



CITY OF HAYWARD

HEART OF THE BAY™

**City of Hayward  
Development Review Process  
Focus Group Meeting**

**Wednesday, February 6, 2013  
Hayward City Hall, Room 2A  
10:00 am – Noon**

**Meeting Agenda**

- I. Welcome and Introductions (5 minutes)  
*David Rizk, Development Services Director*
  
- II. Old Business/Questions (10 minutes)  
*David Rizk, Development Services Director*
  
- III. General Plan Project Update (45 Minutes)  
*Erik Pearson, Senior Planner*
  
- IV. Economic Development Strategic Plan Update (40 minutes)  
*David Rizk, Development Services Director*
  
- V. Announcements and Referrals (10 minutes)
  
- VI. Next Meeting Date and Topic(s) (10 minutes)  
April 3, 2013 – 10:00 am – Noon  
Update on Utilities Master Plans  
Development Review Performance Standards – How is City doing?

# CITY OF HAYWARD DEVELOPMENT REVIEW FOCUS GROUP

## MEETING TOPICS FOR 2013

Lead Members for Presentation/Discussion	Date	Topic
Erik Pearson and David Rizk	February 6	<ul style="list-style-type: none"> <li>• General Plan Project Update</li> <li>• Economic Development Strategic Plan Update</li> </ul>
Alex Ameri and David Rizk	April 3	<ul style="list-style-type: none"> <li>• Update on Utilities Master Plans</li> <li>• Development Review Performance Standards – How is City doing?</li> </ul>
Steve Osborne, Mary Thomas, David Rizk	June 5	Update on Green Building Code standards and 2010 Codes
David Rizk	August 7	Case Studies – Post Project Assessments (and interviews?)
Economic Development Staff	October 2	Industrial Sector - Meeting #2
David Rizk	December 4	Downtown Focus



CITY OF  
HAYWARD

## Overview of the Draft Economic Development Strategic Plan

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### 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.

### **Upcoming Meetings**

Council Economic Development Committee	February 11, 2013
City Council - Work Session	February 19, 2013
Council Economic Development Committee	March 4, 2013
City Council – Presentation of Final Plan	March 19, 2013

# Economic Development

## STRATEGY AT A GLANCE

### Focus Area 1

#### BRANDING AND MARKETING

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

#### Sample of the Work Tasks

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- Complete the recruitment process and hire the Community and Media Relations position
- 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), as well as to create a marketing plan including development of specific tasks to be included in the annual work plan
- Compile an annual communications portfolio of material utilized by all departments and measure how well the messaging and images reflect the City's brand
- Create and complete a biannual survey of brokers, developers and business organizations to measure awareness of Hayward and its attributes
- Conduct an effectiveness assessment of all City sponsored events and implement identified changes
- Develop mechanisms for measuring both event attendance and vendor sales during events
- Increase advertising of City and community partner events in accordance with the marketing plan
- Identify and grow one or two signature events that the region associates with Hayward

# Economic Development

## STRATEGY AT A GLANCE

### Focus Area 2

#### INDUSTRIAL SECTOR

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

#### Sample of the Work Tasks

- Complete a transit and amenity needs assessment for employees that are commuting to the industrial areas and create an implementation plan based on recommendations from the assessment
- Design and offer incentives to new industrial businesses that offer good paying jobs
- Complete an assessment of infrastructure deficiencies in the industrial area, especially the quality of roads, as well as strengths that could be used for marketing, such as rail access and water supply
- Create and implement a plan to link and expand existing biking and walking trails in the industrial area
- Explore a public/private partnership to secure broadband/fiber optic network in the industrial area
- Assess opportunities for recreational uses in sections of the industrial area that are near retail areas
- Update the City's Hazmat policies to address advances in the biotech industry
- Develop preferential zoning areas that support the desired business types
- Develop an ombudsperson program to streamline industrial business applications and permits
- Streamline the bioscience permitting
- Create an annual award to recognize businesses that support schools
- Explore business sponsorships and volunteer programs to grow the City's existing afterschool programs
- Facilitate an adopt-a-classroom and employee volunteer program in partnership with HUSD, starting with the Promise Neighborhood middle and high schools
- Complete an inventory of desired skills from Hayward industrial businesses

# Economic Development

## STRATEGY AT A GLANCE

### Focus Area 3

#### RETAIL & SERVICE SECTORS

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

#### Sample of the Work Tasks

- Design and offer incentives to existing service/retail businesses for expansions and improvements
- Develop marketing material for the catalyst sites that can be used by brokers
- Design and offer incentives to new retail businesses, such as small business loans and fee waivers
- Develop relationships with the property owners of the catalyst sites in the retail area
- 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
- Complete the way-finding sign program by 2013
- Develop monument sign program
- Pre-install grease traps and other infrastructure to support restaurant development
- Complete parking study for downtown retail area by 2013
- Work with Southland Mall to identify and address infrastructure needs
- Complete the Downtown Plan update
- Revise the Sign Ordinance
- Modify/create dining entertainment districts that include owner accountability systems
- Identify desired uses for the catalyst sites with the CEDC and ensure that current zoning allows for the desired uses
- Update/review fire connection requirements, especially for restaurants
- Optimize the permit process by utilizing online technology and other available tools
- Develop an ombudsperson program to streamline retail business applications and permits

# Economic Development

## KEY GEOGRAPHIC AREAS

The Strategic Plan includes two maps that identify and prioritize economic development areas as well as 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 from time to time, including the addition and removal of opportunity and catalyst sites based on circumstances in the economic development climate.

### Focus Area 2

#### INDUSTRIAL SECTOR - Opportunity Sites

See attached map of **Opportunity Sites in the Industrial Areas**. The Opportunity Sites were selected using the following criteria. The list of sites is fluid and will be reviewed annually.

- Vacant parcel/building
- Greater than five acres
- Single ownership
- Proximity to major corridors/arterials
- Minimal CEQA concerns

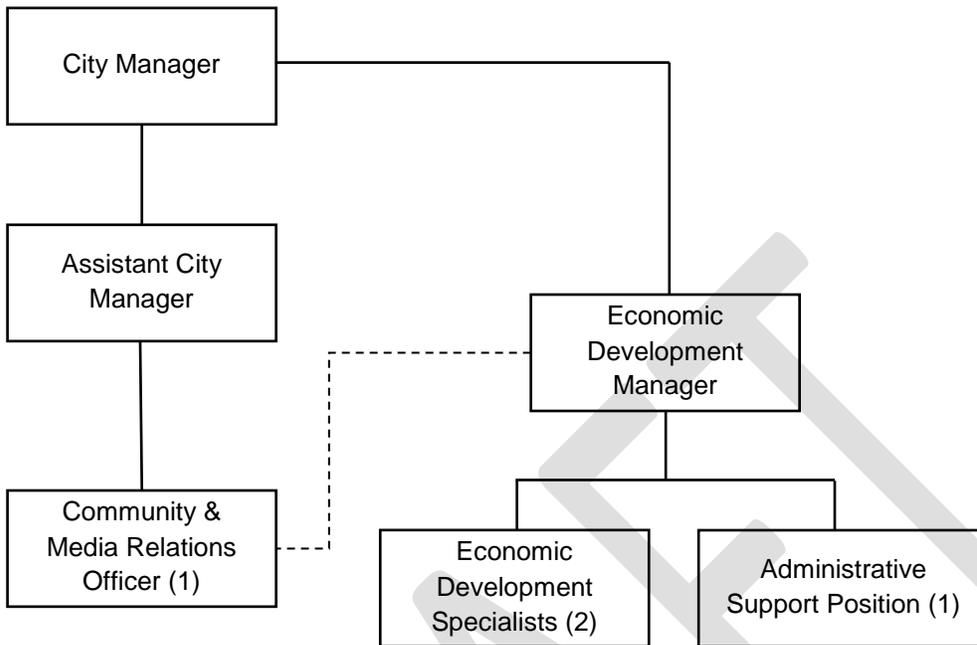
### Focus Area 3

#### RETAIL & SERVICE SECTORS – Catalyst Sites

See attached map of **Key Retail Areas and Catalyst Sites**. The Catalyst Sites were selected using the following criteria. Again, the list of sites is fluid and will be reviewed annually.

- The potential impact on the associated retail area
- High visibility
- Vacant parcel/building
- Single ownership
- Acreage

# 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.

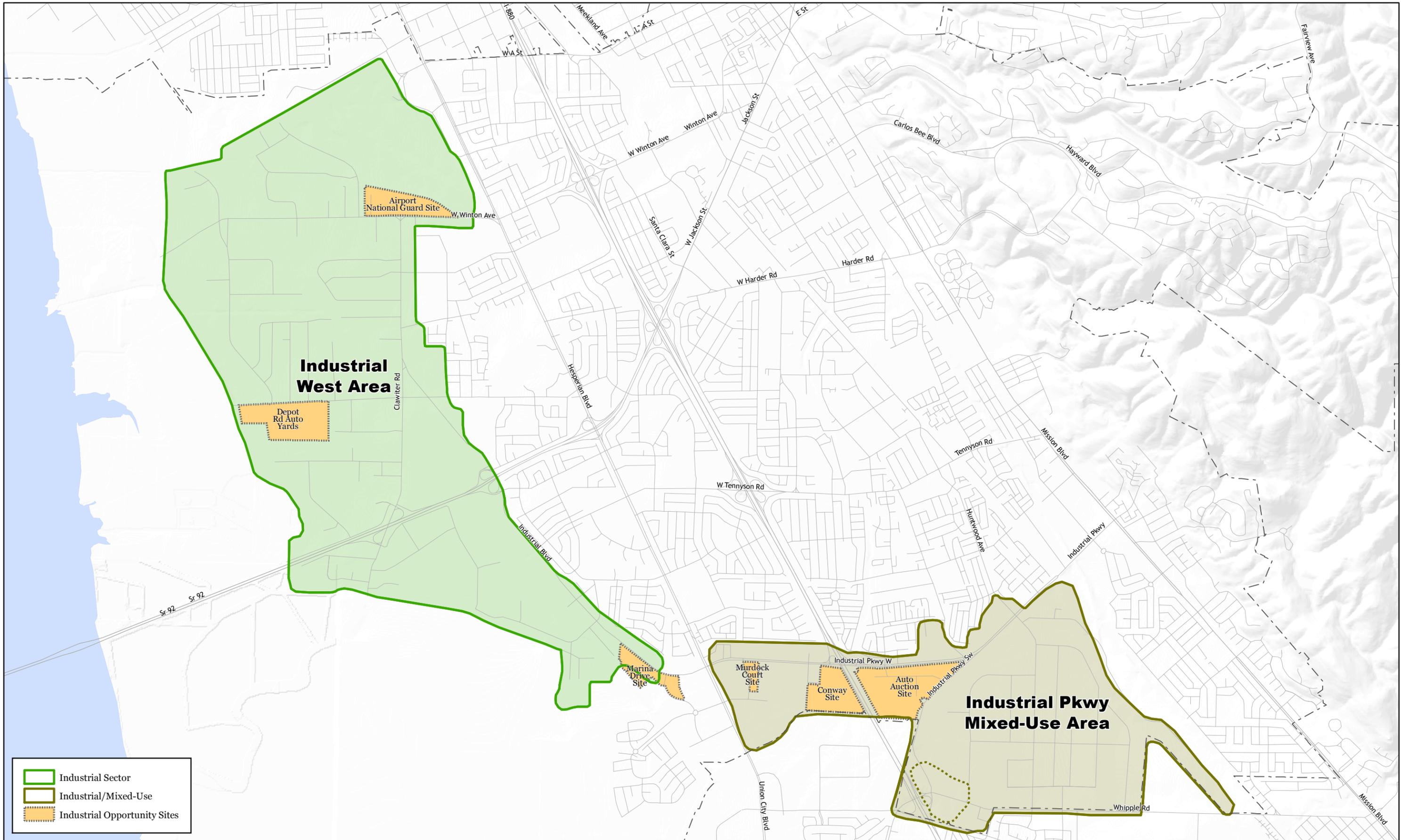
**Community & Media Relations Officer** – Half of the Officer’s hours will be dedicated to Economic Development efforts. The Officer will be the lead on all tasks related to branding and marketing. In addition, the Officer will work with the ED Specialists to develop and promote events and to recognize 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 (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.

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

# Opportunity Sites in the Industrial Area DRAFT

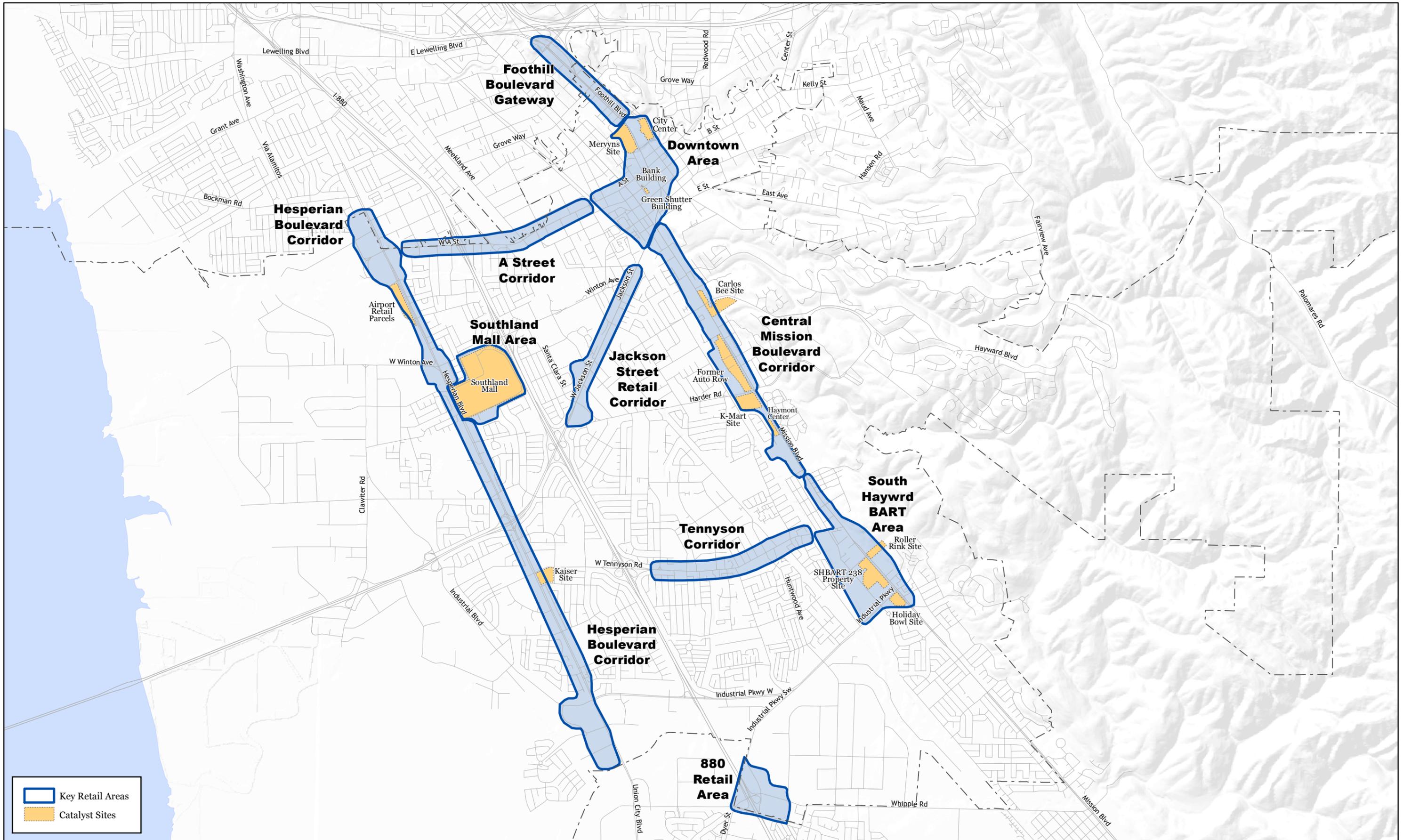


	Industrial Sector
	Industrial/Mixed-Use
	Industrial Opportunity Sites



# Key Retail Areas & Catalyst Sites DRAFT

0 1/2 1 2 Miles



 Key Retail Areas  
 Catalyst Sites