

Service & Retail Industry

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

Work Task		Year to be Completed	Current Status	Recommendation
SR1.A	Identify key safety concerns and crime patterns in the retail areas, utilizing information from the new CAD/RMS and anecdotal evidence collected	2014	Ongoing. Staff coordinates with PD and merchants on safety concerns and crime patterns within the retail corridors. PD activity to address concerns is reported in the PD quarterly reports presented to Council. This is an ongoing coordination effort between ED and PD staff along with the business community to address safety concerns and crime.	Move to Ongoing Tasks with reportables tied to PD quarterly updates
SR1.B	With the Police Department and Code Enforcement, establish a crime prevention and property improvement program for property managers	2014	Task Complete. The City, through its PD Crime Prevention Office, provides services to commercial property owners and developers.	Recommend Deletion - Task Complete
SR1.C	Establish a comprehensive retention program for existing businesses	2014	In 2015, the Economic Development Division created the City's Business Concierge Program, which is designed to address business attraction and retention. The program has been successfully implemented and we are currently assisting businesses in both business attraction and expansion activities. In order to fully implement the program additional resources are required to enhance the existing business visitation program; with over 4,000 businesses outreaching targeted businesses and clusters can be challenging.	Recommend Deletion - Task Complete
SR1.D	Design and offer incentives to existing service/retail businesses for expansions and improvements	2015	The Economic Development Division is exploring various commercial revitalization incentive programs. A presentation was made to the CEDC on incentive program approaches on June 6, 2016. The CEDC provided direction for staff to explore programs that bring capitol improvements to buildings and infrastructure. Staff is currently developing program guidelines and requirements for future Council review.	Ongoing Task - Recommend moving to 2017

SR1.E	Assist the Chamber, BIA, and workforce development organizations with starting a mentoring/consulting program for small businesses	2017	Through partnerships with other organizations within Alameda County, the City has been able to partner to provide small business support programs. Staff recommends adjusting policy to be modified to read as follows: "Continue to partner with Chamber, BIA, Alameda County Small Business Development Center, Workforce Development, Rubicon, and other support organizations to address the needs of the small business community as it relates to staffing, employment training, financial planning and other resources to assist in the establishment and growth of small business."	Ongoing Task
IS1.H	Develop a method to survey businesses that close or leave Hayward to learn from common issues	2017	Activity on this task has not occurred. Staff anticipates working with Revenue Department to establish a survey to be submitted for business closures and relocations out of City limits.	Still targeting 2017
IS1.I	Identify a method to track how different ethnic groups are represented in the Hayward economy	2017	This is a difficult task to develop a reliable data source that does not require substantial resources to develop and implement. Recommend modification of the Task to read as follows: "Track demographic data of Hayward resident's and identify trends related to potential market shifts in providing goods and services to specific ethnic markets."	Still targeting 2017

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

Work Task		Year to be Completed	Current Status	Recommendation
SR2.A	Establish a comprehensive retail attraction program for desired retailers	2014	This is a multi-layered task that requires multiple sub-tasks in order to create a comprehensive program. Staff has completed the retail baseline study identifying current available spaces within the Hayward commercial corridors. The next step is to identify retail locations that would be attractive for desired retailers. Staff is currently working with retail consultants for analysis of retail corridors and creation of an attraction program. In addition, staff is working with the development community for inclusion of quality commercial space when applicable.	Ongoing Task
SR2.B	Increase proactive code enforcement efforts around catalyst sites and other highly visible sites	2014	Complete. ED and Code Enforcement staff work regularly on various blight issues surrounding catalyst sites. The City has been successful in facilitating the development of the Green Shutter and are working collaboratively on other locations throughout the City.	Recommend Deletion - Task Complete

SR2.C	Design and offer incentives to new retail businesses, such as business loans and fee waivers	2015	See Task SR1.d - In addition, the City offers current programs through CDBG Economic Development Programs. Also, staff has been working with Utilities and Environmental Services on a fee deferral program targeted for restaurants micro beverage manufacturing businesses. Funding will continue to be an issue as fully funding the need for small businesses is a challenge.	Ongoing Task
SR2.D	Update psychographic data (example: Buxton Study)	2014	Staff plans to work with consultant to update psychographic data along with other analytical data points that will better define the community need and development opportunities.	Ongoing Task - Recommend moving to 2017
SR2.E	Grow relationships with retail brokers Develop relationships with the property owners of the catalyst sites in the retail area	2018	Ongoing. Staff continues to develop marketing materials targeting brokers. The Business Concierge Program brochure, Hayward Fact Sheet and #HaywardUpward website complement our efforts in relationship building. Future plans include a broker appreciation event. Staff will increase attendance at trade shows, regional events and host more outreach events to attract developers and retailers.	Ongoing Task
SR2.F	Develop marketing material for the catalyst sites that can be used by brokers	2018	Ongoing activity.	Ongoing Task
SR2.G		2015	ED staff to develop comprehensive marketing materials for Hayward associated with Marketing Tasks.	Ongoing Task
SR2.H	Identify metrics to measure private investment in Hayward	2016	Staff working with Development Services to identify private investment for development projects. In addition, tracking Venture Capitol invested in Hayward.	Ongoing Task

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GOAL SR3: Recruit and secure new businesses in priority locations/industries that are a good fit for Hayward

Work Task	Year to be Completed	Current Status	Recommendation
SR3.A	2015	Infrastructure analysis for the downtown will be part of the Downtown Specific Plan slated to be completed in 2018. Assessment of commercial corridors and infrastructure needs is ongoing.	Ongoing Task

SR3.B	Complete the way-finding sign program for the 238 Corridor	2014	Complete	Recommend Deletion - Task
	Complete parking study for downtown retail area			Complete
SR3.C	Create an implementation plan to address deficiencies identified in the infrastructure assessment	2014	Underway - Transportation Division currently undertaking parking analysis and determination of recommendations.	Underway
SR3.D		2016	Downtown Specific Plan update currently being led by Development Services	Ongoing Task
SR3.E	Pre-install grease traps and other infrastructure to support restaurant development	2016	Capitol expenditures for pre-installation of grease traps can be cost prohibitive and not effective on attracting restaurant users. Recommend developing incentive programs to help off-set construction costs for restaurants related to infrastructure improvements ranging from commercial kitchen buildouts to grease interceptors.	Recommend Modifying Language
SR3.F	Work with Southland Mall to identify and address infrastructure needs	2016	Ongoing	Ongoing Task
SR3.G	Develop gateway program	2016	Economic Development Staff is in the process of identifying locations for gateway markers. Phase II of the program will focus on key entry points into City of Hayward.	Underway

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

Work Task		Year to be Completed	Current Status	Recommendation
SR4.A	Identify desired uses for the catalyst sites with the CEDC and ensure that current zoning allows for the desired uses	2014	Recommend modifying language to reflect City's pre-application process and Council workshops to receive policy direction on catalyst sites. It is difficult to select an individual desired project as there is a balance of needs of the community.	Ongoing Task - Recommend modifying language
SR4.B	Confirm the City's zoning assessment with commercial brokers	2014	Ongoing	Ongoing Task
SR4.C	Revise the Sign Ordinance	2014	Complete	Recommend Deletion - Task Complete

SR4.D	Monitor developments at Airport Land Use Commission and improve process to ensure appropriate influence	2018	Ongoing	Ongoing Task
SR4.E	Modify/create dining entertainment districts that include owner accountability systems	2015	Recommend Deletion. The Downtown Specific Plan will establish the dining and entertainment district and owner accountability is tied into zoning requirements associated with entitlement permits.	Recommend Deletion
SR4.F	Complete the Downtown Plan update	2016	Underway	Ongoing Task - Recommend moving to 2018

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GOAL SR5: Ensure a timely and predictable permit process

Work Task		Year to be Completed	Current Status	Recommendation
SR5.A	Develop and promote an ombudsperson program to streamline retail business applications and permits	2014	Continue Business Concierge Program to improve the customer experience by providing a single point of contact to address market analysis and site selection, development assistance and business and workforce assistance.	Recommend Deletion - Task Complete
SR5.B	Optimize the permit process by utilizing online technology and other available tools	2018	Ongoing	Ongoing Task
SR5.C	Update/review fire connection requirements	2014	Recommend deletion. Fire Connection requirements are standard and compliant with the Building and Fire Code. Staff has made great strides working with existing and potential businesses to cover standard health and safety issues and Fire Connection Requirements are consistent with standard process and procedures.	Recommend Deletion - Task Complete
SR5.D	Facilitate the streamlining of ABC review while developing equally balanced accountability measures for problem users	2015	Complete	Recommend Deletion - Task Complete

Attachment II

SR5.E	Streamline restaurant permitting	2015	Complete	Recommend Deletion - Task Complete
SR5.F	Expand the permit performance measures to include other departments that are involved in permitting and inspections	2016	Development Services Department has taken the lead on streamlining processing of permits. Performance measures are currently established for review timelines.	Ongoing Task

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

Work Task	Year to be Completed	Current Status	Recommendation
SR6.A	2018	Ongoing	Ongoing Task
SR6.B	2018	Ongoing	Ongoing Task
SR6.C	2016	Looking to identify data sources that track academic achievement to employment. Data may not be available and task item may need to be modified.	Ongoing Task
SR6.D	2017	Staff will work to partner with businesses in an effort to create a career pathways. Staff will continue to support Manufacturing Day, STEM programs and partnerships with Workforce Development Board, ACSBDC, Rubicon, CSUEB, Chabot and others.	Recommend modifying language using first part of SR6.A and last part of SR6.D