



MEMORANDUM  
PLANNING DIVISION

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**DATE:** January 11, 2016  
**TO:** Members of the General Plan Working Group and Economic Vitality Commission  
**FROM:** Mark Hoffheimer, Senior Planner  
**SUBJECT:** Agenda Item 8 – Preliminary Draft Goal, Policies and Actions Cover Memo: Community and People – and – Economy, Education, and Training

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The following pages provide members of the General Working Group (GPWG) and Economic Vitality Commission (EVC) with a memo, prepared by PlaceWorks, the City’s General Plan Update consultant, summarizing the process and the preliminary draft General Plan Goals, Policies and Actions for consideration, revisions and acceptance at the GPWG meeting. The focus of the meeting will be on two of four chapters of the General Plan Update: Community and People and Economy, Education, and Training. This is a companion meeting to an earlier GPWG meeting on November 9, 2015, which focused on the other two chapters: Nature and the Built Environment and Mobility, Transportation, and Connectivity.



The attachments to this memo consists of:

- Exhibit 1 – PlaceWorks Memorandum, which describes the process for developing the preliminary draft Goals, Policies and Actions and the proposed structure of the Vallejo General Plan. It also introduces the preliminary draft Goals, Policies, and Actions for consideration by the GPWG and EVC, and it explains what to expect at the January 11<sup>th</sup> meeting and how to prepare for the discussion.
- Exhibit 1, Attachment A – Propel Vallejo Guiding Principles
- Exhibit 1, Attachment B – Matrix of preliminary draft Goals, Policies, and Actions

**Overview of the January 11<sup>th</sup> GPWG/EVC Meeting**

At the meeting, the consultant will deliver a presentation to describe the structure of the Vallejo General Plan, outline the process for developing the preliminary draft General Plan Goals, Policies and Actions, and introduce the preliminary draft General Plan Goals, Policies and Actions for GPWG and EVC consideration. Following this, the remainder of the meeting will be given over to GPWG, EVC, and community discussion of the preliminary draft Goals, Policies, and Actions for: Community and People and Economy, Education, and Training chapters. On the basis of the GPWG and EVC input, the preliminary draft Goals, Policies and Actions will be revised for incorporation into the Draft General Plan.

## EXHIBIT 1



**To:** Vallejo General Plan Working Group Members and  
Economic Vitality Commissioners

**Subject:** Discussion of Preliminary Draft Goals, Policies and Actions

**Date:** January 6, 2015

Dear General Plan Working Group Members and Economic Vitality Commissioners:

Attached to this memo, please find the following materials for review ahead of the January 11 meeting:

- » Attachment A: Propel Vallejo Guiding Principles
- » Attachment B: Matrix of preliminary draft goals, policies, and actions

Please review these materials carefully in advance of the meeting, paying particular attention to the matrix. The purpose of this meeting is to review the preliminary draft goals, policies, and actions and receive General Plan Working Group (GPWG) and Economic Vitality Commission (EVC) comments on additional concepts to incorporate into the policy framework for the Vallejo General Plan Update. A full set of draft goals, policies, and actions that incorporates GPWG and EVC feedback will be brought back for review at two subsequent meetings in 2016 in order to refine them further as you review the Draft General Plan. A revised Draft General Plan that addresses your comments will to be presented to City Council for adoption later next year.

This memo outlines the process for developing goals, policies, and actions, describes the proposed structure of the Vallejo General Plan, and introduces the preliminary draft goals, policies and actions that will be the focus of GPWG discussion. Additionally, the memo explains what to expect at the January 11 meeting and how to prepare for the discussion.

### **BACKGROUND AND PROCESS**

A general plan lays out a vision for the future of the community with two principal components: a map of land use designations (from which a zoning map will follow) and a set a goals, policies, and actions to guide physical development. For the Vallejo General Plan Update, these components are being developed in parallel through an iterative process that involves community input; review and comment by the GPWG, EVC, and Planning Commission; and ultimately review and approval by City Council.

The basis for the Vallejo General Plan land use map will be the “preferred” scenario map, built on the basis of community input gathered in 2015, including input from community workshops, online activities, outreach events, and written submittals. Once the preferred future scenario is approved by City Council, staff and the consultants will translate it into a draft land use map for review and comment during summer 2016.

Goals, policies, and actions for the General Plan are being developed to complement the preferred scenario and the land use map. Some policies and actions are dependent on the preferred scenario because they will support and implement the community's vision for future land use in Vallejo; however, most policies and actions can be developed before the preferred scenario is approved by City Council. It's these non-map-dependent policies and actions that we're presenting and discussing now.

## STRUCTURE OF THE GENERAL PLAN

California law requires that a general plan cover the following topic areas: land use, circulation, housing, conservation, open space, noise, and safety. Additionally, communities can choose to address other topic areas of local importance, such as economic development, community health, historic preservation, and arts & culture. These topic areas can be addressed in any order or be combined to reflect the interests and priorities of the community.

The Propel Vallejo Guiding Principles established in 2014 identify four broad categories of importance to the community: Community & People; Nature & Built Environment; Economy, Education & Training; and Mobility, Transportation & Connectivity. Each of these four themes will become a chapter in the Vallejo General Plan, and collectively will address the seven required topic areas, plus economic development, community health, historic preservation, and arts & culture.

Each chapter will consist of a series of goals, policies, and actions needed to help guide the community toward realization of the General Plan vision. This policy framework will be introduced with narratives and supported with graphics and photos to illustrate key points. The goals describe general desired results that the community seeks to create through the implementation of the General Plan. The policies and actions establish the "who," "how" and "when" for carrying out the "what" and "where" of goals. Policies lead to specific actions that support goals:

A **policy** is a specific statement that regulates activities in the City, guides decision-making and directs implementing actions to achieve a goal. General Plan policies guide City staff and the Planning Commission in their review of land development projects and in decision-making about City actions.

An **action** is a measure, procedure, or technique intended to implement one or more policies to help reach a specified goal. An action may be ongoing or something that can be completed. Taken together, the actions in the General Plan constitute a "to-do list" for Vallejo.

The goals, policies and actions are a critical component of the General Plan because, taken together, they describe the steps the City and the community must take to help make the vision of the General Plan a reality.

## PRELIMINARY GOALS, POLICIES, AND ACTIONS

The preliminary draft goals for each chapter of the General Plan are presented in the attached matrix. As shown, each chapter will have 4 or 5 goals. Each goal in the matrix has its own page(s) where associated policies and actions are laid out. The language of the draft goals closely reflects the language of the guiding principles in order to reflect the vision and values of the community in the plan.

To create this preliminary draft matrix, staff and the consultant team drew from the following sources of information:

- » The current Vallejo General plan and specific plans
- » Documentation of existing conditions in Vallejo
- » Recent laws and regulations as applicable
- » Best practices in other communities
- » Community input collected to date at workshops, from Open City Hall activities, via email and app submittals, and other avenues.

Given the amount of material to review, discussion of preliminary draft goals, policies, and actions has been scheduled over two 3-hour meetings:

- **November 9, 2015** - Review of preliminary draft goals, policies, and actions for the Nature & Built Environment Chapter and the Mobility, Transportation & Connectivity Chapter.
- **January 11, 2016** - Review of preliminary draft goals, policies, and actions for the Community & People Chapter and the Economy, Education & Training Chapter.

Preliminary draft goals, policies, and actions for the Community & People Chapter and the Economy, Education & Training Chapter are included in this packet.

### **Community & People Chapter**

The Community & People Chapter covers the State-mandated topic area of open space for outdoor recreational use. Additionally, it covers the following optional topics of importance to Vallejo: community health, community services, and civic engagement. All the goals in this chapter are derived directly from the Guiding Principles.

As you review this matrix, please consider what you think are the most important policies and actions needed to support the vision of the community expressed in the Guiding Principles.

### **Economy, Education & Training Chapter**

The Economy, Education & Training Chapter covers economic development, an optional topic of importance to Vallejo. It outlines a strategy for building a strong, stable, and diverse economy, and it addresses the locally important issues of workforce development, innovation, and green business practices. All five goals in this chapter are derived directly from the Guiding Principles.

As you review this matrix, please consider what you think are the most important policies and actions needed to support the vision of the community expressed in the Guiding Principles.

## WHAT TO EXPECT AT THE MEETING

To start the meeting, the consultant team will make a short presentation introducing the structure of the Vallejo General Plan as well as the process for developing General Plan goals, policies, and actions. Following this, the remainder of the meeting will be given over to discussion of the preliminary draft goals, policies, and actions for the Community & People and the Economy, Education & Training Chapters.

The discussion will be structured so as to move through the material goal-by-goal. The consultant team will briefly introduce the first goal and summarize the range of policies and action concepts associated with it. Then GPWG members and EV Commissioners will be invited to share their ideas about the most important policies and actions needed to support the goal. Given that the policies and actions are still at a preliminary stage of development, comments should focus on overall direction, rather than wordsmithing. A full set of draft goals, policies, and actions that incorporates GPWG/EVC consensus feedback will be brought back for review at two subsequent meetings of the GPWG in 2016 in order to refine them as you review the Draft General Plan. A revised Draft General Plan that addresses your comments will be presented to City Council for adoption later next year.

Public comment will be heard after the GPWG has discussed all the draft policies, and actions for the Community & People and the Economy, Education & Training Chapters, as noted on the agenda.

With a total of nine goals from the Community & People and the Economy, Education & Training Chapters plus public comment to cover in approximately two and a half hours, we will have about 15-20 minutes of discussion per goal.



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January 11, 2016

***Exhibit 1, Attachment A:***  
**Propel Vallejo Guiding Principles**  
for the City of Vallejo

## **COMMUNITY AND PEOPLE**

### **1. Pride in Identity**

Vallejo takes pride in its identity, natural setting, and history. Its residents, businesses, and government value the City's maritime heritage, cultural diversity, neighborhoods, and thriving arts community - and their links to the region and the world.

### **2. Strong Community Bonds**

Vallejo builds strong community bonds at the neighborhood level, with activities and recreational opportunities for youth, local festivals, and a strong culture of volunteering, positive role models, and leadership programs.

### **3. Safe City**

Vallejo is a safe place for everyone. Residents and businesses in every neighborhood collaborate with each other and with responsive law enforcement to promote personal safety.

### **4. Caring and Equitable Community**

Vallejo treats everyone with compassion, dignity, and fairness and supports stable, diverse neighborhoods. It is a caring community where everyone has access to services, jobs and housing and shares in the vitality and prosperity of the community.

### **5. Collaborative Civic Engagement**

Vallejo identifies its challenges and takes constructive actions to address them. It is a place with strong, collaborative partnerships between government, residents, and local businesses and where challenges are addressed proactively, drawing on lessons learned from their own experience and from other communities.

### **6. Active, Participatory Community**

Vallejo supports and depends on active community participation. Vallejo provides timely and understandable information on planning issues and projects, and community members participate directly in shaping plans and policies for the city's future.

### **7. Healthy Community**

Vallejo promotes the health of its residents and recognizes the value of a proactive, preventative approach to health. All Vallejo neighborhoods have easy access to healthy food, including organic food and locally grown food from school and community gardens.

## **NATURE AND THE BUILT ENVIRONMENT**

### **8. Beautiful City**

Vallejo values and showcases the City's beauty, historic character, compatible architecture, abundant trees, and local ecology. Gateways into the community make positive, welcoming impressions, and Vallejo's pride is displayed on every block in the way people care for their homes, gardens, businesses, and neighborhoods.

### **9. A Place People Want To Be**

Vallejo's vibrant downtown, attractive waterfront and open spaces, livable neighborhoods, and varied destinations draw people from the Bay Area and beyond. Vallejo is a place where people of all ages want to be, day and night -- to live, work, shop, and recreate.

### **10. Iconic Waterfront**

Vallejo treasures its waterfront as a centerpiece of the community, with a promenade, multi-use trails, natural open space, and access to water activities. It is a place for community gathering, exercising, socializing, shopping, dining out and having fun.

**11. Environmental Stewardship**

Vallejo pursues and promotes environmental education; protects and manages its watersheds, wetlands, and wildlife habitats; and embraces businesses and industries that are sensitive to the environment. It is a community where environmental stewardship is an asset that attracts people and businesses.

**12. Sense of Place**

Vallejo values its special character and unique sense of place in its dramatic waterfront setting, varied topography, city-wide views, historic districts, maritime heritage, and favorable weather.

**ECONOMY, EDUCATION AND TRAINING**

**13. Good Jobs, Education and Training**

Vallejo provides people with good jobs and its young people with job training and the education they need to succeed. Vallejo embraces innovations in education, and the city's excellent educational institutions and trade schools play a prominent role in its economic vitality and community life.

**14. Innovation, Entrepreneurship and Successful Local Businesses**

Vallejo welcomes innovative businesses and fosters entrepreneurship. It is a community that capitalizes on new technologies, community assets, and local knowledge - while helping local businesses to succeed.

**15. Economic Development Aligned with Natural Environment**

Vallejo values economic development and aligns well-designed projects with the protection and enhancement of environmental resources. It is a community where sustainable development is efficiently processed and provides broad benefits that serve community needs and enhance the quality of life.

**16. Stable, Strong and Diverse Economy**

Vallejo is characterized by fiscal stability; a strong, diverse economy, including health care, education, and manufacturing; and efficient use of its lands and waterways. Vallejo's unique setting, community character, and favorable weather are major resources for economic expansion, including tourism and entertainment.

**MOBILITY, TRANSPORTATION AND CONNECTIVITY**

**17. Regional Transportation Hub**

Vallejo provides excellent and affordable connections to the surrounding region for people and goods. It is a regional transportation hub – by rail, road, ferry, transit, bicycle, and on foot.

**18. River and Bay City**

Vallejo's waterways provide transportation and recreational opportunities and are recognized for their important role in the broader ecosystem.

**19. Interconnected, Mobile Community**

Vallejo is an interconnected, cohesive community from east to west and north to south, where traveling by foot, bicycle or transit is efficient, easy, safe, and fun. Vallejo offers a range of convenient, affordable, and eco-efficient mobility options for residents and visitors.





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January 11, 2016

***Exhibit 1, Attachment B:***  
**Draft Goals, Policies, and Actions**  
for the City of Vallejo

Chapter	Narrative	Goals	Topic Areas
<b>COMMUNITY &amp; PEOPLE</b>	A community starts with its people. They need to be healthy, safe, and engaged for the community to thrive.	<p>Goal CP-1: Healthy Community - Promote the health of all Vallejoans</p> <p>Goal CP-2: Safe City - Protect personal safety in Vallejo's neighborhoods and public spaces</p> <p>Goal CP-3: Strong Community Bonds - Help build strong connections between residents, businesses, community groups, and City officials</p> <p>Goal CP-4: Active, Participatory Community - Encourage the active participation of residents and local businesses in civic life</p> <p>Goal CP-5: Caring, Equitable Community - Promote a culture of compassion, dignity and fairness that celebrates Vallejo's diversity</p>	<p>Community Health Utilities, Air Quality</p> <p>Fire and police CPTED</p> <p>Parks &amp; Recreation</p> <p>Civic engagement</p> <p>Social and community services</p>
<b>NATURE &amp; BUILT ENVIRONMENT</b>	Vallejo's local setting is a tremendous asset. Careful stewardship of our resources is essential for a beautiful, thriving city.	<p>Goal NBE-1: Beautiful City - Preserve and enhance the natural and scenic resources that make Vallejo special</p> <p>Goal NBE-2: A Place Where People Want to Be - Establish Vallejo as an attractive place to live, work, shop and enjoy time off</p> <p>Goals NBE-3: Iconic Waterfront - Make the waterfront a centerpiece of the community</p> <p>Goal NBE-4: Emergency Preparedness - Protect life and property from natural and human-made hazards</p>	<p>Conservation Historic preservation</p> <p>Land Use Arts and culture Noise Land Use</p> <p>Safety</p>
<b>ECONOMY, EDUCATION &amp; TRAINING</b>	Strong local businesses are key partners for sustainable, long-term prosperity. By supporting growth in diverse sectors we can build a solid economic foundation.	<p>Goal EEC-1: Strong, Stable and Diverse Economy - Cultivate a strong, stable and diverse local economy</p> <p>Goal EEC-2: Good Jobs, Education and Training - Promote workforce development to build the local economy</p> <p>Goals EEC-3: Innovation, Entrepreneurship and Successful Local Businesses - Foster innovation and entrepreneurship</p> <p>Goal EEC-4: Sustainable Economic Development - Pursue economic development that enhances equitable local wealth growth, improves quality of life and respects the natural environment</p>	<p>Economic Development</p> <p>Workforce Training</p> <p>Fostering Innovation</p> <p>Sustainable Economic Development</p>
<b>MOBILITY, TRANSPORTATION &amp; CONNECTIVITY</b>	Vallejo has an array of road, rail, and water transportation options. Improving connectivity and increasing mobility options will bolster the local economy and bring people together.	<p>Goal MTC-1: Regional Transportation Hub - Make Vallejo a regional transportation hub for people and goods</p> <p>Goal MTC-2: Mobile Community - Enhance convenient, affordable and eco-efficient options for getting around Vallejo</p> <p>Goal MTC-3: Interconnected Community - Improve connections between Vallejo's neighborhoods</p> <p>Goal MTC-4: River and Bay City - Enhance the role Vallejo's waterways play in the economic and social life of the city</p>	<p>Circulation</p>

Goal CP-1:	Healthy Community - Promote the health of all Vallejoans	Notes / Comments
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	<b>Access to Healthy Food</b>	
Policy CP-1.1	<b>Retail food sources.</b> Attract a range of full-service grocery stores, ethnic food markets, produce markets, and convenience stores offering healthy food to currently underserved areas of Vallejo so that all households in the city are served by a retail source of healthy food.	
Action CP-1.1.1	Identify areas of Vallejo that are underserved by retail sources of healthy food.	
Action CP-1.1.2	Use zoning and incentive programs to promote opportunities for a full service grocery store in South Vallejo and any other identified “food deserts.”	
Action CP-1.1.3	In collaboration with the Solano County Department of Public Health, develop and implement a program to encourage new and existing convenience stores, and neighborhood and ethnic markets to stock fresh produce, meats and dairy, 100% juices, and whole grain products. Target the program in neighborhoods that lack healthy food options.	
Action CP-1.1.4	Explore adopting an ordinance requiring convenience stores to stock fresh produce, meats and dairy, 100% juices, and whole grain products.	
Action CP-1.1.5	Adopt zoning controls to limit the number of fast food outlets serving primarily unhealthy food near schools and parks.	
Policy CP-1.2	<b>Community gardens and commercial urban agriculture.</b> Collaborate with community partners to expand Vallejo’s community gardens and commercial urban agriculture.	
Action CP-1.2.1	Work with existing community garden programs, Vallejo Unified School District, Solano Community College, residents, etc., to plan and implement a Vallejo Community Gardens program, as a source of fresh produce, educational opportunity, and social cohesiveness.	
Action CP-1.2.2	Explore establishing programs to include community garden opportunities within city parks and on city-owned property.	
Action CP-1.2.3	Explore leasing publicly owned, non-contaminated vacant land in Vallejo for commercial agriculture and revising ordinances that may limit or restrict urban agriculture and farm stands.	
Action CP-1.2.4	Explore developing a program to promote food grown in Vallejo.	
Policy CP-1.3	<b>Healthy eating programs.</b> Complement policies to provide access to healthy food with programs to promote healthier eating.	

Goal CP-1:	Healthy Community - Promote the health of all Vallejoans	Notes / Comments
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Action CP-1.3.1	Work with schools, Solano County Department of Public Health, and community organizations to provide nutrition education.	
Action CP-1.3.2	Explore programs with the Vallejo Unified School District, Solano County Department of Public Health, community garden groups, etc., to provide healthy foods in schools and other public institutions.	
Action CP-1.3.3	Help to ensure that Federal programs, including SNAP (Supplemental Nutrition Assistance Program), WIC (Women, Infants, and Children), and school lunch programs are being utilized by those eligible to receive these benefits, in order to reduce dependence on emergency food programs and improve the overall health of community through better nutrition.	
Policy CP-1.4	<b>Transportation options to healthier food.</b> Improve transportation access to healthy food for those without cars.	
Action CP-1.4.1	Explore the feasibility of establishing “Shopping Shuttles” to aid non-driving community members in getting to healthier food, especially those residing in food deserts.	
Action CP-1.4.2	Work with transit providers to develop improved or new routes to existing and proposed food shopping.	
	<b>Convenient, Safe Facilities for Active Living</b>	
Policy CP-1.5	<b>Active recreation facilities.</b> Ensure all Vallejo residents are served by active recreation facilities (parks, playgrounds, recreation centers, sports fields, etc.), considering the needs of all ages, abilities, and interest groups, and reflecting the unique characteristics of Vallejo.	
Action CP-1.5.1	Work with the Greater Vallejo Recreation District, residents, and other community partners to develop a strategic plan to provide needed and equitably distributed active recreation facilities throughout Vallejo.	
Action CP-1.5.2	Identify ways to incentivize and attract recreational activities for teens, such as retail services, a skate park, recreation centers, and cafes and music venues appropriate for the age and interests of teens.	
Policy CP-1.6	<b>The Vallejo waterfront and Bay as active recreation resources.</b> Enhance and improve the open space and recreational amenities along the waterfront and the Bay as part of an attractive and publicly accessible waterfront.	

Goal CP-1:	Healthy Community - Promote the health of all Vallejoans	Notes / Comments
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Action CP-1.6.1	Provide and enhance public amenities in central, high-visibility places that support public health, such as parks and community gardens, street trees, public art, and street furniture.	
Action CP-1.6.2	Include active recreation opportunities for a range of ages as primary considerations in planning activities involving the waterfront and the Bay.	
Action CP-1.6.3	Explore opportunities for providing access to safe places for in-water activities for recreational water users, such as boaters, kayakers, paddle boarders, and swimmers.	
Policy CP-1.7	<b>Community partners for active recreation facilities.</b> Identify opportunities to increase collaborations with schools and other public entities to provide active recreation facilities.	
Action CP-1.7.1	Establish a future planned route for the Bay Trail that connects with the two existing trail heads, to the south at the Maritime Academy and to the north at the existing downtown waterfront walkway adjacent to the boat launch in the area known as the southern waterfront.	
Action CP-1.7.2	Identify opportunities for new and expanded joint use projects and programs in collaboration with the California Maritime Academy, the Vallejo Unified School District, senior centers, etc.	
Policy CP-1.8	<b>Safe active recreation facilities.</b> Promote the safety of active recreation facilities in Vallejo, in collaboration with the Vallejo Police Department, residents, and community partners.	
Action CP-1.8.1	Support law enforcement agencies' efforts to improve neighborhood safety, including community-based strategies that engage youth and other residents.	
Action CP-1.8.2	Develop design guidelines that deter criminal activity in and around active recreation facilities, with particular focus on the following: Design and orientation of buildings, restrooms and parking areas to promote "eyes on;" Defensible space with no hidden areas or structures that block visibility and natural surveillance; Cameras and other technologies; and lighting and signage.	
Action CP-1.8.3	Promote "ownership" of active recreation facilities by establishing programs that encourage local residents and neighborhood organizations to "adopt" and take pride in protecting and maintaining parks, open spaces, and trails.	

Goal CP-1:	Healthy Community - Promote the health of all Vallejoans	Notes / Comments
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Policy CP-1.9	<b>Active recreation programming.</b> Complement improvements to active recreation facilities by supporting and expanding strong active recreation programs in Vallejo.	
Action CP-1.9.1	Explore conducting a needs assessment for recreation programs and services with the Greater Vallejo Recreation District, residents, and community partners and develop a program for addressing those needs.	
Action CP-1.9.2	Work with local community groups and the Solano County Department of Public Health to initiate walking, hiking, cycling, and other recreation clubs and activities, to increase participation, safety, and social cohesiveness.	
Policy CP-1.10	<b>Vallejo's bicycle path and routes.</b> In order to promote the health benefits of walking and bicycling, expand and improve the City's network of bicycle paths and routes, sidewalks, pedestrian paths, and trails, including connections with major destinations such as civic facilities, educational institutions, employment centers, shopping, and recreation areas.	
Action CP-1.10.1	Develop a program for improvements to Vallejo's bicycle network, including an analysis of gaps in the City's current network, in collaboration with the Vallejo Police Department, Vallejo Unified School District, the Solano County Transportation Authority, the bicycling community, other community partners, and residents. Explore funding options to pursue implementation.	
Action CP-1.10.2	Require new development to provide appropriate bicycle amenities, including bike lanes, secured bicycle parking, signage, etc.	
Action CP-1.10.3	Develop and implement a program for improvements to Vallejo's pedestrian network of sidewalks, pedestrian paths, and trails, including an analysis of gaps in the current network, in collaboration with the Vallejo Police Department, Vallejo Unified School District, the Solano County Transportation Authority, seniors groups, other community partners, and residents.	
Action CP-1.10.4	Require new development to provide appropriate pedestrian amenities, including sidewalks, signage, other streetscape improvements, etc.	
Policy CP-1.11	<b>Pedestrian/auto and bicycle/auto accidents.</b> Develop and implement a program for reducing pedestrian/auto and bicycle/auto accidents.	

Goal CP-1:	Healthy Community - Promote the health of all Vallejoans	Notes / Comments
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Action CP-1.11.1	Identify problem locations in Vallejo regarding pedestrian/auto and bicycle/auto accidents, identify measures (e.g., traffic calming, improved street lighting) to reduce accidents, and develop a prioritized program for implementing identified measures.	
Policy CP-1.12	<b>Active transportation to schools.</b> Encourage and remove obstacles to students walking and riding their bikes to school.	
Action CP-1.12.1	Support and expand Vallejo’s “Safe Routes to Schools” program, in collaboration with the Vallejo Unified School District, Vallejo Police Department, Solano County Transportation Authority, etc.	
Action CP-1.12.2	Encourage school siting decisions that take safe walking and bicycling access into account.	
Policy CP-1.13	<b>Design for walkability.</b> Consider “walkability” as part of land use and urban design processes, including safety, convenience, and attractiveness.	
Action CP-1.13.1	Develop guidelines for public and private projects to promote safe, convenient, and attractive pedestrian facilities.	
Policy CP-1.14	<b>Public safety and active transportation.</b> Promote active transportation by initiating actions to reduce crime in and around active transportation facilities, thereby reducing barriers to physical activity.	
Action CP-1.14.1	Explore increasing police presence in and around bike and walking paths, pedestrian areas, etc., by, for example, reintroducing bike patrols by the Vallejo Police Department, and re-establishing a police substation to South Vallejo.	
Action CP-1.14.2	Utilize principles of Crime Prevention Through Environmental Design (lighting, visibility, defensible space, etc.) in the design of bicycle and pedestrian facilities to reduce both actual and perceived safety concerns that create barriers to physical activity.	
Policy CP-1.15	<b>Seniors as pedestrians.</b> Promote opportunities for seniors to walk, recognizing the health benefits of physical activity and social connection.	
Action CP-1.15.1	Develop guidelines for “safe routes for seniors” in collaboration with senior organizations.	
	<b>Urban greening and community health</b>	

Goal CP-1:	Healthy Community - Promote the health of all Vallejoans	Notes / Comments
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Policy CP-1.16	<b>Urban greening.</b> Promote community health, including mental health, by preserving, enhancing, and increasing green space – street trees and urban forests, open spaces, and wetlands – at various scales within Vallejo.	
Action CP-1.16.1	Develop an Urban Greening Plan, identifying needs, opportunities, strategies, and potential funding, in collaboration with community partners.	
Action CP-1.16.2	Seek State, regional, and/or federal grant funding to develop and implement the City’s Urban Greening Plan.	
Action CP-1.16.3	Establish tree planting guidelines, including safety, maintenance, water use, etc.	
Action CP-1.16.4	Use recycled water for greening projects in Vallejo where appropriate and feasible.	
Policy 1.17	<b>Vallejo’s Bay location.</b> Preserve and enhance Vallejo’s connection to the Bay, as a resource for a healthy community, including mental health.	
Action 1.17.1	Establish development guidelines that protect the unique value of Vallejo’s Bay location and its potential for promoting a healthy community, including mental health, as well as other environmental and social benefits.	
Policy CP-1.18	<b>Green infrastructure.</b> Promote “green” infrastructure that draws upon natural processes to address storm water drainage, flood control, etc., and adds to Vallejo’s network of green space.	
Action CP-1.18.1	Develop a green infrastructure program, including an evaluation of cost effective applications that add to the City’s green space.	
	<b>Healthy development</b>	
Policy CP-1.19	<b>Healthy economic development.</b> Consider healthy community criteria and environmental health standards in efforts to attract new businesses to Vallejo.	
Action CP-1.19.1	Consider developing and adopting a “healthy development checklist” to evaluate potential new development under appropriate criteria, which might include exposure to harmful levels of air pollution, effects on the noise environment, relationship to the active transportation network and the safety of that network, effects on social cohesion, etc.	
Policy CP-1.20	<b>Healthy infill development.</b> Ensure that infill development does not result in unacceptable exposure to air, water, and noise pollution.	



Goal CP-1:	Healthy Community - Promote the health of all Vallejoans	Notes / Comments
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Action CP-1.20.1	Explore developing performance standards and design strategies for infill development to protect residents from air, water, and noise pollution.	
	<b><u>Social determinants of health</u></b>	
Policy CP-1.21	<b>Strong schools, engaged students.</b> Recognizing that education is a predictor of health, strengthen the schools and reduce the dropout rate.	
Action CP-1.21.1	Collaborate with the Vallejo Unified School District, Solano Community College, and other community partners to help keep students in and graduate from school.	
	<b><u>Healthy Environment</u></b>	
Policy CP-1.22	<b>Clean air.</b> Protect people in Vallejo from air pollution.	
Action CP-1.22.1	Convert the City's existing fleet of street sweepers and other large-scale equipment from fossil fuel to alternative fuel types, and encourage the conversion of refuse and recycling trucks to alternative fuel, in conformance with BAAQMD requirements for fleets.	
Action CP-1.22.2	Update the Municipal Code to set BAAQMD-recommended limits for particulate emissions from construction, demolition, debris hauling, and utility maintenance.	
Action CP-1.22.3	Provide information regarding advances in air-quality protection measures to schools, home owners, and operators of sensitive receptors, such as senior and childcare facilities.	
Action CP-1.22.4	Continually review and update the Municipal Code to reflect changes in State law and BAAQMD Guidelines pertaining to coal or wood-burning devices.	
Action CP-1.22.5	Periodically, review the Building Code for consistency with the latest California Green Building Standards Code and assess the need for updates to require new construction and remodels to employ best practices and materials to reduce emissions, both during and after construction.	
Action CP-1.22.6	Update the Municipal Code to either prohibit grading operations when wind speeds (as instantaneous gusts) exceed 25 miles per hour or use water trucks to wet soil.	
Policy CP-1.23	<b>Water supply.</b> Provide a safe, adequate water supply for people in Vallejo.	

Goal CP-1:	Healthy Community - Promote the health of all Vallejoans	Notes / Comments
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Action CP-1.23.1	Assess the need to repair or replace aging water supply infrastructure and incorporate upgrades and improvements into the Capital Improvement Plan as needed.	
Action CP-1.23.2	Continue to provide information on water conservation best practices to residents and businesses in Vallejo.	
Action CP-1.23.3	Continue to enforce the Wasteful Water Use Prohibition Ordinance.	

**Goal CP-2: Safe City - Protect personal safety in Vallejo's neighborhoods and public spaces** Notes/Comments

	<b>Fighting Crime</b>	
Policy CP-2.1	<b>Law enforcement.</b> Maintain responsive police staffing and facilities to serve Vallejo now and in the future.	
Action CP-2.1.1	Periodically review response capabilities to determine potential need for additional law enforcement facilities, equipment, or personnel, and identify specific geographic areas requiring expanded services.	
Action CP-2.1.2	Continue to collaborate with local groups and agencies to monitor crime and to strengthen partnerships for improving public safety and communication regarding law enforcement needs.	
Action CP-2.1.3	Expand the use of new technologies in law enforcement facilities and vehicles to enhance efficiency, effectiveness, and officer and community safety.	
Action CP-2.1.4	Continue to implement innovative crime-fighting strategies based on community collaboration and partnerships, emerging technologies, and best practices.	
Action CP-2.1.5	Continue to recruit local businesses and homeowners to register security cameras with VPD Operation V-Cam.	
Action CP-2.1.6	Address the need, provide feasibility and seek out funding opportunities, for a new public safety facility to replace the aging Police Department Facility.	
	<b>Crime Prevention Through Environmental Design</b>	
Policy CP-2.2	<b>Safer urban design.</b> Improve public safety and reduce police service demands, through project design enhancements in new development and public spaces.	
Action CP-2.2.1	Update the Zoning Ordinance and/or adopt design guidelines, including Crime Prevention through Environment Design (CPTED) design guidelines, for development, including multi-family projects, and public spaces that-deter criminal activity in neighborhoods, streets, and public areas and promote opportunities for natural surveillance (i.e. "eyes on the street").	

**Goal CP-2: Safe City - Protect personal safety in Vallejo's neighborhoods and public spaces** Notes/Comments

	<b>Fighting Crime</b>	
Action CP-2.2.2	Work with the Greater Vallejo Recreation District (GVRD) to maintain and improve park facilities as safe places for community gathering, and to develop small linear and pocket parks that provide safe connections between neighborhoods.	

**Goal CP-3: Strong Community Bonds - Celebrate community and build strong connections between residents, businesses, community groups, and City officials**

**Notes/Comments**

	<b><u>Community Events</u></b>	
Policy CP-3.1	<b>Celebrate Vallejo.</b> Promote community events and places that highlight Vallejo's history, identity, and diversity, address the interests of residents throughout the community, and attract visitors.	
Action CP-3.1.1	Encourage local organizations to sponsor and house activities that connect neighborhoods, such as National Night Out, Neighborhood Watch, Participatory Budgeting, neighborhood association council meetings, and tree-planting and neighborhood clean-up and improvement gatherings.	
Action CP-3.1.2	Provide and enhance public amenities in central, high-visibility places that support community identity, such as street trees, art, street furniture, and signage.	
Action CP-3.1.3	Work with the Greater Vallejo Recreation District (GVRD) to maintain and increase the number of community centers that provide space for intergenerational community gathering, arts, culture, and education.	
Action CP-3.1.4	Work with VCUSD and local post-secondary schools to offer lifelong learning and community gathering opportunities during off-hours.	
	<b><u>Parks as Community Gather Places</u></b>	
Policy CP-3.2	<b>Parks.</b> Plan park acquisitions and provide parkland and facilities adequate to support Vallejo's recreational needs, activities, and programs.	
Action CP-3.2.1	Maintain a target of 4.25 acres of parkland per 1,000 people.	
Action CP-3.2.2	Continue to require that new development address park needs generated by a project, or if an area is underserved by parkland and/or facilities, determine a developer's fair-share contribution to future parks development in that area.	
Action CP-3.2.3	Consider establishing an impact fee on commercial development to be used to develop new or enhance existing parks or public plazas.	
Action CP-3.2.4	Support GVRD in identifying areas underserved by parks facilities.	
Action CP-3.2.5	Collaborate with the GVRD to study and establish mechanisms for funding and maintaining new park acquisitions, including a list of and map of existing and potential park properties.	

**Goal CP-3: Strong Community Bonds - Celebrate community and build strong connections between residents, businesses, community groups, and City officials**      **Notes/Comments**

	<b>Youth Engagement</b>	
Policy CP-3.3	<b>Youth support.</b> Ensure that Vallejo youth have access to activities and facilities relevant to their interests at affordable rates.	
Action CP-3.3.1	Include youth representatives in City-sponsored activities and organizations.	
Action CP-3.3.2	Work with schools, GVRD, and other local partners to offer a range of affordable, accessible youth activities.	

**Goal CP-4: Active, Participatory Community - Encourage the active participation of residents and local businesses in civic life** Notes / Comments

	<b><u>Citizen Engagement</u></b>	
Policy CP-4.1	<b>Open government.</b> Encourage inclusive, participatory City processes that emphasize the collaborative exchange of ideas by all segments of the community.	
Action CP-4.1.1	Continue to encourage community participation in the annual budget development process.	
Action CP-4.1.2	When feasible, support community-initiated volunteer projects that otherwise may not be accomplished.	
Action CP-4.1.3	Encourage community members to volunteer in the delivery of community services, including recreation, youth, and senior programs.	
Action CP-4.1.4	Hold City meetings at neighborhood gathering places when feasible.	
Policy CP-4.2	<b>Inform proactively.</b> Ensure that community members have access to information about City activities and plans well in advance of implementation.	
Action CP-4.2.1	Utilize the City website, flyers, newsletters, email, social media, community networks and other means to encourage community participation in issues, events, and City decision making.	
	<b><u>Active Civil Society</u></b>	
Policy CP-4.3	<b>Grassroots efforts.</b> Support the formation and operation of neighborhood and civic organizations.	
Action CP-4.3.1	Provide City staff contact information to assist local organizations and community members.	
Action CP-4.3.2	Work with local organizations to solicit and address community feedback about pressing or upcoming issues and concerns.	
Policy CP-4.4	<b>Collaboration – a hallmark of healthy communities.</b> Recognizing important existing partnerships and in light of funding constraints, increase collaboration between the City, educational institutions, the business community, social service providers, and community organizations.	

**Goal CP-5: Caring, Equitable Community - Promote a culture of compassion, dignity and fairness that celebrates Vallejo's Diversity**

	<b>Community Services</b>	
Policy CP-5.1	<b>Foster respect.</b> Promote a culture of inclusivity and understanding.	
Action CP-5.1.1	Encourage community agencies and organizations to offer programs that promote self-esteem, responsibility, and leadership.	
Action CP-5.1.2	Consider establishing a volunteer community outreach coordinator to connect Vallejo residents to services offered by the City, Solano County, non-profit agencies, and other organizations.	
Action CP-5.1.3	Assemble a volunteer task force to assist in teen programming, promoting professionalism and encouraging community service.	
Action CP-5.1.4	Coordinate with Solano County, Greater Vallejo Recreation District, and other community service organizations to promote new and existing community services and programs, utilizing the latest technology, community centers, and public gathering places.	
Policy CP-5.2	<b>Nurture diversity.</b> Ensure that all community members have access to services that help them succeed.	
Action CP-5.2.1	Work with local advocacy groups to provide information about programs that promote compassion, value, and inclusion of persons of all races, ethnicities, sexual orientations, and gender identities.	
Action CP-5.2.2	Encourage government and non-profit organizations to provide information about efforts to promote recognition, value, and inclusion of racial, cultural, and linguistic diversity.	
Policy CP-5.3	<b>Lifelong care.</b> Support community members at all stages of life with programs to improve quality of life.	
Action CP-5.3.1	Encourage the provision of child care services at and in proximity to work sites, and work with regulators and service providers and employers to ensure the provision of safe, affordable, high-quality childcare services.	
Action CP-5.3.2	Encourage and promote local and State regulatory agencies, non-profit service providers and area senior centers to offer nutritional and health care, legal services, shelter, transportation and other senior services.	



**Goal CP-5: Caring, Equitable Community - Promote a culture of compassion, dignity and fairness that celebrates Vallejo's Diversity** Notes/Comments

Action CP-5.3.3	Coordinate with local and regional agencies and community organizations to address the needs of lower income and unhoused persons, including such needs as housing, food, clothing, health care, mental health and transportation.	
Action CP-5.3.4	Provide information about shelter and food assistance programs via the range of the City's communication tools.	

**Goal EET-1:**

**Strong, Stable and Diverse Economy - Cultivate a strong, stable and diverse local economy**

**Comments/Notes**

	<b>Building Key Industry Clusters</b>	
<b>Policy EET-1.1</b>	Premier manufacturing site. Make Vallejo the Bay Area’s premier site for manufacturing, including basic and advanced manufacturing, clean-tech, and green-tech industries.	
Action EET-1.1.1	Develop and implement a strategy to target and attract new investment from businesses that are linked to regional manufacturing sectors promoted by Solano County EDC including food and beverage production, life-science manufacturing, clean technology, green technology, and other manufacturing creating high quality jobs.	
<b>Policy EET-1.2</b>	Healthcare and life sciences. Encourage the strengthening and expansion of the health and life sciences cluster in Vallejo to attract new related businesses.	
Action EET-1.2.1	Partner with local educational institutions, including Solano Community College and Touro University, to study ways to expand health and life science educational and training opportunities in Vallejo.	
Action EET-1.2.2	Partner with Solano EDC, property owners, brokers, and developers to market sites that are suitable for life-science manufacturing investment.	
Action EET-1.2.3	Sustain strong relationships with Kaiser and Sutter Solano to support their continued growth and stability.	
<b>Policy EET-1.3</b>	<b>Visitor Destination.</b> Make Vallejo an important visitor destination in the Bay Area.	
Action EET-1.3.1	Collaborate with Visit Vallejo to develop a Vallejo Tourism Master Plan to guide development of Vallejo’s tourism economy and to articulate a multi-faceted tourism strategy.	
Action EET-1.3.2	Prioritize City economic development initiatives that strengthen the downtown/waterfront area as a music, theater, and entertainment district serving students, visitors, and the region.	
Action EET-1.3.3	Pursue opportunities for regional transportation links between tourist destinations in Vallejo and the surrounding region, including visitor rail, shuttle service, and enhanced ferry service.	

Goal EET-1:	Strong, Stable and Diverse Economy - Cultivate a strong, stable and diverse local economy	Comments/Notes
Action EET-1.3.4	In coordination with Solano County, Six Flags Discovery Kingdom, and Solano 360 sponsors, foster and sustain a family entertainment district near the intersection of I-80 and Hwy 37.	
Action EET-1.3.5	Review zoning regulations and identify opportunities to support lodging in the downtown area.	
Action EET-1.3.6	Collaborate with property owners to strategically recruit retailers, dining establishments, and hotels.	
<b>Policy EET-1.4</b>	<b>Higher Education.</b> Recognize Vallejo's unique role as host to three institutions of higher education and their important role in the community and economy.	
Action EET-1.4.1	Sustain relationships with Touro University, California State University Maritime Academy, and Solano Community College to support their continued growth.	
Action EET-1.4.2	Identify ways to strengthen relationships with local higher education institutions that support technology transfer and business start-ups in Vallejo.	
	<b><u>Marketing Vallejo</u></b>	
<b>Policy EET-1.5</b>	<b>Promoting Vallejo.</b> Promote Vallejo as a great place to do business, emphasizing its setting, advantageous geographic location, infrastructure capacity, and favorable development costs relative to the central Bay Area.	
Action EET-1.5.1	In coordination with local and regional chambers of commerce, economic development organizations, and Lennar Mare Island, develop a Vallejo Marketing Plan. The plan should articulate a coordinated strategy to get a consistent story out about Vallejo across multiple communication platforms: websites, social media, and print media. The effort should also include development of a new brand, logo, and tagline for the City.	
Action EET-1.5.2	Create City marketing materials to promote Vallejo's key industry concentrations, including manufacturing and related industries: tourism; healthcare and life sciences; and higher education.	

Goal EET-1:	Strong, Stable and Diverse Economy - Cultivate a strong, stable and diverse local economy	Comments/Notes
Action EET-1.5.3	Collaborate with Visit Vallejo and the local Chambers of Commerce to create marketing materials and implement a media campaign that emphasizes Vallejo as a gateway to Napa Valley, builds visibility, and promote Vallejo’s visitors destinations and lodging establishments to local and regional visitors. The materials and campaign should emphasize Vallejo’s naval heritage, historic districts, and culturally diverse community as drivers of tourism demand.	
Action EET-1.5.4	Through initiatives such as College Town Vallejo, continue to promote Vallejo as a college town, a place where students can thrive and where scholarship and vocational training produce new and innovative products and leaders.	
<b>Policy EET-1.6</b>	Collaborate with federal, State, and local agencies as well as non-profit organizations to develop and promote recreational opportunities in natural open space areas in Vallejo and the surrounding region.	
Action EET-1.6.1	In collaboration with property owners, market Mare Island as a visitor and recreational destination.	
<b>Stewardship of Public Assets</b>		
<b>Policy EET-1.7</b>	<b>Public investments.</b> Leverage public investments to enhance Vallejo's economic vitality. Invest resources in a way that ensures Vallejo is a healthy, safe, and engaged community.	
Action EET-1.7.1	Identify funds that can be used to solicit grants and non-traditional funding for key priority projects not otherwise feasible or when local match of funds is required for eligibility.	
<b>Policy EET-1.8</b>	<b>Municipal services.</b> Provide robust, high-quality municipal services and seek methods to build the revenues to achieve a self-sustaining model of funding.	
Action EET-1.8.1	Continue to partner with the other public agencies to enhance Vallejo's infrastructure, including active transportation and transit connections and facilities and ensuring capacity for new development and investment.	

Goal EET-1:	Strong, Stable and Diverse Economy - Cultivate a strong, stable and diverse local economy	Comments/Notes
<b>Policy EET-1.9</b>	<b>Public land.</b> Leverage publicly owned sites to generate catalytic development by attracting employment, developing high-quality urban neighborhoods, creating vibrant public spaces, and spurring private investment.	
Action EET-1.9.1	Implement mixed use development at the Central Waterfront (bounded by Santa Clara from the east, Capital from the north, Mare Island Way from the west and Maine Street from the south) that activates the area day and night, creates connections to downtown and provides a destination for residents and visitors alike.	
Action EET-1.9.2	Implement the Waterfront Planned Development Master Plan for the Northern Waterfront (north and west of Mare Island Way and south of Mare Island Causeway) that provides housing, visitor serving retail and dining, and open space amenities.	
Action EET-1.9.3	Coordinate the cleanup, reuse and revitalization of the Southern Waterfront. This includes managing the remediation, defining an offering for development and implementing an economically feasible development program that reflects the community's vision.	
Action EET-1.9.4	Along with the Vallejo Station public garage and the Bus Transfer Center, establish the Ferry Terminal regional transportation center with high quality dining and retail experiences.	
Action EET-1.9.5	Assess the need for new public facilities and identify sites of public facilities with available land or space for the co-location of public facilities.	
<b>Policy EET-1.10</b>	<b>Mare Island.</b> Promote development and redevelopment on Mare Island to stimulate citywide job creation.	
Action EET-1.10.1	Continue to collaborate with developers and other relevant partners to enhance economic activity on Mare Island, consistent with the Mare Island Specific Plan.	
Action EET-1.10.2	Identify and pursue funding and partnerships to facilitate clean up of sites on Mare Island and support brownfield redevelopment.	
Action EET-1.10.3	Identify and study the feasibility of methods to improve transportation to and from Mare Island.	

Goal EET-1:	Strong, Stable and Diverse Economy - Cultivate a strong, stable and diverse local economy	Comments/Notes
Action EET-1.10.4	Pursue development of North Mare Island that prioritizes job-generating uses and positions Vallejo as a key manufacturing site.	
	<b>Tracking performance</b>	
<b>Policy EET-1.11</b>	<b>Performance.</b> Measure Economic Development Outcomes	
Action EET-1.11.1	Conduct an analysis of the local economy's strengths, weaknesses, threats, and opportunities.	
Action EET-1.11.2	Establish a set of indicators and metrics to measure the desired economic and workforce development outcomes in Vallejo. Indicators could include: strong business community, quality schools, safe neighborhoods, a vibrant downtown, an active waterfront and a skilled workforce. Metrics could include: growth and number of high & living wage jobs; unemployment rate; educational attainment; number of businesses with more than 50 employees.	
Action EET-1.11.3	Identify public actions and investments that could reinforce and help realize the economic and workforce development outcomes as identified in Actions 1.13.1 and 1.13.2.	
Action EET-1.11.4	Regularly evaluate progress toward implementing the desired economic development outcomes.	
<b>Policy EET-1.12</b>	<b>Data and information systems.</b> Invest in the data and mapping capacities to realize sustainable economic development and evaluate environmental impacts.	
Action EET-1.12.1	Develop and maintain a GIS system and zoning map for the City that enables a clear vision for the development community about the types of development allowed and desired in the City's neighborhoods, corridors, and districts.	
Action EET-1.12.2	Partner with SolTrans and WETA to collect and analyze data that assist in making strategic land use and economic development decisions, including origin and destination studies, transit ridership projections, and data to determine the appropriate jobs-to-housing ratio and level of retail services.	

**Goal EET-2:**

**Good Jobs, Education and Training - Promote workforce development to build the local economy**

**Notes / Comments**

	<b><u>Business Attraction</u></b>	
<b>Policy EET-2.1</b>	<b>Business attraction.</b> Attract employment-generating and tax-generating businesses that support the economic diversity of the City.	
Action EET-2.1.1	In annual economic development work plans, target firms in production, distribution, and repair that are part of the supply chain to Vallejo's key industries.	
Action EET-2.1.2	Maintain an inventory of available commercial properties with key information and characteristics.	
<b>Policy EET-2.2</b>	<b>Good Jobs.</b> Attract New Businesses Offering High Quality Jobs	
Action EET-2.2.1	Encourage new and actively attract existing businesses in key industries that build on Vallejo's competitive advantages and offer high and living wage jobs. Target industries include advanced manufacturing, maritime industrial, biosciences/life sciences, arts and entertainment, and tourism/hospitality.	
Action EET-2.2.2	Encourage and actively attract business functions that engage high-skilled and semi-skilled labor, including satellite functions of existing companies. Target business functions including data centers, logistics & warehousing, call centers, customer service centers, and businesses utilizing advanced and high technologies such as green technology, value manufacturing, research and development, and office uses.	
Action EET-2.2.3	Continuously improve the efficiency, timeliness and transparency of the City's permitting process to assist businesses in expanding or locating in Vallejo, while providing surety in fee calculations and regulatory requirements, all in an effort to ensure a customer-and business-friendly environment.	
Action EET-2.2.4	Consider establishing local economic incentives to attract new investment such as deferral of impact fees, Community Revitalization Districts, and other financing tools.	
	<b><u>Workforce Development</u></b>	
<b>Policy EET-2.3</b>	<b>Workforce Development.</b> Increase Resident Workforce Preparedness	

<b>Goal EET-2:</b>	<b>Good Jobs, Education and Training - Promote workforce development to build the local economy</b>	<b>Notes / Comments</b>
Action EET-2.3.1	Participate in multi-sector initiatives with economic development organizations, educational institutions, residents, and businesses, in pursuit of strategies to enhance Vallejo's primary and secondary school programs, and increase the percent of students who obtain a high school diploma and are workforce-ready.	
Action EET-2.3.2	Identify opportunities to provide a full range of life-long learning opportunities, including work-study programs, internships, and expanded curriculum offerings, in collaboration with educational institutions, businesses, and non-profit organizations.	
Action EET-2.3.3	Support the Solano Workforce Investment Board (WIB) in developing and maintaining a prioritized list of funding and technical assistance opportunities available through State and federal economic development and workforce development programs. Aggressively pursue top priorities identified.	
Action EET-2.3.4	Collaborate with the health care sector of Vallejo's economy to expand training and job opportunities, including addressing the health needs of the Bay Area's senior community.	
Action EET-2.3.5	Explore creating increased opportunities to re-enter the community and work force, including programs for the re-integration of the formerly incarcerated, drug and rehabilitation programs, etc.	
Action EET-2.3.6	Partner with the Solano WIB and Solano Community College to promote and prioritize job training programs that result in professional credentials and certifications.	
Action EET-2.3.7	Work with businesses, nonprofits and the Solano County Workforce Investment Board to develop volunteer opportunities, internships, and apprenticeships to introduce youth to professional mentors.	
Action EET-2.3.8	Continue investing in the education and job-related skill sets of the resident workforce by supporting the Solano WIB and other local educators who provide apprenticeship and employment training to ensure that local residents are trained to perform the jobs required by the City's major employers and industry sectors.	



<b>Goal EET-2:</b>	<b>Good Jobs, Education and Training - Promote workforce development to build the local economy</b>	<b>Notes / Comments</b>
Action EET-2.3.9	Support the Vallejo City Unified School District's Wall to Wall Academies, which help provide career pipelines for the school-age population.	
Action EET-2.3.10	Establish a forum for discussion on better aligning secondary and post-secondary education and training with the needs of local businesses.	

<b>Goal EET-3:</b>	<b>Innovation, Entrepreneurship and Successful Local Businesses - Foster innovation and entrepreneurship</b>	<b>Notes / Comments</b>
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	<b><u>Business Development</u></b>	
<b>Policy EET-3.1</b>	<b>Local business development.</b> Foster and encourage the development of local businesses.	
Action EET-3.1.1	Continue to partner with the Small Business Development Center (SBDC) at Solano Community College to expand the number of Vallejo residents and small businesses taking advantage of its no-cost business consulting and low-cost training programs.	
Action EET-3.1.2	Partner with the Vallejo Convention, Visit Vallejo, the Chambers of Commerce, and local businesses to market Vallejo shopping, dining, and lodging destinations in the city and the surrounding region.	
<b>Policy EET-3.2</b>	<b>Local business retention.</b> Retain Existing Businesses and Encourage Local Expansions.	
Action EET-3.2.1	Continue implementing an active business retention and expansion program for existing businesses, recognizing that the majority of new jobs are created among existing firms.	
Action EET-3.2.2	Continue a coordinated business visitation program.	
	<b><u>Downtown &amp; Commercial Corridors</u></b>	
<b>Policy EET-3.3</b>	<b>Dynamic Downtown.</b> Reduce vacancy and increase activity in the Downtown through a dynamic mix of uses and events.	
Action EET-3.3.1	Promote tourism and day visits to the city, highlighting the historic downtown.	
Action EET-3.3.2	Encourage and foster student-serving businesses in the downtown.	
Action EET-3.3.3	Support the further development of downtown as an arts & entertainment center anchored by the Empress Theater.	
Action EET-3.3.4	Support and assist in the coordination of regular arts events in the downtown, highlighting local talent and increasing foot traffic for downtown merchants.	
Action EET-3.3.5	Undertake strategic actions to strengthen connections between the Waterfront & Downtown, including way-finding signs and adding dining and retail options.	
Action EET-3.3.6	Work with CCRC, owners, managers, and employers in the shopping, entertainment, arts, dining, hotel, recreation, and nightlife sectors in promoting cooperative ways of marketing and doing business.	

<b>Goal EET-3:</b>	<b>Innovation, Entrepreneurship and Successful Local Businesses - Foster innovation and entrepreneurship</b>	<b>Notes / Comments</b>
Action EET-3.3.7	Consider the feasibility of a city-owned conference facility in the downtown and waterfront areas.	
<b>Policy EET-3.4</b>	<b>Commercial corridors.</b> Enhance commercial corridors to create a vibrant mix of places to live, work, shop and play.	
Action EET-3.4.1	Identify ways to incentivize and attract economically viable activities along commercial corridors.	
Action EET-3.4.2	Commission a revitalization study of the Sonoma Boulevard corridor from Redwood Street to Lewis Brown Drive to improve physical amenities, transportation and pedestrian connections, and land use opportunities.	
Action EET-3.4.3	Commission a revitalization study of the Sonoma Boulevard corridor from the Zampa Bridge to Curtola Parkway to improve physical amenities, transportation and pedestrian connections, and land use opportunities.	
Action EET-3.4.4	Commission a revitalization study of the Sonoma Boulevard corridor from Highway 37 to Mini Drive to improve physical amenities, transportation and pedestrian connections, and land use opportunities.	
Action EET-3.4.5	Collaborate with local chambers of commerce and businesses to implement a "Shop Vallejo First" campaign.	
Action EET-3.4.6	Develop a strategy for underperforming retail centers to introduce new uses that reduce vacancy and improve the physical appearance of the centers.	
Action EET-3.4.7	Market Sonoma Boulevard as a gateway and link between the Napa Valley and downtown Vallejo.	
Action EET-3.4.8	Study the feasibility of establishing Community Revitalization Districts or Business Improvement Districts along business corridors such as Sonoma Boulevard, Tennessee Street, and Springs Road to mitigate blight and to provide a coordinated revitalization strategy.	
Action EET-3.4.9	Support and enhance the diverse ethnic retail base and expand on existing offerings along Sonoma Boulevard, Broadway, Tennessee Street, and Springs Road.	
Action EET-3.4.10	Explore feasible methods to facilitate facade/streetscape improvements, improve signage, and provide for public art and gathering places along commercial corridors.	
	<b>Infrastructure to support local innovation and Entrepreneurship</b>	

<b>Goal EET-3:</b>	<b>Innovation, Entrepreneurship and Successful Local Businesses - Foster innovation and entrepreneurship</b>	<b>Notes / Comments</b>
<b>Policy EET-3.5</b>	<b>Fiber Optics.</b> Establish a Municipal High-Speed Fiber Optic Network to support enhanced telecommunications capacity of the City	
Action EET-3.5.1	Adopt a Fiber Optic Master Plan for Vallejo to leverage Vallejo's traffic signal fiber network and provide fiber optic service to public agencies, educational institutions, medical facilities, and businesses.	
<b>Policy EET-3.6</b>	<b>Innovative Enterprises &amp; Workspaces.</b> Explore options to support community-based and non-governmental efforts that nurture start-ups and small-scale manufacturers to help them grow in Vallejo.	
Action EET-3.6.1	Identify and promote existing zoning regulations that are supportive of innovative businesses located in residential neighborhoods, including home-based, mobile, and micro businesses.	
Action EET-3.6.2	Identify existing buildings suitable for or that could be reused or re-purposed for food and beverage production, small-scale artisanal and specialized manufacturing, contemporary maker businesses and small maker spaces.	
Action EET-3.6.3	Develop relationships with developers who have expertise in adaptive reuse.	
Action EET-3.6.4	Encourage incubator and coworking spaces, including for special-use facilities like community kitchens, to serve Vallejo's artist, entrepreneurial, and low income communities.	
Action EET-3.6.5	Consider promoting all or a portion of downtown Vallejo or Mare Island's industrial district as an "Innovation District," "Maker District," and/or "Advanced Manufacturing Hub" to clearly position the City as part of the San Francisco Bay Area/Silicon Valley innovation eco-system. Coordinate this initiative with the development of the Vallejo Marketing Plan.	

**Goal EET-4:**

**Sustainable Economic Development - Pursue economic development that enhances equitable local wealth growth, improves quality of life and respects the natural environment**

**Notes / Comments -**

	<b><u>Sustainable Development and Green Business</u></b>	
<b>Policy EET-4.1</b>	<b>City-led Sustainability.</b> Pursue programs that enable the City to contribute meaningfully to green and sustainable economic efforts.	
Action EET-4.1.1	Develop a green business strategy that supports the City's marketing narrative and advances sustainable development practices while addressing the needs of new businesses. Attract, promote, and retain green businesses in Vallejo.	
Action EET-4.1.2	Continue to participate in the Solano County Green Business Program.	
Action EET-4.1.3	Promote Green Business Certification to local businesses and make links to enrollment and certification materials available on the City website.	
Action EET-4.1.4	Work with Solano County, the real estate and business communities, educational institutions, labor organizations, and other community partners to attract and retain green businesses for Vallejo.	
<b>Policy EET-4.2</b>	<b>Responsible Development.</b> Favor residential, commercial and industrial development that can mitigate or avoid environmental impacts.	
Action EET-4.2.1	Continue to incorporate sustainable design elements such as solar panels and water efficient landscaping into the construction of City-owned and operated facilities.	
Action EET-4.2.2	Consider adopting thresholds of significance for environmental review of proposed developments under the California Environmental Quality Act.	
Action EET-4.2.3	Assess how the City's procurement policies and employee commute modes and patterns could contribute to greenhouse gas reductions.	
	<b><u>Expanding Financial Opportunity</u></b>	
<b>Policy EET-4.3</b>	<b>Financial Literacy.</b> Improve the overall financial literacy of Vallejo's small businesses and residents to support achieving income gains and building wealth.	
Action EET-4.3.1	Support available financial literacy programs operated by the Solano SBDC, Housing Authority, and County Health and Social Services.	

Goal EET-4:	Sustainable Economic Development - Pursue economic development that enhances equitable local wealth growth, improves quality of life and respects the natural environment	Notes / Comments -
Action EET-4.3.2	Explore foundation funding of additional financial literacy programming targeted to Vallejo's youth, immigrant communities, and low-income residents.	
<b>Policy EET-4.4</b>	<b>Asset Building.</b> Advance assistance programs and resources for local businesses and residents to ensure the entire community benefits from economic development.	
Action EET-4.4.1	Identify model asset building programs from other communities and study the feasibility of implementing similar programs in Vallejo.	
Action EET-4.4.2	Investigate the feasibility of expanding the Family Self-Sufficiency Program.	
Action EET-4.4.3	Encourage public and private organization matching of Individual Development Account contributions by low-income residents who are saving towards a long-term asset such as a home, post-secondary education, or a small business.	
<b>Policy EET-4.5</b>	<b>Access to capital.</b> Expand the availability of capital for start-up and small businesses owned by Vallejo residents.	
Action EET-4.5.1	Work closely with the regional Small Business Administration office to promote SBA loan programs for small businesses, including woman-owned, veteran, and disadvantaged businesses.	
Action EET-4.5.2	Collaborate with the Chamber Commerce to promote East Bay SCORE mentoring and workshop events to support business planning and financing for small businesses.	
Action EET-4.5.3	Identify sources for start-up financing, including micro-loans, low interest loans, crowd-sourced financing, and angel investors.	