



DATE: September 11, 2018

TO: Mayor & City Council

FROM: City Manager

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

RECOMMENDATION

That Council accepts and comments on the progress report on the implementation of the two-year Strategic Initiative Action Plans.

SUMMARY

On June 20, 2017, the City Council adopted Two-Year Action Plans for the Council's three Strategic Initiatives: Complete Communities, Complete Streets, and the Tennyson Corridor. This staff report provides a six-month status update on the implementation progress and recommends focus implementation areas for this second and final year. The two-year action plans for each of the three strategic initiatives are attached with detailed information on the specific goals and objectives, milestones, and tasks (Attachments II, III, and IV).

BACKGROUND

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. These initiatives support the Council's priorities of Safe, Clean, Green, and Thriving. Council's identification of these strategic initiatives helped staff better understand Council's priorities, align current projects and strategies within these strategic initiative focus areas, and apply resources and staff time more intentionally.

On [June 20, 2017](#), the City Council adopted three Strategic Initiative Two-Year Action Plans for Complete Communities, Complete Streets, and the Tennyson Corridor and directed staff to return to Council every six-months to provide a status update on the implementation. Council received the first status update on [January 20, 2018](#) and received a 2nd update via an informational report on [July 10, 2018](#).

DISCUSSION

Over the past year, staff made significant progress on milestones outlined in each of the two-year action plans. This report outlines the various accomplishments since January 2018. This report also recommends more specific focus implementation areas this next and final year of the two-year action plans, after lessons learned from delays that occurred in the first-year of implementation caused by staffing vacancies and other competing priorities.

Below is a summary of the various milestones completed and recommended focus areas for FY 2019 for each of the three strategic initiatives.

COMPLETE STREETS STRATEGIC INITIATIVE

The Complete Streets Strategic Initiative identified the following three goals:

1. Prioritize safety for all modes of travel;
2. Provide complete streets that balance the diverse needs of users of the public right-of-way; and
3. Maintain sufficient funding to provide for existing and future transportation facility and service needs, including the operation and maintenance of the transportation system.

Since January 2018, the following major milestones were accomplished:

- ***NEIGHBORHOOD TRAFFIC CALMING PROGRAM ADOPTION (GOAL 1, TASK 1.A.1)***
Staff and TKJM, Inc. developed a Neighborhood Traffic Calming Program (NTCP) to address frequently voiced neighborhood traffic safety concerns such as speeding, cut-through traffic, and bicycle and pedestrian safety. City Council adopted the program on July 3, 2018.
- ***MISSION BOULEVARD PHASE 2 & 3 CORRIDOR IMPROVEMENTS (GOAL 2, TASK 2.A.3)***
Staff has begun Phase 2 Construction on the Mission Boulevard Corridor Improvements, which occur from Industrial Parkway to the south City limit near Blanche Street.
- ***DEVELOP A BICYCLE AND PEDESTRIAN MASTER PLAN AND SAFE ROUTES TO SCHOOL PLAN (GOAL NO. 2, TASK 2.A.4)***
Staff and Kittleson & Associates officially began the development of the Citywide Bicycle and Pedestrian Master Plan Update. They are currently analyzing current conditions to identify gaps in the network for bicyclists and pedestrians.

Recommended Focus Areas for FY 2019:

Staff recommends the following focus areas for second-year implementation:

- ***COMPLETE CITYWIDE INTERSECTION STUDY (GOAL NO. 1, TASK 1.A.1)***
Evaluate existing and future conditions, identify deficiencies, provide recommendations and prioritize transportation infrastructure needs at key intersections throughout the City. The study will also develop a capital improvement plan to address transportation-related impacts associated with new developments.
- ***TENNYSON ROAD COMPLETE STREETS FEASIBILITY STUDY (GOAL NO. 1, TASK 1.C.1)***
Develop conceptual plans for Tennyson Road and coordinate/align the future project with the Tennyson Corridor Strategic Initiative.
- ***HAYWARD BOULEVARD TRAFFIC CALMING AND SAFETY PROJECT (GOAL NO. 1, TASK 1.C.2)***
Develop conceptual plans for Hayward Boulevard, so staff can apply for local, regional, and federal grants.
- ***IMPLEMENT THE MAIN STREET COMPLETE STREET PROJECT (GOAL NO. 2, TASK 2.A.2)***
Engage with the public to introduce the conceptual plans that have been developed and select street section(s) to begin design work.
- ***MISSION BOULEVARD PHASE 2 & 3 CORRIDOR IMPROVEMENTS (GOAL 2, TASK 2.A.3)***
Begin the construction on Phase 3 of the Mission Boulevard Corridor Improvements which improves Mission Boulevard from “A” Street to the north City limit near Rose Street.

COMPLETE COMMUNITIES STRATEGIC INITIATIVE

The three goals in the Complete Communities Strategic Initiative are:

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; and
3. Develop a regulatory toolkit for policy makers

Since January, the following major milestones were accomplished:

- ***IMPROVING QUALITY OF LIFE FOR RESIDENTS, BUSINESSES OWNERS, AND COMMUNITY MEMBERS IN ALL HAYWARD NEIGHBORHOODS (GOAL NO. 1, TASK 1.B.1.A)***
In FY2018, the Neighborhood Improvement Program (NIP) Grant initiative awarded two grants to support murals to deter graffiti: \$5,000 was awarded to support the painting of a mural in Palma Ceia Park, and \$10,000 was awarded in support of the Hayward Book-to-Action immigration themed mural in South Hayward.

- ***ESTABLISH COMMUNITY NEIGHBORHOOD EMERGENCY RESPONSE TEAM (GOAL NO. 1, TASK 1.D.1.B)***
 Staff completed the development of the new Neighborhood Emergency Response Team (NERT) program, which is being rolled out in FY2019. Staff created a webpage and flyers to help with recruitment. The goal for FY2019 is to host twelve NERT classes in South Hayward to train 240 community members.
- ***IDENTIFY DEVELOPMENT PROJECTS TO RECEIVE FIRST ROUND A1 FUNDING (GOAL 2, OBJECTIVE 2.B.1.B)***
 The City released a Notice of Funding Availability (NOFA) for the development of affordable housing on April 30, 2018. The NOFA identifies affordable housing projects consistent with the City's priorities to receive city affordable housing funds. The maximum loan amount under the NOFA is ten percent of the total development costs. Projects awarded funds will be required to restrict a minimum of 20 percent of the total affordable units to provide housing for extremely low-income households. The City Council approved scoring criteria on March 20, 2018, which prioritizes housing for special needs populations.
- ***EXPLORE MEASURES TO PREVENT HOUSING DISPLACEMENT (GOAL 2, OBJECTIVE 2.D.2.B)***
 On May 29, 2018, Council approved a moratorium on decontrol of rental units under the Residential Rent Stabilization Ordinance (RRSO) to pause decontrol of housing units while this component of the ordinance can be evaluated. Council also approved amendments to the RRSO to clarify that the Eviction for Cause provisions are applicable to all units covered under the ordinance included decontrolled units.
- ***ANALYZE HOME SAFETY PROGRAMS (WEED ABATEMENT PR) (GOAL NO. 2, TASK 2.D.3.D)***
 The City launched specialized software (3Di) in May 2018 to streamline customer service interactions related to weed abatement issues. The platform gives customers visual feedback on what actions are needed to increase defensible space and reduce fire risk.
- ***INDUSTRIAL ZONING UPDATE (GOAL NO. 3, ACTION 3.A.1)***
 Staff is reviewing the draft regulations. Staff will present to the Planning Commission at a study session in October 2018 and to Council in early 2019.
- ***DEVELOP SHORELINE MASTER PLAN (GOAL NO. 3, ACTION 3.A.2)***
 The City received a Caltrans grant for \$509,000 to complete the Master Plan study. The project will kickoff in October 2018, including hiring a consultant. Staff estimates completion in approximately February of 2021.
- ***REFINE DOWNTOWN SPECIFIC PLAN (GOAL NO. 3, ACTION 3.A.3)***
 Staff is currently reviewing the draft Specific Plan and Draft Code. The Public review draft is anticipated for winter 2018, with ultimate adoption by April 2019.

- ***REVISE AND UPDATE FORM-BASED CODE (GOAL NO. 3, ACTION 3.A.4)***
The City Council approved a contract in May 2018 to use Lisa Wise Consulting to prepare the update. The kickoff meeting was held in July 2018.
- ***REVIEW PARK IN-LIEU FEES (GOAL NO. 3, ACTION 3.B.1)***
The City selected Community Attributes Inc to prepare the nexus study through a competitive RFP process. Work on the nexus study began in May 2018 and is expected to conclude by March 2019.
- ***ASSESS THE VIABILITY OF DEVELOPING A VACANT BUILDING ORDINANCE (GOAL NO. 3, ACTION 3.C.1)***
Staff assessed the viability through a series of empathy interviews and drafted an ordinance with the goal of establishing an enforcement processes to protect neighborhoods from distressed vacant buildings. Staff will present the draft ordinance to Council in winter 2018.

Recommended Focus Areas for FY 2019:

Staff recommends the following focus areas for second-year implementation.

- Continue ongoing work on the Notice of Funding Availability (NOFA) and the Residential Rent Stabilization Ordinance (RRSO).
- Continue ongoing work on each of the Regulatory Toolkit items:
 - Industrial Zoning Update
 - Shoreline Master Plan
 - Downtown Specific Plan
 - Form-Based Code
 - Park In-Lieu Fees
 - Vacant Building Ordinance
- *Explore ways to facilitate public art (Goal 1, Task 1.c.3)*
Finalize workplan with a comprehensive community outreach strategy and explore funding options to explore public art.
- *Facilitate economic development and growth opportunities within communities (Goal 1, Task 1.c.4)*
Expedite hiring of Economic Development Specialists to increase capacity and to develop a business incubator.
- *Introduce pro-equity practices aligned with Anti-Discrimination Action Plan (ADAP) in the major functions of city government (Goal 1, Task 1.e.2)*
Finalize City workplan and priorities in coordination with the Community Task Force.

TENNYSON CORRIDOR STRATEGIC INITIATIVE

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

1. Work with the community to create a Vision Plan for the Corridor;
2. Increase pedestrian and cyclist safety;
3. Improve community appearance;
4. Foster a cohesive sense of place; and
5. Improve community resiliency;

Since January, the following major milestones were accomplished:

- **CONDUCT EMPATHY INTERVIEWS WITH KEY STAKEHOLDERS AND A DIVERSE SET OF COMMUNITY MEMBERS TO PREPARE FOR VISIONING SESSIONS (GOAL 1, TASK 1.A.1)**

- Through an outreach grant from the Davenport Institute, the City partnered with the Chabot College Student Initiative Center (SIC) to interview over 200 community members and stakeholders over the past six months.
- Staff launched a website, online survey, and interactive map, which can be found at: www.Hayward-ca.gov/TennysonThrives
- The Chabot students translated their interviews into an art exhibit that was displayed at City Hall the week of May 21 (Needles in the HayStack).
- Through an outreach grant from the Water Board, the City is currently partnering with Rising Sun Energy Center to conduct interviews specifically around water and urban greening along the Corridor.

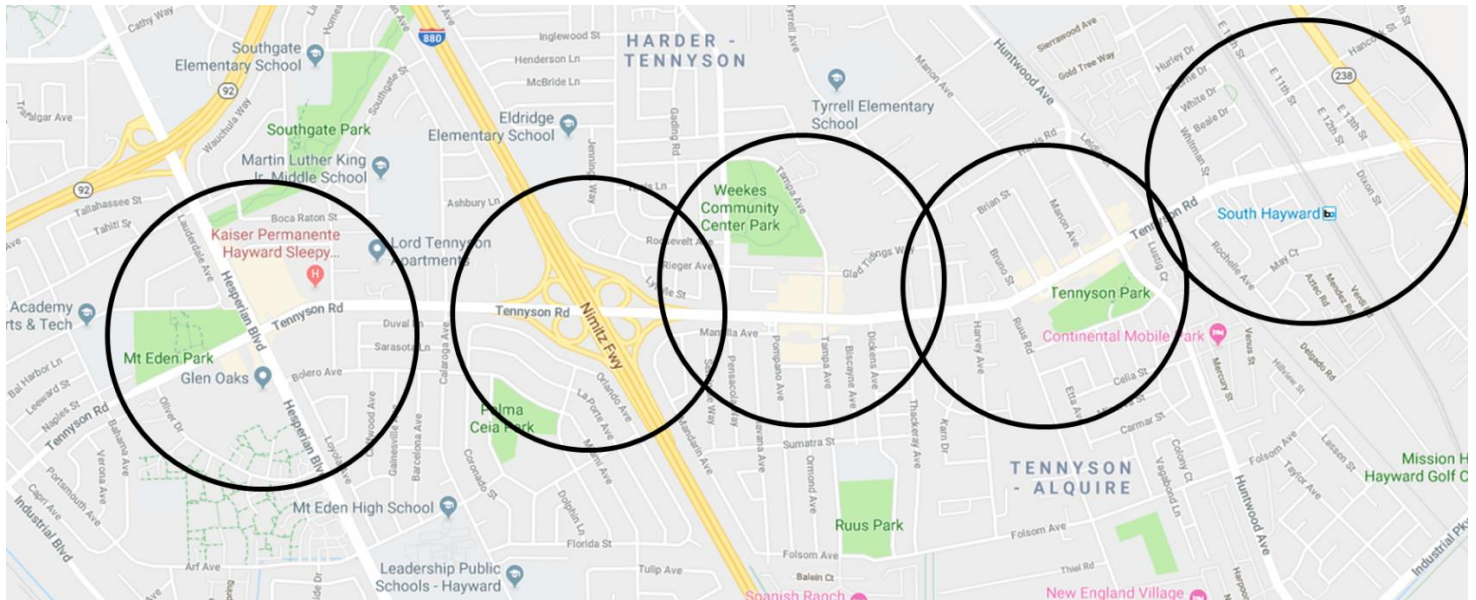
- **HOST COMMUNITY VISIONING SESSIONS (GOAL 1, TASK 1.A.2)**

Staff has worked with the Chabot College SIC to trend the data collected into the following five draft Opportunity Areas. Staff is looking for input from Council on these five Areas at the September 11, 2018 meeting. Each Opportunity Area is divided into solutions that focus on investment in place and solutions that focus on investment in people.

Investment in Place		Investment in People	
	Design, Land Use, Infrastructure		Programs and Partnerships
I	Dynamic Public Spaces and Amenities		Engaged and Well-Resourced Communities
II	Unique Neighborhood Identities		Vibrant and Proud Communities
III	Green and Resilient Environments		Healthy and Prepared Communities
IV	Diverse Transportation Options		Active and Connected Communities
V	Diverse Housing Options		Stable and Rooted Communities

The Chabot SIC will direct their energies to creating, testing, and vetting solutions that focus on people. They held their first visioning session at Palma Ceia park in July 2018, which was attended by more than 300 community members. They will host several more visioning sessions this fall.

Staff is exploring a partnership with Cal Poly's Planning Department to create and vet physical design solutions that focus on the places along the Tennyson Corridor. They will be doing this through the lens of focus nodes. The five draft focus nodes are below. Staff is also looking for input from Council on these.



- ***IDENTIFY AND PILOT POSSIBLE PEDESTRIAN AND BIKE PATH IMPROVEMENTS IN COORDINATION WITH DEVELOPMENT OF THE COMPLETE STREETS FEASIBILITY PLAN (GOAL 2, TASK 2.A.2), AND PARTNER WITH BIKE EAST BAY TO PROVIDE CLASSES AND SAFETY EQUIPMENT (TASK 2.B.1)***

These tasks have been folded into the on-going Bike and Ped Masterplan Update, which has a Technical Advisory Group that includes Bike East Bay. There will be several popup events in FY2019 associated with this update. Staff spent several dozen hours over the past six months assessing the costs and constraints associated with popup bike lanes and continues to evaluate where and when such an event would be most impactful with the least amount of risk. In addition, staff partnered over the past six months to assist the planners of the Bike Rodeo on June 30th from 11am to 3pm at Mt. Eden Park.

- ***UPDATE EXISTING LANDSCAPING ALONG THE CORRIDOR (GOAL 3, TASK 3.A.1)***
Staff has completed updates to the landscape surrounding the South Hayward BART Station. Staff has begun the manual preparations to upgrade medians on the eastern end of the Corridor. Staff will continue to upgrade medians throughout FY2019.
- ***USE DATA AND EVIDENCE DRIVEN APPROACHES TO ADDRESS ILLEGAL DUMPING (GOAL 3, TASK 3.B.1)***
Over the past six months, staff has created data governance goals and a data inventory in partnership with Bloomberg Philanthropies' What Works Cities Initiative. Based on this work, staff has prioritized evaluating and updating the structure of Access Hayward.

- ***DEVELOP A FAÇADE IMPROVEMENT PROGRAM FOR BUSINESSES (GOAL 3, TASK 3.C.3)***
Staff has conducted extensive outreach to small businesses on Tennyson Road to inform them of the City's façade improvement program. Thus far, 16 businesses have been approved for the program, at \$10,000 each. Three businesses have completed their upgrades.
- ***EXPAND THE DOWNTOWN STREETS TEAM (DST) TO THE CORRIDOR (GOAL 3, TASK 3.B.2)***
Since January, DST has been cleaning Tennyson Rd every Wednesday-Friday from 8am-12pm. DST currently has 31 Team Members. 10 individuals have reached beyond 90-day employment and 17 people have gone from homeless to housed.
- ***PARTNER WITH KEEP HAYWARD CLEAN AND GREEN (KHCG) ON EVENTS IN THE CORRIDOR (GOAL 3, TASK 3.B.3)***
Over the past six months, there were cleanups at Tyrell Elementary on February 24 and Ruus Park on March 24, as well as the annual citywide cleanup at Weekes Park on May 12.
- ***SUPPORT AND DEVELOP SUSTAINABLE NEIGHBORHOOD-BASED FUNDING FOR SMALL PROJECTS (GOAL 4, TASK 4.B.2)***
The FY2019 budget includes additional Neighborhood Improvement Program funding to support small neighborhood projects. Staff is partnering with the Chabot College SIC to improve the grant funding model, including adding a participatory element.
- ***EXPLORE POSSIBILITY OF A SECOND HAYWARD FARMER'S MARKET LOCATION ALONG THE TENNYSON CORRIDOR (GOAL 4, TASK 4.B.3)***
Economic Development staff is in conversation with the Agricultural Institute of Marin (AIM) about a potential market in South Hayward. AIM is reviewing the feasibility of a second location.
- ***EXPANSION OF THE CITY'S BRACE AND BOLT PROGRAM (GOAL 5, TASK 5.C.3)***
The program has expanded its pool of FEMA certified contractors available to complete projects. Targeted outreach to low-income census tracts with potential eligible applicants is ongoing.
- ***COORDINATE WITH LOCAL SERVICE PROVIDERS AND TRANSIT AGENCIES TO PROMOTE THE CITY'S PARATRANSIT PROGRAM (GOAL 5 TASK 5.D.2.)***
The Community Services Division has commissioned a City of Hayward Needs Assessment to identify service gaps in the following areas: transportation, housing, health services, and employment. The assessment is scheduled for completion in Fall FY2019. The HOP is partnering with the City of Fremont and LIFE Eldercare to contract with transportation network company LYFT to serve seniors and people with disabilities. The service is scheduled to launch in Winter FY2019.

- ***TARGET OUTREACH FOR THE EBCE, PAYS, CYES, WATER REBATE, GRID ALTERNATIVE AND SUN SHARES PROGRAMS TO RESIDENTS AND PROPERTY MANAGERS ALONG TENNYSON (GOAL 5 TASK 5.E.2.)***

East Bay Energy Watch's Smart Light Program came to the Tennyson Corridor last winter. They visited 199 businesses and conducted 34 energy audits. In addition, staff received grant funding to hire additional CYES staff to work specifically in the Tennyson neighborhoods during this 2018 summer.

Recommended Focus Areas for FY 2019:

Staff recommends the following focus areas for second-year implementation:

- Continue Vision Plan efforts:
 - Partner with the Chabot College Student Initiative Center (SIC) to conduct charettes and idea-generating sessions with stakeholder groups
 - Partner with the SIC to pilot participatory neighborhood improvement grant giving and coaching
 - Host a series of coordination meetings with community leaders and initiatives in South Hayward, including the Hayward Promise Neighborhood, the South Hayward Family Center, and the Hayward Area Recreation and Park District
 - Pursue the partnership with the Cal Poly Planning Department for the physical design element of the Vision Plan
- Continue installing landscape improvements in the Corridor medians
- Continue work on the Bike & Pedestrian Master Plan and start work on the Tennyson Corridor Complete Streets Feasibility Study, including convening Bike East Bay and other partners as part of the technical advisory group
- Continue implementation and expansion of the Façade Improvement Program to businesses along the Corridor
- Continue partnering with the Downtown Streets Team and Keep Hayward Clean & Green to provide cleanup services along the Corridor
- Implement the Neighborhood Emergency Response Team program, focusing on partner organizations and schools along the Corridor

FISCAL IMPACT

There are no fiscal impacts resulting from this informational report.

STRATEGIC INITIATIVES

This staff report provides an update on the implementation of the three Council's strategic initiatives.

NEXT STEPS

Staff will next present to Council in early 2019 at a Council Retreat to re-affirm strategic initiatives and/or identify other strategic initiatives for the upcoming two years.

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