



**DATE:** January 30, 2018

**TO:** Mayor & City Council

**FROM:** City Manager

**SUBJECT** Status Update on the Council Strategic Initiatives Two-Year Action Plans:  
Complete Streets, Complete Communities, and Tennyson Corridor

### **RECOMMENDATION**

That Council accepts this progress report and suggested changes to the strategic initiative action plans.

### **SUMMARY**

On June 20, 2017, the City Council adopted three Two-Year Action Plans proposed to implement Council's Strategic Initiatives of Complete Communities, Complete Streets, and the Tennyson Corridor. In the adoption of the action plans, Council requested biannual reports on the implementation of each plan. Over the last six months, the interdepartmental staff teams facilitated and monitored the implementation of the goals and objectives outlined in each plan and with this report, will provide a status update.

Over the last six months of implementation, most of the milestones identified in each of the three two-year action plans are on target. A couple of the accomplishments from the Complete Streets Action Plan include the completion of the Shuttle Feasibility Study, which came before Council on September 19, 2017 and the rehabilitation of over 18 lane miles of pavement. Highlights of accomplishments over these past six months from the Complete Communities Action Plan include updating the affordable housing ordinance, changing Accessory Dwelling Unit requirements to allow for the creation of more affordable housing, and adopting a cannabis ordinance aligned with the new requirements of state law. Lastly, highlights from the Tennyson Corridor plan include the installation of green paint on bike paths in high-conflict areas to increase bicyclist and driver safety and the expansion of the Downtown Streets Team to the Tennyson Corridor. The Tennyson Corridor team also applied for and was awarded a \$35,000 grant from the Davenport Institute for Public Engagement and Civic Leadership. This grant will allow the City to partner with and employ Chabot College students to outreach to the Tennyson neighborhoods on a variety of topics related to the Strategic Initiatives.

A full list of accomplishments, as well as recommendations for modifications to certain timeframes, are detailed in the Discussion section of this report.

## **BACKGROUND**

The Council has four priorities that guide City action: Safe, Clean, Green, and Thrive. These overarching priorities capture the City Council's vision for the Hayward community and have done so for many years.

In November 2016, the City Council held a Council priority setting retreat where they identified three strategic initiatives for the next two years: Complete Streets, Complete Communities and Tennyson Corridor. The identification of strategic initiatives helps to provide clear actions towards the accomplishment of the Council's priorities. In March 2017, the City Manager established interdepartmental strategy teams representing various departments to develop two-year action plans to further advance each of the strategic initiatives.

On June 20, 2017, the City Council adopted the three Strategic Initiative Two-Year Action Plans for Complete Communities, Complete Streets, and the Tennyson Corridor. Since that time, interdepartmental staff teams have continued to facilitate and monitor implementation of the workplans.

The two-year action plans detail each strategic initiative's goals, objectives, and performance measures. Status updates will be routinely presented to the Council on a biannual basis and to the City Management Team on a quarterly basis, affording the City Council and Management Team to track progress and identify any issues hindering the implementation of these plans. Further information on the City's prior activities and accomplishments related to Complete Communities, Complete Streets, and the Tennyson Corridor is detailed in the [June 20<sup>th</sup> Strategic Initiatives staff report](#).

## **DISCUSSION**

Each of the strategic initiative two-year action plans identified goals and objectives to be completed over the next two years. This staff report details each team's accomplishments over the first six months of implementation, as well as any barriers to completing the tasks outlined in the action plans or recommended changes to the tasks and timeline.

### ***COMPLETE STREETS STRATEGIC INITIATIVE***

The Complete Streets Strategic Initiative two-year action plan identified the following three goals:

1. Prioritizing safety for all modes of travel.
2. Providing complete streets that balance the diverse needs of users of the public right-of-way.

3. Maintaining sufficient funding to provide for existing and future transportation facility and service needs, including the operation and maintenance of the transportation system.

Accomplishments:

Over the last six months, the following tasks and milestones in the Complete Streets action plan were completed:

- *Implementation of existing street repair and rehabilitation programs (Goal 2, Task 2.a.i)*
  - Sidewalk Repair Program – repaired sidewalks in 125 locations, totaling 1,872 feet of sidewalk.
  - Pavement Rehab Program – rehabilitated 18.35 lane miles of pavement.
  - Wheelchair Ramp Program – installed 105 curb ramps.
- *Complete Shuttle Feasibility Study (Goal 2, Task 2.a.vii)*

The final study was presented to Council on September 19, 2017. The report identified a funding cap for full implementation of a shuttle program. Staff will reevaluate the need for a shuttle in two years.

Recommended Modifications:

Staff recommends the following change to the work plan under Goal 1:

- *Complete Neighborhood Traffic Calming Study (Goal 1, Task 1.b.i)*

This task was originally scheduled to be completed by December 2017. A key staff vacancy has delayed this milestone. A revised draft of the study is scheduled to be presented during an April 2018 Council Work Session. Staff anticipates that the study will be fully completed by Fall 2018.

**COMPLETE COMMUNITIES STRATEGIC INITIATIVE**

The Complete Communities Strategic Initiative two-year action plan identified the following three goals:

1. Improve quality of life for residents, business owners, and community members in all Hayward neighborhoods.
2. Provide a mix of housing stock for all Hayward residents and community member, including the expansion of affordable housing opportunities and resources.
3. Develop a regulatory toolkit for policy makers.

Accomplishments:

Since the adoption of the strategic initiatives, staff have completed the following tasks in the Complete Communities action plan:

- *Adopt, finalize, and implement Business Incentive Program (Goal 1, Task 1.c.4.a)*  
City Council approved the Economic Development incentives program on November 7, 2017, including a small business grant program, the Commercial Building Improvement Reimbursement Program, and Business Rebate Program.
- *Adopt Accessory Dwelling Unit (ADU) ordinance (Goal 2, Task 2.b.1.a)*  
On October 30, 2017, City Council approved an amendment to the zoning text updating regulations related to ADUs in accordance with state law, including adjusting parking requirements, requiring owner occupancy, and applying utility impact fees.
- *Identify development projects to receive first round A1 funding (Goal 1, Task 2.b.1.b)*  
Staff presented Council with a summary description of affordable rental and home ownership projects in the pipeline and opportunities for leveraging A1 funding for those developments on December 12, 2017.
- *Review/update affordable housing ordinance, including fee assessment (Goal 2, Task 2.d.1.a)*  
Council adjusted affordable housing requirements for new housing developments, including adjusting in-lieu impact fees on November 28, 2017.
- *Introduce Cannabis ordinance/bring to Council to put forth standards aligned with State requirements (Goal 3, Task 3.c.2.a)*  
City Council approved a limit on cannabis retail dispensary permits, changes to the municipal code regarding cannabis sales, cultivation, smoking pollution control, and related land uses during the October 30, 2017 meeting. On December 5, 2017, Council adopted a commercial cannabis permit selection process.

### Recommended Modifications:

Staff recommends the following changes to the action plan:

- *Create a Housing Division to address and promote equal housing opportunities for all people (Goal 2, 2.a.1.a)*  
Recommend changing the due date from December 2017 to March 2018 to allow Housing Manager to fully staff division.
- *Conduct research and compile a comprehensive list of items to be revised in preparation for updating the Form-Based Code (Goal 3, 3.a.4.a)*  
Staff has compiled a draft list, but a more complete list will be required to continue in the update process. Additional staff or a consultant is necessary to prepare revisions and updates to the Form-Based Code.
- *Explore expansion of a second farmer's market location (Goal 1, Task 1.b.2.b)*  
Recommend changing due date to June 2018 due to a temporary staffing shortage.

### ***Tennyson Corridor Strategic Initiative***

The Tennyson Corridor Strategic Initiative two-year action plan identified the following three goals:

1. Work with the community to create a vision plan for the Corridor and catalyst sites to serve as a foundation for long-term planning and policies.
2. Increase pedestrian and cyclist safety.
3. Improve community appearance.
4. Foster a cohesive sense of place.
5. Improve community resiliency.

### Accomplishments:

Since the adoption of the strategic initiatives, staff have completed the following tasks in the Tennyson Corridor action plan:

- *Work to understand community needs and desires for the Corridor (Goal 1, Objective 1.a)*
  - A team of UC Berkeley Urban Planning Master's students worked with 110 students from Mt. Eden High School to discuss assets and challenges in the Tennyson neighborhood and create a map of assets and areas of opportunity in the neighborhood.
  - CSUEB students interviewed 20 business owners about their experiences owning or operating a business along the Tennyson Corridor to better understand what they valued and what concerned them about the neighborhood.

- Staff secured a \$50,000 Water Board grant to do outreach and visioning around the Ward Creek watershed and urban greening.
  - The City received a \$35,000 grant from the Davenport Institute for Public Engagement and Civic Leadership. This grant will allow the City to partner with and employ Chabot College students to conduct outreach to the Tennyson neighborhoods on a variety of topics related to the Strategic Initiatives.
- *City will collaborate with Hayward Area Recreation and Parks District on the utilization of F1 funding in the Tennyson Corridor (Goal 1, Task 1.b.1)*  
City Planning staff has been working closely with HARD regarding upcoming improvements to HARD properties along the Corridor, which will be incorporated into HARD's Master Plan. Funding will be prioritized based on the Master Plan.
  - *Lead the development and construction of a new South Hayward Family Center in coordination with community stakeholders (Goal 1, Task 1.c.5)*  
City staff has worked to coordinate and participate in taskforce meetings comprised of various community partners, participated in the governance group for the SHFC in developing policies, supported the governance group to select a facility operator from among the RFP respondents, participated in architectural design and procurement and supported the governance group in their capital funding development for the SHFC.
  - *Support and expand collaboration with Caltrans and Amtrak/Union Pacific Railroad to update crossings to increase safety (Goal 2, Task 2.a.1)*  
City Staff from multiple departments have been working closely with Union Pacific and Caltrans regarding high conflict crossings in the Corridor. Caltrans will be installing flashing beacons, improving curb ramps and signing and striping at the crosswalks on Tennyson Road at the I-880 ramps in 2018. Staff is working with the Alameda County Transportation Commission to identify safety improvements along the Union Pacific tracks behind Tennyson High School.
  - *Add green paint on bike paths in conflict areas (Goal 2, Task 2.a.3)*  
Green paint has been installed in the bike lanes on Tennyson from Mission to Hesperian at all conflict areas. Conflict areas are where bikes may need to interact with cars, such as the beginning and end of an intersection.
  - *Install additional light poles in the South Hayward Joint Powers Authority (JPA) area (Goal 2, Task 2.d.2)*  
The lighting upgrade under the overpass where BART crosses Tennyson is complete. Staff is currently evaluating the current lighting level to determine if additional lighting is needed between Dixon and Huntwood. If so, PG&E has already approved 6-8 additional street lights on the north side of Tennyson.
  - *Apply for grant money to host pavement-to-garden event*  
Staff applied for and received a grant from the California Department of Water Resources to do outreach along Tennyson to determine water-related needs, including

urban greening projects like pavement-to-garden. The outreach grant will be completed by fall of 2018, at which point staff plans to apply to get implementation money.

- *Expand the Downtown Streets Team to the Corridor (Goal 3, Task 3.b.2)*  
Secured funding and contracted with Downtown Streets Team for a two-year Tennyson Pilot program beginning January 2018.
- *Partner with Keep Hayward Clean and Green (KHCG) on events in the Corridor (Goal 3, Task 3.b.3)*  
Partnered with KHCG to hold targeted cleanup events including Palma Ceia Park in October and Leidig Court in November. KHCG also works closely with Downtown Streets Team.
- *Conduct empathy work and pilot experiments regarding neighborhood branding (Goal 4, Task 4.c.1)*  
Staff conducted empathy work on neighborhood branding utilizing the Lean Innovation methodology. More robust empathy work and pilot experiments will be conducted within the frame work of the Vision Plan that will be developed in Spring/Summer 2018. Hayward PD has been holding regular community meetings with Tennyson Corridor business owners.
- Completed tasks that align with Complete Communities tasks reported above:
  - *Grow participation in the Hayward E.Y.E.S. program (Goal 2, Task 2.c.1)*
  - *Expand Coffee with a Cop (Goal 2, Task 2.c.2)*
  - *Expand CodeRED and NIXLE registration (Goal 5, Task 5.c.a)*
  - *Develop a façade improvement program for businesses (Goal 3, Task 3.c.3)*
  - *Adopt, finalize, and implement Business Incentive Program (Goal 5, Task 5.e.1)*

Recommended Modifications:

Staff recommends the following changes to the work plan:

- *Identify pedestrian and bike path improvements in development with the Complete Streets Feasibility Plan (Goal 2, Task 2.a.2)*  
City Planning staff is writing a MTC grant for submission in March 2018 for a more comprehensive Tennyson Corridor Plan than current funding levels would otherwise allow for, including pedestrian and bike path improvements.
- *Partner with Bike East Bay and HUSD to provide classes and safety equipment (Goal 2, Task 2.b.1)*  
City staff is currently conducting empathy work and pilot experiments on barriers to bicycle usage with classes and safety equipment to be rolled out in Spring 2018 based upon Lean Accelerator findings.

- *Partner with Stopwaste and KHCG on Pavement-to-Garden event (Goal 3, Task 3.a.1)*  
Staff recommends tabling Pavement-to-Garden events until further community/business outreach and the Tennyson Road study is completed, with a new due date of June 2019.



- *Expand Firehouse Clinic services to include dental clinic (Goal 5, Task 5.b.1)*  
Firehouse Clinic dental services will be rolled out, with associated promotional campaign, in Spring 2018.
- *Expand advertisement of Firehouse Clinic resources for residents (Goal 5, Task 5.b.2)*  
Staff is currently working with the County on an evaluation of the services and on clinic branding. The due date for this task is postponed to June 2018.
- *Install GPS based signal preemption for AC Transit buses (Goal 5, Task 5.d.1)*  
The signal preemption system was installed in Summer 2017. AC Transit is currently working with Hayward staff upgrading their system to use signal preemption on Hesperian and will explore other Corridors after that project is complete.

### ***Lean Accelerator Projects***

In addition to the accomplishments listed above, the Strategic Initiative working groups have formed lean innovation teams to participate in an accelerator program to quickly advance projects related to their action plan goals using the lean innovation process. A two-day kick-off boot camp was held in October to begin the projects, and the teams are currently amid the 12-week intensive accelerator.

#### *Lean Innovation: Complete Streets*

The Complete Streets Lean Innovation team began by exploring ways to lessen the effect of street closures on downtown businesses. Staff was concerned with how pavement rehabilitation projects would impact customers' ability to access businesses and reached out to business owners to find out how the City could help mitigate problems caused by closing traffic. The team learned that what business owners wanted most was better communication about when the street closures would occur, how long they would last, and where customers and employees could park in the absence of on-street parking. The team is currently partnering with the Community and Media Relations Division to experiment with different modes of communication and discover what works best.

#### *Lean Innovation: Complete Communities*

Two Lean Innovation Accelerator teams are working on projects related to the Complete Communities Strategic Initiative.

One lean innovation team planned to innovate opportunities to leverage Community Development Block Grant (CDBG) funding to assist residents with Accessory Dwelling Unit (ADU) conversions and create more affordable housing in Hayward. As the team reached out to their target customers – homeowners who would be eligible for funding and interested in ADU conversions – they learned that residents who met eligibility requirements weren't interested in conversions, and residents interested in conversions tended to not meet eligibility requirements. Moving forward, the team is reaching out to residents who have

expressed interest in ADU conversions to learn how the City can help them move forward in the process.

Another team set out to pursue public safety issues in multifamily housing. While conducting their first round of empathy work, staff learned any public safety issues experienced by multifamily residents were overshadowed by concern about housing affordability and the cost of rent, a lack of parking, and poor housing conditions. Currently, the group is running a live experiment to determine whether residents who contact the City regarding housing issues are connected with the appropriate services for their situations with the goal of improving the City's service delivery.

*Lean Innovation: Tennyson Corridor*

The Tennyson Corridor lean innovation team is addressing bicycle and pedestrian safety along the Corridor. With the opportunity to provide bike safety education and equipment through Bike East Bay, staff wanted to ensure that the resources on offer were those that best met residents' needs. The team is reaching out to families through the Weekes Branch Library and homework support programs in elementary schools located near the Corridor to better understand what would help bicyclists feel safer traveling down the Corridor.

**FISCAL IMPACT**

Staff is currently reviewing the need for additional resources to complete the Strategic Initiative Two-Year Action Plans and will return with a full analysis of fiscal impacts that will be presented in the mid-year budget report.

**NEXT STEPS**

Staff will incorporate Council's feedback into the action plans and continue to implement the Strategic Initiatives. Staff will report back to Council in six months on implementation progress, including the performance metrics for each Strategic Initiative.

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

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Kelly McAdoo, City Manager