the segments that are at least 20 feet long have been counted. For example, if there is a 96-foot long segment of curb space where it is legal to park, then the segment contains four 20-foot long parking spaces, plus a leftover 16-foot long fragment. Similarly, it is common to find “fragments” of legally available curb space (i.e., sections of curb space that are less than 20 feet long) between driveways, or between a driveway and a fire hydrant. Count any leftover fragment that is at least 16 feet long as a parking space. Disregard fragments that are less than 16 feet long. (One may consider these longer fragments to be the equivalent of compact parking spaces: while not all cars fit in a space of this length, many cars will.) On the map, delineate clearly the number of curb parking spaces on each block face. Count the number of residential units on each parcel within the same area. Add this information to the map of curb parking spaces completed in Step #1. As a base map for this effort, an Assessor's Parcel Map is often very useful. The Assessor's Parcel Map can be combined with Assessor’s Parcel Data on the ownership of each parcel to help identify how many properties exist in an area, the legal boundaries of those properties, the homeowners and/or landlords for each residential unit, and in turn, this information can help clarify the number of residential units on each property, and the tenants who reside in those units.

3) Compare the existing number of residential units in the area to the number of available curb parking spaces in the area. Usually, the best visual presentation is to prepare a map showing (a) the total number of residential units on each block, and (b) the number of available curb parking spaces on each block face. For the entire area, it is important to determine the ratio of curb parking spaces to residential units. (For example, if there are 1000 curb parking spaces and 500 residential units, then the ratio is 2.0 curb parking spaces per unit.)

4) Decide how many curb parking permits to issue to residents. This step determines what percentage of spaces will be left available at all times for visitors. For example, issuing

[38] In areas where parking is tight, so that drivers park close together, or in neighborhoods where the average vehicle size is smaller than average, this figure may be adjusted downward: one method is to count the number of cars actually parked on blocks where the parking is full, in order to estimate the average curb length required for each parked car.

eight permits for every 10 curb spaces leaves 20% of spaces available for visitors, even when all resident permit holders are present.

5) Resident permits should be priced to balance multiple considerations, including: (a) the need to win acceptance for the program from existing residents (which is often best achieved by "grandfathering in" existing residents by providing them with free or nominally priced permits); (b) the need to fund the program's ongoing administrative costs; (c) the desire of local residents to raise funds for neighborhood improvements; and (d) the need for prices to balance supply and demand for the limited number of curb parking spaces. To reduce the price for residents, funding from non-resident sources, such as Commercial Parking Benefit District revenues, fees charged for commuter parking, and fees on new development can also be used.

6) Rather than entirely prohibit non-resident parking as is done in many conventional residential parking permit districts, the City should rent any surplus parking capacity to non-residents at fair market rates.

7) Finally, the rates for non-resident parking should be set at the price which maintains an 85% occupancy rate, as determined by periodic City surveys, and all net revenues above and beyond the cost of administering the program should be dedicated to pay for public improvements in the neighborhood where the revenue was generated.

8) Implement appropriate technology for charging non-residents for parking: for Residential Parking Benefit Districts in Hayward, the most efficient and least capital-intensive technology is likely to be to follow the lead of the Borough of Westminster in London. In Westminster's residential parking permit districts, visitors may pay by cell phone for parking (the number to call is posted on the residential parking signs); or by purchasing books of parking cards from local libraries.[39] In Pasadena, CA, pay stations for purchasing visitor parking permits are located at each neighborhood fire station, and may also be purchased online and printed out at home.

Community Participation & Local Control

As with Hayward's existing residential permit parking ordinance, Residential Parking Benefit Districts should only be implemented if a majority (55% threshold) of property owners on a block supports formation of the District.

Once implemented, residents, property owners, and business owners in the District should continue to have a voice in recommending to City Council how they would suggest new parking revenue be spent in their neighborhood. This could occur via City staff attendance at existing neighborhood association meetings, mail-in surveys or public workshops. Another option is to appoint advisory committees in each Parking Benefit District, tasked with recommending to City Council how the revenue should be spent in their neighborhood.

Benefits of Residential Parking Benefit Districts

Residential Parking Benefit Districts have been described as "a compromise between free curb parking that leads to overcrowding and [conventional residential] permit districts that lead to underuse…[parking] benefit districts are better for both residents and non-residents: residents get

[39] See: http://www.westminster.gov.uk/services/transportandstreets/parking/permits/visitorsparkingfaq/

public services paid for by non-residents, and non-residents get to park at a fair-market price rather than not at all."[40]

Benefits of implementation of Residential Parking Benefit Districts in Hayward include the following:

- Excessive parking spillover into commercial-adjacent neighborhoods will be prevented.
- Scarce curb parking spaces are used as efficiently as possible.
- Need for construction of additional costly parking structures is reduced
- Residents will be more likely to find a convenient parking space at the curb.

Examples of Residential Parking Benefit Districts

Residential Parking Benefit Districts have been implemented in various forms in the following jurisdictions:

- Aspen, CO (non-resident permits: $5/day)
- Boulder, CO (resident permits $12/year; non-resident permits $312/year)
- Santa Cruz, CA (resident permits $20/year; non-resident permits $240/year)
- Tucson, AZ (resident permits $2.50/year; non-resident permits $200-$400/year, declining with increased distance from University of Arizona campus)
- West Hollywood, CA (resident permits $9/year; non-resident permits $360/year)

[40] Shoup, Donald. *The High Cost of Free Parking* (Chicago: APA Planners Press), 435.

"Permitless" Parking (a.k.a. "Virtual Parking Permits")

License Plate Recognition (LPR) technology eliminates the need for paper parking permits by utilizing a camera and laptop computer that uses software to interpret or read images of license plates and then verifies the read image against a list of authorized plates from an online database. If a license plate is not found in the database, the owner is issued a citation.

LPR technology is connected to a computer database, where the license plates of all vehicles permitted to park in a garage, lot or neighborhood are entered. This data is then loaded into the LPR system which is mounted on a parking patrol vehicle. As the patrol vehicle is patrolling through the given area, the system will issue an alert whenever it identifies a vehicle that is not authorized to park in the area. The system can also issue an alert when an authorized vehicle has exceeded the time limit for the area.

There a number of advantages to using the "permitless" parking system. By eliminating the need for paper permits, the staff time needed to manage parking permits is reduced, issues surrounding lost or forgotten permits greatly decrease, unwarranted citations are also reduced when compared to traditional parking systems, and the time needed to verify a vehicle takes only a few seconds rather than the minutes it may take for a thorough search if a permit is not immediately visible. Additionally, an online interface can be set up allowing permit holders manage their accounts through the web-based system.

For example, in the fall of 2007, UC Irvine introduced a new Parking Management System utilizing LPR technology at two on-campus housing complexes. A web-based application allows residents to manage their parking options online while the administrators overseeing the database still retains ultimate control over the system and user accounts. As a result of the implementation of this new system, citation complaints have decreased by 75%, the number of steps in the permit process has been reduced from 18 to three, staff time devoted to entering license plates has been eliminated since residents now enter their license plate information online, and there has been a significant reduction in the number of citations that were cancelled because vehicle operators forgot to display a parking permit, patrol error, or due to ambiguity of the prior license plate registration system.[41]

Many cities, including Antioch, Concord, Los Angeles, Oakland, Petaluma, Pittsburg, Pleasant Hill, San Francisco and Sacramento, now use license plate recognition systems for various other enforcement tasks, such as spotting stolen vehicles and vehicles with multiple outstanding parking citations, and more efficiently enforcing parking time limits. (Using license plate recognition makes it possible for parking enforcement officers to enforce time limits without physically chalking tires, meaning that motorists can no longer evade time limits by rubbing off the chalk.) The District of Columbia has pioneered the use of license plate recognition for automating parking occupancy and turnover surveys.

The implementation of a "permitless" parking system would enable the City to eliminate paper permits, reduce the staff time required to process permits, and increase the efficiency of parking enforcement. While a License Plate Recognition system, including cameras and software, costs roughly $70,000, the subsequent savings in staff time and improved enforcement is likely to make this system highly cost-effective in the long run.

[41] Kyle Tanabe, "Permitless Parking," UC Irvine Parking & Transportation Services, www.ucop.edu/irc/itlc/sautter/documents/ir_permitlesspark.pdf (accessed April 3, 2011).

Recommendation 6: "Unbundle" Parking Costs

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

Recommendation: Require new office and residential development to "unbundle" the full cost of parking from the cost of the housing or commercial space itself, by creating a separate parking charge for employee and resident spaces.

Discussion: Parking costs are generally subsumed into the sale or rental price of offices and housing for the sake of simplicity, and because that is the more traditional practice in real estate. But although the cost of parking is often hidden in this way, parking is never free. Each space in a parking structure can cost upwards of $30,000, while in Hayward, given land values, surface spaces can be similarly costly.

Looking at parking as a tool to achieve revitalization goals requires some changes to status quo practices, since providing anything for free or at highly subsidized rates encourages use and means that more parking spaces have to be provided to achieve the same rate of availability.

Unbundling parking costs from commercial leases

New office developments in the Specific Plan area should be required to unbundle parking costs by identifying parking costs as a separate line item in the lease, and should be required to allow employers to lease as few parking spaces as they wish.

Example: Bellevue's ordinance requiring the unbundling of parking costs in office leases

Bellevue, Washington, requires downtown office buildings of more than 50,000 square feet to identify the cost of parking as a separate line item in all leases, with the minimum monthly rate per space not less than the price of a two-zone bus pass. For example, since the price of a monthly bus pass was $72 in 2003, the minimum price of a leased parking space was $72 a month. This requirement for "unbundling" parking costs does not increase the overall cost of occupying office space in a building because the payment for the office space itself declines as a result. In other words, unbundling separates the rent for offices and parking, but does not increase their sum. Bellevue is perhaps unique in routinely requiring the unbundling of parking costs from office leases. This innovative policy has several advantages. It makes it easy for employers to cash out parking for employees (that is, to offer employees the value of their parking space as a cash subsidy if they do not drive to work), since employers can save money by leasing fewer spaces when fewer employees drive. It also makes it easier for shared parking arrangements to occur, since building owners can more easily lease surplus parking spaces to other users. Appendix E provides the text of Bellevue's ordinance requiring the unbundling of parking costs.

Unbundling parking costs from housing costs

For both rental and for-sale housing, the full cost of parking should be unbundled from the cost of the housing itself, by creating a separate parking charge. The exception to this policy should be in the residences with individual garages (such as detached single-family homes and townhouses) rather than common, shared parking areas. This provides a financial reward to households who decide to dispense with one of their cars, and helps attract that niche market of households, who wish to live in a transit-oriented neighborhood where it is possible to live well with only one car, or

even no car, per household. Unbundling parking costs changes parking from a required purchase to an optional amenity, so that households can freely choose how many spaces they wish to lease. Among households with below average vehicle ownership rates (e.g., low income people, singles and single parents, seniors on fixed incomes, and college students), allowing this choice can provide a substantial financial benefit. Unbundling parking costs means that these households no longer have to pay for parking spaces that they may not be able to use or afford.

It is important to note that construction costs for residential parking spaces can substantially increase the sale/rental price of housing. This is because the space needs of residential parking spaces can restrict how many housing units can be built within allowable zoning and building envelope. For example, a study of Oakland's 1961 decision to require one parking space per apartment (where none had been required before) found that construction cost increased 18% per unit, units per acre decreased by 30% and land values fell 33%.[42]

As a result, bundled residential parking can significantly increase "per-unit housing costs" for individual renters or buyers. Two studies of San Francisco housing found that units with off-street parking bundled with the unit sell for 11% to 12% more than comparable units without included parking.[43] One study of San Francisco housing found the increased affordability of units without off-street parking on-site can increase their absorption rate and make home ownership a reality for more people.[44] In that study, units without off-street parking:

- Sold on average 41 days faster than comparable units with off-street parking
- Allowed 20% more San Francisco households to afford a condominium (compared to units with bundled off-street parking)
- Allowed 24% more San Francisco households to afford a single-family house (compared to units with bundled off-street parking)

Charging separately for parking is also the single most effective strategy to encourage households to own fewer cars, and rely more on walking, cycling and transit. According to one study, unbundling residential parking can significantly reduce household vehicle ownership and parking demand.[45]. These effects are presented in Figure 3-7.

It is critical that residents and tenants are made aware that rents, sale prices and lease fees are reduced because parking is charged for separately. Rather than paying "extra" for parking, the cost is simply separated out – allowing residents and businesses to choose how much they wish to purchase. No tenant, resident, employer or employee should be required to lease any minimum amount of parking.

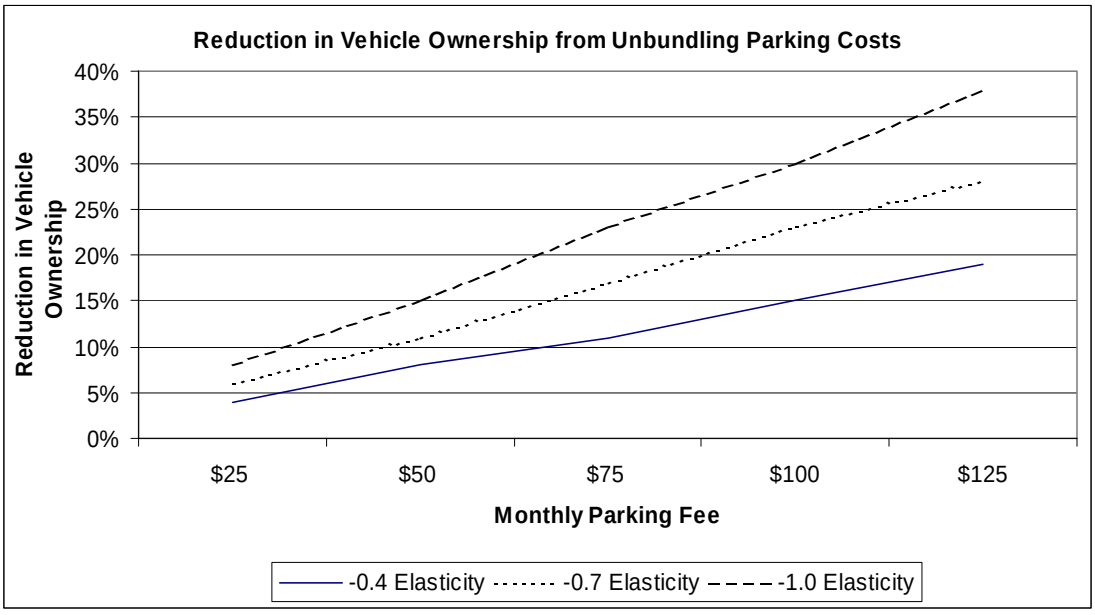
[42] Bertha, Brian. "Appendix A" in *The Low-Rise Speculative Apartment* by Wallace Smith UC Berkeley Center for Real Estate and Urban Economics, Institute of Urban and Regional Development, 1964.

[43] Wenyu Jia and Martin Wachs. "Parking Requirements and Housing Affordability: A Case Study of San Francisco." University of California Transportation Center Paper No. 380,1998 and Amy Herman, "Study Findings Regarding Condominium Parking Ratios," Sedway Group, 2001.

[44] Ibid.

[45] Litman, Todd. "Parking Requirement Impacts on Housing Affordability." Victoria Transport Policy Institute, 2004.

Figure 3-7 Reduced vehicle ownership with unbundled residential parking



Source: Litman, Todd. "Parking Requirement Impacts on Housing Affordability." Victoria Transport Policy Institute, 2004.

San Francisco's "unbundling" ordinance for new residential units

San Francisco's citywide unbundling ordinance for residential developments, the full text of which is included below, provides a model for Hayward. This language has the advantage of having been reviewed by the City Attorney of a major California jurisdiction, and tested by numerous development projects.[46]

On June 24, 2008, the City and County of San Francisco adopted Ordinance No. 112-08, which (among other provisions) requires that parking spaces in new or converted residential buildings of 10 units or more must be leased or sold separately from the housing units themselves, so that renters or buyers are not forced to purchase more parking than they need.[47] The ordinance amended San Francisco Planning Code Section 167 to read as follows:

> **Sec. 167. PARKING COSTS SEPARATED FROM HOUSING COSTS IN NEW RESIDENTIAL BUILDINGS.**
>
> (a) All off-street parking spaces accessory to residential uses in new structures of 10 dwelling units or more, or in new conversations of non-residential buildings to residential use of 10 dwelling units or more, shall be leased or sold separately from the rental or purchase fees for dwelling units for the life of the dwelling units, such that potential renters or buyers have the option of renting or buying a residential unit at a price lower than would

[46] Regarding legal precedence, it is worth noting that there is a long history in California of regulating parking prices. In both Hayward and the cities of Glendale, Novato, and portions of Los Angeles, for example, it has long been illegal to charge *any* fee for residential parking in certain zones (presumably, to try to deter parking spillover problems on nearby streets). Requiring the unbundling of parking costs similarly regulates parking prices – but in the opposite direction. The fact that some cities *prohibit* parking fees, to prevent spillover parking problems in nearby curb parking, highlights the reality that effective curb parking management is an important companion to requiring that a development charge for parking.

[47] http://www.sfbos.org/ftp/uploadedfiles/bdsupvrs/ordinances08/o0112-08.pdf (accessed October 31, 2010).

be the case if there were a single price for both the residential unit and the parking space. Renters or buyers of on-site inclusionary affordable units provided pursuant to Section 315 shall have an equal opportunity to rent or buy a parking space. Renters or buyers of on-site inclusionary affordable units provided pursuant to Section 315 shall have an equal opportunity to rent or buy a parking space on the same terms and conditions as offered to renters or buyers of other dwelling units.

(b) Exception. The Planning Commission may grant an exception from this requirement for projects which include financing for affordable housing that requires that costs for parking and housing be bundled together.

San Francisco's experience with requiring the unbundling of parking costs from housing costs

San Francisco's experience with requiring the unbundling of parking costs from housing costs dates back to approximately 2002, when the Planning Commission began requiring it for large individual projects as a condition of approval.

In 2005, the Rincon Hill plan, the first neighborhood plan to require that all residential spaces be unbundled, was adopted. The Rincon Hill plan was also the first San Francisco neighborhood plan to eliminate minimum parking requirements for all land uses, and the first to require the provision of carsharing spaces and secure bicycle parking for new residential developments. These provisions formed a mutually supportive package. Eliminating minimum parking requirements is particularly important when requiring unbundling. Since unbundling parking costs ordinarily leads to lower parking demand, eliminating minimum parking requirements allows developers to respond by building only as many spaces as will be needed, and if the parking supply is accidentally overbuilt, allows building owners (e.g., condominium owners' associations) to rent excess spaces to occupants of other nearby buildings. The result is to reduce housing costs (since parking need not be overbuilt) and to encourage efficient sharing of parking between buildings.

In 2006, the downtown parking reform ordinance[48] extended unbundling requirements and the elimination of all minimum parking requirements to the DTR (Downtown Residential) Districts and C-3 (Downtown Commercial) Districts. The same ordinance refined the language of the DTR District requirements for carsharing spaces and secure bicycle parking, and extended those requirements citywide. Finally, the ordinance adopted on June 24, 2008, took the unbundling language applied to the DTR and C-3 Districts and extended it citywide.

San Francisco planning staffers have been informally tracking how the ordinances requiring unbundling are working. They have observed that some condominium developers appear to be gaming the system by advertising units with parking for a single (bundled) price, and only explaining that the parking space is optional on one of the many forms that the buyer signs in the disclosure packet. However, in the main, compliance with the unbundling requirement appears to be widely observed, and many condominium and rental apartment buildings which are not subject to the ordinance unbundle parking voluntarily.

In San Francisco condominium buildings, parking spaces are sometimes sold to individual unit owners, as parking condominiums. However, it is also common for the condominium association

[48] Ordinance 129-06, adopted June 23, 2006. http://www.sfbos.org/ftp/uploadedfiles/bdsupvrs/ordinances06/o0129-06.pdf (accessed October 31, 2010). See also: http://www.livablecity.org/campaigns/c3.html (accessed October 31, 2010).

to retain ownership of the parking as common property. Parking rental fees (typically $150 to $300 per month) are then charged by the condominium association. The rent from the parking spaces reduces the association fees that residents would otherwise pay to maintain their building. Under this arrangement, each apartment owner typically has the right (but not the obligation), enshrined in the deed for the apartment, to rent a parking space. Frequently, any excess spaces are rented to residents desiring additional parking spaces or to occupants of other nearby buildings.

Many San Francisco condominium buildings, particularly recent conversions of historic office buildings to residential space, have less than one parking space per apartment (or no on-site parking at all). In these cases, the typical arrangement is that only some of the apartments come with the right to lease an on-site parking space established in the title deed. If any purchasers decline to lease the space that they are entitled to, the condominium association then leases the excess space on a month-to-month basis to residents of other units, or to an outside party.

It may seem surprising that some San Francisco condominium purchasers, and in particular some purchasers of luxury condominiums with prices in excess of $500,000, would be interested in purchasing a unit without a parking space. However, a number of common buyer profiles for this niche market have emerged. This includes:

- first-time homebuyers, such as young professionals, who rely on carsharing, transit, bicycling and walking to meet their transportation needs
- students (often buying with help from their parents) who anticipate living in the units themselves throughout their educational experience and then keeping the unit as an investment property
- professionals who own a car, but who buy or lease an off-site parking space nearby, or who leave it parked in the garage of their nearby office building
- members of the blind community and others who are unable to drive
- middle and working-class buyers who cannot afford both home ownership and car ownership, and who prioritize the former

Recommendation 7: Encourage Carsharing Programs

Goal: Encourage carsharing operators to establish operations within the Specific Plan area, thereby allowing residents and employees to have access to shared cars when needed.

Recommendation: The City should encourage the establishment of a carsharing service with one or more shared vehicle "pods" strategically located within the Specific Plan area. In order to help establish carsharing in the area, the City should consider the following strategies:

1. Require developers of large projects to offer carsharing operators a limited number of parking spaces free of charge.
2. Require new developments to pay into a carshare start-up 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".

Discussion: National and Bay Area carsharing operators such as City CarShare and ZipCar, using telephone and Internet-based reservation systems, allow their members a hassle-free way to rent cars by the hour, with members receiving a single bill at the end of the month for all their usage. The shared cars are located at convenient neighborhood "pods".

This strategy has proven successful in reducing both household vehicle ownership and the percentage of employees who drive alone because of the need to have a car for errands during the workday. As a result, carsharing can be an important tool to reduce parking demand.

For residents, carsharing reduces the need to own a vehicle, particularly a second or third car. Recent surveys have shown that more than half of carshare users have sold at least one vehicle since joining the program in the San Francisco Bay Area.[49] For employees, carsharing allows them to take transit to work, since they will have a vehicle available for errands during the day.

While a carsharing operation may not be immediately implementable in the District, with the development and redevelopment over time of new transit-oriented projects and the implementation of other strategies recommended in this plan (such as requiring that parking costs be unbundled from housing costs and that employers offer the option to employees to cash out parking at work), carsharing will become much more viable over time. If parking costs remain bundled into housing costs, or employee parking remains free with no cash-out program, then the prospects for successful carsharing programs will be considerably diminished.

[49] April 2002 survey by Nelson\Nygaard Consulting Associates for City CarShare.

Recommendation 8: Remove Minimum Parking Requirements

Goal: Remove barriers to new development in the Specific Plan area, and create a healthy market for parking, where parking spaces are bought, sold, rented and leased like any normal commodity.

Recommendation: Remove all remaining minimum parking requirements in the Specific Plan area.

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

Minimum parking requirements, however, have emerged as one of the biggest obstacles to many cities' efforts to encourage new residential and commercial development in their proposed transit-oriented districts. Moreover, minimum parking requirements work at cross purposes to virtually all of Hayward's other adopted goals for the Specific Plan area. As UCLA professor Don Shoup describes it, "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."

Communities that have eliminated parking requirements

Examples of communities that have partially (in particular neighborhoods and districts) or entirely eliminated minimum parking requirements include:

- Coral Gables, FL
- Eugene, OR
- Fort Myers, FL
- Fort Pierce, FL
- Great Britain (entire nation)
- Los Angeles, CA
- Milwaukee, WI
- Olympia, WA
- Portland, OR
- San Francisco, CA
- Stuart, FL
- Seattle, WA
- Spokane, WA

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 this plan come into effect, market rate prices for the on-street parking in the commercial areas will ensure that ample vacancies exist on the street. In the adjacent residential neighborhoods, the mechanism of 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 superfluous.

Once on-street parking is properly managed, so that spillover problems are solved, it will become possible for Hayward to join the many communities and places (see list), such as the entire nation of Great Britain, that have removed minimum parking requirements. Doing so will provide numerous rewards, allowing Hayward to achieve its goals of a more walkable and transit-oriented district, a healthier economy and environment, lower housing costs and better urban design.

Next Steps

These recommendations are intended to further the values and vision of the *Mission Boulevard Corridor Specific Plan*. They are intended for implementation over time. The redevelopment of the Specific Plan area is likely to unfold over many years, at a pace which depends highly on the vagaries of the economy. Therefore, the recommendations in this report have been designed to provide a flexible, lasting strategy which is capable of accommodating substantial change over the coming years.

The recommendations are designed to be largely self-funding, implementable in phases as new development arrives, and are designed as lasting principles (e.g., the goal of an 85% occupancy rate for curb parking), rather than fixed quantities (a $1 per day parking fee). Clearly, a key next step is the adoption of the Specific Plan itself. Once the plan is adopted, the next moves (for example, working to establish the Commercial Parking Benefit District) must depend upon the progress of particular redevelopment projects. As these projects move forward, implementation of the parking management steps outlined herein should proceed in tandem.

APPENDIX A

BEST PRACTICES IN PARKING MANAGEMENT

Appendix A: Best Practices in Parking Management

This appendix reviews the parking and transportation policies of four highly successful mixed-use, transit-oriented communities, in order to inform the development of parking strategies for the *Mission Boulevard Corridor Specific Plan*. It includes two elements:

• Four case studies, which showcase some of the best management techniques available for parking and transportation

• Some lessons that can be drawn from these models (and some fundamental choices to be made) about parking and transportation policies for Hayward.

Peer Review

The four communities considered in this appendix provide glimpses of Hayward's potential future. All are now known as vibrant, walkable and mixed-use districts, which deliver powerful economic benefits to their communities. It is less well known that several of them only relatively recently emerged from economic decline. Moreover, several have transformed themselves from low-density, auto-oriented places with no serious transit, to communities where driving is a choice, rather than a necessity.

This appendix considers these places not because Hayward is currently identical to them, but because they are models of transition: from decline to lively and enjoyable places to live, work and play. Some are undoubtedly now taller and more urban than Hayward will ever wish to be. However, in part because they have been the site of major revival and transit-oriented development, they have also developed some of the nation's most sophisticated techniques for handling the challenges of parking, traffic and preserving quality of life for nearby single-family neighborhoods. The four communities are:

- **Arlington County, Virginia:** In the 1960's and 1970's, Arlington's Rosslyn-Ballston corridor consisted largely of tired strip malls with ubiquitous free parking, a surrounding fabric of single-family homes with a required minimum lot size of one-quarter acre, and sharply declining population and retail sales. Arlington transformed itself by choosing to surround its new Metro stations with intense, high-density transit-oriented development and market-rate parking, rather than the more usual swathes of free park-and-ride lots and parking structures. Today, the Metrorail corridors generate 50% of the County's tax base on just 7% of its land, making it possible for the County to give its residents the best levels of government services in the region, with the lowest tax rates.
- **Boulder, Colorado:** In the 1970's, the downtown of this university community was dying, saddled (among other problems) with a shortage of convenient customer parking and very little transit. Its economic revival has been catalyzed on the transportation side by several key policies: the complete abolition of parking requirements for all non-residential uses; charging for parking, with all revenues used to benefit the downtown; and a policy of funding the most cost-effective mix of transportation modes, instead of only parking structures. Recognizing that "the economics of parking structures are dismal", as one planner put it, the business led downtown district now uses parking meter revenues to fund a range of demand reduction alternatives, including free transit passes for every downtown employee.
- **Santa Monica, California:** Santa Monica is known for the lively pedestrian mall that anchors its downtown. Less known is the "Park Once" philosophy that allows the theaters, restaurants, offices and residences gathered along it to thrive with far less parking than

conventional manuals predict is required for its constituent uses. Shared public lots and structures, strategically located, allow the downtown to function well with just 2.1 spaces per 1000 square feet of building space.

- **Old Pasadena, California:** In recent years, Old Pasadena has reemerged from its decline into Skid Row status. In 1993, the district's nascent revival was being hindered, as in Boulder, by a serious lack of convenient, available, front door parking spots for customers. Old Pasadena then had no parking meters, and proposals to install them were opposed by local merchants, who feared charges would drive customers away. Today, the parking meters have funded the district's beautified alleys, street furniture, trees, tree grates and historic lighting fixtures, and fund its marketing, mounted police patrols, daily street sweeping and steam cleaning of sidewalks. Sales tax revenues quadrupled from 1992 to 1999, showing, perhaps counter-intuitively, that charging for parking can go hand-in-hand with remarkable revenue increases for local retailers.

These jurisdictions' parking policies support vibrant, mixed-use walkable environments. At the same time, they have also reduced traffic impacts, furthered economic development objectives, and increased transit ridership. Hayward is a less urban community than some of these peers, and may wish to choose a strategy that is less aggressive than those employed in, say, Arlington. However, Boulder in particular provides a good example of how parking policy is used to help promote the growth of a mixed-use, successful center. Its assessment district was introduced in the 1970s, when downtown Boulder was moribund. In addition, all the peers began with surface parking. They gradually transitioned to structured parking as development intensified, in order to free up surface lots for new development; cater to greater parking demand; and improve urban design.

Eleven Key Insights

These four examples – Boulder, Arlington, and Pasadena and Santa Monica – are each discussed in detail in the following sections. The overall conclusion from these case studies, however, is that well-designed parking policies are an absolutely essential prerequisite for a developer- and business-friendly environment: without powerful reform of parking policies, mixed-use and transit-oriented development is often financially infeasible. Ten key lessons from these case studies are:

1. **Involve the business community.** The case studies demonstrate significant involvement from businesses (e.g., Boulder's Downtown Management Commission and Pasadena's Old Pasadena Parking Meter Zone Advisory Commission).
2. **Put customers first.** Business owners and employees in these districts recognize that they must relinquish the best spaces to customers, accept (if grudgingly) higher prices for these spaces, and park instead in upper structure floors (if they are willing to bear the cost) or in all-day spots at the periphery, where spaces can be less expensively provided.
3. **Focus on parking *availability*, not supply.** These case studies have substantially lower parking provisions than the norms shown in the Institute of Transportation Engineers' Parking Generation manual and other standard references. However, demand management and allocation policies have meant that convenient, front door, short-term parking availability for shoppers and visitors has been maintained. The case studies show that parking *availability*, not *supply*, is the crucial factor in determining economic success. Most of the downtowns profiled here aim to set parking prices at the "Goldilocks price": that is, the prices that leave about 15% of the spaces on a block vacant even at the busiest hours, so that visitors can easily find a space. If the prices result in more empty spaces than this, they are too high, and if all spaces are full at the busiest hours, they are too low: these downtowns then adjust prices until the desired level of parking availability is reached.

4. **Abolish minimum parking requirements.** Developers in these case studies are generally able to build as little parking as they choose (or to "buy their way out" of parking requirements by paying small nominal fees), making it possible, both financially and physically, to build pedestrian-friendly buildings on small lots. If they choose to build little or no on-site parking, they are able to purchase permits for public lots from the district for resale to their tenants' employees.
5. **Establish a market for parking.** In the districts studied, businesses and residents now choose how much (or how little) parking to buy or rent. As a result, parking is efficiently used and shared, making compact development possible; housing and development costs are lower; transit use is higher; and parking revenues provide critical support for parking construction and other public improvements.
6. **Create a "Park Once" environment.** Santa Monica and Boulder are particularly good examples of successful Park Once districts, where a centralized, shared parking supply serves a number of different uses. Parking in compact districts, these communities recognize, is frequently best managed like a public utility, like water, gas or electricity supplies, with available-to-the-public parking provided in strategically placed municipal lots and structures. This approach generates more pedestrian activity, and reduces the impacts of parking facilities on the built environment.
7. **Pay attention to a place's strengths**. All of the communities profiled here recognize their unique strengths, whether transit resources, historic buildings, or a pedestrian-friendly environment. They have been careful not to jeopardize these strengths through oversupply and poor management of parking.
8. **Prevent spillover parking with Residential Parking Permits or Parking Benefit Districts, not minimum parking requirements.** The presence of major generators of parking demand, and/or demand management strategies such as pricing, does not mean that adjacent neighborhoods need to be impacted by overspill parking. These problems can be addressed through careful design of Residential Permit Parking or Parking Benefit District programs, and pricing and/or time limits to manage commuter demand. This is true regardless of whether the parking demand is generated by a rail station or a commercial district.
9. **Invest in all transportation modes.** The cost to build, operate and maintain a new downtown parking space often exceeds $125 per month per space, every month for the expected 35-year lifespan of the typical structure. This leads to a simple principle: it is often cheaper to reduce parking demand than to construct new parking. Successful districts invest heavily in all strategies – from free transit passes to bicycle improvements to rideshare incentives – that get employees out of their cars for less than the cost to build a new space.
10. **Choose your town's future deliberately.** The districts studied here charted a deliberate course. Rather than attempting to out-compete K-Mart and shopping malls by providing more and better parking, they focused on their own strengths, as compact and walkable districts. They envisioned their transit stations not as acres of park-and-ride lots, but as the centerpiece of transit villages, where the streets and plazas would bustle with pedestrians. Each of the places confronted difficult decisions head-on: because of both financial realities, and sheer physical space requirements, they could be either energetic, pedestrian-filled town centers, or they could be primarily park-and-ride lots with ample free parking, but they could not be both.

For Hayward, this last choice is fundamental. Few if any districts have succeeded in financing both parking structures, with unlimited free parking for visitors, commuters and residents (at a typical cost exceeding $1500 per space per year), and a lively town center. To make real the City's vision of vibrant, livable neighborhoods, with many residents and businesses upstairs providing lively street life, and customers for local merchants, free parking for all will need to

transition, over time, to market-rate parking, so that those who do choose to drive provide the funds needed to support their parking. Of course, not all cities wish to put pedestrians first: some seek to become more like a suburban shopping mall. For Hayward, the important thing is to choose deliberately: if the future is chosen by passively responding to each month's demand for free parking, the district may become mediocre, functioning well neither as conventional suburban development nor as pedestrian-friendly downtown.

Case Study 1 - Boulder, Colorado (Downtown)

Introduction

Boulder's downtown business district, having recovered from near death in the 1970's, today comprises over 1,200 businesses and roughly 10,000 employees. Faced with both a shortage of parking for customers and citizens' aversion to additional traffic, the city developed a program that combines reduced subsidies for downtown parking with aggressive transportation demand management. These initiatives have been introduced through a special district – the Central Area General Improvement District (CAGID), which was established in the 1970s. The Board of CAGID, which makes the final decisions on issues such as new parking construction, is comprised of the City Council. However, considerable power over decisions such as parking charges is held by the Downtown Management Commission (DMC), which is made up of local businesses and property owners, although its actions are subject to City Council review.

The program was set up in conjunction with the creation of the Pearl Street pedestrian mall. The intention was to provide parking on a district-wide basis on the periphery of the mall, avoiding the need to provide on-site parking for each business. It was seen as a tool for economic revitalization and promoting a good pedestrian environment, with the two going hand in hand.

Boulder is useful as an example of a community that has been steadily evolving from a relatively low density, auto-oriented suburban city, to a community focused on parking management and transit-oriented development. Key characteristics include a desire to create a walkable, vibrant community, with a focus on a high quality of life. In addition, Boulder (at least at present) is dependent on bus transit to meet its public transportation needs. It should be noted that Boulder had very little transit at the time that CAGID was established; bus service improvements have arrived subsequently.

Transportation Policies

Boulder is most notable for its integrated approach, which allows CAGID to invest in the optimum mix of transit, demand management and parking supply to improve downtown access. These measures are designed to reduce auto dependence and promote alternate modes of transportation. The following specific transportation strategies have been employed in Boulder.

Transit

Boulder's only mode of transit is the bus. Instead of operating services by number, however, the city has chosen to name each of its local services in its Community Transit Network – HOP, SKIP, JUMP, BOUND, DASH, STAMPEDE, and BOLT (which connects Boulder to Longmont). All of these lines are accessible for free to holders of the Eco Pass described below. The first of these lines, HOP, was intended as, "the first fully-packaged community transit service to meet the specific needs and requests of the Boulder community." HOP now provides 1.1 million annual rides and was a major catalyst to the downtown's revitalization.

The Central Area General Improvement District in downtown Boulder, provides free transit passes (the Eco Pass program) on Denver's Regional Transportation District (RTD) light rail and buses to more than 8,300 employees, employed by 1,200 different businesses in downtown Boulder. To fund this program, Boulder's downtown parking benefit district pays a flat fee for each employee who is enrolled in the program, regardless of whether the employee actually rides transit. Because every full-time employee in the downtown is enrolled in the program, the

Regional Transportation District in turn provides the transit passes at a deep bulk discount. Due to its large size, CAGID purchases passes at the rate of $83 per person per year.

Bicycling

Bicycling is a strongly encouraged mode of transportation. The City of Boulder offers over 350 miles of bicycle facilities, which include on-street lanes, designated routes, and multi-use paths. The downtown Boulder Transit station provides free bicycle storage lockers and all local Boulder and RTD regional buses are equipped with bike racks. Maps covering city, university, mountain, and regional trails and paths are available through the City.

Parking & Transportation Demand Management

- **No parking requirements.** The City has no minimum parking requirements for non-residential uses within the CAGID area. Developers are allowed to build as much or as little parking as they choose, subject to design standards in the zoning code, and to manage it as they see fit. If they choose to build little or no parking on-site, they can purchase permits for public lots and garages for resale to their employees. This is usually a much cheaper strategy than building parking onsite.

  Public structure permits cost $213 per quarter ($852 per year), and surface lot permits (for which there is a waiting list) $134 ($536 per year). Residential minimum parking requirements are set at one space per unit, although these have had little impact since developers have tended to provide two spaces per unit given perceived market demands.

- **Funding of public parking.** Shared public parking facilities are constructed and operated by CAGID, and funded through CAGID's general obligation bonds. This debt is supported primarily by revenue from parking charges (including meters), and secondarily by property

and other taxes paid by property owners (providing 16% of revenue). Thus, compared to many downtowns, where parking is heavily subsidized by public contributions of both dollars and land, much of the cost of the parking system is paid for by those who park, resulting in lower drive alone rates. In Boulder, while the parking permit prices for public structures and lots would not be able to fund the full cost of constructing and operating a parking space, the rates nonetheless cover a substantial portion of the cost. The DMC currently manages 202 spaces in non-metered surface lots, 2,209 spaces in five structures, and 871 metered spaces, 61 of which are in a surface lot (2004 figures).

- **Demand management.** On-street meter revenue is used to provide employees with benefits such as free deep-discount group transit passes; Guaranteed Ride Home; ride-matching services; bicycle parking; and a number of other benefits. In 2002, these programs cost just under $325,000. This focus was prompted by the reality of limited street capacity to handle more traffic, and simple economics. “CAGID realized that the economics of parking structures are dismal,” according to James Bailey, a former planner who helped establish the system. The DMC determined that demand management was a cheaper strategy than building new parking alone. These TDM programs are not directly managed by CAGID, but through the City’s Downtown and University Hill Management Division.
- **Curb parking.** All downtown parking meter revenue – more than $1 million per year – is transferred to CAGID from the City’s General Fund. This responsibility, together with the fact that local businesses and property owners comprise the DMC, gives it a strong incentive to create new curb parking. One of its first moves was to create more curbside, metered parking through converting parallel spaces to diagonal.
- **Reduced parking requirements**. Outside of the CAGID area, the City has also experimented with lower, more flexible parking requirements in mixed-use districts. A single parking requirement for all non-residential uses allows the use to change freely. For example, an office use can be converted into a restaurant, without the barrier of having to add new parking. There are also low parking requirements for residential uses in many parts of the city.
- **Residential Parking Benefit Districts.** Neighborhood Permit Parking initiatives have been introduced to prevent overspill parking from commuters trying to avoid parking restrictions and charges downtown. Commuters are eligible, however, to buy on-street parking permits in these residential parking permit areas for $60 per quarter – another example of the integration of on-street and off-street management. Commuter permits are limited to four per block face, on blocks where average occupancy is lower than 75%. This RPP program is designed to be revenue neutral, and so commuter fees cross-subsidize low annual resident fees of $12 per year. Sophisticated enforcement is used, with license plates entered into a handheld commuter, meaning that motorists cannot evade the restrictions by simply moving their cars every few hours.
- **Discounted validated parking.** Downtown businesses can bulk-purchase meter tokens or validated stamps, in order to offer free parking to their customers. A common practice in many downtowns with parking charges, it avoids the risk of customers turning to other retail destinations in order to avoid parking charges.

Figure 0-1 CAGID Revenue and Expenditure, 2002

Revenue	
Taxation (inc. property/owner/TIF tax)	$775,293
Short Term Fees	$925,757
Long Term Fees	$1,302,507
Meter Revenue[1]	$1,026,820
Meterhood and Tokens[2]	$106,777
Interest	$70,751
Rental Income	$380,766
Mobility Center Grant	$84,969
Miscellaneous	$25,779
Total Revenue	**$4,699,419**
Expenditures	
Parking Operations	$737,928
Major Parking Maintenance	$50,569
Downtown & University Hill Management Division[3]	$924,565
Eco-Pass Program	$257,550
Major Maintenance to Pearl Street Mall	$942,158
Debt Service	$1,964,028
Other Expenditure	$159,560
Total Expenditure	**$5,036,358**

[1] Meter revenue is transferred from the City's General Fund.
[2] Meterhoods are paid for by contractors, special events, utility companies, etc. to use a curb parking space. Tokens are purchased by businesses to provide parking validation for their customers, or others who prefer tokens to quarters.
[3] Includes all costs that are not directly related to parking facility and meter maintenance and revenue collection. Includes $392,000 for personnel, $65,000 for Transportation Demand Management, and $62,000 for planning for a new structure.
Source: City of Boulder

Figure 0-2 Boulder Neighborhood Permit Parking Program Revenue and Expenditure, 2002

Residential Permit Sales	$26,395
Commuter Permit Sales	$69,936
Citation Revenue	$239,231
Administrative Costs (excluding enforcement)	$70,027

Source: City of Boulder. Staff estimate that Neighborhood Parking Program enforcement accounts for 60% of the City's enforcement resources (11 officers) while generating 13% of citation revenue.

Impacts of Transportation Policies

Development Feasibility

Initially, developers and property owners were skeptical of the proposals to create CAGID, but according to local planners and developers, they have been convinced by its success in catalyzing economic development. According to James Bailey: “In the 1970s, downtown was dying. They had to do something. This was a pretty pragmatic approach.”

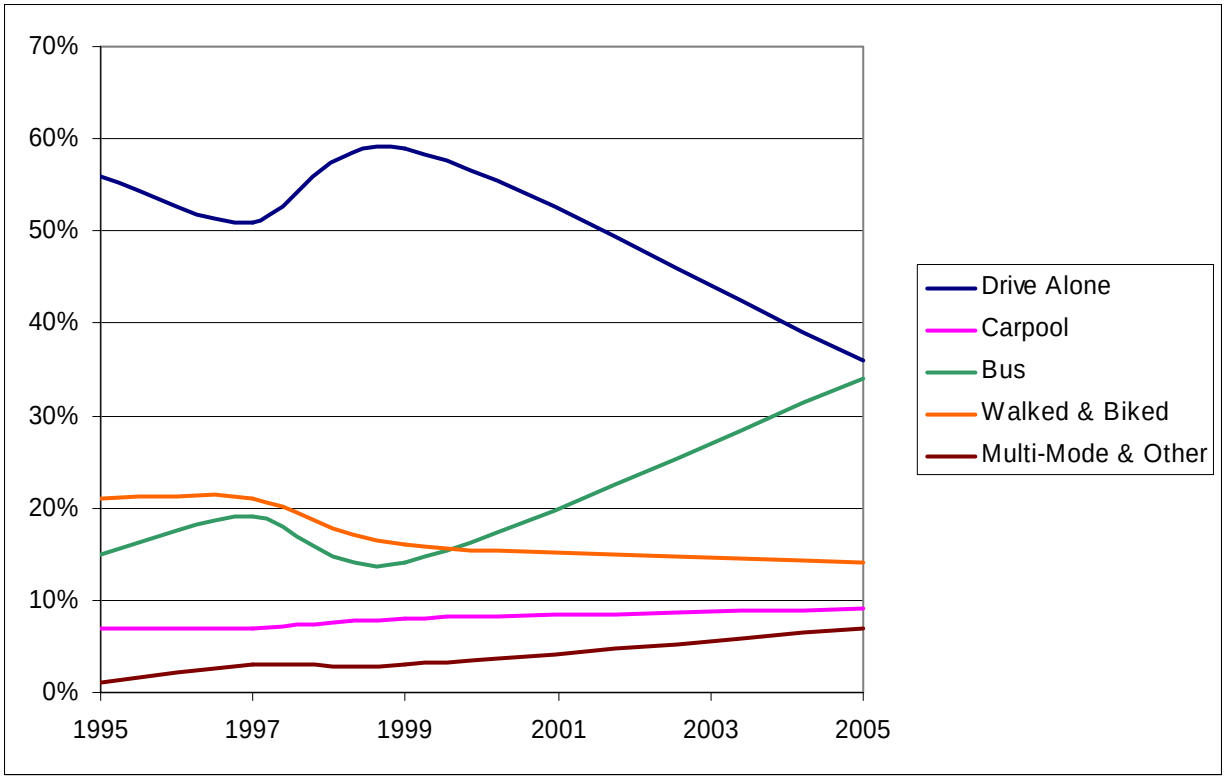
Already, rapid growth has brought Boulder close to the population and employment levels that in 1996 were projected for 2020. The downtown pedestrian-oriented “Pearl Street Mall” has tripled in length in the past decade, as automobile-oriented parcels at either end have been redeveloped. There are numerous examples of new developments that have taken place in recent years, such as the 300,000 square foot One Boulder Plaza. Pearl Street is one of the only examples of a successful pedestrian mall in the United States. According to local planners, a small mixed-use zone on East Pearl Street, close to the city’s downtown, was established in the 1980s but barely used for more than a decade, at least partly due to high parking requirements. A reduction in requirements adopted in 1997 to one space per 400 square feet of non-residential development (one space per 500 square feet if commercial makes up less than 50% of the development) has been a key to encouraging recent development.

Traffic and Parking

According to the Downtown Management Commission, there has been an increase in available parking, partly due to the construction of new structures, but also due to more employees taking transit. Since the downtown baseline figures were established in 1995, the drive-alone rate has fallen 20 percentage points, from 56% in 1995 to 36% in 2005, while the transit mode share has more than doubled from 15% to 34%.

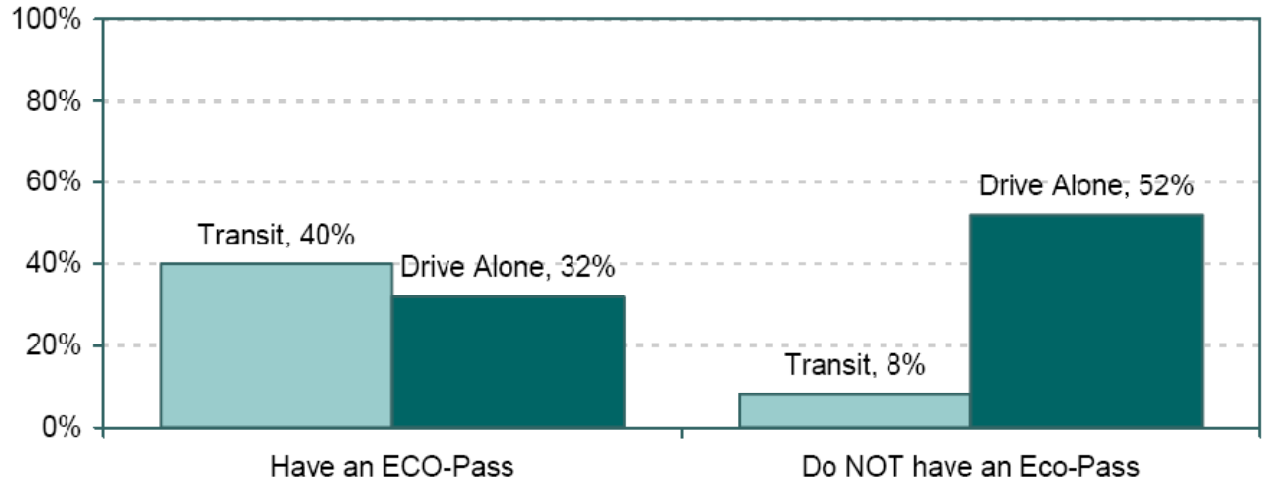
According to the City of Boulder, the drive alone rate dropped dramatically after 1999 because of an increase in transit service (17 different routes at 15 minute headways) and the emergence of an Eco Pass "culture." Roughly 50% of downtown employees now live within two blocks of a transit stop and the resulting ridership is estimated at a parking equivalent of 4,390 spaces.

Figure 0-3 Downtown Boulder Mode Split



The Eco Pass program has enjoyed great success in part due to the support of the business community. There are 10,000 employees working in the downtown area with 83% participating in the program. Those individuals with an Eco Pass commuted by transit at five times the rate than those without as shown in the figure below.

Figure 0-4 Travel Mode Used for Work Commute



While new development is not required to incorporate on-site parking, some projects have done so due to market demands – but only to the point where it is economic. At the 400,000 square foot One Boulder Plaza, for example, two stories of underground parking are provided, equivalent to 1.2 spaces per 1,000 square feet. However, site constraints meant that about half the parking for employees is provided off-site through CAGID. The cost to the individual of these off-site permits is about $50 per month less per employee.

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Case Study 2 - Old Pasadena, California

Introduction

In contrast to the image of the City of Los Angeles itself, Old Pasadena has gained a reputation for being a pedestrian-friendly, vibrant downtown, that combines a mix of uses with easy access by the automobile. Much of the area's success can be attributed to its parking management policies that have spawned a wide variety of streetscape improvements and new opportunities for increased transit ridership and development. Old Pasadena, however, was not always so prosperous.

By the 1970s, much of Pasadena's downtown had been slated for redevelopment, as the decaying neighborhood had become the city's "Skid Row." Since then, it has been revived as "Old Pasadena" – a revival in which extensive investments in the public realm, funded by parking meter revenue, have played a major role. In 2001, net parking meter revenue (after collection costs) amounted to $1.2 million, all of which is used for public services in that part of the city.

Sales tax revenue in Old Pasadena increased more than tenfold over 10 years, to more than $2 million per year in 1999. In contrast, sales tax revenue at the adjacent shopping mall, Plaza Pasadena, which provided free parking, has been stagnant. The mall was "turned inside out" and converted to mixed uses in 2001. Its blank walls were changed to storefronts that resemble those in Old Pasadena, while hundreds of apartments were added on top.

This revival has also been enabled by the City's policies on public parking, in-lieu fees, and adaptive reuse. According to Marsha Rood, former Development Administrator for Pasadena: "Without the parking structures, revitalization of Old Pasadena would not have happened – period." Stefanos Polyzoides, a local architect and urban designer and co-founder of the Congress for the New Urbanism, attributes much of the success of Old Pasadena to the "rules that allowed development to go forward with less than the traditional parking requirements. This has encouraged pedestrian activity in Old Pasadena, giving it a dynamic pedestrian environment." Shoup calculates that the Parking Credit program (i.e., the in-lieu fees) reduces the cost to the developer of parking provision for adaptive reuse projects to 2.5% of the cost of on-site provision.

Pasadena is continuing to exhibit strong growth. In March 2004, the City listed nine major development projects underway in Old Pasadena, both new construction and adaptive reuse. These include Ambassador Campus (1,431 residential units plus some office and neighborhood-serving retail), Boston Building (addition of a second story to create a mixed-use development), and Pasadena Place (38 residential units and 8,200 square feet of ground floor retail). This situation can be contrasted with that in communities such as South Central Los Angeles and Petaluma, where developers have cited parking requirements as one of the greatest barriers to rehabilitating historic buildings. (Both cities have recently enacted similar adaptive reuse ordinances.)

Parking Tools

- **Parking Benefit District.** Until 1993, Old Pasadena had no parking meters, and proposals by City staff to install them were opposed by local merchants, who feared charges would drive customers away. The compromise solution was to install the meters, but to spend all the revenue on public investments in the district. A relatively high rate of $1 per hour (including Sundays and evenings) was agreed upon. The City provided $5 million in bond funding for

street furniture, trees, tree grates and historic lighting fixtures, with the meter revenue stream used to repay the debt. In 2001, about one-third of meter revenue went to debt service, with the remainder used to fund new services such as marketing, mounted police patrols, daily street sweeping and steam cleaning of sidewalks. Many of these services are provided through the Business Improvement District. The merchant's fear of driving customers away was not borne out. The Pasadena example shows that, perhaps counter-intuitively, charging for parking can actually increase business for local retailers. As Douglas Kolozsvari and Don Shoup point out:

"If no curb spaces are available, reducing their price cannot attract more customers, just as reducing the price of anything else in short supply cannot increase its sales. A below-market price for curb parking simply leads to cruising and congestion. The goal of pricing is to produce a few vacant spaces so that drivers can find places to park near their destinations."

What charging does in this case is provide a basis for rationalizing the parking supply. When parking is free, employees, for example, who need to park all day, will use the available spaces leaving none for customers. Even with enforced time limits, many employees perform the "two-hour shuffle", moving their cars every couple of hours to circumvent time restrictions. By charging for parking, employees will seek free or cheaper spaces a little farther away leaving the most convenient spaces available for customers. In Pasadena, the introduction of parking meters has forced employees to park further away, freeing up prime "front door" spaces for customers. A study in 2001 found that the average occupancy rate for curb parking was 83%, which represents around the optimum balance between revenue/efficiency and availability. Similarly, compared to someone running a quick errand, someone with a long appointment is less inconvenienced by parking at a short distance instead of at the front door. Rather than being used all day by a single parker, metered parking can be used throughout the day by many customers who only use the spot for 15 or 30 minutes or an hour. So, while pricing cannot make more spaces it can make existing spaces more 'productive' by making parking spaces more available.

- **In-lieu parking fees.** The city's "Parking Credit Program" allows property owners in Old Pasadena to pay a small fee in lieu of satisfying minimum parking requirements on-site. This is particularly important in allowing adaptive reuse of historic buildings that were built without parking, where minimum parking requirements would be triggered by a change in use. Since few of the buildings in this historic part of the city have off-street parking, this removed one of the major barriers to adaptive reuse. The fee is annual, rather than the lump sum common for similar fees in many other cities, allowing developers to avoid financing problems. (On the downside, this has created some revenue collection issues, particularly where property has changed owners.) The fee is set at an extremely low rate ($134.67 per year per space in 2006). In 2002, the criteria were tightened, with eligibility limited to designated historic buildings, and buildings that would require additional parking following rehabilitation or a change in use.
- **Public parking facilities.** This in-lieu fee revenue has helped to fund two public parking structures, and provided a public contribution to a private structure that is open to the public. (One space has been built for every 1.5 parking credits awarded; fewer spaces are required since the spaces are shared between different uses.) These in-lieu fees provide only a small portion – 5% – of the funding needed to build and operate the structures, but they do provide the link between the waiver in minimum parking requirements, and the provision of public parking. The public parking structures provide 90 minutes of free parking, and then charge $2 per hour up to a maximum of $6 per day. This provides spaces for visitors who are unwilling to pay the $0.75 to $1.25 per hour charge for metered spaces.
- **Residential Permit Parking.** The Gold Line light rail commenced service to Pasadena in 2003. While some commuter parking is provided at stations in the city, many stations have

little or no parking. Spillover parking into residential neighborhoods has been avoided through the City's Residential Permit Parking program, in which a neighborhood can have permit-only parking. This program also covers the areas around the commercial districts, and trip generators such as Caltech. Vehicles parked without permits during certain hours (which vary by district) are towed.

- **Urban design excellence.** The City's new structures have been wrapped in ground floor retail and restaurants, in order to minimize their impact on the pedestrian environment. In addition, parking meter revenue has funded the beautification of many downtown alleys. These are often used for loading in the early morning, and provide space for outdoor cafes during the day. The alleys also provide pedestrian access and light wells for many structures. The public structures in Old Pasadena are located one-half to one block from Colorado Boulevard, one of the main pedestrian corridors, and parking lots or structures that face Colorado Boulevard are prohibited.

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Case Study 3 - Arlington County, Virginia, Rosslyn-Ballston Corridor

Introduction

Arlington County, Virginia is an inner suburb in the Washington, DC region, located across the Potomac River from the District of Columbia. The County's development policies over the past thirty years have turned Arlington into one of the best United States based case studies of intense development designed to maximize the benefits of a new rail line. This case study focuses on the Rosslyn-Ballston Corridor – the route of Metro's Orange Line, which opened in 1979.

Nearly 18,000 residential units, almost 14 million square feet of offices, 1.5 million square feet of retail and 1,218 hotel rooms have been built since the start of the 1980s in the area served by Rosslyn, Courthouse, Clarendon, Virginia Square and Ballston stations. Other major development areas include the Jefferson Davis and Columbia Pike Corridors. In total, the County offers more than 46 million square feet of office and retail space -- more than either downtown Dallas, Denver or Seattle.

The County has sought to preserve many of its older residential neighborhoods, and protect them from parking spillover and other impacts from new development around transit. These neighborhoods have benefited from substantial investment.

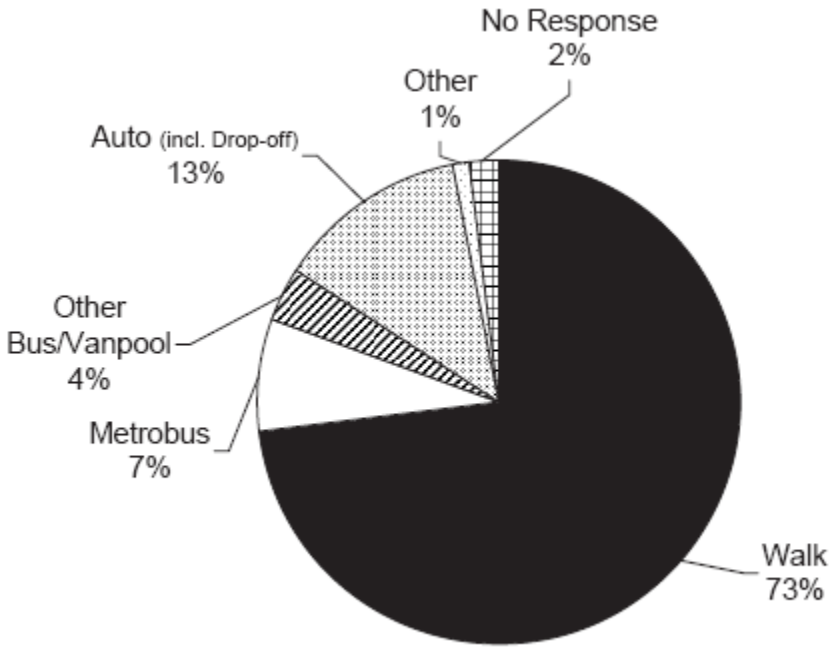
This degree of success in economic revitalization would not have been possible without the planning decisions taken in the 1960s regarding Metrorail. At the time, the Rosslyn-Ballston corridor was an aging, low-density commercial stretch that was facing decline and losing population and retail business. In a move to support this corridor and spur future development, County leaders insisted that Metro be built underground, rather than in freeway median.

In turn, the County channeled nearly all development along the two Metro rail lines. Over and above the stations, it has promoted high-density development, with floor area ratios of 4.0 to 10.0 and 15 to 20 stories high. Densities then rapidly taper down first to townhouses, and then to existing single-family residential areas.

The result: Arlington has been able to grow rapidly without major expansions in the highway network. It has also achieved economic prosperity, with the lowest property tax rate among the major cities and towns in northern Virginia and a AAA bond rating. The Metrorail corridors provide 50% of the County's tax base, on only 7% of the land. The County also enjoys far lower vacancy rates and higher lease and sale prices, compared to other locations in the region.

Transit ridership has increased rapidly as a result. An important benefit from the point of view of the transit agency has been that the mixed-use nature of Arlington's transit-oriented development has promoted balanced ridership over the course of the day -- rather than the sharp peaking experienced at more park-and-ride oriented Metro stations. It is also worth noting that thanks to transit-oriented development policies and market-rate parking charges at the stations, just 13% of passengers boarding at the five Rosslyn-Ballston corridor stations use a car to reach the station. Nearly three-quarters of Metro riders walk to reach the rail stations.

Figure 0-5 Metrorail Mode Access Split



Metrorail Access at five Rosslyn-Ballston Corridor Stations - 39,500 Daily Boardings.
Source: WMATA May 2002 weekday Metrorail ridership and access data

While accommodating growth at the stations, the County has sought to preserve many of its older residential neighborhoods, and protect them from spillover parking and other impacts from new development around transit. These neighborhoods have benefited from substantial reinvestment.

Key Transportation Policies

Arlington County's key parking and transportation demand management policies have included the following:

- **Protection of residential areas.** Arlington County has Residential Permit Parking zones around all Metro stations and major commercial areas, in order to prevent rail commuters from parking in residential neighborhoods during the day. This is particularly important as many older single-family home neighborhoods, where residents are dependent on curb parking, are located within a short walk of the rail stations.
- **Reduced parking minimums close to Metro stations.** In the Rosslyn-Ballston corridor, the County's Zoning Ordinance significantly reduces minimum parking requirements for certain uses. For commercial development within one-quarter mile of a Metro station, they are halved from one per 530 square feet to one per 1000 square feet. For retail and service-commercial uses within 1,500 feet of a Metro station, they are waived entirely for the first 5,000 square feet. Actual parking ratios are often lower, following negotiations between the County and developer – in some cases, no additional parking is required.
- **Parking maximums.** The National Capital Planning Commission (NCPC) sets parking maximums for all federal government buildings in the region. In Arlington County, the maximum is one space per three employees. While these are advisory only outside the District of Columbia, they are generally followed in suburban counties such as Arlington.
- **Parking & transportation demand management conditions.** The County requires developers to agree to a number of parking and transportation demand management conditions, through the site plan approval process. While these are negotiated on a case-by-case basis, those for recent developments have usually included:
  - Market-rate parking charges for single occupant vehicles
  - Unlimited discount-rate parking reserved for carpools and other rideshare vehicles
  - Monitoring of parking demand and traffic generation
  - Provision of short-term public parking (metered) at structure entrances
  - Shared parking
  - Carsharing provision
- **Shared parking.** Most parking in Arlington is privately owned and managed. However, the County does run one structure, at Ballston Metro Center. It has also opened a structure serving a County office building for public use at evenings and weekends.
- **Unbundled Parking Pricing.** Although Arlington does not have a comprehensive policy regarding the unbundling of parking costs from housing costs, several new developments have adopted the practice. (Across the river in Washington, DC, unbundling is also the norm for condominiums and rental apartments.) For example, developer Charles E. Smith recently constructed a new high-rise apartment building and charges each unit $50 per month for the first parking space and $200 per month for each additional space.

Impacts of Transportation Policies

Development Feasibility

Arlington's policies overall have had an extremely positive impact on development feasibility in the Rosslyn-Ballston corridor. In the 1960s and 1970s, retail sales and population were declining sharply. Now, Arlington County has the lowest vacancy rates and highest rents in the entire region, outside the District of Columbia. According to developers and real estate attorneys who

have worked in Arlington, the Rosslyn-Ballston Corridor remains attractive for development because of its location, transportation access, good government services, and predictable development review and approval process.

Key statistics include:

- Fourfold increase in office space between 1972 and 2002, from 4.9 million to 21.1 million square feet.
- Eight per cent increase in housing supply from 1972 to 2002.
- Continuing demand for development. In 2002, there were several thousand apartment units in the development pipeline.
- The Metrorail corridors provide 50% of the County's tax base, on 7% of the land.

Traffic Levels

Arlington's development has generated only modest levels of additional traffic on local streets. Census Journey-to-Work Survey data show that almost half of corridor residents take transit to work. Traffic counts from 1997 to 2004 show that while office and residential development grew by 17.5% and 21.5% respectively, traffic along the Rosslyn-Ballston corridor grew by only 2.3%. Most transit riders get to stations by foot or bus – there is little long-term commuter parking. Surveys at large apartment buildings have shown peak hour auto trip generation rates of one per

5.9 units, far below the standard in the Institute of Transportation Engineers' Trip Generation manual.

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Case Study 4 - Santa Monica, California

Introduction

Santa Monica is situated in a compact, walkable area of roughly 8.3 square miles. Although the city does not possess rail transit, it does have very effective bus service and is ideally suited for pedestrian and cyclists. Its parking policies, particularly in regards to its enforcement of parking cash-out law and Park-Once strategy, make it one of the more progressive planning communities in California. From this combination of parking management and connectivity, virtually the entire city is easily accessible and convenient, even without a vehicle.

Parking Tools

- **Park Once district.** The conventional development pattern in US cities over the past half century has been to require parking facilities on-site, for example in front setbacks. Visitors often drive between different uses – for example from a restaurant to a movie theatre, or between different shops – even if they are within comfortable walking distance. A Park Once district, in contrast, uses shared parking facilities to allow visitors to literally "park once," and then walk between different destinations. This technique reduces the amount of parking that has to be provided to maintain a given level of availability, and promotes pedestrian activity. The approach emphasizes prominent identification of parking entrances so that visitors park at the first available parking. The City also runs an electric shuttle bus, the Tide Shuttle, which circulates between major attractions and the parking structures. In addition, Santa Monica has established a real-time website (parkingspacenow.smgov.net) that displays the number of available parking spaces for public structures and surface beach lots. People traveling into Santa Monica's central area can check beforehand for information that helps steer them to the best location, and helps alleviate congestion.

- **Parking demand assessment.** A parking demand study commissioned by the City, which used conventional parking generation estimates, concluded that there would be a 2,400-space "deficit" in downtown by 2010. A separate analysis by the consultant for the city's Downtown Parking Task Force, however, took a different approach, instead calculating the current ratio of parking spaces to square footage. This concluded that the downtown currently functioned well on a ratio of 2.42 spaces per 1,000 square feet, meaning that only 400 (not 2,400) spaces needed to be added.

- **In-lieu fees and assessments.** There is an annual levy of $1.50 per square foot on all new space built after 1989, which funds public parking facilities. The City also levies a 10% parking tax.

- **Parking Cash Out.** California State law mandates the provision of a parking cash out alternative for certain employers that lease parking and then offer it to employees free of charge. Under the parking cash out law, these employers must offer employees who don't drive the cash value of a leased parking space. This reduces the financial incentives to drive to work. Santa Monica is one of the few California jurisdictions to actively enforce this law. Parking cash out has reduced single occupancy vehicle use by commuters by 7-8%.

- **Management of monthly parking.** The City shifts spaces for monthly parkers to underused structures, particularly those on the fringe of downtown. This frees up spaces for short-term parkers in the most attractive, well-used parking facilities in the heart of downtown.

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APPENDIX B

HAYWARD PARKING METER ORDINANCE

ARTICLE 7.

PARKING METER ZONES

Section 7.00 PARKING METER ZONES. Subject to approval of Council, parking meter zones shall be established by the Traffic Engineer upon such streets, portions of streets or in municipal parking lots within the City of Hayward as may be necessary for traffic or parking control purposes.

The City Manager shall cause parking meters to be installed and maintained in such designated parking meter zones and the existence of a parking meter installed shall designate its location as a parking meter zone for the purposes of this Article.

Section 7.01 PARKING METER DEFINED. For the purposes of this Article, the term "parking meter" shall mean any receptacle, instrument, device, indicator, or machine which upon the deposit therein of an authorized token or coin of the United States as may be required, shows, indicates, registers, displays or permits legal parking in the parking meter zone wherein or adjacent to which such parking meter is situated.

Section 7.02 PARKING METERS - INSTALLATION. Parking meters shall be installed upon the street, parkway, curb, sidewalk, or municipal parking lot area immediately adjacent to the individual parking spaces designated as herein prescribed. The Traffic Engineer shall cause to have lines or markings painted or otherwise designated upon the parkway, curb, sidewalk, street, or municipal parking lot area adjacent to each parking meter in such manner as to identify the parking space with each respective parking meter.

It shall be unlawful to park or leave standing any vehicle across any such line or marking or in any position other than within the parking area so designated.

Section 7.03 PARKING METERS - OPERATION. It shall be unlawful for any person to park or leave standing any vehicle in any parking meter zone at any time during which the parking meter indicates that the parking space is illegally in use, except during the time necessary to deposit tokens or coins in said parking meters, or on Saturdays, Sundays, and holidays, or between the hours of 5 p.m. to 9 a.m. on all other days. (As amended by Ord. 79-044 C.S., adopted December 18, 1979; and as amended by Ord. 86-037 C.S., adopted October 28, 1986)

Section 7.04 PARKING METERS - TIME LIMITS. Notwithstanding the fact that a parking meter shall indicate legal parking, it shall be unlawful for any person to park or leave standing any vehicle in any area or parking space for a period of time in excess of parking limits prescribed and established by traffic regulations of this City. (As amended by Ord. 63-006 C.S., adopted March 12, 1963)

Section 7.05 PARKING METERS - DAMAGE TO. It shall be unlawful for any person to deface, injure, tamper with, or willfully break, destroy, or impair the usefulness of any parking meter.

Section 7.06 PARKING METER RATES. The sum of 10¢ per hour is hereby established as a schedule of rates for parking meters. (As added by Ord. 80-025 C.S., adopted September 2, 1980)

Section 7.10 RATES FOR ATTENDANT MUNICIPAL PARKING FACILITIES.
The following rates are hereby established for attendant municipal parking facilities:

1. Ten cents (l0¢) or merchant validation for the first hour or portion thereof;

2. Twenty-five cents (25¢) for each additional hour or portion thereof.

The above rates are effective between the hours of 9:00 a.m. and 6:00 p.m., Monday through Friday, holidays excepted. (As added by Ord. 81-021 C.S., adopted June 9, 1981)

APPENDIX C

HAYWARD RESIDENTIAL PARKING PERMIT FORMS

CITY OF HAYWARD
PREFERENTIAL PERMIT PARKING REQUEST

Date: _____

Policy guidelines provide that signatures must be obtained representing owners of property directly affected by preferential residential permit parking.

We understand that the cost of the program is as follows:

- **Biennial Fee for 2 residential or visitor permits - $50**
- **Renewal Fee for 2 residential or visitor permits - $50**
- **Each additional residential permit (Biennial) - $25**
- **Each additional visitor permit (Biennial) - $25**

By signing the petition below, we agree to the above fees and to the terms and conditions of preferential permit parking as determined by the City of Hayward.

ADDRESS	PRINT NAME	SIGNATURE	DATE

I, _____ (please print), residing at _____, Hayward, California, (zip code) _____, (daytime phone number) _____, do hereby submit this petition to the Engineering & Transportation Division with the understanding that the division will conduct an investigation to determine if this request meets guidelines for preferential permit parking designation, which includes the requirement that at least 55% of the addresses within the proposed area be represented with signatures on this petition. I further understand that the Engineering & Transportation Division will provide me with the results of this investigation in the form of a letter.

Please drop-off or mail to: City of Hayward, Engineering & Transportation Division, 777 "B" Street, Hayward, CA 94541
For additional information, please call (510) 583-4730.

File: C3.1.2

APPENDIX D

HAYWARD TRAFFIC CODE PARKING PENALTIES

Section 6.36 PERMIT PARKING - ON DESIGNATED STREETS. PENALTIES.

(a) Whenever any regulation of this City designates and describes any street or portion thereof as a street the parking or standing on which shall be restricted to holders of permits therefore, the Public Works Department shall erect and maintain appropriate signs on those streets or portions thereof affected by such restriction.

No person shall park or leave standing on such street or portion thereof any vehicle unless such vehicle has displayed thereon an appropriate permit issued by the Finance Department which entitles the holder thereof to preferential parking privileges on the street or portion thereof in question. Motor vehicles identified as used by disabled persons meeting the requirements of Section 22511.5 of the California Vehicle Code shall be exempt from this subsection.

(b) Penalties. The following acts constitute an infraction and shall be punishable as set forth in Sections 40000.l and 40000.28 of the California Vehicle Code and Section 36900 of the California Government Code, and by revocation of any permit currently held:

(1) For any person to falsely represent himself or herself as eligible for a parking permit or to furnish false information in an application therefore.
(2) For any person holding a valid parking permit issued pursuant hereto to permit use or display of or to use or display such permit on a motor vehicle other than that for which the permit was issued.
(3) For any person to copy, reproduce or otherwise bring into existence a facsimile or counterfeit parking permit or permits without written authorization from the Finance Department of the City of Hayward.
(4) For any person to knowingly use or display a facsimile or counterfeit parking permit in order to evade time limitations on parking applicable in a preferential residential parking permit area.
(5) F or any person holding a valid parking permit issued pursuant hereto to sell, give, loan, transfer, or exchange said permit to any other person except as is specifically authorized in the Traffic Regulations of the City.
(6) For any person to knowingly commit any act which is prohibited by the terms of this Section or any permit parking regulations enacted pursuant to authority granted by California Vehicle Code Section 22507.

(As amended by Ord. 87-035 C.S., adopted December 1, 1987)

APPENDIX E

SAMPLE PARKING ORDINANCES

Appendix E: Sample Parking Ordinances

City of Ventura, CA, Downtown Parking Meter Ordinance

ORDINANCE NO. 2009-___ _
AN ORDINANCE OF THE COUNCIL OF THE CITY OF **SAN BUENAVENTURA AMENDING CHAPTERS 2.410, 2.455, 4.400, 16.215, 16.220 AND 16.225 OF THE SAN BUENAVENTURA MUNICIPAL CODE FOR THE PURPOSES OF REGULATING PUBLIC PARKING IN THE DOWNTOWN AND CREATING A DOWNTOWN PARKING DISTRICT AND A DOWNTOWN PARKING ADVISORY COMMITTEE**

The Council of the City of San Buenaventura does ordain as follows:

Section 1. The City Council finds and determines as follows:

A. The City provides vehicular parking in the downtown area within parking structures, upon surface parking lots, and upon public streets; and

B. The City has conducted a substantive review of current parking practices and literature to determine the most effective ways of managing parking supply and demand; and

C. The City has conducted public meetings about parking supply, parking demand and parking management as a part of, and subsequent to, the development and adoption of the Downtown Specific Plan; and

D. Based upon that review and subsequent public meetings the City Council adopted a Downtown Parking Management Program as a part of the Downtown Specific Plan that establishes a program of managing on-street and off-street parking to achieve a 15% vacancy rate through various programs and pricing outlined in the adopted Downtown Parking Management Program; and

E. A vacancy rate of approximately 15% is necessary and desirable to facilitate utilization of parking resources by as many different people as possible; and

F. Using metered parking to achieve a vacancy rate of 15% eliminates the need for time restrictions on those metered parking spaces; and

G. The existing parking permit and parking meter ordinances require modification in order to meet the changing parking demands; and

H. California Vehicle Code section 22508 authorizes cities to establish parking meter zones and to fix the rates for such zones; and

I. The City Council has determined that a parking meter system is justified to defray the cost of installation, operation, and control, as well as the costs of other parking management activities; and

J. This Chapter is for the dual purposes of regulating traffic and the parking of vehicles and collecting fair and reasonable charges for parking services; and

K. Revenues from parking meters may be used not only in defraying the expenses of installation, operation, and control of such parking spaces and parking meters, but also those incurred in the control of traffic and enforcement of traffic regulations; and

L. Revenues from parking meters may be used to fund alternative transportation programs, projects and enhancements that reduce the demand for, or increase supply of parking resources in the parking district which receipts are generated; and

M. Nothing in this ordinance shall be deemed to affect any existing parking district.

Section 2. Section 2.410.120 is amended to read as follows:

Sec. 2.410.120. Commissions. Boards and Committees Established.

The following boards, commissions and committees are established:

A. Planning Commission consisting of seven members with qualifications, duties and powers as specified in Chapter 2.415.

B. Design Review Committee consisting of five members with qualifications, duties and powers as specified in Chapter 2.420.

C: Parks and Recreation Commission consisting of· seven members with qualifications, duties and powers as specified in Chapter 2.425.

D. Historic Preservation Committee consisting of five members with qualifications, duties and powers as specified in Chapter 2.430.

E. Cultural Affairs Commission consisting of seven members with qualifications, duties and powers as specified in Chapter 2.435.

F. Library Advisory Commission consisting of five members with qualifications, duties and powers as specified in Chapter 2.440.G. Public Art Commission consisting of seven members with qualifications, duties and powers as specified in Chapter 2.445.

H. Tree Advisory Committee consisting of five members with qualifications, duties and powers as specified in Chapter 2.450.

Section 3. Chapter 2.455 is added to read as follows:

Chapter 2.455 Downtown Parking Advisory Committee

Sec. 2.455.010. Administration.

The director of public works, or designee, shall serve as the committee secretary and custodian of its records but shall have no vote.

Sec. 2.455.020. Qualifications for Service.

A. One member shall be a City resident whose principal address is within the Downtown Parking District Area.

B. Two members shall be business owners, operators or managers whose business is within the Downtown Parking District Area.

C. Two members shall be the owners of commercial property situated within the Downtown Parking District Area.

D. One member shall be a City resident of the recommended for appointment by a downtown organization that has been identified by the City Council.

E. One member shall be a City resident appointed to represent parking users in general.

Sec. 2.455.030 Duties.

The downtown parking advisory committee shall have the power, and it shall be its duty, to:

1. Consider and make recommendations on issues or questions relating to downtown parking.
2. Assist, advise, and make recommendations actions to the City Council, Planning Commission, and staff, upon request of those bodies and persons.
3. Advise on parking management strategies and programs in the Downtown Parking District area.
4. Review and make advisory recommendations regarding management, maintenance and operations of the Downtown Parking District, including such matters as maintenance, operating and capital budgets, hours of operation, parking pricing policies, valet programs, and employee commuter parking policies.

Section 4. Chapter 4.400 is added to read as follows:

Chapter 4.400 Downtown Parking District

Sec. 4.400.010. Establishment of District and of District Boundaries.

A Downtown Parking District is hereby established. The boundaries of the district shall be the same as the Downtown Specific Plan Boundary as approved by the City Council in March 2007, as it may be amended from time to time.

Sec. 4.400.020. Purpose.

The Downtown Parking District is established to manage public parking supply and demand within the district boundaries as well as improve transportation and parking related facilities and programs.

Sec. 4.400.020. Use of Revenue.

All revenues collected from parking pay stations, meters, leases, and permits, in the Downtown Parking District shall be placed in a special fund, which fund shall be used exclusively for activities benefiting the parking district. The specific authorized use of revenues shall be as follows:

1. For purchasing, leasing, installing, repairing, maintaining, operating, removing, regulating and policing of pay stations and/or parking meters in the parking district and for the payment of any and all expenses relating thereto.
2. For purchasing, leasing, acquiring, improving, operating and maintaining on- or off-street parking facilities.
3. For installation and maintenance of alternative mode programs, landscaping, pedestrian linkages, sidewalk cleaning, street, way finding systems, and traffic-control devices and signals.
4. For the painting and marking of streets and curbs required for the direction of traffic and parking of motor vehicles,
5. For proper security within the district.

6. For the proper regulation, control, enforcement and inspection of parking and traffic upon the public streets and off-street parking facilities.
7. To be pledged as security for the payment of principal of and interest on financing mechanisms used by the city to meet any of the purposes authorized by this section.
8. For transportation and parking planning, marketing and education programs related to the Downtown Parking District.
9. For construction and maintenance of public restrooms that enhance parking facilities.
10. Revenues from residential parking permits may, in addition to the foregoing, be used for sidewalk, landscaping and other transportation, pedestrian or bicycle enhancements on streets where the residential permit parking is provided.

Section 5. Section 16.215.030 is repealed and reenacted in its entirety to read as follows:

Sec. 16.215.030 Parking prohibited during certain hours on certain streets.

A. Signs designating hours. When signs are erected in each block giving notice thereof, no person shall park a vehicle between the hours specified by sign on any day except Sundays and public holidays upon any of the streets so posted.

B. Twenty-four-minute parking. Green curb markings shall mean no standing or parking for a period of time longer than 24 minutes at any time during' certain hours on any day as posted. When authorized signs, pay stations, parking meters or curb markings have been determined by the city traffic engineer, with the approval of the city manager, to be necessary and are in place giving notice thereof, no operator of any vehicle shall stop, stand or park said vehicle adjacent to any such legible curb marking or sign or parking meter in violation thereof.

C. Forty-minute parking. When authorized signs, parking meters or curb markings have been determined by the city traffic engineer, with the approval of the city manager, to be necessary and are in place giving notice thereof, no operator of any vehicle shall stop, stand or park said vehicle during certain hours of any day as posted, for a period of time longer than 40 minutes.

D. One-hour parking. When authorized signs, pay stations, parking meters or curb markings have been determined by the city traffic engineer, with the approval of the city manager, to be necessary and are in place giving notice thereof, no operator of any vehicle shall stop, stand or park said vehicle during certain hours of any day as posted for a period of time longer than one hour.

E. Two-hour parking. When authorized signs, pay stations, parking meters or curb markings have been determined by the city traffic engineer, with the approval of the city manager, to be necessary and are in place giving notice thereof, no operator of any vehicle shall stop, stand or park said vehicle between the hours posted of any day for a period of time longer than two hours.

F. One-hour or two-hour parking in certain school neighborhoods. When authorized signs, parking meters or curb markings have. Been determined by the city traffic engineer, with the approval of the city manager, to be necessary and are in place giving notice thereof, no operator of any vehicle shall stop, stand or park said vehicle on any portion of a local street that is within a one-quarter mile radius of a high school or college for a period of time longer than one hour between the hours of 8:00 a.m. and 3:00 p.m. of any day that the nearby high school or college is holding classes. Notwithstanding the parking restrictions of this section,

residents on those streets where a parking restriction is posted contiguous to their residence pursuant to this section may receive a preferential parking permit. Permits may be obtained at City Hall by completing an application. The required application shall include, at minimum, a valid California Department of Motor Vehicles registration showing the address of the registered owner as meeting the requirements of this section. No more than three permits will be issued per parcel. Each permit will require a separate registered vehicle to which it is assigned. A fee will be charged and the permit will remain valid for two years.

G Special event or construction permits. The city traffic engineer is authorized to issue special permits to reserve parking spaces for special events or activities related to construction or maintenance. A daily fee will be charged to the permittee.

H. Downtown residential parking permits. Notwithstanding the parking restrictions of this section and when determined by the city traffic engineer, residents within the Downtown Parking District on those streets where a one-hour, two-hour, or paid parking restriction is posted may receive a preferential residential parking permit. Permit stickers may be obtained at City Hall by completing an application. Residential permits will be issued based upon on-street utilization, offstreet utilization, impact from non-residential uses, impact to neighborhood commercial and retail activity, existing land uses, nonconforming uses and other essential factors determined by the city traffic engineer. The required application shall include, at minimum, a valid California Department of Motor Vehicles registration showing the address of the registered owner as meeting the requirements of this section. No more than one sticker per residential unit will be issued. Each sticker will require a separate registered vehicle to which it is assigned. A fee will be charged and the permit will remain valid for two years.

Section 6. Section 16.220.010 is repealed and reenacted in its entiretyto read as follows:

Sec. 16.220.010. Generally.

A. Authority to establish loading zones.

1. The city traffic engineer is hereby authorized to determine and to mark loading zones and passenger loading zones as follows:

   (a) At any place in the central traffic district or any business district.

   (b) Elsewhere in front of the entrance to any place of business or in front of any hall or place used for the purpose of public assembly.

2. In no event shall more than one-half of the total curb length in any block be reserved for loading zone purposes.

3. Loading zones shall be indicated by yellow paint upon the top of all curbs within such zones and with markings indicating the time and days in effect.

4. Passenger loading zones shall be indicated by white paint upon the top of all curbs in said zones and with markings indicating the time and days in effect.

B. Curb markings to indicate no-stopping and parking regulations.

1. The city traffic engineer, with the approval of the city manager, is hereby authorized, subject to the provisions and limitations of this chapter, to place, and when required herein, shall place, the following curb markings to indicate parking and standing regulations, and said curb markings shall have the meanings as herein set forth:

(a) Red zones shall mean no stopping, standing or parking at any time except as permitted by the Vehicle Code, and except that a bus may stop in a red zone marked or signed as a bus zone.

(b) Yellow zones shall mean no stopping, standing or parking at certain posted hours of any day except Sundays and holidays for any purpose other than the loading or unloading of passengers or materials, provided that the loading or unloading of passengers shall not consume more than three minutes nor the loading or unloading of materials more than 20 minutes. Loading zones are in effect only for posted hours as determined by the city traffic engineer, with the approval of the city manager.

(c) White zones shall mean no stopping, standing or parking for any purpose other than loading or unloading of passengers, or for the purpose of depositing mail in an adjacent mailbox, which shall not exceed three minutes. White zones are in effect only for posted hours as determined by the city traffic engineer, with the approval of the city manager of any day except Sundays and holidays and except as follows:

(1) When such zone is in front of a hotel, the restrictions shall apply at all times.

(2) When such zone is in front of a theater, the restrictions shall apply at all times except when such theater is closed.

(d) Blue zones shall mean no stopping, standing, or parking at any time, except for the handicapped, as defined and permitted by the Vehicle Code.

(e) When the city traffic engineer, as authorized under this section, has caused curb markings to be placed, no person shall stop, stand, or park a vehicle adjacent to such legible curb markings in violation of any of the provisions in this section.

C. Effect of permission to load or unload.

1. Permission herein granted to stop or stand a vehicle for purposes of loading or unloading of materials shall apply only to commercial vehicles and shall not extend beyond the time necessary therefore, and in no event for more than 20 minutes.
2. The loading or unloading of materials shall apply only to commercial deliveries, also the delivery or pick-up of express and parcel post packages and United States mail.
3. Permission herein granted to stop or park for purposes of loading or unloading passengers shall include the loading of personal baggage but shall not extend beyond the time necessary therefore and in no event for more than three minutes.
4. Within the total time limits above specified, the provisions of this section shall be enforced so as to accommodate necessary and reasonable loading or unloading but without permitting abuse of the privileges hereby granted.

Section 7. Section 16.220.060 is added to read as follows:

Sec. 16.220.060. Valet Parking

A. The city traffic engineer may permit valet parking stands to use public streets in such places and in such a manner as he or she shall determine and approve. Valet parking may be permitted only when the permittee demonstrates availability and control of sufficient off-street parking to meet projected demand. A fee shall be charged in an amount determined by the City Council.

B. Appropriate signs approved by the city traffic engineer shall identify each valet parking stand. The signs shall be posted during operation hours at each location where they take

possession of vehicles. The sign shall identify the name, address and telephone number of the operator, the rate charged and hours of operation. In addition, the permittee shall be responsible for the cost of regulatory signage determined to be necessary by the city traffic engineer.

C. The valet parking operator shall, upon receipt of each motor vehicle accepted for valet parking, give a claim check to the owner. The claim check shall explicitly state the terms and conditions under which the vehicle is being accepted. The valet parking operator shall not disclaim the responsibilities of a bailee.

D. The city traffic engineer, police chief, or fire chief, or their designee, may suspend valet parking operations, without prior notice or hearing, when it may interfere with public safety efforts or programs, street improvement activities, special events, construction activities, cleaning efforts or with the health, welfare or safety of the public.

Section 8. Chapter 16.225 is repealed and reenacted in its entirety to read as follows:

Chapter 16.225 Parking Pay Stations and Parking Meter Zones

Sec. 16.225.010. Generally.

A. Parking pay station and meter zones are those streets or portions of streets established by ordinance of the City Council as zones within which the parking of vehicles may be controlled, regulated, and inspected with the aid of parking pay stations or parking meters.

B. Parking pay stations and meter zones may be established in areas to manage the supply of parking and to make it reasonably available when and where needed. To accomplish this goal, a target on-street occupancy rate of eighty five percent (85%) is hereby established for pay station and parking meter zones.

C. The city traffic engineer shall cause parking pay stations or meters to be installed and maintained in all parking pay station and meter zones. The maximum rate shall be set by the City Council. During a fiscal year, the City Transportation Manager may adjust pay station and meter rates up or down 50 cents per hour in 25-cent increment based on average occupancy rates in order to achieve a target occupancy rate of eighty five percent (85%). Any increase over 50 cents per hour in a fiscal year shall require City Council approval.

Sec. 16.225.020. Manner of installation.

A. Parking pay stations and meters shall be installed upon the curb or sidewalk area adjacent to parking spaces. Each pay station or meter shall be placed in such manner as to show or display that the parking space is or is not legally in use.

B. Each parking pay station or meter shall be able to clearly display, after the operational procedure has been completed, a sign or signal indicating when the lawful parking period will expire for that space.

Sec. 16.225.030. Parking pay stations and meters.

A. Time of operation. The provisions of this ordinance relating to the operation of parking pay stations or parking meters shall be effective for posted hours and days as determined by the city traffic engineer.

B. Operational procedure to be followed. Immediately after occupancy of a paid parking space, the operator of a vehicle shall deposit a coin or paper currency of the United States or use a credit card or other acceptable form of payment in said parking pay station or meter and

follow operational procedures in accordance with the instructions posted on the parking pay station or parking meter.

C. Unlawful to park after pay station or meter time has expired. No operator of any vehicle shall permit said vehicle to remain parked in any parking space during any time that the pay station or meter is illegally in use other than such time immediately after the original occupancy as is necessary to operate the pay station or meter to show legal parking.

D. Unlawful to extend time beyond limit. No person shall allow a vehicle to be parked for a period beyond the maximum legal parking time limit that has been established for the parking space.

E. Improper use of pay station or meter. No person shall deposit, attempt to deposit, or cause to be deposited in any parking pay station or meter any defaced or bent coin, or any slug, device or metallic substitute for a coin of the United States, or deface, injure, tamper with, open or willfully break, destroy or attempt in any manner to impair the usefulness of any parking pay station or meter.

F. Deposit of payment in pay station or meter by unauthorized person. No person, other than the owner or operator of a vehicle, shall deposit any acceptable form of payment in any parking meter without the knowledge or consent of said owner or operator of the vehicle using the parking space controlled by said meter or pay station.

G. Parking pay stations, meters and parking meter standards not to be used for certain purposes. No person shall attach anything to or allow a bicycle, news rack or any other chapter or thing to lean against a parking pay station, parking meter or parking meter standard.

H. Special reservation of parking pay station or parking meter spaces. The city traffic engineer is authorized to issue special permits to reserve pay station or parking meter spaces. A pay station space or parking meter space may be reserved for special events or it may be reserved for activities related to construction or maintenance, thereby allowing parking of commercial vehicles for the performance of work . A daily fee will be charged to the permittee.

Sec. 16.225.040. Rule of evidence.

The parking or standing of any motor vehicle in a parking space, at which space the parking meter displays the sign or signal indicating illegal parking, shall constitute a prima facie presumption that the vehicle has been parked or allowed to stand in such space for a period longer than permitted by this ordinance.

Sec. 16.225.050. Use of money deposited in parking pay stations and meters.

All moneys collected from parking pay stations, and meters in this city shall be placed in a special fund, which fund shall be devoted exclusively to purposes within the geographic boundaries of the parking district from which the revenue is collected. Such moneys shall be used for the purposes stated in the parking district establishment ordinance:

Sec. 16.225.060. Application of other chapters.

No section of this chapter shall be construed as permitting any parking in violation of any other provision of this ordinance.

Sec. 16.230.020. Permits for loading or unloading at curb.

A. The police department or city traffic engineer is authorized to issue special permits to permit the loading or unloading of merchandise or materials subject to the terms and conditions of such permit. Such permits may be issued either to the owner or lessee of real property or to the owner of the vehicle and shall grant to such person the privilege as therein stated and authorized herein.

B. It shall be unlawful for any permittee or other person to violate any of the special terms or conditions of any such permit.

C. If the permit is in a parking pay station or parking meter zone, the permittee shall pay an amount at least equal to the lost revenue of the parking spaces.

Section 9. No Effect on Existing Parking Districts.

The City Council does not intend this ordinance to be interpreted to have any effect on existing parking districts within the City.

Section 10. CEQA Findings.

EXEMPTION, FROM CALIFORNIA ENVIRONMENTAL QUALITY ACT.

The City Council finds that the enactment of the parking regulations pursuant to this Ordinance is determined to be exempt under Section 15061 (b)3 of the of Title 14 of the California Code of Regulations (the "State CEQA Guidelines") in that the adoption of these regulations will not result in reasonably foreseeable construction activities or other physical activities, either directly or indirectly. It can therefore be foreseen that the enactment of this ordinance does not have the potential to result in significant effects on the environment.

Redwood City, CA, Downtown Parking Meter Ordinance

ORDINANCE NO., __ _
AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF REDWOOD CITY AMENDING CHAPTER 20, ARTICLE VII OF THE REDWOOD CITY MUNICIPAL CODE BY AMENDING SECTIONS 20.96 THROUGH 20.96.21 IN THEIR ENTIRETY AND DIVISIONS 4, 5 AND 9 IN THEIR ENTIRETY.

RECITALS

WHEREAS, planned new development in Downtown Redwood City is likely to increase traffic and parking demand. (Downtown Mixed-Use Retail/Cinema Project Environmental Report, 2000); and

WHEREAS, the City has conducted a substantive review of the literature and the practices of other cities to determine the most effective ways of managing the traffic and parking demand; and

WHEREAS, based on that review the City has determined that the most effective tool for managing on-street parking is a program of pricing the on-street public parking at a rate so as to achieve a fifteen percent (15%) vacancy rate in the parking spaces on each block. (See Shoup, Donald. The High Cost of Free Parking, American Planning Association Planners Press. 2005); and

WHEREAS, underpriced on-street parking causes "cruising," which adds to traffic congestion. Shoup, page 291; and

WHEREAS, a vacancy rate of about 15% is necessary to avoid cruising induced traffic, to facilitate easy ingress and egress, and to offer parking opportunities to as many different people as possible. Shoup, page 297; and

WHEREAS, California Vehicle Code Section 22508 authorizes cities to establish parking meter zones and to fix the rate of fees for such zones; and

WHEREAS, parking meter rate ordinances "may ... justify a fee system intended and calculated to hasten the departure of parked vehicles in congested areas, as well as to defray the cost of installation and supervision." OeAryan v. City of San Diego, 75 CA2d 292, 296 (1946); and

WHEREAS, such parking meter rate ordinances are for the purpose of regulating traffic and the parking of vehicles in the public streets, not a tax for revenue purposes. Id at 293; and

WHEREAS, receipts from such parking meter rate ordinances "may be used not only in defraying the expenses of installation, operation and control of such parking space and parking meters, but also those incurred in the control of traffic which may affect or be affected by the parking of vehicles in the parking meter zones thus created, including those incurred in connection with painting lines and signs, maintaining mechanical traffic signals and other expenses of regulating traffic and enforcing traffic regulations with respect to all traffic which may affect or be affected by the parking of vehicles in parking meter zones." Id at 296; and

WHEREAS, using parking meter rates to achieve a vacancy rate of about 15% negates the necessity for time restrictions on the use of parking spaces; and

WHEREAS, certain formerly unmetered off-street parking facilities must be metered in order to meet the demands of changing patterns of use of Downtown parking; and

WHEREAS, the parking permit program requires modifications in order to meet the demands of changing patterns of use of Downtown parking.

NOW THEREFORE BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF REDWOOD CITY THAT:

1. Sections 20.96 through 20.96.21 of Chapter 20, Article VII, Division 1, are hereby amended in their entirety to read as follows:

Sec. 20.96. PARKING TIME LIMITED ON CERTAIN DESIGNATED STREETS DURING CERTAIN DESIGNATED PERIODS: When signs are erected giving notice thereof, parking shall be limited as specified in the table below. Such limitations on parking shall be effective daily except on Sundays and holidays.

Street	Side	Limits	Maximum Parking Period	Applicable Hours
Arch Street	Easterly	Brewster Avenue to a point one hundred twenty-five feet (125') northerly of Brewster Avenue	Two (2) hours	Between the hours of nine o'clock (9:00) A.M. to six o'clock (6:00) P.M.
Arguello Street	Both	Brewster Avenue to Alden Street	Two (2) hours	Between the hours of nine o'clock (9:00) A.M. to six o'clock (6:00) P.M.
Arguello Street	Westerly	Alden Street to Hopkins Avenue	Two (2) hours	Between the hours of nine o'clock (9:00) A.M. to six o'clock (6:00) P.M.
Arguello Street	Westerly	Whipple Avenue to a point one hundred feet (100') southerly of Whipple Avenue	Two (2) hours	Between the hours of nine o'clock (9:00) A.M. to six o'clock (6:00) P.M.
Birch Street	Both	Broadway to a point one hundred ninety five feet (195') northerly of Broadway	Two (2) hours	Between the hours of nine o'clock (9:00) A.M. to six o'clock (6:00) P.M.
Brewster Avenue	Both	Warren to Arguello	Two (2) hours	Between the hours of nine o'clock (9:00) A.M. to six o'clock (6:00) P.M.
Brewster Avenue	Northwesterly	From a point sixty feet (60') northeasterly of northeasterly line of Arch Street to Broadway	Two (2) hours	Between the hours of nine o'clock (9:00) A.M. to six o'clock (6:00) P.M.
Brewster Avenue	Southeasterly	Broadway to Arch Street	Two (2) hours	Between the hours of nine o'clock (9:00) A.M. to six o'clock (6:00) P.M.
Broadway	Both	Brewster Avenue to Duane Street	One (1) hour	Between the hours of nine o'clock (9:00) A.M. to six o'clock (6:00) P.M.
Broadway	Southerly	From Douglas Avenue to a point two hundred twenty four feet (224') easterly of Douglas Avenue	One (1) hour	Between the hours of nine o'clock (9:00) A.M. to six o'clock (6:00) P.M.
Cedar Street	Southerly	Main Street to El Camino Real	Two (2) hours	Between the hours of nine o'clock (9:00) A.M. to six o'clock (6:00) P.M.
Charter Street	Northerly	Hancock to El Camino Real	Two (2) hours	Between the hours of nine o'clock (9:00) A.M. to six o'clock (6:00) P.M.
Clinton Street	Both	Brewster to Broadway	Two (2) hours	Between the hours of nine o'clock (9:00) A.M. to six o'clock (6:00) P.M.
Clinton Street	Easterly	Seventy five feet (75') northerly of Broadway	Two (2) hours	Between the hours of nine o'clock (9:00) A.M. to six o'clock (6:00) P.M.

2. Division 4 of Chapter 20, Article VII is hereby amended in its entirety to read as follows:

DIVISION 4. PARKING METER ZONES

Sec. 20.115. MANNER OF ESTABLISHING PARKING METER ZONES: Parking meter zones in streets, public rights-of-way, and publicly controlled off-street parking facilities rates and regulations for use therein shall be as established in this Division.

Sec. 20.116. ESTABLISHMENT OF DOWNTOWN METER ZONE: The Downtown Meter Zone is hereby established and is described as follows: That certain area of the City of Redwood City, County of San Mateo, State of California, bounded by the following described line:

Commencing at the point where the centerline of Brewster Avenue intersects with the northeasterly edge of the Veterans Boulevard right-of way, extending along the centerline of Brewster Avenue to the southerly edge of the Broadway right-of-way; extending along the southerly edge of the Broadway right-of-way to the centerline of EI Camino Real; extending along the centerline of the EI Camino Real to the centerline of James Avenue; extending along the centerline of James Avenue to the centerline of the Southern Pacific Railroad; extending along the centerline of the Southern Pacific Railroad to the westerly edge of the Maple Street right-of way; extending along the westerly edge of the Maple Street right-of-way to the centerline of Stambaugh Street; extending along the centerline of Stambuagh Street to the westerly edge of the Walnut Street right-of-way, extending along the westerly edge of the Walnut Street right-of-way to the southerly edge of the Broadway right-of-way; extending along the southerly edge of the Broadway right-of-way to the centerline of Beech Street; extending along the centerline of Beech Street to the northerly edge of the Broadway right-of-way; extending along the northerly edge of the Broadway right-of-way to the centerline of Maple Street; extending along the centerline of Maple Street to the northerly edge of the Veterans Boulevard right-of-way; extending along the northerly edge of the Veterans Boulevard right-of-way to the point of commencement.

Sec. 20.117. ESTABLISHMENT OF DOWNTOWN METER ZONE BASE METER RATES FOR ON-STREET PARKING AREAS: Under the authority of California Vehicle Code section 22508, the City Council hereby establishes the following Base Meter Rates for the following onstreet parking areas within the Downtown Meter Zone:

			Base Meter Rate (Per Hour)	
Street	Side	Limits	Monday through Friday, 10:00am to 6:00pm	Monday through Friday, 6:00pm to 10pm; and Saturday through Sunday, 10:00am until 10:00pm
Allerton Street	Southwesterly	Brewster Avenue to Fuller Street	$0.25	Free
Allerton Street	Northeasterly	Brewster Avenue to Fuller Street	$0.25	Free
Allerton Street	Southwesterly	Fuller Street to Bradford Street	$0.25	Free
Allerton Street	Northeasterly	Fuller Street to Bradford Street	$0.25	Free
Arch Street	Southwesterly	Brewster Avenue to Broadway	$0.25	Free
Arch Street	Northeasterly	Brewster Avenue to Broadway	$0.25	Free
Arguello Street	Southwesterly	Brewster Avenue to Marshall Street	$0.25	Free
Arguello Street	Northeasterly	Fuller Street to Bradford Street	$0.25	Free
Arguello Street	Northeasterly	Bradford Street to Marshall Street	$0.25	Free
Arguello Street	Northeasterly	Marshall Street to Broadway	$0.50	$0.75
Bradford Street	Northwesterly	Arguello Street to Warren Street	$0.25	Free
Bradford Street	Southeasterly	Arguello Street to Warren Street	$0.25	Free
Bradford Street	Northwesterly	Warren Street to Allerton Street	$0.25	Free
Bradford Street	Southeasterly	Warren Street to Allerton Street	$0.25	Free
Bradford Street	Northerly	Middlefield Road to Jefferson Avenue	$0.25	Free
Bradford Street	Southerly	Middlefield Road to Jefferson Avenue	$0.25	Free
Bradford Street	Northerly	Jefferson Avenue to Main Street	$0.25	Free
Bradford Street	Southerly	Jefferson Avenue to Main Street	$0.25	Free
Bradford Street	Northerly	Main Street to Walnut Street	$0.50	Free
Bradford Street	Southerly	Main Street to Walnut Street	$0.50	Free
Broadway	Northerly	Arch Street to El Camino Real	$0.25	Free
Broadway	Southerly	Arch Street to El Camino Real	$0.25	Free
Broadway	Northerly	El Camino Real to Perry Street	$0.50	$0.75
Broadway	Southerly	El Camino Real to California Street	$0.50	$0.75
Broadway	Northerly	Arguello Street to Winslow Street	$0.50	$0.75
Broadway	Southerly	Arguello Street to Winslow Street	$0.50	$0.75
Broadway	Northerly	Winslow Street to Hamilton Street	$0.50	$0.75
Broadway	Southerly	Winslow Street to Hamilton Street	$0.50	$0.75
Broadway	Northerly	Hamilton Street to Middlefield Road	$0.50	Free
Broadway	Northerly	Middlefield Road to Jefferson Avenue	$0.50	$0.75
Broadway	Southerly	Middlefield Road to Jefferson Avenue	$0.50	Free
Broadway	Northerly	Jefferson Avenue to Main Street	$0.50	$0.75
Broadway	Southerly	Jefferson Avenue to Main Street	$0.50	$0.75

Broadway	Northerly	Maple Street to Beech Street	$0.25	Free
Broadway	Southerly	Cassia Street to Beech Street	$0.25	Free
California Street	Westerly	Broadway to Winklebleck Street	$0.50	Free
California Street	Easterly	Broadway to Winklebleck Street	$0.50	Free
California Street	Westerly	Winklebleck Street to James Street	$0.25	Free
California Street	Easterly	Winklebleck Street to James Street	$0.25	Free
El Camino Real	Northeasterly	Brewster Avenue to Broadway	$0.25	Free
El Camino Real	Southwesterly	Brewster Avenue to Broadway	$0.25	Free
El Camino Real	Northeasterly	Winklebleck Street to James Street	$0.25	Free
Fuller Street	Northwesterly	Warren Street to Allerton Street	$0.25	Free
Fuller Street	Southeasterly	Warren Street to Allerton Street	$0.25	Free
Fuller Street	Northwesterly	Allerton Street to Winslow Street	$0.25	Free
Fuller Street	Southeasterly	Allerton Street to Winslow Street	$0.25	Free
Hamilton Street	Westerly	Marshall Street to Broadway	$0.50	$0.50
Hamilton Street	Easterly	Marshall Street to Broadway	$0.50	$0.50
Hamilton Street	Westerly	Broadway to Winslow Street	$0.50	$0.50
Hamilton Street	Easterly	Broadway to Winslow Street	$0.50	$0.50
Jefferson Avenue	Easterly	Veterans Boulevard to Bradford Street	$0.25	Free
Jefferson Avenue	Westerly	Veterans Boulevard to Bradford Street	$0.25	Free
Jefferson Avenue	Easterly	Bradford Street to Marshall Street	$0.25	Free
Jefferson Avenue	Westerly	Bradford Street to Marshall Street	$0.25	Free
Jefferson Avenue	Easterly	Marshall Street to Broadway	$0.50	$0.50
Jefferson Avenue	Westerly	Marshall Street to Broadway	$0.50	$0.50
Jefferson Avenue	Easterly	Broadway to Middlefield Road	$0.50	$0.75
Jefferson Avenue	Westerly	Broadway to Middlefield Road	$0.50	$0.75
Main Street	Easterly	Bradford Street to Marshall Street	$0.25	Free
Main Street	Westerly	Bradford Street to Marshall Street	$0.25	Free
Main Street	Easterly	Marshall Street to Broadway	$0.50	$0.50
Main Street	Westerly	Marshall Street to Broadway	$0.50	$0.50
Main Street	Easterly	Stambaugh Street to Middlefield Road	$0.50	$0.50
Main Street	Easterly	Broadway to Stambaugh Street	$0.50	$0.50
Main Street	Westerly	Broadway to Middlefield Road	$0.50	$0.50
Maple Street	Northwesterly	Marshall Street to Broadway	Free	Free
Marshall Street	Northwesterly	Arguello Street to Warren Street	$0.25	Free
Marshall Street	Northwesterly	Warren Street to Winslow Street	$0.25	Free
Marshall Street	Southeasterly	Arguello Street to Winslow Street	$0.25	Free
Marshall Street	Southerly	Winslow Street to Hamilton Street	$0.25	Free
Marshall Street	Northerly	Hamilton Street to Middlefield Road	$0.25	Free
Marshall Street	Southerly	Hamilton Street to Middlefield Road	$0.25	Free
Marshall Street	Northerly	Middlefield Road to Jefferson Avenue	$0.25	Free
Marshall Street	Southerly	Middlefield Road to Jefferson Avenue	$0.25	Free
Marshall Street	Northerly	Main Street to Walnut Street	$0.25	Free
Marshall Street	Southerly	Spring to Walnut Street	$0.25	Free
Marshall Street	Southerly	Walnut Street to Maple Street	$0.25	Free
Marshall Street	Northerly	Walnut Street to Marshall Court	$0.25	Free

Marshall Street	Northerly	Marshall Court to Maple Street	$0.25	Free
Middlefield Road	Easterly	Veterans Boulevard to Bradford Street	$0.25	Free
Middlefield Road	Westerly	Veterans Boulevard to Bradford Street	$0.25	Free
Middlefield Road	Easterly	Bradford Street to Marshall Street	$0.25	Free
Middlefield Road	Westerly	Bradford Street to Marshall Street	$0.25	Free
Middlefield Road	Easterly	Marshall Street to Broadway	$0.50	$0.50
Middlefield Road	Westerly	Marshall Street to Broadway	$0.50	$0.50
Middlefield Road	Westerly	Broadway to Winslow Street	$0.50	$0.75
Middlefield Road	Northeasterly	Winslow Street to Jefferson Avenue	$0.50	$0.75
Middlefield Road	Northeasterly	Jefferson Avenue to Main Street	$0.50	$0.50
Perry Street	Southwesterly	Brewster Avenue to Commercial Way	$0.25	Free
Perry Street	Southwesterly	Commercial Way to Broadway	$0.50	$0.50
Stambaugh Street	Northeasterly	Main Street to Maple Street	$0.25	Free
Stambaugh Street	Southwesterly	Main Street to Maple Street	$0.25	Free
Veterans Boulevard	Northeasterly	Brewster Street to Main Street	Free	Free
Veterans Boulevard	Southwesterly	Brewster Street to Middlefield Road	Free	Free
Veterans Boulevard	Southwesterly	Middlefield Road to Jefferson Avenue	Free	Free
Veterans Boulevard	Southerly	Walnut Street to Maple Street	$0.25	Free
Veterans Boulevard	Northerly	Walnut Street to Maple Street	Free	Free
Walnut Street	Westerly	Veterans Boulevard to Bradford Street	$0.50	Free
Walnut Street	Westerly	Bradford Street to Marshall Street	$0.50	Free
Walnut Street	Easterly	Veterans Boulevard to Marshall Street	$0.50	Free
Walnut Street	Easterly	Marshall Street to Spring Street	$0.25	Free
Walnut Street	Westerly	Marshall Street to Spring Street	$0.25	Free
Walnut Street	Westerly	Broadway to Spring	$0.25	Free
Warren Street	Northeasterly	Brewster Avenue to Fuller Street	$0.25	Free
Warren Street	Southwesterly	Brewster Avenue to Fuller Street	$0.25	Free
Warren Street	Northeasterly	Fuller Street to Bradford Street	$0.25	Free
Warren Street	Southwesterly	Fuller Street to Bradford Street	$0.25	Free
Warren Street	Northeasterly	Bradford Street to Marshall Street	$0.25	Free
Warren Street	Southwesterly	Bradford Street to Marshall Street	$0.25	Free
Winklebleck Street	Southerly	El Camino Real to California Street	$0.50	Free
Winklebleck Street	Northerly	El Camino Real to California Street	$0.50	Free
Winslow Street	Easterly	Brewster Avenue to Bradford Street	$0.25	Free
Winslow Street	Westerly	Brewster Avenue to Fuller Street	$0.25	Free
Winslow Street	Westerly	Fuller Street to Bradford Street	$0.25	Free
Winslow Street	Westerly	Bradford Street to Marshall Street	$0.25	Free
Winslow Street	Easterly	Marshall Street to Broadway	$0.50	$0.50
Winslow Street	Westerly	Marshall Street to Broadway	$0.50	$0.50
Winslow Street	Easterly	Broadway to Hamilton Street	$0.50	$0.50
Winslow Street	Westerly	Broadway to Hamilton Street	$0.50	$0.50

Sec. 20.118. ESTABLISHMENT OF DOWNTOWN METER ZONE BASE METER RATES FOR SPECIFIED OFF-STREET PARKING AREAS: The following base meter rates are hereby established for certain off-streetparking areas:

		Base Meter Rate	
Parking Facility	**Description of Location**	**Monday through Friday, 10:00am to 6:00pm**	**Monday through Friday, 6:00pm to 10pm; and Saturday through Sunday, 10:00am until 10:00pm**
Library Parking Lot "A"	Located southwesterly of the intersection of Main Street with Middlefield Road	$0.50	$0.50
Library Parking Lot "B"	Located southeasterly of the intersection of Jefferson Avenue with Middlefield Road	$0.50	$0.50
City Hall Parking Lot	Located at the east side of City Hall, near the rear entry thereof, 1017 Middlefield Road	$0.75	$0.75
Winslow Street Parking Lot	Located northwesterly of the intersection of Winslow Street with Hamilton Street	$0.25	$0.25
Perry Street Parking Lot	Located northwesterly of the intersection of Perry Street with Commercial Way	$0.50	$0.50
Main Street Parking Lot	Located at the southerly of Broadway, between Main Street and Jefferson Avenue, and northeasterly of City Hall, 1017 Middlefield Road	$0.25	$0.25

Sec. 20.119. ESTABLISHMENT OF DOWNTOWN METER ZONE BASE METER RATES FOR SPECIFIED OFF-STREET PARKING AREAS: The following base meter rates are hereby established for certain off-street parking areas:

Parking Facility	**Description of Location**	**Peak Hours**	**Hourly Rate For Peak Hours**	**Base Hourly Rate For Non-Peak Hours**
Jefferson Avenue Garage	Located southwesterly of the intersection of Broadway with Jefferson Avenue	Monday through Thursday, 5:00pm until closing, but no later than 3:00am; Friday, from 12:00pm until closing, but no later than 3:00am; and Saturdays, Sundays, and holidays from opening until closing, but no later than 3:00am.	$5.00	$0.25
Middlefield Road Parking Lot	Located westerly of the intersection of Middlefield Road and Jefferson Avenue	Monday through Thursday, 5:00pm until closing, but no later than 3:00am; Friday, from 2:00pm until closing, but no later than 3:00am; and Saturdays, Sundays, and holidays, from opening until closing, but no later than 3:00am.	$5.00	$0.25
Marshall Street Garage	Located southerly of Marshall Street, between Jefferson Avenue and Main Street	Monday through Friday, 5:00pm until closing, but no later than 3:00am; and Sundays, and holidays from opening until closing, but no later than 3:00am	$5.00	$0.25

Sec. 20.120. PERIODIC ADJUSTMENT OF DOWNTOWN METER ZONE METER RATES: Under the authority of California Vehicle Code section 22508, the City Council hereby adopts the following process for adjusting Downtown Meter Zone meter rates from time to time to manage the use and occupancy of the parking spaces for the public benefit in all parking areas within the Downtown Meter Zone.

A. To accomplish the goal of managing the supply of parking and to make it reasonably available when and where needed, a target occupancy rate of eighty-five percent (85%) is hereby established.

B. At least annually and not more frequently than quarterly, the Parking Manager shall survey the average occupancy for each parking area in the Downtown Meter Zone that has parking meters. Based on the survey results, the Parking Manager shall adjust the rates up or down in twentyfive cent ($0.25) intervals to seek to achieve the target occupancy rate. The base parking meter rate, and any adjustments to that rate made pursuant to this ordinance, shall become effective upon the programming of the parking meter for that rate. A current schedule of meter rates shall be available at the City Clerk's office.

C. The hourly meter rate shall not exceed one dollar and fifty cents ($1.50) without the express approval of the City Council.

D. This Section does not apply to the parking facilities described in Section 20.119 of this Division during the "peak hours."

Sec. 20.121. USE OF DOWNTOWN METER ZONE PARKING METER REVENUES: Revenues generated from on-street and off-street parking within the Downtown Meter Zone boundaries shall be accounted for separately from other City funds and may be used only for the following purposes:

A. All expenses of administration of the parking program

B. All expenses of installation, operation and control of parking equipment and facilities within or designed to serve the Downtown Meter Zone

C. All expenses for the control of traffic (including pedestrian and vehicle safety, comfort and convenience) which may affect or be affected by the parking of vehicles in the Downtown Meter Zone, including the enforcement of traffic regulations as to such traffic.

D. Such other expenditures within or for the benefit of the Downtown Meter Zone as the City Council may, by resolution, determine to be legal and appropriate.

Sec. 20.122. ACQUISITION, INSTALLATION, MAINTENANCE, REGULATION, OF METERS; ROLE OF CITY MANAGER: The City Manager is hereby directed to provide for the purchase, acquiring, installation, operation, maintenance, supervision, regulation and use of the parking meters provided for in this Division and to maintain the meters in good workable condition.

Sec. 20.123. LOCATION AND OPERATION OF METERS:

A. Conventional parking meters installed in a parking meter zone shall be placed immediately adjacent to individual parking places described in the following section and shall be placed on the curb or sidewalk if the parking place is adjacent to a curb or sidewalk. Each conventional parking meter shall be arranged so that upon the expiration of the time period for which payment was deposited it will indicate by a proper visible signal that the lawful parking period for the adjacent parking meter space has expired and in such cases the right of such a vehicle to occupy the space shall cease.

B. Each pay-by-space machine, pay-and-display machine, or pay-on-foot machine shall conspicuously display the applicable parking rates and instructions for use of the machine. Each pay-by-space or pay-and-display machine shall, upon the deposit of the appropriate United States coins, currency, credit card, or city prepaid parking card with respect to a

parking meter space controlled thereby, dispense a receipt showing the amount of time purchased and when the lawful parking period will expire for that space. Upon expiration of the lawful parking period, the right of a vehicle to occupy the space shall cease.

Sec. 20.124. MARKING OF INDIVIDUAL PARKING SPACES; VEHICLES TO BE PARKED WITHIN MARKED LINES: The City Manager shall have lines or markings painted or placed upon the curb, right of way or parking lot adjacent to each parking meter for the purpose of designating the parking space for which the parking meter is to be used. Spaces regulated by pay-by-space machines shall be assigned numbers, which shall be clearly painted onto the curb next to each such space. It shall be unlawful and a violation of this Division to park any vehicle across any such line or marking or to park the vehicle in such position that the same shall not be entirely within the area so designated by such lines or markings.

Sec. 20.125. MANNER OF PARKING IN SPACES PARALLEL TO CURB**:** When a parking space in any parking meter zone is parallel with the adjacent curb or sidewalk and is regulated by a conventional parking meter, any vehicle parked in such parking space shall be parked with the foremost part of such vehicle nearest to such meter.

Sec. 20.126. USE OF METER REQUIRED:

A. When a vehicle is parked in any space controlled by a conventional parking meter or a pay-by-space machine and payment is required pursuant to Sections 20.117, 20.118, or 20.119, the operator of the vehicle shall upon entering the parking space, immediately purchase time by depositing coins indicated on such meter or by depositing other forms of payment which may be accepted at pay-by-space and pay-and-display machines such as dollar bills, credit cards, or prepaid city parking card as specified on such machines. Failure to put the meter in operation by purchasing time, and (if applicable) failure to place the receipt on the vehicle dashboard as prescribed, shall constitute a violation of this Division.

B. When a vehicle is parked in any space controlled by a pay-and-display machine and payment is required pursuant to Sections 20.117, 20.118, or 20.119, the operator of the vehicle shall upon entering the parking space, immediately purchase time by depositing coins indicated on such meter or by depositing other forms of payment which may be accepted at pay-byspace and pay-and-display machines such as dollar bills, credit cards, credit cards, or prepaid city parking card as specified on such machines. The operator of the vehicle shall immediately cause the parking receipt provided by the machine to be placed face up on the driver's side dashboard of the vehicle. Failure to put the meter in operation by purchasing time, and (if applicable) failure to place the receipt on the vehicle dashboard as prescribed, shall constitute a violation of this Division. Upon the deposit of payment and placing such meter in operation, the parking space may be lawfully occupied by such vehicle for the time indicated by the meter.

C. When a vehicle is parked in any space controlled by a pay-on-foot machine and payment is required pursuant to Sections 20.117, 20.118, or 20.119, the operator of the vehicle shall upon entering the parking facility, press the specified button at the gate to receive a voucher. Prior to departure from the facility, the operator of the vehicle shall deposit the voucher into the pay-on-foot machine and shall pay for the time used by depositing the amount of money specified by the machine in a form of payment which may be accepted at the machine such as coins, dollar bills, credit cards, or prepaid city parking card as specified on such machines. Failure to remove vehicle from the parking facility within fifteen (15) minutes of payment shall constitute a violation of this Division. Failure to pay for time used shall constitute a violation of this Division.

Sec. 20.127. INJURING OR TAMPERING WITH METERS: It shall be unlawful and a violation of the provisions of this Division for any person to deface, injure, tamper with, open or willfully break, destroy or impair the usefulness of any parking meter installed under the provisions of this Division or post supporting such parking meter.

Sec. 20.128. USE OF SLUGS AND SIMILAR DEVICES PROHIBITED: It shall be unlawful and a violation of the provisions of this Division to deposit or cause to be deposited in any parking meter any slugs, device or metallic substance, or any other substitute for any of the coins or other payment types specified in Section 20.123.

Sec. 20.129. OVERTIME PARKING: If the vehicle shall remain parked in any such parking space beyond the time for which payment has been made, the parking meter shall indicate such illegal parking and in that event, such vehicle shall be considered as parked overtime and beyond the period of legal parking time and the parking of a vehicle overtime or beyond the period of legal parking time in any such part of a street where any such meter is located shall be a violation of this Division. It shall be unlawful and a violation of the provisions of this Division for any person to cause, allow, permit or suffer any vehicle registered in the name of, or operated by such person to be parked overtime or beyond the period of legal parking time established for any parking meter zone.

Sec. 20.130. PARKING OR REMAINING ADJACENT TO EXPIRED METER: It shall be unlawful and a violation of the provision of this Division for any person to permit any vehicle to remain or be placed in any parking space adjacent to any parking meter while the meter is displaying a signal indicating that the vehicle occupying such parking space has already been parked beyond the period of time prescribed for such parking space.

Sec. 20.131. DUTY OF POLICE WHERE VEHICLE PARKED OVERTIME; ISSUANCE OF CITATION: It shall be the duty of each police officer or parking enforcement deputy to take the number of any meter at which any vehicle is over-parked, as provided in Section 20.124; the state vehicle license of such vehicle; the time and date of such overparking, and make of such vehicle; and issue, in writing, a citation for illegal parking in the same form and subject to the same procedure provided for by the laws of the State applicable to the traffic violations within the City.

Sec. 20.132. PAYMENT OF FINE TO AVOID PROSECUTION: Any operator or owner of a vehicle to whom a citation has been issued in accordance with the preceding section may, within fifteen (15) days of the time of the issuance of such citation, pay to the appropriate court, as a penalty for and full consideration of such violation, the sum of twenty-five dollars ($25.00). The mailing, in a sealed envelope properly addressed through the United States mail, of a check, money order, or postal order, within fifteen (15) days from the time of issuance of the citation, or notice of such violation, or the deposit at the City Hall of the sum of twenty-five dollars ($25.00) within fifteen (15) days constitutes a compliance with this provision. Delivery of such envelope shall be the responsibility of such owner or operator. The failure of such owner or operator to make such payment within the fifteen (15) days shall render such owner or operator subject to the penalties provided for violation of the provisions of this Division.

Sec. 20.133. PROVISIONS FOR TEMPORARY SUSPENSION OF METER RATES: The provisions of Division may be suspended from time to time by motion of the City Council in any case where the Council finds that strict compliance would not serve the public interest, including but not limited to the use of public streets and sidewalks for celebrations, special public events, celebration of holiday seasons and any other such activity or purpose as the City Council in its sole discretion shall determine.

Sec. 20.134. DEFINITIONS: For the purposes of this Division the following words and phrases shall have the meanings respectively ascribed to them by this Section:

OPERATOR: Every individual who shall operate a vehicle as the owner thereof or as the agent, employee or permittee of the owner.

PARKING MANAGER: The person so designated by the City Manager to, among other responsibilities, monitor the occupancy of parking areas and adjust meter rates according to the provisions of Division 4.

PARKING METER: Any mechanical device which accepts payment for the use of parking spaces as described in this Division. Such mechanical devises shall include but not be limited to conventional parking meters, pay-by-space machines, pay-and-display machines, and pay-on-foot machines.

STREET: Any public street, avenue, road, boulevard, highway or other public place located in the City and established for the use of vehicles.

VEHICLE: Any device in, upon or by which any person or property is, or may be transported upon a street or highway, except a device which is operated upon rails or tracks.

Sec. 20.135--20.149. RESERVED

3. Division 5 of Chapter 20, Article VII is hereby amended in its entirety to read as follows:

DIVISION 5. PARKING PERMITS Sec. 20.150. ISSUANCE; FEE:

A. The City Manager is hereby authorized to issue parking permits to the public in accordance with the following schedule and subject to th payment of the following fees:

Permit Type	Valid Area	Valid Times	Monthly Cost	Yearly Cost
Marshall/Middlefield Bronze Permit	Marshall Street Garage and Middlefield Parking Lot	Valid in Middlefield Parking Lot Monday through Friday, from the time at which meters begin operation until 7:00pm; valid in Marshall Street Garage Monday through Friday, from the time at which meters begin operation until 7:00pm	$30.00	$330.00
Marshall/Middlefield Silver Permit	Marshall Street Garage and Middlefield Parking Lot	Valid in Middlefield Parking Lot Monday through Friday, from the time at which meters begin operation until 7:00pm; valid in Marshall Street Garage Monday through Friday, all hours	$35.00	$385.00
Marshall/Middlefield Gold Permit	Marshall Street Garage and Middlefield Parking Lot	Valid in Middlefield Parking Lot Monday through Friday, from the time at which meters begin operation until 7:00pm; valid in Marshall Street Garage at all times	$40.00	$440.00
Perry/Winslow/Main Bronze Permit	Perry Street Parking Lot, Winslow Street Parking Lot, and Main Street Parking Lot	Monday through Friday, from the time at which meters begin operation until 7:00pm	$40.00	$440.00
Perry/Winslow/Main Silver Permit	Perry Street Parking Lot, Winslow Street Parking Lot, and Main Street Parking Lot	Monday through Friday, all hours	$50.00	$550.00
Perry/Winslow/Main Gold Permit	Perry Street Parking Lot, Winslow Street Parking Lot, and Main Street Parking Lot	All times	$60.00	$660.00
Library Parking Lot "C" Gold Permit	Library Parking Lot "C"	All times	$20.00	$220.00

B. The City Manager is hereby authorized to issue parking permits, without charge, to City employees, officers, volunteers, and visitors as follows:

Permit Type	Valid Area	Valid Times
"C.E." Permit	Library Parking Lot "B" and Library Parking Lot "C"	Valid in Library Parking Lot "B" on Mondays through Fridays, from the time which meters begin operation until 6:00pm; valid in Library Parking Lot "C" at all times
"C.O." Permit	Main Street Parking Lot	All times
City Hall Visitor Permit	City Hall Parking Lot	All times, with the exception that such permits shall be of a temporary nature and shall only be valid on they day during which they were issued.

C. In order to ensure orderly and efficient use of the parking supply, the City Manager is authorized to limit the number of permits which may be issued, in which case priority shall be based on the order in which requests for such permits are received.

D. The City Manager is authorized to collect deposits, require the submission of application forms, and to establish other administrative procedures for the parking permit program as may be necessary from time to time.

Sec. 20.151. FORM: The parking permit may consist of a windshield card or may be in such other form as the City Manager may prescribe.

Sec. 20.152. PAYMENT OF FEE IN ADVANCE; PRORATION; REFUNDS: Payment shall be made to the City in advance on an annual calendar year basis for an annual permit, or on a calendar month basis for a monthly permit. The fee payable for a monthly permit purchased after the sixteenth of the month shall be one-half (1/2) the monthly fee established by resolution of the City Council. The fee payable for an annual permit shall be the fee established by resolution of the City Council, which amount shall be prorated on a monthly basis for issuance thereof after January 1 of any year; provided, however, during the last two (2) months of each calendar year monthly permits only may be purchased.

Sec. 20.153. DISPLAY WHERE VISIBLE; RELIEF FROM PAYMENT OF METER FEES: When a windshield card parking permit is placed so as to be clearly legible through the windshield of a vehicle, the operator thereof shall be relieved of the obligation of putting the meter, pay-by-space machine, or pay-and-display machine in operation by the deposit of money therein during the time periods for which such permit is valid. If the permit is not so visible, the vehicle and operator shall be subject to the provisions of Division 4 of this Article. If the permit is visible but is used during periods for which it is not valid or in a manner for which it is not valid as established by this Division, the vehicle and operator shall be subject to the provisions of Division 4 of this Article.

Secs. 20.154 -20.159. RESERVED:

4. Division 9 of Chapter 20, Article VII is hereby amended in its entirety to read as follows:

DIVISION 9. REGULATED, UNMETERED OFF-STREET PARKING FACILITIES

Sec. 20.184. REGULATED, UNMETERED OFF-STREET PARKING FACILITIES DESIGNATED: The following off-street parking facilities, owned or operated by the City, are hereby designated as regulated, unmetered off-street parking facilities:

A. Police Department Parking Lot, located at the front, unenclosed area, of the Police Department building, 1301 Maple Street.

B. Municipal Services Center Parking Lot, 1300 Broadway.

C. Library Parking Lot "C," located directly behind and southerly of the Main Library branch, 1044 Middlefield Road. The City Manager shall cause parking spaces to be designated and shall cause appropriate signs to be posted, and markings to be made, in all regulated, unmetered off-street parking facilities designated in this Section.

Sec. 20.185. PERMITS ISSUED: The City Manager is hereby authorized to issue parking permits for use in regulated unmetered off-street parking facilities in accordance with such rates and regulations as shall be established by resolution of the City Council.

The parking facility permit may consist of a windshield card or may be in such other form as the City Manager may prescribe.

Sec. 20.186. PERMIT OR CITY IDENTIFICATION REQUIRED:

A. It shall be unlawful for any person to permit any vehicle to occupy or remain in any space in the Police Department Parking Lot for more than one hour, except on Sundays and holidays, when signs are erected giving notice thereof, unless such vehicle displays a valid parking permit or said vehicle bears distinctive markings, or logo, or sign (collectively, "City identification") identifying said vehicle as City-owned or as an otherwise duly designated City vehicle.

B. It shall be unlawful for any person to permit any vehicle to occupy or remain in any space in the Municipal Services Center parking lot for more than one hour, except On Sundays and holidays, when signs are erected giving notice thereof, unless such vehicle displays a valid parking permit or said vehicle bears distinctive markings, or logo, or sign (collectively, "City identification") identifying said vehicle as City-owned or as an otherwise duly designated City vehicle.

C. It shall be unlawful for any person to permit any vehicle to occupy or remain in any space in the Library Parking Lot "C" unless such vehicle displays a valid parking permit or said vehicle bears distinctive markings, or logo, or sign (collectively, "City identification") identifying said vehicle as City-owned or as an otherwise duly designated City vehicle.

Sec. 20.187. DISPLAY OF PERMIT: Windshield card permits shall be placed so as to be clearly legible through the windshield of a vehicle parked in a regulated unmetered parking facility.

Sec. 20.188. NO PARKING AREAS: It shall be unlawful for any person to permit any vehicle to occupy or remain in, or adjacent to, any area marked or posted by signs for no parking, or parking prohibited, or adjacent to any curb painted red, as so designated by the City Manager in any off-street parking facility described in Section 20.184, or in any turnaround circle or other traffic circulation portion of said facility so designated

Sec. 20.189. VEHICLES TO BE PARKED WITHIN LINES: It shall be unlawful and a violation of this Division to park any vehicle across lines designated parking spaces or to park a vehicle in such position that the same shall not be entirely within the area so designated by such lines.

Sec. 20.190. ISSUANCE OF CITATION: It shall be the duty of each police officer or parking enforcement deputy to take the designated name or description of the regulated unmetered parking facility at which any vehicle is parked in violation of Sections 20.186 through 20.189 of this Division; the state vehicle license of such vehicle; the time and date of such parking; and

the make of such vehicle; and issue, in writing, a notice to appear (citation) for illegal parking in the same form and subject to the same procedures provided by the laws of the State applicable to traffic violations within the City.

Sec. 20.191. PAYMENT OF FINE TO AVOID PROSECUTION: Any operator or owner of a vehicle to whom a citation has been issued in accordance with the preceding section may, within fifteen (15) days of the time of the issuance of such citation, pay to the appropriate court, as a penalty for and full consideration of such violation, the sum of twenty-five dollars ($25.00) plus applicable surcharges established by resolution. The mailing, in a sealed envelope properly addressed through the United States mail, of a check, money order or postal order, within fifteen (15) days from the time of issuance of the citation, or notice of such violation, or the deposit with the court of the sum of twenty-five dollars ($25.00), plus applicable surcharges, within fifteen (15) days constitutes compliance with this provision. Delivery of such envelope shall be the responsibility of such owner or operator. The failure of such owner or operator to make such payment within the fifteen (15) days shall render such owner or operator subject to the penalties provided for violation of the provisions of this Division

Sec. 20.192‥20.199. RESERVED 5. This ordinance shall take effect on February 1, 2006.

City of Belluvue, WA, Unbundled Parking Ordinance

Bellevue's ordinance, now in place for 15 years, provides a useful model for requiring the unbundling of parking costs from office leases. On November 27, 1995, Bellevue adopted Ordinance No. 4822, which (among other provisions) added a new Transportation Development Code (Chapter 14.60 of the Bellevue City Code) to the City Code. The most relevant sections of this code, defining the Department of Transportation's authority to enforce the code, the penalties for violations, the unbundling requirement itself (highlighted below in **bold** text), and survey and reporting requirements, are excerpted below.[50] For completeness and to provide context, the full text of Section 14.60.080, which defines not only the unbundling requirement, but also the survey and reporting requirements for the full transportation management program typically required of a downtown development.

Bellevue City Code Chapter 14.60 Transportation Development Code[51]

Sections included:

14.60.021 Authority.

14.60.022 Violation – Penalty.

14.60.080 Transportation management program – Downtown.

14.60.021 Authority.

A. The department of transportation by and through its director is charged with the administration and enforcement of the provisions of this code.

B. The director shall have the authority to:

1. Develop and adopt procedures as needed to implement this code and to carry out the responsibilities of the department.

2. Request the assistance of other city departments to administer and enforce this code.

3. Assign the responsibility for interpretation and application of specified procedures to the department of transportation.

4. Prepare, adopt and update as needed engineering standards to establish minimum requirements for the design and construction of transportation facilities and requirements for protecting existing facilities during construction. The engineering standards shall be consistent with this code and adopted city policies.

C. When authorized by a provision of this Chapter 14.60 BCC, the transportation department may require or allow a performance or maintenance assurance device in conformance with Section 20.40.490 of the Bellevue City Code (Land Use Code). (Ord. 4822 § 1, 1995.)

14.60.022 Violation – Penalty.

[50] City of Bellevue, Washington, Ordinance No. 4822. http://www.bellevuewa.gov/Ordinances/Ord-4822.pdf (accessed November 1, 2010).

[51] Bellevue City Code Chapter 14.60 Transportation Development Code. http://www.codepublishing.com/wa/bellevue/ (accessed November 1, 2010).

Violation of any provision of this code constitutes a civil violation as provided for in Chapter 1.18 BCC, for which a monetary penalty may be assessed and abatement may be required as provided therein. The city shall seek compliance through Chapter 1.18 BCC if compliance is not achieved through this code. (Ord. 4822 § 1, 1995.)

14.60.080 Transportation management program – Downtown.

A. The director may require a transportation management program (TMP) for any project proposed within the downtown in order to reduce congestion, reduce peak hour trips, or implement the policies of the comprehensive plan.

B. Programmatic Requirements.

1. The owner of a building with 50,000 gross square feet or more of office shall…perform or cause to be performed the following elements:

a. Commuting options information boards for each tenant with 50 or more employees.

b. Leases in which the tenants are required to participate in periodic employee surveys.

c. Identification of parking cost as a separate line item in such leases and a minimum rate for monthly long-term parking, not less than the cost of a current Metro two-zone pass.

d. A personalized ridematching service for building employees to encourage carpool and vanpool formation. The ridematching service must enhance the computerized ridematching service available from Metro (or a comparable service), with personalized follow-up with individual employees.

2. Duration. The programmatic requirements shall continue for the life of the building.

C. Performance Goals.

1. The owner of a building with 50,000 gross square feet or more of office shall, as part of the TMP for the building, comply with the following performance goals:

a. For every other year beginning with the building's first certificate of occupancy (CO) anniversary and for 10 years thereafter, the performance goals shall become more restrictive, so that by the tenth year the maximum SOV rate will be reduced by 35 percent from the CO year baseline.

b. The city may adjust the above rates every other year based on review of current conditions in the downtown, the characteristics of the building, and other local or state regulations.

c. These performance goals apply to present and future property owners for the life of the building.

D. Survey and Analysis Requirements.

1. Employee Survey. The property owner shall conduct a survey to determine the employee mode split. The survey must be conducted by an independent agent approved by the city. This survey shall be conducted in a manner to produce a 70 percent response rate and shall be representative of the employee population. If the response rate is less than 70 percent, all nonresponses up to 70 percent shall be considered SOV trips. The survey results shall be used as the basis for calculating performance levels. The city shall provide a survey form to the property owner.

2. Schedule of Survey. The survey is to be conducted every two years; the first survey shall be conducted one year after the issuance of the CO.

3. Analysis of Performance Goals.

a. Single-Occupancy Vehicle Use Formula:

(NS/NT)(100) = percent SOV use, where:

NS = number of employees who commute to work by SOV

NT = total number of employees.

E. Reporting Requirements.

1. Content of Evaluation Report. The property owner shall submit a report to the city which includes the following elements:

a. The property owner's compliance with the performance goals listed in BCC 14.60.080(C), including the number of HOV spaces, their location, how HOV spaces are monitored, loading and van parking locations, transportation coordinator activities, the number and location of commuter information centers and employer commuter options boards, an example of lease language, past and current parking costs and ridematch activities.

b. The results of the employee survey, including the survey procedures and the percent SOV use by employees.

c. Any nonrequired activities undertaken by the property owner to encourage HOV and transit use or any unusual circumstances which have affected SOV use.

The city will provide a report form to the property owner.

2. Reporting Schedule. An initial action plan for implementing the TMP shall be submitted within six months of the issuance of the temporary certificate of occupancy. The action plan shall describe transportation management techniques that the property owner will use to encourage HOV use by employees and reduce peak period vehicle trips as necessary to meet the performance goals. City staff will be available to assist in the development of the action plan. The evaluation reports shall occur by building's first CO anniversary, and every two years thereafter.

F. Failure to Meet Performance Goals.

1. Remedies. If the city determines that the property owner has failed to meet the performance goals of BCC 14.60.080(C), the property owner shall comply with the action plan, employee survey and reporting requirements as set forth below.

2. Action Plan Requirement.

a. Plan Required. If the property owner fails to meet the performance goals, the property owner shall prepare, submit to the city and implement an action plan to meet the performance goals within one year.

b. Adequacy of Plan. The property owner will be allowed flexibility in developing the action plan subject to city review and approval, which approval shall not be unreasonably withheld. As a guide to this review, the city will evaluate the following:

i. The relationship of the number of employees that would be affected by the plan actions to the size of the deficiency which must be reduced.

ii. The effectiveness of proposed actions as they have been applied elsewhere in comparable settings.

iii. The schedule for implementation of the action plan and the assignment of responsibilities for each task.

3. Annual Employee Survey Requirements. An employee survey shall be conducted within one year of the date of submission of the previous report to the city. This survey shall be conducted under the same conditions and using the same methods as described in BCC 14.60.080(D)(1).

4. Annual Report Requirement. A report shall be submitted one year after the submission of the previous report. The report shall include all of the contents described in BCC 14.60.080(E)(1), and in addition shall include descriptions of:

a. Implementation of the action plan, including expenditures; and

b. Summary of effectiveness of elements of the action plan.

5. Duration. The property owner shall comply with the action plan, the annual survey and the annual report requirements every year that the property owner fails to meet the performance goals up to a maximum of six years after submission of the first report.

6. Assurance Device. In the event of a failure by the property owner to meet the performance goals, the property owner shall provide to the city an assurance bond, or other assurance device referenced in BCC 14.60.021(C), at the property owner's option, securing any financial incentives prescribed in an action plan. The assurance device shall equal the cost of the maximum incentive levels which could be required for the following year as referenced in the action plan. The amount of the assurance device shall be determined when the level of activity is determined on the action plan. The assurance device shall be issued not later than 60 days after this determination.

G. Violations. The property owner shall be in violation of the requirements of BCC 14.60.080 if he/she fails to:

1. Comply with the programmatic requirements of BCC 14.60.080(B)(1); or

2. Comply with the reporting requirements of BCC 14.60.080(E); or

3. Submit the required action plans required in BCC 14.60.080(F)(2); or

4. Implement the required action plans required in BCC 14.60.080(F)(2); or

5. Conduct the required employee survey of BCC 14.60.080(F)(3). (Ord. 4822 § 1, 1995.)