



Purpose: The purpose of the Complete Communities strategy 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.

GOALS	OBJECTIVES	ACTION / TASK	LEAD STAFF	POLICY	DUE DATE	STATUS	COMMENT	
QUALITY OF LIFE								
1. Improve quality of life for residents, business owners, and community members in all Hayward neighborhoods	1.a. Increase neighborhood safety and cohesion	1.a.1. Support community-based public safety programs.	1.a.1.a. Support and improve National Night Out; Coffee with a Cop; Hayward E.Y.E.S.	Crime Prevention Specialist Hayward PD	Consistent with GP GOAL CS1 – HQL5	September 2017 & 2018		
		1.a.2. Create opportunities for outreach and education.	1.a.2.a. Support and expand Homework Support Centers and Literacy Program	LCS Director Ed. Services Mgr LCS	Consistent with GP GOAL ED2 –	September 2017 & 2018		
		1.a.3. Strengthen neighborhood connections.	1.a.3.a. Support and expand Neighborhood Watch; NIXLE, Next Door App	Crime Prevention Specialist Hayward PD	Consistent with GP GOAL CS1 – HQL5	September 2017 & 2018		
	1.b. Foster a sense of place and support neighborhood pride.	1.b.1. Work with neighborhood groups to promote and award Neighborhood Improvement Grants for placemaking projects to create neighborhood identity opportunities.	1.b.1.a. Revise requirements and application process for Neighborhood Improvement Grants to reflect Complete Communities priorities, promote program, and award grants annually.	CMO Assistant to the City Manager	Consistent with GP GOAL HQL1; PFS7	June 2018		NEW: Aligns with Tennyson Corridor and Complete Streets Strategy Teams
			1.b.2. Increase the availability of accessible and inclusive public spaces.	1.b.2.a. Incorporate Complete Communities checklist for new development.	Development Services Director	Consistent with GP GOAL HQL1	March 2018	
		1.b.2.b. explore expansion of a second farmer’s market location		Economic Development Specialist	Consistent with GP GOAL HQL1-5-9	December 2018		New: Aligns with Tennyson Corridor Strategy Team
	1.c. Increase collaboration with businesses, non-profits and neighborhood groups on placemaking projects.	1.c.1. Identify existing partnerships for collaboration with local faith-based and non-profit organizations.	1.c.1.a. Expend federal CDBG allocation through Community Agency Funding process	Community Services Manager	Consistent with GP GOAL ED1-5; HQL1-9	September 2017 & 2018		
			1.c.1.b Continue to support and expand partnerships with local nonprofits	Community Services Manager	Consistent with GP GOAL ED1-5; HQL1-9	September 2017 & 2018		
		1.c.2. Create opportunities for businesses to engage locally, and work to engage with local small businesses	1.c.2.a. Façade Improvements Program	Econ Dev Manager	Consistent with GP GOAL ED5	June 2019		



Purpose: The purpose of the Complete Communities strategy 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.

GOALS	OBJECTIVES	ACTION / TASK	LEAD STAFF	POLICY	DUE DATE	STATUS	COMMENT
		1.c.3. Explore ways to facilitate public art.	1.c.3.a. Create Public Arts Ordinance	Development Services Director	Consistent with GP GOAL ED 4-5; HQL 1-2-9	March 2019	New: This process will take more than two years. However, a work plan, working group, and community outreach will be implemented within this timeline.
			1.c.3.b. Explore Potential - Arts in-Lieu Fee to support public art.	Development Services Director	Consistent with GP GOAL ED4-5; HQL1-2-9	March 2019	
		1.c.4 Facilitate economic development and growth opportunities within communities	1.c.4.a Adopt, finalize and implement Business Incentive Program	Econ Dev Manager	Consistent with GP GOAL ED1-3	December 2017	
			1.c.4.b Develop business accelerator	Community Services Manager Econ Dev Manager	Consistent with GP GOAL ED1-2-3	June 2018	
	1.d. Create resilient and sustainable neighborhoods.	1.d.1. Increase City & neighborhood capacity to respond to emergencies	1.d.1.a. Begin update to Comprehensive Emergency Response Plan	CMO Management Analyst	Consistent with GP GOAL HAZ1; CS5	June 2019	New: This process will take more than two years. However, a work plan, working group, and community outreach will be implemented within this timeline.
			1.d.1.b. Establish neighborhood Community Emergency Response Teams (CERT)	Deputy Chief, Special Operations Hayward FD	Consistent with GP GOAL CS5	March 2018	
		1.d.2. Provide opportunities for residents to increase their environmental sustainability	1.d.2.a Promote sustainability initiatives including water conservation, waste diversion, greenhouse gas emissions	Environmental Services	Consistent with GP GOAL HQL7	March & September 2018 March & September 2019	
	1.e. Actively value diversity and promote inclusive activities.	1.e.1. Sponsor, support, and host events that celebrate and value Hayward's diversity.	1.e.1.a. Continue to fund and provide staff support to events celebrating the heritage of Hayward residents	CMO, City Council, Management Analyst	Consistent with GP GOAL HQL1-7-9	December 2018	



Purpose: The purpose of the Complete Communities strategy 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.

GOALS	OBJECTIVES	ACTION / TASK	LEAD STAFF	POLICY	DUE DATE	STATUS	COMMENT
		1.e.2. Adopt and implement the Anti-Discrimination Action Plan (ADAP)	1.e.2.a Introduce pro-equity practices aligned with ADAP in the major functions of city government	CMO	Consistent with GP GOAL HQL1-7-9	March 2019	New: The process to develop a systemic approach to the introduction of equity and social justice goals aligned with ADAP will take more than two years. However, a work plan, working group, and community outreach will be implemented within this timeline.
			1.e.2.b. Initiate training to promote effective and accountable leadership for advancing equity and social justice through ADAP	CMO HR Director	Consistent with GP GOAL HQL1-7-9	June 2019	
		1.e.3. Equity and social justice values guide department operations, programs and service delivery	1.e.3.a Develop policy guidance that includes equity and social justice values.	CMO HR Director	Consistent with GP GOAL HQL1-7-9	June 2019	New: Operationalize ADAP goals throughout the organization
			1.e.3.b Improve staff and leadership proficiencies in delivering services that respond to changing demographics	CMO HR Director	Consistent with GP GOAL HQL1-7-9	June 2019	New: Determine how the City can integrate the principals of “fair and just” in the delivery of City services
HOUSING							
2. Provide a mix of housing stock for all Hayward residents and community members,	2.a. Centralize and expand housing services.	2.a.1 Create a centralized City division to address and promote equal housing opportunities for all people	2.a.1.a. Create a Housing Division	LCS Director	Consistent with GP GOALH1-2-4-5-6 – HQL5-6	Dec 2017	New: Creation of new Division devoted to housing related issues



Purpose: The purpose of the Complete Communities strategy 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.

GOALS	OBJECTIVES	ACTION / TASK	LEAD STAFF	POLICY	DUE DATE	STATUS	COMMENT	
including the expansion of affordable housing opportunities and resources.		2.a.1.b. Identify current housing conditions via housing study, including conducting empathy work	Development Services Director Housing Division Manager	Consistent with GP GOALH1 – HQL5-6	June 2018			
		2.a.1.c. Explore funding mechanism for seismic retrofit for rental properties	Management Analyst, CMO Housing Development Specialist	Consistent with GP GOAL HAZ1-2; H4; CS5	March 2018		New: Apply for various sources of funding (Hazard Mitigation Grant Program, CPSE, etc.)	
		2.a.1.d. Continue to monitor the city's affordable housing assets	Housing Division Manager Housing Development Specialist	Ongoing: Consistent with GP GOALH1	June 2018			
		2.b. Facilitate the development of diverse housing types that serve the needs of all populations.	2.b.1.1. Oversee the development of housing affordable to low and moderate income households	2.b.1.a. Adopt ADU ordinance policy /procedures	Planning Manager Community Services Manager	Ongoing: Consistent with GP GOALH1	December 2017	
			2.b.1.b. Identify development projects to receive first round A1 funding.	Housing Development Specialist	Ongoing: Consistent with GP GOALH1	December 2017		
			2.b.1.c. Address the housing needs of special populations and extremely low-income households.	Community Services Manager	Ongoing: Consistent with GP GOALH1 – HQL5-6	March 2018		



Purpose: The purpose of the Complete Communities strategy 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.

GOALS	OBJECTIVES	ACTION / TASK	LEAD STAFF	POLICY	DUE DATE	STATUS	COMMENT
	2.c. Conserve and improve the existing housing stock.	2.c.1 Achieve an adequate supply of decent, safe and affordable housing.	2.c.1.a. Report accomplishments of Housing Rehabilitation Program (CDBG)	Housing Division Manager	Consistent with GP GOALH1	September 2018 & 2019	
			2.c.1.b Increase the number of eligible properties assisted with seismic retrofitting	Management Analyst CMO Housing Division Manager	Consistent with GP GOALH1	June 2018 & 2019	
	2.d. Increase supply of affordable, safe and resilient housing in Hayward	2.d.1 Identify adequate sites to encourage the development of a variety of housing for all income levels	2.d.1.a. Review/update affordable housing ordinance (including fee assessment)	CAO	Consistent with GP GOALH1-2-3 – HQL5-6	September 2017	
				Housing Division Manager			
				Housing Development Specialist			
2.d.2. Explore measures to prevent housing displacement	2.d.2.a. Review and revise Affirmatively Affirming Fair Housing Process	Housing Division Manager	Consistent with GP GOALH1-2-4-5-6 – HQL5-6	March 2018			
		CAO					
		Development Services Director					
2.d.2.b. Review and revise as necessary Rent Stabilization Ordinance	2.d.2.c. Strengthen renter protections and rights, beginning with empathy work	CAO	Consistent with GP GOALH1-2-4-5-6 – HQL5-6	June 2018			
		Housing Division Manager					
		Development Services Director					






Purpose: The purpose of the Complete Communities strategy 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.

GOALS	OBJECTIVES	ACTION / TASK	LEAD STAFF	POLICY	DUE DATE	STATUS	COMMENT
		2.d.3 Mitigate any constraints to housing production and affordability	2.d.3.a. Bring back Soft Story Seismic Program ordinance for Council adoption	CMO Management Analyst	Ongoing: Consistent with GP GOALH4-5-6 – HQL5-6	March 2018	
			2.d.3.b. Analyze Rental Inspection Program (IPMC /17920.3)	Code Enforcement Manager Housing Division Manager	Ongoing; Consistent with GP GOALH1-5-6 – HQL5-6	September 2018	
			2.d.3.c. Evaluate CPTED for comprehensive safety improvements	Crime Prevention Specialist Housing Division Manager	Ongoing: Consistent with GP GOALH1-2-4-5-6 – HQL5-6	June 2018	
			2.d.3.d. Analyze of home safety programs (Weed Abatement PR)	Fire Marshal Code Enforcement Manager	Ongoing: Consistent with GP GOALH1-2-4-5-6 – HQL5-6	June 2018	
Regulatory Toolkit							
3. Develop a Regulatory Toolkit for Policy Makers.	3.a Update, streamline, and modernize zoning & codes	3.a.1 Industrial Zoning Update	3.a.1.a Work with consultant to complete update of industrial zoning update	Senior Planner	Ongoing: Consistent with GP GOAL LU6	June 2018	
		3.a.2. Develop Shoreline Master Plan	3.a.2.a Identify funding source & consultant	Senior Planner HASPA TAC	Ongoing: Consistent with GP GOAL LU4	June 2019	
		3.a.3. Refine Downtown Specific Plan	3.a.3.a Bring to Planning Commission and City Council	Senior Planner	Ongoing: Consistent with GP GOAL LU8	June 2018	
		3.a.4. Revise and update Form-Based Code	3.a.4.a Conduct research and compile a comprehensive list of items to be revised	Planning Manager	Consistent with GP GOAL LU1	December 2017	
			3.a.4.b Revise Draft Codes showing revisions and share with public and policy makers	Planning Manager	Consistent with GP GOAL LU1	September 2018	



Purpose: The purpose of the Complete Communities strategy 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.

GOALS	OBJECTIVES	ACTION / TASK	LEAD STAFF	POLICY	DUE DATE	STATUS	COMMENT
		3.a.4.c Conduct Planning Commission and City Council Public Hearings for Adoption of Revised Codes	Planning Manager	Consistent with GP GOAL LU1	March 2019	On Schedule and Within Budget	
		3.a.5 Unified Development Code / Performance Based Zoning	3.a.5.a Undertake an RFP process for development of a comprehensive Unified Code	Planning Manager	Consistent with GP GOAL LU1	December 2017	On Schedule and Within Budget
			3.a.5.b Complete community engagement efforts	Planning Manager	Consistent with GP GOAL LU1	March 2018	On Schedule and Within Budget
	3.b. Identify and Design Appropriate In-Lieu Fees to Provide Community Amenities	3.b.1 Review Park In-Lieu Fees	3.b.1.a Develop a study, complete community outreach, and provide recommendations to City Council	Planning Manager Landscape Architect HARD staff	Consistent with GP GOAL LU 1-3-4-9	March 2019	On Schedule and Within Budget
		3.b.2 Review Commercial In-Lieu Fees	3.b.2a. Develop a study, complete community outreach, and provide recommendations to City Council	Econ Dev Manager	Consistent with GP GOAL ED6 – LU1	June 2019	On Schedule and Within Budget
	3.c. Develop and refine other regulatory tools	3.c.1 Assess the Viability of developing a Vacant Building Ordinance	3.c.1.a Develop a study, complete community outreach, and provide recommendations to City Council	Code Enforcement Manager	Consistent with GP GOAL ED6 – LU1	March 2018	On Schedule and Within Budget
		3.c.2. Update and Amend Vice statutes in Municipal Code	3.c.2.a. Introduce Cannabis ordinance bring to Council to put forth standards aligned with state requirements	Principal Planner HPD, CMO, CAO	Consistent with GP GOAL CS1-2; ED12-3	September 2017	On Schedule and Within Budget
			3.c.2.b Review Alcohol Standards ordinance.	CAO, CMO Planning Manager HPD Command Staff	Ongoing: Consistent with GP GOAL CS1-2; ED12-3	December 2018	On Schedule and Within Budget
		3.c.2.c Process Consistency - work to establish clear procedures and process for permit applications	Principal Planner, Supervising Plan Checker/Expeditor	Ongoing: Consistent with GP GOAL ED1-6	September 2018	On Schedule and Within Budget	

 On Schedule and Within Budget
 Behind Schedule or exceeding Budget
 Behind Schedule or exceeding Budget



Purpose: The purpose of the Complete Communities strategy 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.

Complete Communities Strategy

Performance Measures

PM1. Concentration and distribution of neighborhood/business participation (GIS heat map) for following goals and tasks:

- a) NextDoor/Nixle/Neighborhood watch
- b) National Night Out/Coffee with a Cop/ Hayward E.Y.E.S/ CERT
- c) Business Incentive Program /Façade Improvement Program/ Business Incubator
- d) Neighborhood events
- e) Affordable housing
- f) Location of various public amenities (parks, art, placemaking projects, Neighborhood Improvement Grants, etc.)
- g) Percentage of retail vacancy rates

First reporting period will set baseline; subsequent reporting periods will include both a map with concentration/distribution and a map identifying areas of growth and contraction over previous reporting periods.

PM2. Annual report detailing projects assisted through Community Agency Funding process;

- a) Percentage of unduplicated eligible low-income clients served;
- b) Percentage of funds expended in priority objectives (Housing, Services, Econ Dev, Infrastructure)

PM3. Percentage of eligible projects that implement the Complete Communities checklist



Purpose: The purpose of the Complete Communities strategy 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.

PM4. Percentage of employees answering positively to (strongly agree or agree) the Employee Engagement Survey question, “My workplace prioritizes equitable and socially just principles and policies” and “The organization understands and appreciates differences among employees (for example, gender, race, religion, age, nationality, etc.)”

PM5. Annual report detailing housing units assisted through Housing Division programs;

- a) Percentage of eligible units assisted through Housing Rehabilitation Program;
- b) Percentage of eligible buildings in the process of/have completed seismic retrofits
- c) Percentage of eligible low-income households / businesses assisted
- d) Annual increase in affordable housing units created in conformance with RHNA

PM6. Percentage of new housing developments with inclusionary units

PM7. Level of investment/tenancy resulting from new allowable land uses

PM8. Percentage of eligible properties submitting ADU permit applications

PM9. Permit turnaround times