

Industrial Sector				
GOAL IS1: Support existing business, especially in the area of safety				
Work Tasks		Year to be Completed	Current Status	Recommendation
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	2014	Ongoing. As part of the Business Visitation Program, staff collects information from owners regarding their security concerns. Issues are recorded in the ED Activity Log and communicated to Police Department, Code Enforcement and other staff as needed for follow-up. Crime statistics are reported to Council by the Hayward Police Department (HPD) each quarter.	Ongoing Task - Recommend moving to 2018 and have staff continue collecting information, tracking trends and referring to appropriate departmental staff for action.
IS1.B	With the Police Department and Code Enforcement, establish a crime prevention and beautification program for property managers	2014	Complete. HPD established the Crime Prevention Through Environmental Design Program. This program involves advising businesses and property owners on proper design, maintenance, and use of the built environment in order to enhance the quality of life and to reduce both the incidence and the fear of crime. Customized for the individual needs of the businesses and property owners, PD conducts site visits that offer guidance and feedback on site design, maintenance and operational strategies. ED staff markets this program in conjunction with the Concierge Program and Business Visitation program.	Recommend Deletion - Task Complete
IS1.C	Design and offer incentives to existing industrial businesses for expansions and improvements	2015	Incomplete. Following the outcomes of the Community Benefits District effort for the Downtown area, ED will allocate resources to develop a similar industrial area improvement program or other incentive program.	Ongoing Task - Recommend moving to 2017
IS1.D	Establish a comprehensive retention program for existing businesses	2014	Complete. Economic Development established a comprehensive business retention program within the Business Concierge Program, Business Visitation Program and our new formal partnerships for workforce development and lay-off aversion support from the Governor's Office of Business and Economic Development and the Alameda County Workforce Development Board. This program monitors the health of businesses, identifies issues and develops solutions that cut across multiple agencies and organizations to resolve them.	Recommend Deletion - Task Complete
IS1.E	Expand the business visitation program	2018	Ongoing. Using the Industrial Baseline Profile and resulting Business Database, which tracks major employers by sector, ED staff developed a more robust and targeted Business Visitation Program. The goals of these visits are to engage the business owner, evaluate their economic health and inform them of available programs and resources available to help retain and expand their operation in the City. Visitation is the number one tool for to support business retention and expansion.	Ongoing Task - Recommend allocating additional resources to expand outreach capabilities.

Work Tasks		Year to be Completed	Current Status	Recommendation
IS1.F	Complete a transit and amenity needs assessment for employees in the industrial areas and create an implementation plan based on recommendations	2016	Complete. ED staff supported Public Works Engineering and Transportation staff with a Transit Shuttle Feasibility Study, which assessed the existing transit connectivity conditions, identified the needs of industrial area employees/employers, and analyzed the logistical and financial feasibility of establishing a transit shuttle from Hayward and South Hayward BART stations to major employment areas. The Industrial Baseline Profile and ED staff's engagement of businesses through the Business Visitation Program were key data sources for this ongoing effort. PW E&T staff is now working with businesses to implement customized solutions for shuttle connection services.	Recommend Deletion - Task Complete
IS1.G	Explore a Facilities Maintenance District to fund amenities in the industrial areas	2016	Incomplete. Pending outcomes of the Community Benefits District effort for the downtown area, ED will seek to develop a similar industrial area improvement program or other incentive program.	Ongoing Task - Recommend moving to 2018
IS1.H	Develop a method to survey businesses that close or leave Hayward to learn from common issues	2016	Complete. ED staff developed and continually refines the questionnaire used during in-person and telephone interviews with businesses that leave or close. Feedback from these firms is captured and logged in the ED Activity Log, which is analyzed to identify patterns and potential solutions.	Recommend Deletion - Task Complete
IS1.I	Identify a method to track how different ethnic groups are represented in the Hayward economy	2016	Ongoing. ED staff has not identified readily available data to track how ethnic groups are represented in the Hayward economy. Staff focuses on encouraging investment off all types that offer employment opportunities for the community and revenue generation for the City. Development of a data collection program to track this information would be resource intensive and unlikely to yield actionable information.	Ongoing Task - Recommend moving to 2018

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Industrial Sector				
GOAL IS2: Recruit and secure new businesses in priority locations/industries that are a good fit for Hayward				
IS2.A	Establish a comprehensive attraction program for key business types	2014	Completed. In addition to the Business Concierge Program, staff worked to develop and update existing marketing materials that are being used to attract targeted industries. Targeted industries include advanced industries, which include manufacturers, bioscience, technology and specialty food and beverage producers.	Recommend replacement of this task with the following: "Expand marketing efforts to advanced industries and targeted businesses by attending conferences and tradeshow and advertising in industry media outlets."
IS2.B	Design and offer incentives to new industrial businesses for site preparation and for those that offer good paying jobs	2015	Incomplete. Pending outcomes of the Community Benefits District effort for the Downtown area, ED will seek to develop a similar industrial area improvement program or other incentive program. Additional resources will be needed if such programs are to be established.	Ongoing Task - Recommend moving to 2018. Staff will research and propose potential industrial incentive options to attract targeted businesses.
IS2.C	Develop relationships with the property owners of the opportunity sites in the industrial area	2018	Ongoing. Staff continues to engage existing and new property owners in the industrial area to identify opportunities and trends.	Ongoing Task
IS2.D	Develop a Bioscience Council	2018	Incomplete. Given the amount of resources necessary to establish and convene a working group, staff elected to partner with existing Bay Area biotechnology and life science associations such as the California Life Science Association, East Bay Bio-Manufacturing Network, and the Ohlone College Biotechnology Council, whose membership include Hayward businesses. These larger groups are better suited for attracting membership and addressing industry needs.	Recommend replacement of this task with the following: "Attend and participate regional bioscience organizations efforts to market Hayward." Additional resources may be necessary to achieve this goal.
IS2.E	Expand the Food Manufacturing Council membership	2018	Incomplete. As noted above, management of a working group takes significant resources. Staff expanded the City's partnership with the Chamber of Commerce and Alameda Small Business Development Center, which organizes and conducts training workshops and business mixers for food sector companies.	Recommend elimination of this task and addition of the following: "Expand marketing efforts to specialty food and beverage manufacturers by developing industry specific marketing collateral and attending conferences and tradeshow."
IS2.F	Expand venture capital forums and investor round tables	2018	Incomplete. Staff is collecting data on venture capital funding raised by Hayward businesses. However, given staffing resource constraints and the private nature of venture capital organizations, staff has not yet pursued engaging venture capital forums and roundtables.	Recommend elimination of this task and addition of the following task: "Track private capital investment in Hayward businesses and initiate immediate outreach to businesses that receive venture capital funding. " This contact would represent the City's proactive efforts to assist businesses that are poised to move or expand.
IS2.G	Develop marketing materials for the opportunity sites in the industrial area that can be used by brokers	2018	Ongoing. Staff continues to develop marketing brochures for the City as a whole. The next evolution of this effort will include more refined marketing materials of opportunities sites and providing input to broker developed marketing materials.	Ongoing Task
IS2.H	Identify metrics to measure private investment in Hayward	2016	Ongoing. DSD staff currently tracks investment as part of the building valuation and permit fee calculation. ED staff is currently collecting data on venture capital raised by Hayward businesses. This data is used to identify and initiate retention and expansion efforts.	Ongoing Task - Recommend moving to 2018

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Industrial Sector				
GOAL IS3: Maintain and expand the public infrastructure that businesses need to thrive				
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	2015	Complete. PW E&T staff conducted an assessment of both pavement and sidewalk conditions in the industrial area, and arrived at the following conclusions: • An estimated \$7 million in pavement rehabilitation projects are required to bring pavement conditions in the Industrial West area from the current pavement condition Index (PCI) of 57 to a PCI of 65. For the Industrial Parkway Mixed-Use area, another \$5.5 million will be needed to bring the PCI from its current index of 53 to a PCI of 65 • Based on input from businesses in the industrial area, there was a clear need to implement a connector service that would allow for better access from this area to the Hayward BART station and the Downtown • As the industrial area was undergoing significant development during the 1950's and 1960's, transportation policies focused on constructing wider travel lanes for vehicular traffic and did not emphasize the need for developing pedestrian-related facilities (i.e. sidewalks). Therefore, there is a limited amount of sidewalk in this area of the City. However, recent policies have mandated that the construction of new roads throughout the industrial area include sidewalks or other pedestrian-friendly facilities. More sidewalks can be added to existing streets.	Recommend replacement of this task with the following: "Explore the development of place making programs in the Industrial Corridor to attract new business investment." This work, which will carry through 2018, may include identifying potential locations, types, costs and funding sources for gateway markers and public art.
IS3.B	Ensure water/sewer main capacity, especially for opportunity sites	2018	Complete. The City offers ample sewer and water main capacity to opportunity sites.	While Hayward utility connection rates are competitive with neighboring communities, these fees can be a barrier to entry for target businesses such as a restaurant, food and beverage producer or manufacturer. As a result, staff recommends replacement of this task with the following: "Explore the development of incentives or assistance programs for utility connection fees for targeted industries."
IS3.C	Explore a public/private partnership to secure broadband/fiber optic network in the industrial area	2018	Ongoing. in 2015 and 2016, ED developed a tentative public-private partnership (P3) framework with San Leandro Dark Fiber and submitted a grant to the U.S. Economic Development Administration to fund the development of a fiber loop in the industrial area. The EDA issued a notice on award the grant on September 14, 2016. In April 2016, Staff also began working with a consultant to prepare a Fiber Optic Master Plan to provide an assessment of current conditions, potential options and implementation strategies to achieve this goal.	Ongoing Task. It is anticipated that the Fiber Optic Master Plan will be complete in December 2016 and construction of the fiber optic loop will commence in 2017.

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IS3.D	Complete the Whitesell/Cabot extension	2015	Ongoing. The project is under construction with anticipated completion of Phase 1 in the Fall of 2016. Phase 1 is comprised of local street system modification and widening of West Winton Avenue at the Intersection of Hesperian Boulevard along with minor signal phasing modifications, the widening and extension of Whitesell Drive between Depot Road and State Route 92. Phase 2 will be the reconstruction of the SR 92 Clawiter Road – Whitesell Street Interchange. The timeline of Phase 2 has yet to be determined by the Alameda County Transportation Commission.	Ongoing Task - Recommend moving to 2018
IS3.E	Create an implementation plan to address infrastructure deficiencies, especially the quality of roads	2016	Complete. The Engineering and Transportation Department has a program (Pavement Management Program) in place for managing the City's streets infrastructure and addressing deficient streets. This program contains information for all of the City's streets, such as their current pavement condition and the level of funding needed to bring each street to an acceptable condition. Program implementation relies on available funding provided each fiscal year through the City's Capital Improvement Program (CIP). A portion of available paving funds will continue to be applied towards projects in the Industrial Area. In addition to streets and roads, staff will also focus on infrastructure deficiencies associated with pedestrian and bicycle facilities, such as sidewalks, curb ramps, etc.	Recommend Deletion - Task Complete
IS3.F	Create and implement a plan to link and expand existing biking and walking trails in the industrial area	2017	Ongoing. Staff are currently in the process of updating the current Bicycle Master Plan and creating a Pedestrian Master Plan. These studies, which are currently funded through Measure B in the CIP, will commence during the summer of 2015. Staff will ensure that a focal point of each plan will be the consideration and potential development of a loop for the existing trail system, which will include the industrial area. In the interim, City staff are in the process of updating the Downtown Specific Plan. A portion of this document will contain elements of both the Bicycle and Pedestrian Master Plan, as well as identify new facilities that align with the City's policies, such as Complete Streets. Funding for this project was secured through a grant from Alameda CTC.	Ongoing Task - Recommend moving to 2018

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GOAL IS4: Create proactive, site-specific land use policies that clearly convey information to potential businesses				
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	2014	Complete. Opportunity site developments are vetted through the ED Concept Review process, which enables CEDC and Council to provide informal feedback to potential applicants before acquisition or an official application is submitted.	Recommend Deletion - Task Complete
IS4.B	Confirm the City's zoning assessment with commercial brokers	2014	Underway. DSD Planning Division, in consultation with staff from ED and Fire/Hazmat, is preparing a comprehensive review and update of the Industrial Zoning District regulations. This work will include extensive engagement of commercial real estate brokers and industrial property owners.	Ongoing Task - Recommend moving to 2018
IS4.C	Update the City's Hazmat policies to address advances in the biotech industry	2015	Underway. DSD Planning Division, in consultation with staff from ED and Fire/Hazmat, is preparing a comprehensive review and update of the Industrial Zoning District regulations. This review will include a review and update of allowed uses and creation of performance standards to address advances in the biotech industry. The objective is to make permitting more predictable for new businesses.	Ongoing Task - Recommend moving to 2018
IS4.D	Develop preferential zoning areas that support the desired business types	2015	Underway. DSD Planning Division, in consultation with staff from ED and Fire/Hazmat, is preparing a comprehensive review and update of the Industrial Zoning District regulations. This update may include the addition of buffer areas between traditional industrial uses and residential; new sub-districts to encourage desired business types and commercial use overlays that will help add goods and service amenities to the Industrial District.	Ongoing Task - Recommend moving to 2018
IS4.E	Assess opportunities for recreational uses in sections of the industrial area that are near retail areas	2016	Underway. DSD Planning Division, in consultation with staff from ED and Fire/Hazmat, is preparing a comprehensive review and update of the Industrial Zoning District regulations. This update may include an examination of recreational opportunities in the Industrial District.	Ongoing Task - Recommend moving to 2018

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GOAL IS5: Ensure a timely and predictable permit process				
IS5.A	Develop an ombudsperson program to streamline industrial business applications and permits	2014	Complete. Staff developed an Ombudsman Program and produced marketing material that is distributed to businesses during site visits.	Recommend Deletion - Task Complete
IS5.B	Optimize the permit process by utilizing online technology and other available tools	2018	Ongoing. DSD launched a new permitting and inspections module on the City's ERP System (MUNIS) in FY 2014. This system allows for permit applicants to view the current status of their permit applications in real time, including reviewing plan check comments from various departments as soon as they are completed. This system also has the capability of allowing permits to be applied for online, but that feature is not currently active. Staff is developing a phased implementation program to allow for online permit application and plan submittal, and electronic plan checking.	Ongoing Task
IS5.C	Expand the permit performance measures to include other departments that are involved in permitting and inspections	2016	Ongoing. Staff continues to develop improvements to the internal process and performance evaluation of the permitting and inspection process.	Ongoing Task - Recommend moving to 2018
IS5.D	Streamline the bioscience permitting	2016	Underway. DSD Planning Division, in consultation with staff from ED and Fire/Hazmat, is preparing a comprehensive review and update of the Industrial Zoning District regulations. This review will include a review and update of allowed uses and creation of performance standards to address advances in the biotech industry. The objective is to make permitting more predicable for new businesses.	Ongoing Task - Recommend moving to 2018

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Industrial Sector				
GOAL IS6: Improve Hayward's education-to-job bridge through an active community partnership				
IS6.A	Encourage and support HUSD efforts to develop a mentoring/ internship/ skill-development program for students that are interested in specific careers	2018	Ongoing. ED staff regularly supports and collaborates with HUSD, the Chamber of Commerce's Work Based Learning Program, and Cal State East Bay STEM Institute efforts to develop career pathways for Hayward students. This work includes sponsoring Hayward Manufacturing Day in 2014 and STEM Career Awareness Events in 2016.	Ongoing Task
IS6.B	Explore business sponsorships and employee volunteer programs to grow the City's existing afterschool programs	2018	Ongoing. Staff is focused on supporting the development of a connected and active business community. As better relationships are forged and corporate champions are identified programs such as business sponsorships and volunteer programs, will be more feasible.	Ongoing Task
IS6.C	Complete an inventory of desired skills from Hayward industrial businesses	2018	Ongoing. Through business visitations and working through our workforce partners at the Alameda County Workforce Board, East Bay Career Pathway Consortium (via the Hayward Chamber of Commerce Workforce Development Program), and the CSU East Bay STEM Institute, information regarding the skillsets required by industrial employers is widely available. These skills directed tied to STEM education. As a result, ED staff actively sponsors and supports Hayward STEM initiatives. This includes the Hayward 3D Challenge where the City partnered with the Chamber of Commerce, HSUSD to provide a work-based learning project using 3D printing equipment and software.	Ongoing Task
IS6.D	Create an annual award to recognize businesses that support schools	2015	Ongoing. Staff is focused on supporting the development of a connected and active business community. As better relationships are forged and corporate champions are identified programs, such as business awards for school adoptions will be more feasible.	Ongoing Task - Recommend moving to 2018
IS6.E	Facilitate an adopt-a-classroom and employee volunteer program in partnership with HUSD, starting with the Promise Neighborhood middle and high schools	2018	Ongoing. Staff is focused on supporting the development of a connected and active business community. As better relationships are forged and corporate champions are identified programs, such as business adoption of classrooms, will be more feasible.	Ongoing Task

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IS6.F	Facilitate school tours of industrial businesses	2018	Ongoing. The City provided support and resources to facilitate school tours of advanced industries in Hayward through to major events: East Bay Manufacturing Day in November 2015 and CSU East Bay's STEM Career Day in April 2016. ED staff plans to support additional events as opportunities arise. A National Manufacturing Day event is being planned by the Hayward Chamber of Commerce in November 2016. This event will enable Hayward students to tour advanced industries.	Ongoing Task
IS6.G	Design and launch an annual Career Day at Chabot and Cal State that highlights the skills needed to work in Hayward industries	2016	Complete. The City provides staff support and resources to facilitate career related events, such as East Bay Manufacturing Day and CSU East Bay's STEM Career Day. ED staff plans to continue supporting these events as opportunities arise.	Recommend Deletion - Task Complete
IS6.H	Partner with the Chamber to incorporate a job fair element at the annual Business Expo	2018	Incomplete.	Ongoing Task
IS6.I	Identify metrics that connect academic achievement to employment, such as job placement after graduation	2016	Incomplete. Staff will work with HUSD and CSU East Bay as they are the appropriate partners to track and report this data.	Ongoing Task - Recommend moving to 2018
IS6.J	Research and develop a local hire program to encourage and support businesses to hire Hayward residents	2017	Incomplete. Staffing resources are not yet available to sustain the research and development of a Local Hire program. Staff has focused on leveraging partnerships with local workforce development efforts led by HUSD, CSU East Bay STEM Institute and Chabot Community College. These efforts emphasize providing students with the skill sets need to compete for local jobs in advanced industries.	Recommend elimination of this task and placement of additional resources to complete Work Task IS6.A, which focuses on encouraging businesses to partner with schools for job training and internship programs.