

**Draft Work Plan and Scope of Work for 2017 Housing Strategy**  
Study Issue CDD 17-09

**WORK PLAN**

<b>Task</b>	<b>Responsible Party</b>	<b>Complete by</b>
Prepare Draft Work Plan & Scope of Work	Staff (CDD)	Nov. 17, 2017
Review & Approve Draft Work Plan & Scope of Work	Council	Dec. 12, 2017
Issue RFP for Consultants, begin internal data gathering/research for project	Staff (CDD, Purchasing)	Jan. 30, 2018
Interim Progress Report to HHSC (Work Plan/Scope of Work Overview)	Staff	March 1, 2018
Select consultant, award contract, begin study	Staff (CDD), consultant	March 15, 2018
Hire part-time staff support (if needed)	Staff (CDD, HR)	April 30, 2018
Review initial findings/report from consultant, begin community outreach	Staff, consultant	May 15, 2018
Continue community engagement, analyze results, refine strategy	Staff, consultant	Aug. 2018
Hold hearings on study findings, recommended strategy (HHSC, possibly Planning Commission depending on extent of strategy related to zoning code and/or land use issues)	Staff, consultant HHSC, (PC)	Sep – Nov. 2018
Incorporate B/C recommendations, public input, hold Council study session (if needed), prepare final report to Council, final Council action	Staff, consultant, Council	Dec. 2018 – Jan 2019

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**SCOPE OF WORK**

- Goal:** The goal of the 2017 Housing Strategy is to refine the City's long-term housing strategy to identify potential improvements to existing programs and approaches, and/or potential new approaches to increase affordable housing stock and/or improve affordability of the local housing market.
- Context:** The City is undertaking this study in a time of significant change in State law related to housing development and pending substantial changes to federal housing policy and subsidy levels. In addition, the local context includes all-time historically high volumes of development activity (of all types), and periodic operational activities in CDD, including the 2018-19 Assessment of Fair Housing (AFH) and 2020 HUD Consolidated Plan (ConPlan) update, and preparation for the 2020 Census. The City must complete the AFH, ConPlan update and Census activities to meet federal requirements. This context will raise issues related to, and help to inform the development of the Housing Strategy. In addition, mandatory workloads related to these state and federal requirements will require that the City maintain discipline by carefully focusing the scope of this study so that it can be completed with the budget and staff resources available. If not, additional budget and staffing resources will be needed, or the timeline for completion may need to be extended.

Scope of study, consistent with Council direction to date, includes the following:

- 1) Describe and analyze options, pros and cons of space rent stabilization programs for Sunnyvale mobile home parks, potential costs and funding structures for implementation of such a program, and feasibility of park acquisition options (by residents, co-op and/or non-profit entities). Provide a high-level overview of the general effectiveness of current mobile home park conversion policy (Chapter 19.72); and
- 2) Review the age-friendliness of housing in Sunnyvale. Describe cost-effective, legally feasible options for improving its age-friendliness through City policy or practice;
- 3) Describe and analyze options related to supply-side housing efforts, such as, but not limited to: more generous affordable housing project financing, land acquisition financing program for non-profit developers, enacting a rental inclusionary ordinance consistent with AB 1505, and/or updating the condominium conversion ordinance;
- 4) Describe and analyze options related to demand-side approaches, such as, but not limited to: educational programs on financial literacy, homebuyer education,

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tenant education, or other possible demand-side approaches not currently offered by City;

- 5) If contract funding is available after items 1-4 are addressed, any of the following items may be added to the scope, after initial negotiations with selected consultant and at the direction of the CDD Director:
  - a) Refining development review procedures for housing developments, refining tracking or reporting procedures, and/or other operational changes that may be needed to comply with the mandatory aspects of new State laws (the “2017 Housing Package”);
  - b) Analyzing new State laws to identify any new planning and/or funding opportunities that may be worthwhile for the City to explore;
  - c) Consider methods to improve code compliance and health and safety among properties with unpermitted ADUs, without triggering displacement or other adverse impacts to neighborhoods;
  - d) Describe & analyze options related to housing policy objectives not yet completed from the 2015 Housing Element (i.e., apartment tenant relocation assistance policy; PDA incentives/policies; and HMF funding policies/priorities);

The purpose of this study is to provide the City with an updated strategy that recognizes and builds on the strategies described in the current Housing Element and 2015-2020 HUD Consolidated Plan, to guide future housing policy to address current and future community needs.

**DELIVERABLES:**

- A. **Draft report** on initial findings, conclusions, and recommended options for implementation. Report would consider cost/benefit of each recommended option, and highlight options projected to have most net positive impact on Sunnyvale's housing market (in terms of affordability, accessibility, quality, urban design, workforce needs, transportation, sustainability, etc.), within available private and/or public investment parameters. Analysis would consider fiscal impacts of policy changes and/or program implementation, potential administrative burden, infringement on private property rights, and/or other potential unintended negative impacts, as well as positive impacts. Report to provide brief background overview of existing housing policy tools and programs being implemented by City.
- B. Implement a **public engagement plan** with multiple channels (in person meetings, online input, newsletters, etc.) for public input for the project team and policymakers to consider. Implement outreach plan and provide meeting notes, summary and analysis of feedback received, how it might influence final strategy.

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- C. **Final report** with recommended strategy to guide the City for the remainder of the 2015-2023 Housing Element period. Strategy should provide structure for effective use of limited funding and staffing to improve housing conditions for Sunnyvale residents and workers, while avoiding, to the extent possible, negative impacts noted above. Provide projections of implementation costs and/or revenues for recommended programs, and recommend options for program design, administrative structure, and/or policy approaches to minimize implementation costs to the extent possible.