

Attachment A

South Hayward Multi-service Community Center Project Area



Source: City of Hayward Website Interactive GIS Data Maps 2007
and Lisa Wise Consulting

Attachment B

South Hayward Multi-service Community Center (SHMCC) Work Group

Roster of Participants

Hayward Citizens Advisory Commission Representatives:

Commissioner Robert Imazumi
Commissioner Sara Lamnin
Commissioner Lynnette Linnen
Commissioner Peter Cabezas

Eden Youth and Family Center Representatives:

EYFC Board President - Alameda County Supervisor Gail Steele
EYFC Board Member - HUSD Board Member Paul Frumkin, III
EYFC Board Member - St. Rose Hospital CEO – Michael Mahoney
EYFC Board Member – St. Rose Hospital Executive – Brian Frost

South Hayward Neighborhood Collaborative (SHNC) Representatives:

South Hayward Parish Director - Betty Deforest
La Familia Counseling Center Exec. Director - Hector Mendez
SHNC Family Resource Center Family Advocate – Marchella Porché
SHNC Administrator - Felicia Nepomuceno

Hayward Area Recreation and Park District (HARD) Representatives:

General Manager – Rita Shue
Matt Jimenez Community Center Recreation Supervisor – Sean Lange

City of Hayward Staff:

Director, Department of Community and Economic Development – Susan J. Daluddung
Neighborhood and Economic Development Manager – David Korth

Lisa Wise Consulting, Inc:

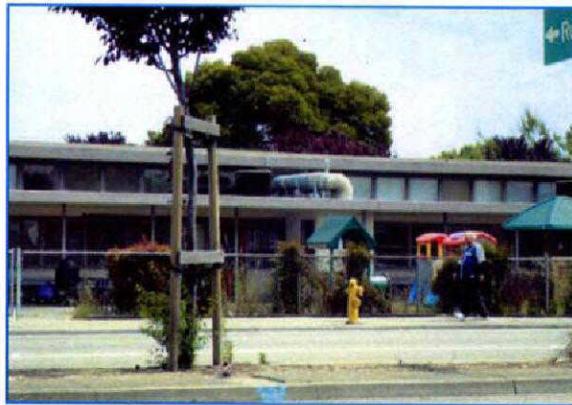
Lisa Wise, Owner

Attachment C

SOUTH HAYWARD MULTI-SERVICE COMMUNITY CENTER



EDEN YOUTH & FAMILY CENTER



MATT JIMENEZ COMMUNITY CENTER



TENNYSON PARK

EDEN YOUTH & FAMILY CENTER BACKGROUND STUDY AND ANALYSIS

PREPARED FOR: THE SHMCC WORK GROUP AND THE CITY OF HAYWARD, CALIFORNIA

**PREPARED BY: LISA WISE CONSULTING
AUGUST 2007**

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EXECUTIVE SUMMARY

BACKGROUND

The Eden Youth and Family Center (EYFC) is committed to improving the quality of life of children and families in South Hayward. Since its founding in 1977, the EYFC has substantially increased the level and variety of services and currently assists nearly 300 children and families daily. The EYFC is located in a former school facility at 680 West Tennyson Road in South Hayward. The City of Hayward owns the facility and leases it to the EYFC. The City also owns the adjoining Matt Jimenez Community Center (MJCC). Under contract with the City, the Hayward Area Park and Recreation District (HARD) provides youth recreation services at the MJCC. To the east, is Tennyson Park, a large public open-space owned and operated by HARD.

The former school was built in the 1950's and needs extensive repair and maintenance. The City and the community are interested in developing a long-term, sustainable plan for the site and the services provided by the EYFC. The proposed plan would include upgrading or replacing the former school facility with a modern, multi-service community center that would provide multiple social and health services. The plan would also incorporate the facilities and services at the Matt Jimenez Community Center and Tennyson Park.

The City invited key community representatives to work with City Staff to discuss the planning and implementation of a new center in South Hayward. This group of representatives is known as the South Hayward Multi-Service Community Center Work Group. The Work Group and City Staff met regularly between April and September 2007. It is the desire of the City for the Work Group to present their findings and recommendations for developing a multi-service community center to the City Council later in the year.

SUMMARY OF THIS REPORT

This report provides background information and analysis to assist the Work Group and the City in their decision-making for the future of the EYFC.

- Chapter 1 provides local demographic information, a summary of the services currently provided by the EYFC, and the condition of the facility.

- Chapter 2 presents a site analysis of the EYFC, applicable City regulations, and surrounding uses. This Chapter also provides an overview of local community and public services. This analysis is useful when considering possible improvements to the site, in terms of potential new tenants, compatibility with the neighborhood, and the City's regulatory environment. Although largely surrounded by single-family uses, West Tennyson is one of the busiest thoroughfares in the City and a new facility at West Tennyson and Ruus Roads could be a tremendous, high-visibility City asset.
- Chapter 3 is a market analysis of commercial and residential markets, including projects-in-the-pipeline and an overview of planning efforts around the South Hayward BART Station. The market analysis provides an understanding of the current market environment near the EYFC and Citywide. This data shows considerable opportunities for new residential, retail, and commercial uses.

Employment data is also summarized to illustrate City trends and major employers. This information illustrates the types of jobs that local residents may hold, as well as providing a list of potential partners in future endeavors at the EYFC.

- Chapter 4 outlines seven case studies. Each case study provides information on (1) physical facility, (2) tenants and services provided, and (4) financing. The case studies can help the City and the Work Group avoid the mistakes of similar facilities and learn from their successes.
- Chapter 5 provides a strategy for project success, an introduction to planning for capital projects, an overview of financial planning, and an analysis of five development options, which range from maintaining the status quo to a complex mixed-use development. The analysis of development options provides the pros/cons, possible partners, timing, cost estimates (high, med, low), and potential funding sources. This Chapter concludes with a summary of potential capital funding sources.
- Chapter 6 summarizes relevant reports and studies on health and human services in Alameda County, the City of Hayward, and the South Hayward neighborhood.

CONCLUSION

South Hayward is a demographically diverse area marked by lower income households and social distress. All indicators for poverty – public assistance, percentage of households below the poverty line, percentage of population receiving CalWORKS – are higher for South Hayward than surrounding areas. As the research studies in Chapter 6 indicate, local governments should focus on neighborhoods with high poverty rates and poorer health profiles. The EYFC is recognized as an important community resource that serves the needs of the community by providing childcare, medical and dental services, and educational services.

Although the EYFC is an important resource and receives funding from the City and other partners, like many family resource centers it continues to struggle financially. The facility needs extensive repair and maintenance. In addition, the cost of services continues to rise and competition for limited resources has become more intense.

The City and the community are interested in developing a long-term, sustainable plan that protects the services currently provided and expands the opportunities for additional community services. The proposed plan would improve and/or redevelop the 2.5-acre school site and could also include the Matt Jimenez Community Center and nearly 10-acre Tennyson Park.

Numerous alternatives exist for improving the site. These include a extensive renovation of existing EYFC facilities, partial demolition and reconstruction of the structures, and full demolition with new facilities, grounds, and parking. New facilities would not only provide space for nonprofit service providers, but could also provide space for public agencies, for-profit commercial tenants, and residential uses. As the case studies in Chapter 4 show, many creative alternatives have been successfully implemented in other jurisdictions.

Of course, none of this can be realized without strong support from the City, community, and key stakeholders. Some of the important components that should be considered in a strategic plan are:

- Setting project goals early in the process.
- Finding effective leadership and creating an administrative structure.
- Developing effective partnerships with the City, County, School District, St. Rose Hospital, and other stakeholders and service providers. This includes building strong political support.
- Identifying community needs.

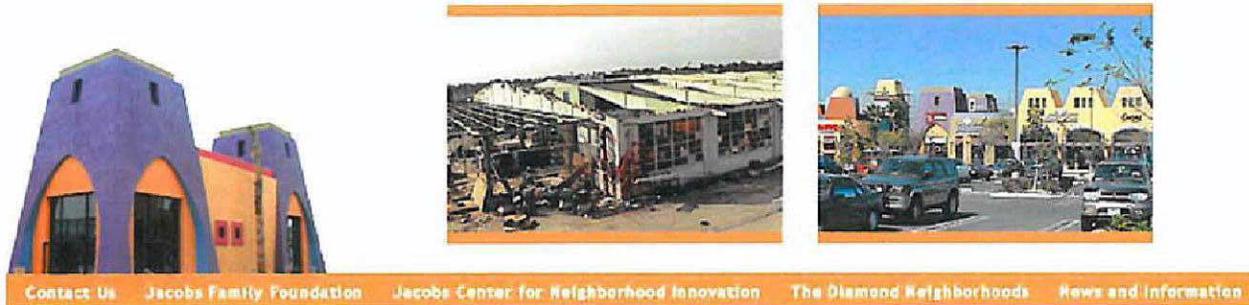


- [Community Ownership](#)
- [What Makes This Different?](#)
- [Community Teams](#)
- [Project Overview](#)
- [Community Art](#)
- [MCP Update Newsletter](#)
- [Shop at Market Creek](#)
- [The Village Center at Market Creek](#)
- [Public-Private Partnerships \(Financing\)](#)
- [In The News](#)

On the surface, Market Creek Plaza might look like a commercial development project, but it's much more. Beginning as a partnership between community residents and a family foundation to redevelop an old factory site, Market Creek Plaza has evolved, through the creativity of hundreds of community stakeholders, into a skill-and asset-building opportunity of such scale and focus that working and learning together has become its signature.

Developed through a network of eight [working neighborhood teams](#), Market Creek Plaza has become about building community building skills, building assets, and building ownership while residents rebuild their neighborhoods.

After 800 neighborhood surveys were conducted in four languages and hundreds of community meetings were held, a vision became clear: residents wanted a vibrant commercial and cultural hub for their community. As momentum built, more and more people came together to help create the hub, starting with the redevelopment of part of the 20-acre factory site. The [Jacobs Center for Neighborhood Innovation \(JCNI\)](#), an operating foundation supported by the [Jacobs Family Foundation](#), served as the developer.





- Community Ownership
- What Makes This Different?
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Community Ownership

Community ownership of assets gives residents control of their future. Neighborhood revitalization linked with a strategy for local ownership eliminates blight, expands resources, and gives residents a way to drive community change without being displaced by it.



Since 1998, JCNI has supported the development of Market Creek Plaza, a \$23.5 million commercial and cultural center built on the former site of a 20-acre abandoned factory at the heart of the [Diamond Neighborhoods](#). Because we believe that residents must have a voice in changing their neighborhoods, we work with a network of community teams that guide decision-making for the project. Together, we are working to create a vibrant community hub incorporating multi-cultural arts and entertainment, as well as essential products and services.



To make community ownership of the project a reality, a design team of over 120 residents helped us create Market Creek Partners, a community development limited liability company. This innovative new entity provides a way for residents to share in the risks and rewards of the project they are helping develop.

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Community Ownership

What Makes This Different?

- Unity & Understanding
- Neighborhood Identity
- Skills & Experience
- Individual & Community Assets
- Redevelopment by Community Developers

Community Teams

Project Overview

Community Art

MCP Update Newsletter

Shop at Market Creek

The Village Center at Market Creek

Public-Private Partnerships (Financing)

In The News

What Makes This Different?

What sets Market Creek Plaza apart from other developments is its network of teams, which bring out the natural creativity, problem-solving, and risk-taking of residents in their neighborhoods.

While each building block by itself may not be unique, together they are interwoven in such a way as to create an innovative foundation for community building. The five building blocks of that foundation are:



Please click on any of the following building blocks.



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- [Community Ownership](#)
- [What Makes This Different?](#)
- [Community Teams](#)
 - Community Outreach
 - Art & Design
 - Construction Collaboration
 - Business Development
 - Ownership Design
 - Employment Development
 - Resource Development
- [Project Overview](#)
- [Community Art](#)
- [MCP Update Newsletter](#)
- [Shop at Market Creek](#)
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- [Public-Private Partnerships \(Financing\)](#)
- [In The News](#)

Community Teams

Market Creek Plaza was designed and built and will be owned and operated by residents, combining social, economic, and physical development into one model project. This work takes multiple approaches. Here are a few:



- [Community Outreach](#)
- [Art & Design](#)
- [Construction Collaboration](#)
- [Business Development and Leasing](#)
- [Ownership Design](#)
- [Employment Development](#)
- [Resource Development](#)

An Evaluation Guide Team was also formed to work with independent evaluators. This network of neighborhood teams has generated a growing commitment by community residents, organizations, businesses, and funders to work together. The result of this outreach is far greater innovation, accountability, and impact. Market Creek Plaza is about building community, block-by-block, in an inclusive, participatory, and focused way. Working hand-in-hand with our neighbors, Market Creek Plaza has become a reality.



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