

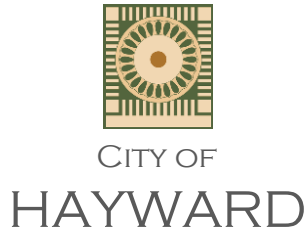


CITY OF
HAYWARD



Economic Development Strategic Plan

FY 2014 – FY 2018



A Message from the City Manager

Economic development is more than just infrastructure, jobs, and buildings. It is a pathway to self-sufficient neighborhoods and a fiscally sound City. As the economy continues to improve in the coming years, it is essential that Hayward is recognized for its assets and is known as a welcoming and effective city in which to conduct business, where staff understands and respects the critical business elements of time and certainty.



This Economic Development Strategic Plan is a purposeful, concentrated effort to achieve this vision with a focused use of the City's resources. The Plan's activities will result in strategic projects that are intended to have a catalytic effect on Hayward's overall economy and City revenues. At the same time, the workforce development partnerships and the community events will help to ensure that economic growth is leveraged to create opportunities and lifestyle improvements for Hayward's residents, and to develop good-paying jobs available to a well-prepared and educated workforce.

Economic Development is the responsibility of all Hayward staff. In order to have the strong presence needed to leverage the economic rebound, the City's personnel must include an economic development perspective in all that we do, and be willing to proactively coordinate efforts efficiently and effectively across departments. The Plan's staffing and funding model is a cost-effective and reasonable approach that will result in maximize economic return to the community and the municipal organization.

We look forward to working with all of our partners to make this Plan a reality, and to achieving a model outcome for others to emulate.

Fran David
City Manager



Economic Development

VISION

The City of Hayward is recognized as the most desirable and business-friendly place in the East Bay in which to locate and conduct business.

Economic Development

MISSION STATEMENT

We will achieve our vision by:

- 1) Ensuring efficient and predictable business permitting processes;
- 2) Creating and sustaining a safe, clean, green, and fiscally sound business environment that benefits residents, businesses, and the region;
- 3) Promoting Hayward for its central location, prime business sites, great climate, and excellent transportation, water, and public safety services; as well as for other strengths that distinguish Hayward from other municipalities, such as its international community, civic participation, and history;
- 4) Actively recruiting and retaining businesses, especially supporting emerging sectors that create quality, good-paying jobs like biotech industries and food processing businesses; and
- 5) Fostering an educated and job-ready local workforce by driving the improvement of the academic performance of Hayward students and by connecting businesses, learning institutions, and community agencies.

STRATEGY AT A GLANCE

This Strategic Plan takes a three pronged approach to Economic Development. The three Focus Areas and associated goals are shown below. Each goal is supported by work tasks and performance measures, which are listed on pages five through nineteen. The work tasks include a shaded timeline that indicates the year in which each task will be executed. The performance measures are listed by priority in order to focus staff's efforts on the most important metrics during the first years of the Plan.

The Plan includes a staffing and funding model, shown on pages twenty and twenty-one, which was created to match the needs of the three Focus Areas. Each work task has been assigned to a lead Economic Development staff person. This person will be responsible for overseeing the completion of the task, including coordinating efforts with other departments when needed.

The Plan also identifies opportunity sites in Hayward's industrial areas and catalyst sites in Hayward's retail areas, which are shown on pages twenty-two through twenty-four. The purpose of the sites is to focus limited city resources on the areas that will provide the most immediate positive economic results.

Focus Area 1

BRANDING AND MARKETING

Goal BM1	Identify and develop a brand that showcases Hayward's strengths
Goal BM2	Develop and execute a comprehensive marketing program
Goal BM3	Strengthen and expand events and opportunities for community members, businesses, and visitors to engage with Hayward businesses

Focus Area 2

INDUSTRIAL SECTOR

Goal IS1	Support existing business, especially in the area of safety
Goal IS2	Recruit and secure new businesses in priority locations/industries that are a good fit for Hayward
Goal IS3	Maintain and expand the public infrastructure that businesses need to thrive
Goal IS4	Create proactive, site-specific land use policies that clearly convey information to potential businesses
Goal IS5	Ensure a timely and predictable permit process
Goal IS6	Improve Hayward's education-to-job bridge through an active community partnership

Focus Area 3

SERVICE & RETAIL INDUSTRY

Goal SR1	Support existing business, especially in the area of safety
Goal SR2	Recruit and secure new businesses in priority locations/industries that are a good fit for Hayward
Goal SR3	Maintain and expand the public infrastructure that businesses need to thrive
Goal SR4	Create proactive, site-specific land use policies that clearly convey information to potential businesses
Goal SR5	Ensure a timely and predictable permit process
Goal SR6	Improve Hayward's education-to-job bridge through an active community partnership

FOUNDATIONAL TASKS and MEASURES

The tasks and measures listed below apply to the whole plan. The foundational tasks lay the groundwork for the Plan, and are therefore all scheduled to be completed in the first year. The foundational measures pertain to all three Focus Areas and will be monitored on an ongoing basis throughout the five years.

WORK TASKS		FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Lead ED Staff*	Other Departments
FWT.A	Measure baselines and set targets for all metrics						ED Manager, Industrial Specialist, Retail Specialist	
FWT.B	Create a master flowchart for all surveys and future data collection						ED Manager, Industrial Specialist, Retail Specialist	
FWT.C	Secure funding and staffing						ED Manager	City Manager
FWT.C	Build on current successful economic development activities						ED Manager	City Manager
FWT.D	Report on Plan progress to the CEDC twice a year and to Council annually						ED Manager	

PERFORMANCE MEASURES		Baseline	Priority**
FPM.1	An annual sales tax growth above the sum of population growth and inflation	\$25,777,000 in FY 2012	I
FPM.2	An annual increase in the number of business licenses that is half of the increase in the labor force	Data available through Revenue, new staff will establish baseline during first year	I
FPM.3	95% occupancy rate of non-residential space	Measure baseline during first year	I
FPM.4	5% annual increase in property tax, both commercial and residential	\$35,960,000 in FY 2012	I
FPM.5	X% increase in the number of good-paying, quality jobs	Define good-paying, quality jobs and measure baseline during first year	I
FPM.6	The employment rate increases year over year	91.6% in November, 2012 ¹	I

*Key for Lead Economic Development Staff
See the Staffing Model on page twenty description of each of the positions

ED Manager	Economic Development Manager
C & M Relations	Community & Media Relations Officer
Industrial Specialist	Economic Development Specialist (Industrial Focus)
Retail Specialist	Economic Development Specialist (Service & Retail Focus)

**Key for Prioritization of Performance Measures

I	Greatest Importance
II	Very Important
III	Important

¹ Source: Bureau of Labor Statistics

BRANDING AND MARKETING

GOAL BM1: Identify and develop a brand that showcases Hayward's strengths

WORK TASKS		FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Lead ED Staff	Other Departments
BM1.A	Complete the recruitment process and hire the Community and Media Relations position						ED Manager	City Manager
BM1.B	Obtain consultant services to complete a brand assessment and identify opportunities to maximize the effectiveness of the City's communication materials (logos, website, brochures, signage, etc)						ED Manager, C & M Relations	City Manager
BM1.C	Facilitate a discussion with the City Council in a work session to develop a shared definition of "business friendly"						ED Manager	
BM1.D	Complete a comprehensive training program for key staff in marketing activities and on how to promote the brand through the everyday performance of duties						C & M Relations	All Departments

PERFORMANCE MEASURES		Baseline	Priority
BM1.1	90% or more residents members have a positive image of Hayward in the Resident Satisfaction Survey	79% in the 2012 Resident Satisfaction Survey	I
BM1.2	100% of materials in the City's annual portfolio demonstrate unified messaging and images that reinforce and are consistent with the City's brand	Need to compile portfolio, then measure baseline during first year	I
BM1.3	90% or more of customers taking customer surveys state that that staff is embodying the themes of the City's brand	Need to do brand assessment, then measure baseline during following year	II
BM1.4	Three of the top five positive characteristics listed by residents in the Resident Satisfaction Survey are reflective of the City's brand	Need to do brand assessment, then measure baseline during next survey	II

BRANDING AND MARKETING

GOAL BM2: Develop and execute a comprehensive marketing program

WORK TASKS		FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Lead ED Staff	Other Departments
BM2.A	Obtain consultant services to create a marketing plan including development of specifics tasks to be included in the annual work plan						ED Manager, C & M Relations	
BM2.B	Compile an annual communications portfolio of material utilized by all departments and measure how well the messaging and images reflect the City's brand						C & M Relations	All Departments
BM2.C	Create and complete a biannual survey of brokers, developers and business organizations to measure awareness of Hayward and its attributes						Retail Specialist, Industrial Specialist	
BM2.D	Update the marketing plan annually in coordination with the economic development annual work plans based on outcomes from the prior year						ED Manager, C & M Relations	
BM2.E	Develop a list of desired service & retail business types that cater to college students and personnel to guide marketing activities in areas around the colleges						Retail Specialist	

PERFORMANCE MEASURES		Baseline	Priority
BM2.1	By the end of year two, a 30% increase in inquiries from external businesses and developers that are interested in locating or doing projects in Hayward	Data currently being tracked manually, new staff will establish baseline during first year	I
BM2.2	By the end of year two, a 100% increase in social media activity and a 200% increase in website click-throughs	Measure baseline during first year	I
BM2.3	By the end of year two, a 50% increase in the number of positive media stories	Measure baseline during first year	II
BM2.4	By the end of year three, a 30% increase in awareness about Hayward's attributes, as measured through a biannual survey of brokers, developers and business organizations	Measure baseline during first year	III

BRANDING AND MARKETING

GOAL BM3: Strengthen and expand events and opportunities for community members, businesses, and visitors to engage with Hayward businesses

WORK TASKS		FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Lead ED Staff	Other Departments
BM3.A	Conduct an effectiveness assessment of all City sponsored events and implement identified changes						ED Manager	
BM3.B	Develop mechanisms to measure event attendance and vendor sales during events						Retail Specialist	
BM3.C	Identify and grow signature events that the region associates with Hayward						Retail Specialist, C & M Relations	
BM3.D	Expand the events volunteer program to increase the number of events that are community led with staff support, rather than staff led						Retail Specialist	
BM3.E	Increase advertising of City and community partner events in accordance with the marketing plan						Retail Specialist, C & M Relations	
BM3.F	Review the community promotions grant program and develop a strategy to direct money to the promotions that have the most impact on economic development						ED Manager	Library & Community Services
BM3.G	Develop and execute a survey of Chamber members, BIA members, and other business owners to identify new events that would increase their exposure to community members						Retail Specialist	
BM3.H	Develop and execute a survey of key community consumer groups, such as student unions and parent organizations, to identify new events that would increase their exposure to Hayward businesses						Retail Specialist	

PERFORMANCE MEASURES		Baseline	Priority
BM3.1	By the end of year four, a 100% increase in the retail sales of adjacent businesses during event days	Measure baseline during first year	I
BM3.2	By the end of year four, a 100% increase in the total annual attendance of events	Data currently being tracked manually, new staff will establish baseline during first year	II
BM3.3	By the end of year four, a 100% increase in the total annual event attendees that live in Hayward	Measure baseline during first year	III
BM3.4	By the end of year four, a 200% increase in the number of businesses taking part in Hayward events, through sponsorship, advertising, or participation	Measure baseline during first year	III

INDUSTRIAL SECTOR

GOAL IS1: Support existing business, especially in the area of safety

WORK TASKS		FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Lead ED Staff	Other Departments
IS1.A	Identify key safety concerns and crime patterns in the industrial area, utilizing information from the new CADRMS and anecdotal evidence collected from businesses over a 12 month period						Industrial Specialist	Police
IS1.B	With the Police Department and Code Enforcement, establish a crime prevention and beautification program for property managers						Industrial Specialist	Police, Code Enforcement
IS1.C	Design and offer incentives to existing industrial businesses for expansions and improvements						ED Manager, Industrial Specialist	
IS1.D	Establish a comprehensive retention program for existing businesses						ED Manager, Industrial Specialist	
IS1.E	Expand the business visitation program						Industrial Specialist	
IS1.F	Complete a transit and amenity needs assessment for employees in the industrial areas and create an implementation plan based on recommendations						Industrial Specialist	Public Works E&T
IS1.G	Explore a Facilities Maintenance District to fund amenities in the industrial areas						ED Manager	Public Works
IS1.H	Develop a method to survey businesses that close or leave Hayward to learn from common issues						Industrial Specialist, Retail Specialist	
IS1.I	Identify a method to track how different ethnic groups are represented in the Hayward economy						Industrial Specialist, Retail Specialist	

PERFORMANCE MEASURES		Baseline	Priority
IS1.1	Retain 100% of the top 25 industrial employers year-to-year	List available	I
IS1.2	Retain 100% of the top 25 industrial sales tax generators year-to-year	List available	I
IS1.3	Year over year decrease in crime in the industrial areas, broken down by crime category	Data available through Police Dept, new staff will establish baseline during first year	I
IS1.4	Year over year decrease in publically reported external code violations in the industrial areas	Data available through Code Enforcement, new staff will establish baseline in first year	II
IS1.5	Maintain current level of employment at existing industrial businesses	Data available through Revenue, new staff will establish baseline during first year	II
IS1.6	Maintain an annual increase in gross revenue by existing businesses equal to Bay Area wide growth, by industry	Data available through Revenue, new staff will establish baseline during first year	II

INDUSTRIAL SECTOR

GOAL IS2: Recruit and secure new businesses in priority locations/industries that are a good fit for Hayward

WORK TASKS		FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Lead ED Staff	Other Departments
IS2.A	Establish a comprehensive attraction program for key business types						ED Manager, Industrial Specialist	
IS2.B	Design and offer incentives to new industrial businesses for site preparation and for those that offer good paying jobs						ED Manager	
IS2.C	Develop relationships with the property owners of the opportunity sites in the industrial area						ED Manager, Industrial Specialist	
IS2.D	Develop a Bioscience Council						ED Manager	
IS2.E	Expand the Food Manufacturing Council membership						Industrial Specialist	
IS2.F	Expand venture capital forums and investor round tables						ED Manager	
IS2.G	Develop marketing material for the opportunity sites in the industrial area that can be used by brokers						Industrial Specialist, C & M Relations	
IS2.H	Identify metrics to measure private investment in Hayward						Industrial Specialist, Retail Specialist	

PERFORMANCE MEASURES		Baseline	Priority
IS2.1	95% occupancy rate of industrial sites	Quarter 2, 2012 ² : Manufacturing 93.4% Warehouse 87.4% R&D 80.6%	I
IS2.2	Maintain an annual growth in industrial jobs at new businesses at least equal to Bay Area wide growth, by industry category	Data available through Revenue, new staff will establish baseline during first year	II
IS2.3	Maintain an annual growth in the number of new businesses at least equal to Bay Area wide growth, by industry category	Data available through Revenue, new staff will establish baseline during first year	II
IS2.4	90% of businesses that take advantage of incentives indicate that they would not have located in Hayward without the incentive	Need to establish incentive program, then measure baseline	III

²Source: Cassidy Turley Commercial Real Estate Services, www.ctbt.com

INDUSTRIAL SECTOR

GOAL IS3: Maintain and expand the public infrastructure that businesses need to thrive

WORK TASKS		FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Lead ED Staff	Other Departments
IS3.A	Complete an assessment of infrastructure deficiencies in the industrial area, as well as strengths that could be used for marketing, such as rail access and water supply						Industrial Specialist	Multiple Departments
IS3.B	Ensure water/sewer main capacity, especially for opportunity sites						ED Manager	Public Works U&ES
IS3.C	Explore a public/private partnership to secure broadband/fiber optic network in the industrial area						ED Manager	
IS3.D	Complete the Whitesell/Cabot extension						Industrial Specialist	Public Works E&T
IS3.E	Create an implementation plan to address infrastructure deficiencies, especially the quality of roads						ED Manager	Public Works E&T
IS3.F	Create and implement a plan to link and expand existing biking and walking trails in the industrial area						Industrial Specialist	Public Works E&T

PERFORMANCE MEASURES		Baseline	Priority
IS3.1	Necessary sewer capacity available 100% of the time for opportunity sites	Need to identify desired uses for opportunity sites, then measure baseline during first year	I
IS3.2	Maintain a pavement index at 65 or above	In 2011: Industrial West = 61.4 Industrial Pkwy Mixed-Use Area = 60.3	II
IS3.3	Link all existing biking/walking trails and establish a 26.2 mile loop	Measure baseline during first year	III

INDUSTRIAL SECTOR

GOAL IS4: Create proactive, site-specific land use policies that clearly convey information to potential businesses

WORK TASKS		FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Lead ED Staff	Other Departments
IS4.A	Identify desired uses for the opportunity sites in the industrial area with the CEDC and ensure that current zoning allows for the desired uses						ED Manager	Development Services
IS4.B	Confirm the City's zoning assessment with commercial brokers						ED Manager	
IS4.C	Update the City's Hazmat policies to address advances in the biotech industry						Industrial Specialist	Fire
IS4.D	Develop preferential zoning areas that support the desired business types						Industrial Specialist	Development Services
IS4.E	Assess opportunities for recreational uses in sections of the industrial area that are near retail areas						Industrial Specialist	Development Services

PERFORMANCE MEASURES		Baseline	Priority
IS4.1	Zoning for opportunity sites is appropriate for desired uses 100% of the time	Need to identify desired uses for opportunity sites, then measure baseline during first year	I
IS4.2	For new users, opportunity sites are used by desired business types 100% of the time	Need to identify desired uses for opportunity sites, then measure baseline during first year	I
IS4.3	Land use is a critical element in all marketing material that is targeted at industrial businesses	Need to create marketing material, then measure baseline	II

INDUSTRIAL SECTOR

GOAL IS5: Ensure a timely and predictable permit process

WORK TASKS		FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Lead ED Staff	Other Departments
IS5.A	Develop an ombudsperson program to streamline industrial business applications and permits						ED Manager	Development Services, Fire, Public Works
IS5.B	Optimize the permit process by utilizing online technology and other available tools						Industrial Specialist	Development Services, Fire, Public Works, Police, Technology Services
IS5.C	Expand the permit performance measures to include other departments that are involved in permitting and inspections						Industrial Specialist	Development Services, Fire, Public Works, Police
IS5.D	Streamline the bioscience permitting						ED Manager	Development Services, Fire, Public Works

PERFORMANCE MEASURES		Baseline	Priority
IS5.1	100% of new businesses open by their target date	Measure baseline during first year	I
IS5.2	100% of permits are processed within the target timeframe	Currently being tracked for all projects, measure baseline for industrial projects in the first year	I
IS5.3	100% of planning applications are processed within target timeframe	Currently being tracked for all projects, measure baseline for industrial projects in the first year	I
IS5.4	100% of next day inspections scheduled before 4:00 pm are conducted the next day	Currently being tracked for all projects, measure baseline for industrial projects in the first year	I
IS5.5	100% of survey responses are excellent or good	Currently being tracked for all projects, measure baseline for industrial projects in the first year	II
IS5.6	By year three, 50% of minor permit applications are submitted electronically	Measure baseline during first year	II

INDUSTRIAL SECTOR

GOAL IS6:

Improve Hayward's education-to-job bridge through an active community partnership

WORK TASKS		FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Lead ED Staff	Other Departments
IS6.A	Encourage and support HUSD efforts to develop a mentoring/internship/skill-development program for students that are interested in specific careers						ED Manager	
IS6.B	Explore business sponsorships and employee volunteer programs to grow the City's existing afterschool programs						ED Manager, Industrial Specialist	Library & Community Services
IS6.C	Complete an inventory of desired skills from Hayward industrial businesses						Industrial Specialist	
IS6.D	Create an annual award to recognize businesses that support schools						C & M Relations	
IS6.E	Facilitate an adopt-a-classroom and employee volunteer program in partnership with HUSD, starting with the Promise Neighborhood middle and high schools						ED Manager, Industrial Specialist	Library & Community Services
IS6.F	Facilitate school tours of industrial businesses						Industrial Specialist	
IS6.G	Design and launch an annual Career Day at Chabot and Cal State that highlights the skills needed to work in Hayward industries						All	
IS6.H	Partner with the Chamber to incorporate a job fair element at the annual Business Expo						ED Manager	
IS6.I	Identify metrics that connect academic achievement to employment, such as job placement after graduation						Industrial Specialist, Retail Specialist	
IS6.J	Research and develop a local hire program to encourage and support businesses to hire Hayward residents						Industrial Specialist, Retail Specialist	

PERFORMANCE MEASURES		Baseline	Priority
IS6.1	By year three, 10% of classrooms are adopted by businesses	Measure baseline during first year	I
IS6.2	By year three, 10% of middle and high school students are involved in mentoring or internship programs	Measure baseline during first year	I
IS6.3	Average district wide API scores of 900 or above	718 Average API Score in 2012	I
IS6.4	100% of HUSD schools have API scores above 800	List available	I

SERVICE & RETAIL INDUSTRY

GOAL SR1: Support existing business, especially in the area of safety

WORK TASKS		FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Lead ED Staff	Other Departments
SR1.A	Identify key safety concerns and crime patterns in the retail areas, utilizing information from the new CAD/RMS and anecdotal evidence collected						Retail Specialist	Police
SR1.B	With the Police Department and Code Enforcement, establish a crime prevention and property improvement prgm for property managers						Retail Specialist	Police, Code Enforcement
SR1.C	Establish a comprehensive retention program for existing businesses						ED Manager, Retail Specialist	
SR1.D	Design and offer incentives to existing service/retail businesses for expansions and improvements						ED Manager, Retail Specialist	
SR1.E	Assist the Chamber, BIA, and workforce development organizations with starting a mentoring/consulting program for small businesses						ED Manager, Retail Specialist	
IS1.H	Develop a method to survey businesses that close or leave Hayward to learn from common issues						Industrial Specialist, Retail Specialist	
IS1.I	Identify a method to track how different ethnic groups are represented in the Hayward economy						Industrial Specialist, Retail Specialist	

PERFORMANCE MEASURES		Baseline	Priority
SR1.1	Retain 100% of the top 25 retail employers year-to-year	List available	I
SR1.2	Retain 100% of the top 25 retail sales tax generators year-to-year	List available	I
SR1.3	Year over year decrease in crime in the retail areas, broken down by crime category	Data available through Police Department, new staff will establish baseline during first year	I
SR1.4	Sales tax in the downtown area grows at a higher rate than the citywide retail sales tax	Data available through Revenue, new staff will establish baseline during first year	I
SR1.5	Maintain current level of employment at existing retail businesses	Data available through Revenue, new staff will establish baseline during first year	II
SR1.6	Maintain an annual increase in gross revenue from existing bsns equal to Bay Area growth, by category	Data available through Revenue, new staff will establish baseline during first year	II
SR1.7	Year over year decrease in publically reported external code violations in the retail areas	Data available through Code Enforcement, new staff will establish baseline during first year	II
SR1.8	Year over year increase in Chamber-led events that are targeted at small business skill development	Measure baseline during first year	III

SERVICE & RETAIL INDUSTRY

GOAL SR2: Recruit and secure new businesses in priority locations/industries that are a good fit for Hayward

WORK TASKS		FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Lead ED Staff	Other Departments
SR2.A	Establish a comprehensive retail attraction program for desired retailers						ED Manager, Retail Specialist	
SR2.B	Increase proactive code enforcement efforts around catalyst sites and other highly visible sites						Retail Specialist	Code Enforcement
SR2.C	Design and offer incentives to new retail businesses, such as small business loans and fee waivers						ED Manager	
SR2.D	Update psychographic data (example: Buxton Study)						Retail Specialist	
SR2.E	Grow relationships with retail brokers						ED Manager, Retail Specialist	
SR2.F	Develop relationships with the property owners of the catalyst sites in the retail area						ED Manager, Retail Specialist	
SR2.H	Develop marketing material for the catalyst sites that can be used by brokers						Retail Specialist, C & M Relations	
SR2.I	Identify metrics to measure private investment in Hayward						Industrial Specialist, Retail Specialist	

PERFORMANCE MEASURES		Baseline	Priority
SR2.1	Maintain an annual increase in the number of new businesses at least equal to Bay Area wide growth, by retail category	Data available through Revenue, new staff will establish baseline during first year	I
SR2.2	95% occupancy rate of retail sites	Measure baseline during first year	I
SR2.3	Close sales tax leakage year over year in each retail category	2.4 – 21.4 stores leakage, depending on the category ³	II
SR2.4	90% of businesses that take advantage of incentives indicate that they would not have located in Hayward without the incentive	Need to establish incentive program, then measure baseline	III

³ Source: ADE, Inc 1/22/2013 Report for the City of Hayward; data from MuniServices LLC, and U.S. Economic Census

SERVICE & RETAIL INDUSTRY

GOAL SR3: Maintain and expand the public infrastructure that businesses need to thrive

WORK TASKS		FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Lead ED Staff	Other Departments
SR3.A	Complete an assessment of infrastructure deficiencies in the retail area, as well as strengths that could be used for marketing, such as Hayward's unique downtown						Retail Specialist	Multiple Departments
SR3.B	Complete the way-finding sign program for the 238 Corridor						Retail Specialist	Public Works E&T
SR3.C	Complete parking study for downtown retail area						Retail Specialist	Public Works E&T
SR3.D	Create an implementation plan to address deficiencies identified in the infrastructure assessment						ED Manager	Public Works
SR3.E	Pre-install grease traps and other infrastructure to support restaurant development						Retail Specialist	Public Works U&ES
SR3.F	Work with Southland Mall to identify and address infrastructure needs						ED Manager	
SR3.G	Develop gateway program						C & M Relations	City Manager, Development Services

PERFORMANCE MEASURES		Baseline	Priority
SR3.1	By year three, 100% of way-finding signs are installed citywide	Need to establish way-finding program, then then measure baseline during first year	I
SR3.2	Maintain a pavement index at 65 or above in retail areas	Data available through Public Works, new staff will establish baseline during first year	II

SERVICE & RETAIL INDUSTRY

GOAL SR4: Create proactive, site-specific land use policies that clearly convey information to potential businesses

WORK TASKS		FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Lead ED Staff	Other Departments
SR4.A	Identify desired uses for the catalyst sites with the CEDC and ensure that current zoning allows for the desired uses						ED Manager	Development Services
SR4.B	Confirm the City's zoning assessment with commercial brokers						ED Manager	
SR4.C	Revise the Sign Ordinance						ED Manager	Development Services
SR4.D	Monitor developments at Airport Land Use Commission and improve process to ensure appropriate influence						ED Manager	Development Services, Public Works E&T
SR4.E	Modify/create dining entertainment districts that include owner accountability systems						ED Manager	Development Services
SR4.F	Complete the Downtown Plan update						ED Manager	Development Services

PERFORMANCE MEASURES		Baseline	Priority
SR4.1	Zoning for catalyst sites is appropriate for desired uses 100% of the time	Need to identify desired uses for opportunity sites, then measure baseline during first year	I
SR4.2	For new users, catalyst sites are used by desired business types 100% of the time	Need to identify desired uses for opportunity sites, then measure baseline during first year	I
SR4.3	Land use is a critical element in all marketing material that is targeted at retail businesses	Need to create marketing material, then measure baseline	II

SERVICE & RETAIL INDUSTRY

GOAL SR5: Ensure a timely and predictable permit process

WORK TASKS		FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Lead ED Staff	Other Departments
SR5.A	Develop and promote an ombudsperson program to streamline retail business applications and permits						ED Manager	Development Services, Fire, Public Works
SR5.B	Optimize the permit process by utilizing online technology and other available tools						Retail Specialist	Development Services, Fire, Public Works, Police, Technology Services
SR5.C	Update/review fire connection requirements						Retail Specialist	Fire
SR5.D	Facilitate the streamlining of ABC review while developing equally balanced accountability measures for problem users						Retail Specialist	Development Services, Fire, Public Works
SR5.E	Streamline restaurant permitting						Retail Specialist	Development Services, Fire, Public Works
SR5.F	Expand the permit performance measures to include other departments that are involved in permitting and inspections						Retail Specialist	Development Services, Fire, Public Works, Police

PERFORMANCE MEASURES		Baseline	Priority
SR5.1	100% of new businesses open by their target date	Measure baseline during first year	I
SR5.2	100% of permits are processed within the target timeframe	Currently being tracked for all projects, measure baseline for retail projects in the first year	I
SR5.3	100% of planning applications are processed within target timeframe	Currently being tracked for all projects, measure baseline for retail projects in the first year	I
SR5.4	100% of next day inspections scheduled before 4:00 pm are conducted the next day	Currently being tracked for all projects, measure baseline for retail projects in the first year	I
SR5.5	100% of survey responses are excellent or good	Currently being tracked for all projects, measure baseline for retail projects in the first year	II
SR5.6	By year three, 50% of minor permit applications are submitted electronically	Measure baseline during first year	II

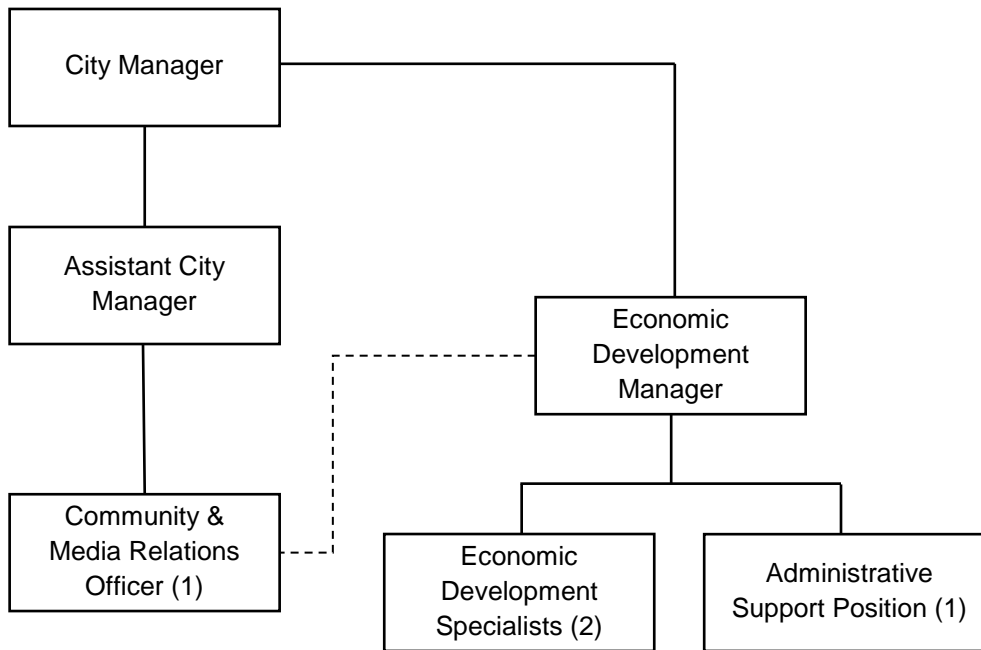
SERVICE & RETAIL INDUSTRY

GOAL SR6: Improve Hayward's education-to-job bridge through an active community partnership

WORK TASKS		FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Lead ED Staff	Other Departments
SR6.A	Partner with applicable community organizations to create a job connection program for seasonal and part time entry jobs						Retail Specialist	
SR6.B	Expand the adopt a classroom and employee volunteer programs to service/retail businesses						Retail Specialist	Library & Community Services
SR6.C	Identify metrics that connect academic achievement to employment, such as job placement after graduation						Industrial Specialist, Retail Specialist	
SR6.D	Research and develop a local hire program to encourage and support businesses to hire Hayward residents						Industrial Specialist, Retail Specialist	

PERFORMANCE MEASURES		Baseline	Priority
SR6.1	By year three, 10% of classrooms are adopted by businesses	Measure baseline during first year	I
SR6.2	By year three, 10% of middle and high school students are involved in mentoring or internship programs	Measure baseline during first year	I
SR6.3	Average district wide API scores of 900 or above	718 Average API Score in 2012	I
SR6.4	100% of HUSD schools have API scores above 800	List available	I

STAFFING MODEL



Economic Development Manager – The Manager will direct, supervise, and coordinate the work of the Division in accordance with the five-year plan, including monitoring performance measures and preparing the budget. The Manager will be the lead for efforts related to the catalyst and opportunity sites, as well as tasks that involve coordination with outside groups and agencies and other City departments.

Community & Media Relations Officer – Half of the Officer’s hours will be dedicated to Economic Development efforts, the other half will be dedicated to public information, legislative, and neighborhood outreach efforts. The Officer will be the lead on all tasks related to branding and marketing. In addition, the Officer will work with the ED Specialists to develop and promote events and to recognize businesses that support schools.

Economic Development Specialist (Industrial Focus) – The Industrial Specialist will design, implement, and monitor programs that encourage economic development in the industrial area, including playing an ombudsman role and providing support for existing businesses. In addition, the Industrial Specialist will be the lead for many of the tasks related to improving Hayward’s education-to-job bridge.

Economic Development Specialist (Service & Retail Focus) – The Retail Specialist will design, implement, and monitor programs that encourage economic development in the retail areas, including playing an ombudsman role and providing support for existing businesses. In addition, the Retail Specialist will be the lead on assessing and expanding City-sponsored events.

Administrative Support Position – The Administrative Support Position will provide specialized clerical support for all Economic Development Programs. In addition to routine administrative duties, this person will assist with assembling the annual communications portfolio, compiling results of surveys and needs assessments, administering programs in the schools, and preparing for events.

FUNDING SOURCES

Proposed Operating Expenses for the Five-Year Plan (\$ in 1,000s)

Uses:	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Employee Services	680	680	680	680	680
Events	168	168	168	145	145
Marketing Materials	70	70	70	70	70
Memberships	35	35	35	35	35
Supplies	30	30	30	30	30
Travel and Trainings	10	10	10	10	10
Planning Studies and Other Analyses	30	30	30	30	30
One-Time Startup Costs	150	120	90	0	0
Total:	1,173	1,143	1,113	1,000	1,000

Proposed Operating Funding Sources for the Five-Year Plan (\$ in 1,000s)

Sources:	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Existing Sources	General Fund (Current)	595	595	595	595
	Community Promotions	23	23	0	0
	DBIA Fees	55	55	55	55
New Sources	Projected Revenue from Previous RDA Tax Increments	350	350	350	350
	General Fund (New)	150	120	90	0
Total:	1,173	1,143	1,113	1,000	1,000

The table below displays projections for the Plan's most direct avenue for revenue creation, which is securing optimal uses on the Opportunity and Catalyst sites. Staff worked with the consultants at Applied Development Economics, Inc. to identify a possible optimal use for each site. These are preliminary concepts that may change with further analysis. The low projection assumes that only sites that are currently vacant turn over to an optional use over the course of the five years, with slower development in the early years. The high projection assumes that all twenty sites turn over to an optional use over the course of the five years.

Revenue Projections

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	TOTAL
Low	\$200,577	\$501,443	\$902,597	\$1,404,039	\$2,005,770	\$5,014,425
High	\$356,523	\$891,308	\$1,604,354	\$3,229,943	\$5,400,933	\$11,483,061

Again, these projections focus on the most tangible avenue for revenue creation and therefore only include one of the many ways in which increased revenue will be realized through the efforts of the Plan.

KEY GEOGRAPHIC AREAS

The Strategic Plan includes two maps that identify and prioritize economic development areas and specific parcels. The purpose of the key geographic areas is to focus limited city resources on the sites that will provide the most immediate positive results related to the City’s business attraction and retention efforts.

Both maps are fluid documents that may be modified as needed, including the addition and removal of sites to account for ownership, the economic climate, and changes in interest from developers and businesses.

OPPORTUNITY SITES – Industrial Sector

See map on page twenty-three, **Opportunity Sites in the Industrial Areas**

The opportunity sites were selected using the following criteria:

- Vacant or underutilized parcel/building
- Greater than five acres
- Single or few owners
- Proximity to major corridors/arterials
- Minimal CEQA concerns

CATALYST SITES – Service & Retail Sector

See map on page twenty-four, **Key Retail Areas and Catalyst Sites**

The catalyst sites were selected using the following criteria:

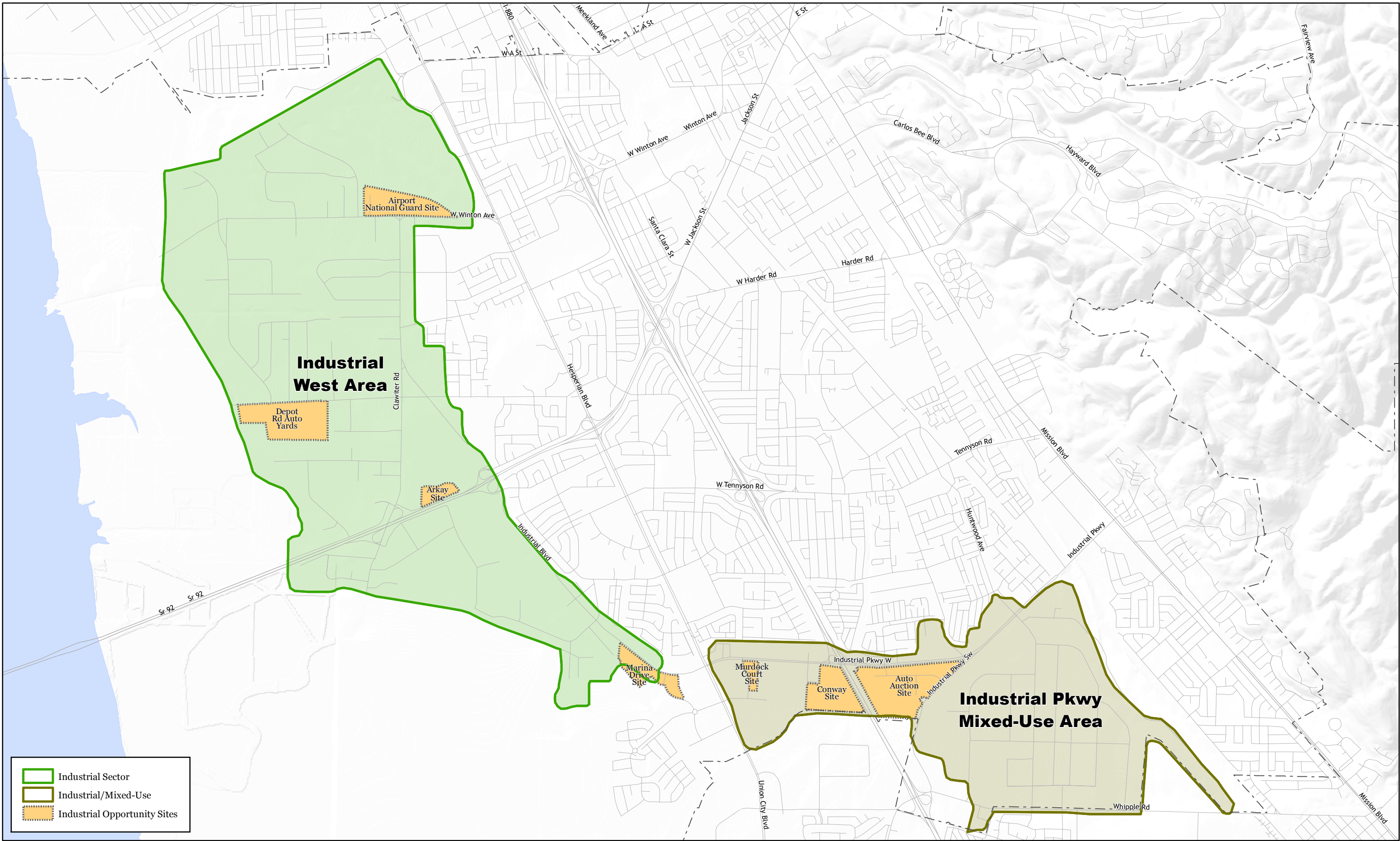
- The potential impact on the associated retail area
- High visibility
- Vacant or underutilized parcel/building
- Single or few owners
- Acreage

Summary of Work Tasks Related to the Catalyst and Opportunity Sites

Land Use	<ul style="list-style-type: none"> • Identify desired uses for the sites with the Council Economic Development Committee • Ensure that zoning allows for the desired uses, including confirming with brokers • Develop preferential zoning areas that support the desired business types
Relationships & Marketing	<ul style="list-style-type: none"> • Develop relationships with property owners • Grow relationships with retail brokers • Develop marketing material specific to the sites that can be used by brokers
Infrastructure & Site Readiness	<ul style="list-style-type: none"> • Complete an assessment of infrastructure deficiencies around sites, as well as strengths that could be used for marketing • Increase proactive code enforcement efforts around sites • Ensure water/sewer main capacity for the sites • Design and offer incentives to new businesses for site preparation



Opportunity Sites in the Industrial Area



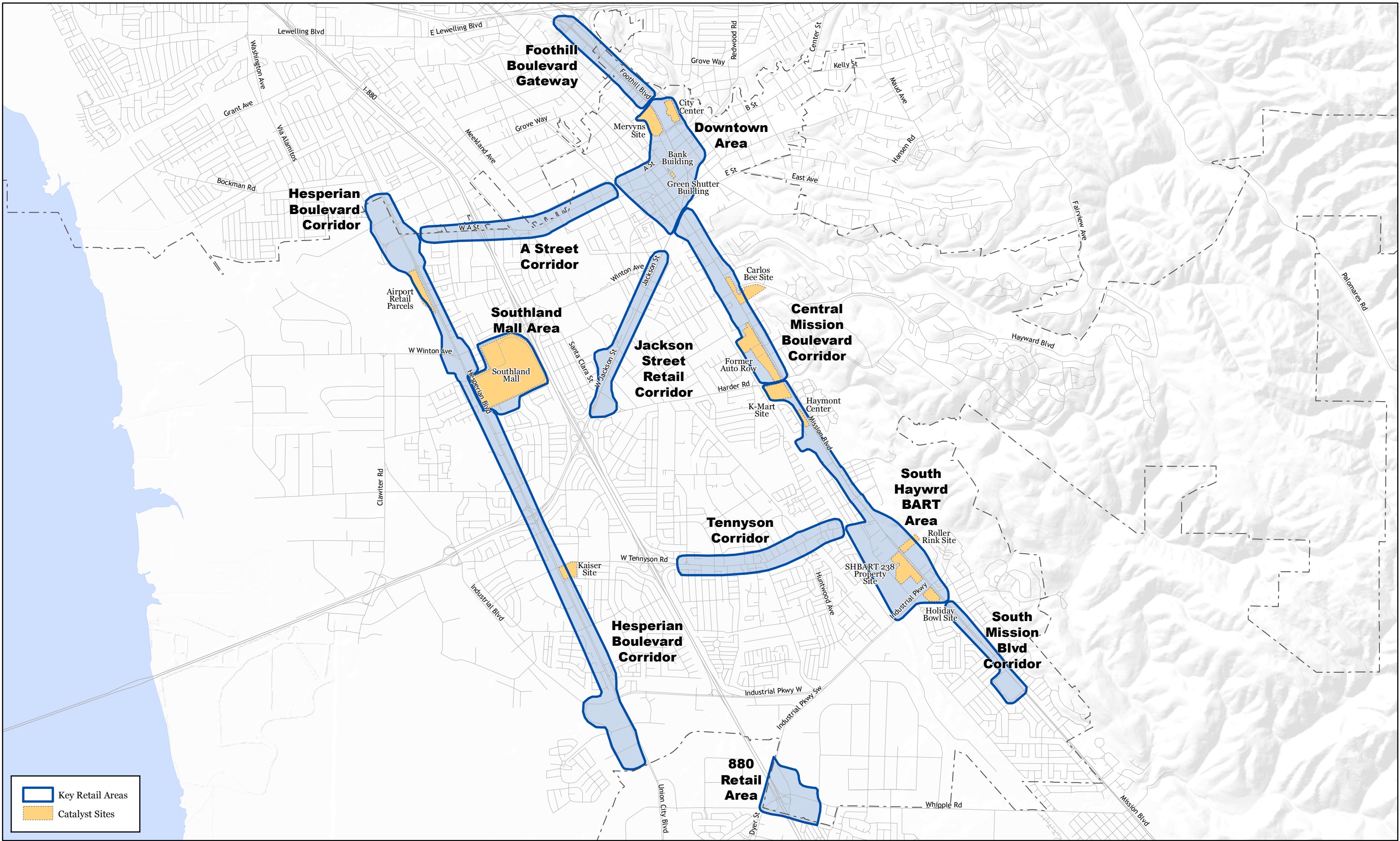
Industrial Sector

Industrial/Mixed-Use

Industrial Opportunity Sites



Key Retail Areas & Catalyst Sites



Key Retail Areas

Catalyst Sites