



SUBJECT

Review Draft Complete Communities Strategic Initiative Two-Year Action Plan

RECOMMENDATION

That the Planning Commission reviews and provides feedback on the Draft Complete Communities Strategic Initiative Two-Year Action Plan.

SUMMARY

The City Council has four guiding priorities that drive City action: Safe, Clean, Green, and Thrive. These overarching priorities emphasize the City Council's desire for the Hayward community over the last several 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.

On [January 31, 2017](#), Council discussed Housing affordability as this is a key emerging need, therefore affordable housing is included as one of the three goals within the Complete Communities strategic initiative's two-year action plan.

In March 2017, the City Manager established an interdepartmental strategy team representing seven departments to develop a two-year action plan to further advance this strategic initiative. This Complete Communities Strategic Initiative two-year action plan delineates the specific goals, objectives, and performance measures that will be implemented over the next two-year period to ensure the City advances the intent of this Council strategic initiative.

BACKGROUND

In November 2016, the City Council held a retreat with the City Manager, some members of the City's Executive Team, and the Novak Consulting Group to establish goals and priorities for the upcoming year. While the retreat provided an opportunity to identify new initiatives, it also provided an opportunity to align and reprioritize existing initiatives within the framework of Guiding Principles previously identified: to make Hayward a Safe, Clean, Green and Thriving community. While initiatives related to traffic safety/complete streets, affordable housing, and entertainment opportunities around Vista Park/the Tennyson corridor were identified, the City Council also directed staff to develop policies to achieve greater leverage for the City to encourage "Complete Communities." Specifically, the Council

requested that staff look at land use decisions that will make the City of Hayward a fun place to live, work and play via amenities, parks, retail/commercial, and recreational opportunities.

On [February 28, 2017](#), the Council held a work session to discuss the Complete Communities strategic initiative and provided staff further direction related to this initiative. The minutes from that work session reflect Council's comments on Complete Communities Initiative:

“incentivize the inclusion of affordable housing in developments; require inclusionary housing in developments; there was some reservation about accessory dwelling units for single-family houses; place more emphasis on growth through education opportunities and aging in place; leverage emerging development opportunities that stimulate completing community components; create balanced developments that have housing, recreation use, commercial use, affordable housing, and attractive elements among others; create tools to encourage mixed-use developments; consider increasing the affordable housing in-lieu fee; have a commercial requirement for housing developments and for smaller developments; consider an economic development in-lieu fee that could be used to subsidize needed services; require a public art component for housing developments; require contributions toward shuttles in certain areas; require rental properties to have unbundling parking; consider open space requirements; restrict services that are not healthy for the neighborhoods; minimize housing displacement and encourage home ownership; ensure that all neighborhoods are given fair and equal attention; update the Zoning Ordinance and Subdivision Ordinance to help achieve complete communities; and build a sense of completeness in older neighborhoods. “

In an effort to identify community-focused goals, actions and policies that could meet City Council's directive and assist in making the City of Hayward a complete community, staff reviewed the implementation strategies of the adopted General Plan, which provide a fairly significant number of programs to support the Initiative. The [Hayward 2040 General Plan](#), adopted in July 2014, is the City's overarching planning document and provides a blueprint for growth and development by setting land use policy citywide. The General Plan outlines goals, policies and implementation programs that are aligned with the Community Vision for the City, which states:

Hayward will be a distinct and desirable community known for its central Bay Area location, vibrant Downtown, sustainable neighborhoods, excellent schools, robust economy, and its growing reputation as a great college town. With a variety of clean, safe, and green neighborhoods, and an accessible network of parks and natural open space, Hayward will be home to one of the most diverse, inclusive, educated, and healthy populations in the Bay Area. It will be a destination for life-long learning, entertainment, arts and culture, recreation, and commerce. It will be a community that values diversity, social equity, transparent and responsive governance, civic engagement, and volunteerism. Hayward will be a thriving and promising community that individuals, families, students, and businesses proudly call home.

The Vision for the future of Hayward is in pure essence the definition of a Complete Community. While the General Plan offers up a 25-year timeline to achieve that Vision, the

Draft Complete Communities Strategic Initiative Action Plan tries to focus on what items can specifically be accomplished within the next two years.

DISCUSSION AND STAFF ANALYSIS

The overarching purpose of this Complete Communities strategic initiative two-year action plan is to create and support structures, services and amenities to provide inclusive and equitable access with the goal of becoming a thriving and promising place to live, work and play for all.

To this end, the Complete Communities two-year action plan identifies goals and objectives to be completed over the next two years and identifies specific performance measures to gauge the successful implementation of the plan. The draft plan was developed by the Complete Communities Interdepartmental Strategy Team, which is made up of 10 staff members and two Executive Team coaches, representing five departments.

COMPLETE COMMUNITIES STRATEGIC INITIATIVE GOALS:

The three goals identified in the Complete Communities strategic initiative two-year action plan include the following: (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 members, including the expansion of affordable housing opportunities and resources, and (3) develop a regulatory toolkit for policy makers.

OBJECTIVES:

For Goal 1 (Improve Quality of Life), the team identified the following five objectives:

- Objective 1: Increase neighborhood safety and cohesion
- Objective 2: Foster a sense of place and support neighborhood pride
- Objective 3: Increase collaboration with businesses, non-profits and neighborhood groups on placemaking projects
- Objective 4: Create resilient and sustainable neighborhoods
- Objective 5: Actively value diversity and promote inclusive activities

Additionally, there are three performance measures associated with this goal:

1. Annual percentage change in concentration and distribution of neighborhood/business participation (GIS Heat Mapped)
2. Annual percentage change in Homework Support centers and Literacy Program participation/improvement
3. Annual percentage change of employees answering positively to the Employee Engagement Survey question “My workplace prioritizes equitable and socially just principals and policies” and “The organization understands and appreciates differences among employees

The two-year action plan provides further detail related to the proposed action steps staff will take to meet these goals and objectives. Staff proposes to maintain and enhance existing City efforts and programs that aim at creating a safe environment as well as a sense of place throughout the City including maintaining programs such as Neighborhood Watch, Coffee with a Cop, National Night Out as well as supporting neighborhood events. Other efforts include the creation of new policy such as a Public Art Ordinance to assist with placemaking and an update to the Comprehensive Emergency Response Plan and adoption of the Soft-Story Ordinance to address neighborhood and housing resiliency.

For Goal 2 (Housing), the team identified the following four objectives:

- Objective 1: Centralize and expand housing services
- Objective 2: Facilitate the development of diverse housing types that serve the needs of all populations
- Objective 3: Conserve and improve the existing housing stock
- Objective 4: Increase supply of affordable, safe, and resilient housing in Hayward

There are five performance measures associated with this goal, which include the following:

1. Annual percentage change of funding allocated through Community Agency Funding process
2. Annual percentage change of affordable housing
3. Annual percentage change in eligible housing units assisted through Housing Division programs
4. Annual percentage change of housing developments with inclusionary units
5. Annual percentage change of investment/tenancy resulting from new allowable land uses

Goal 2 focuses on improving the mix of housing stock that meets the needs for all members of the community. A primary task proposed to achieve this goal is the creation of a centralized Housing Division that can focus its efforts on maintaining existing stock and minimizing displacement while seeking funding opportunities to expand those options. Other tasks focus on policy development such as regulations for Accessory Dwelling Units and updating the Affordable Housing Ordinance.

For Goal 3 (Regulatory Toolkit), the team identified three objectives:

- Objective 1: Update, streamline, and modernize zoning and codes
- Objective 2: Identify and design appropriate in-lieu fees to provide community amenities
- Objective 3: Develop and refine other regulatory tools

There are four performance measures associated with this goal, which include the following:

1. Annual percentage change of eligible projects that implement the Complete Communities checklist
2. Annual percentage change of eligible properties submitting ADU permit applications
3. Annual percentage change in sales tax revenue related to vice sales
4. Annual percentage change in permit turnaround times

Goal 3 identifies the need to update and modernize the City's existing regulations, including the Industrial District Regulations, the Downtown Plan, the Zoning Ordinance and the Form Based Codes, as well as complete nexus studies to determine the appropriate fee schedule, all of which would require significant financial and staff resources. As these projects get funded and developed, their implementation will be measured against the identified performance measures to evaluate if the goals and objectives identified in the Action Plan have been met.

FISCAL AND ECONOMIC IMPACTS

The fiscal impact of this two-year action plan may include impacts to staff workload prioritization, staff resources, and need for consultants to complete some of the tasks identified in the plan. The fiscal impact of implementation of some of the projects identified in the plan may vary based on the project and the timeframe considered and may include one-time costs (i.e. studies or analysis) and ongoing operational costs (existing programs).

NEXT STEPS

Staff requests that the Planning Commission discuss the proposed Complete Communities Strategic Initiative two-year action plan and provide feedback. The Complete Communities Strategic Initiative two-year action plan will then be finalized and presented to the full Council for review at its June 13, 2017 work session, along with the other two Council strategic initiatives action plans, for eventual adoption at the June 27, 2017 Council meeting.

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