



# implementation

#### IN THIS CHAPTER...

- 5.1 Implementation Approach
- 5.2 Priority Actions
- 5.3 Implementation Matrix

The implementation component of the Corridor Design Plan outlines the "how-to" steps for creating change along Sonoma Boulevard in the short and long terms. This framework creates a solid foundation from which to support existing businesses, attract new businesses and development, leverage community assets, allocate limited resources, and foster collaboration through strong partnerships. While the plan remains visionary in its ambition, the action steps in this chapter put forth a realistic and practical approach to generate transformation in the corridor.

This chapter is organized as follows:

- **5.1** Implementation Approach The overall approach to implementing the plan vision over the short, medium and long terms.
- **5.2 Priority Actions** An outline of the actions most central to achieving the plan vision.
- 5.3 Implementation Matrix A table outlining the specific implementation actions by category and their related timeframes, primary responsibilities and partners, approximate costs, and potential funding sources. Actions are organized into overall corridor actions and those specific to each of the Focus Areas.

#### 5.1 IMPLEMENTATION APPROACH

The Sonoma Boulevard corridor and its Focus Areas — North, Central North, Central South, and South — represent a diverse set of existing conditions and potential future opportunities. Implementation of the Corridor Design Plan needs to be **tailored to each of these Focus Areas** in order to maximize the potential for new types of development, support existing businesses, and bolster nearby neighborhood and community-building efforts. Implementation strategies must be responsive to both the currently weak market conditions and the range of factors that threaten to limit investment and activity over the medium and long terms. In addition, the maintainability of proposed facilities will require further evaluation by Caltrans in future phases.

## **NEAR-TERM OPPORTUNITIES**

The continued lack of development activity and slow recovery of real estate markets point toward focusing on **creative and interim uses** of existing vacant storefronts and properties in the near term. This could include "pop-up" (temporary) stores, urban agriculture, a Mercado (indoor multi-vendor market), food trucks, additional farmers' markets, and special events. These uses have the potential to create activity, attract a broader range of residents and business owners, and potentially stimulate interest in longer-term tenancies. They can help foster the creation and growth of new retail businesses, which would result in the greatest near-term impact on the corridor.

It is important to first **focus on a limited set of activities** that can be successfully done in the locations with the greatest potential. This initial success can then set the stage for expansion to other Focus Areas. For example, the two southern Focus Areas, including Downtown, provide a greater concentration of vacant storefronts and a more pedestrian-friendly environment that is better suited to pop-up stores and events that engage the local arts community, such as a monthly Art Walk and art in vacant storefronts. Sites in the two northern Focus Areas offer larger spaces and sites for uses such as various types of urban agriculture and a Mercado.

### MEDIUM- AND LONG-TERM DEVELOPMENT POTENTIAL

The market analysis section in Chapter 2: Existing Conditions notes that in the longer term, population and employment growth will generate support for new development if the corridor can attract its

**proportionate share**. Different types of development are likely to occur in the different Focus Areas.

The North and Central North Focus Areas have the greatest potential for a range of new retail and redevelopment of existing centers, with stronger interest from larger retailers as alternate sites in Northgate and American Canyon become less available. These Focus Areas can also support "horizontal" mixed-use development where multifamily residential and flex/light industrial uses are located behind retail and commercial uses facing the street. This type of mixed-use will become feasible sooner than more expensive "vertical" mixed-use development that stacks uses on top of each other.

Enhancement of the White Slough to improve its ecological health and to address odor issues can create a compelling setting for new housing near the waterfront west of Sonoma Boulevard. This enhanced open space can improve the perception of the North Focus Area as suitable for a wider range of uses, including residential.

Modestly-scaled infill projects are better suited to the smaller sites of the Central South and South Focus areas. These types of projects can accommodate more local-service retail and commercial uses and small-scale multifamily, complementing revitalization of the core Downtown area.

#### IMPLEMENTATION CHALLENGES

There are a broad range of challenges that will need to be addressed for the Corridor Design Plan to maximize its potential to stimulate new development. Key challenges include:

- Existing zoning restrictions Food trucks and street vending, as well as facilitating a broad range of interim uses, must be encouraged through a supportive zoning ordinance.
- Lack of focused attention There are currently no City staff
  or local organizations specifically dedicated to addressing the
  challenges of the corridor and providing continuity in identifying
  and implementing solutions.
- Suburban parking requirements Mixed-use development can be encouraged by lowering parking requirements based on mixed-use efficiencies, and requiring shared parking between properties.

- Complex ownership patterns Older centers are often parcelized or have cross-easement between properties, making redevelopment or new development problematic.
- Lack of feasibility Current market conditions and low rents and sale prices can make development infeasible.
- Perception issues and area competition The current poor condition of many properties and Vallejo's reputation challenges, combined with newer retail centers and destinations within an easy drive, make it difficult to interest developers and retailers in new projects.

Some of these broader issues will require time to resolve, particularly the weak market conditions. Others will require specific and concerted action by the City and other parties to create support for new investment and development.

#### IMPLEMENTATION STRATEGY

Recognizing the limited resources available to the City, a near-term implementation strategy should focus on low-cost efforts that can produce Priority Actions or "Quick Wins," demonstrating the potential for the corridor to create activity while also stimulating interest from new businesses. Actions of the **near-term strategy** would include:

- Revise the zoning code to ensure maximum flexibility for various interim uses, including pop-up stores, urban agriculture, food trucks and others, as well as restaurant and entertainment uses.
   The City should also review and revise procedures to expedite and simplify processing of approvals for these uses.
- Create a City staff position (or reassign a current position) dedicated to plan implementation, Economic Development Division, and marketing for all of the available sites and spaces in the corridor Focus Areas. The position should be staffed at 30 hours per week for at least one year. This position would pursue interim uses, conduct outreach to corridor businesses to identify opportunities for assistance and potential new businesses to attract, and coordinate partnership activities.
- Enter into partnerships and/or contractual arrangements with organizations and individuals that have successfully established urban agriculture, pop-up stores and food truck venues to establish these uses in appropriate locations along the corridor,

- and work with interested individuals to create new, viable businesses
- Work with the Chamber of Commerce and other organizations
  to encourage volunteer programs that engage property owners,
  businesses and residents to improve conditions, such as "adopta-block" for clean-up and maintenance.
- Create one or more special events, based on the availability of funding, that draw residents from throughout Vallejo to enjoy activities in the corridor.

The **medium- and long-term strategy actions** build on these early successes and would include:

- Create a distinct brand and identity for Sonoma Boulevard that is consistent with the larger branding and marketing initiative that is commencing to increase awareness and positive perceptions of Vallejo. This will support developer and retailer recruitment initiatives.
- Establish a Community Benefits District (using the State authority to create Business Improvement Districts or another type of Special District) to provide funds to sustain long-term enhanced maintenance of sidewalks, streetscape and public areas along the corridor, particularly after improvements are made. Because this involves voting for extra fees, it will likely take some time to generate property owner and business support, building upon successes from the near-term strategy.
- Establish a façade renovation program, as funding sources are identified, to enable business owners and property owners to modernize the exterior of their buildings, based on a set of design guidelines to ensure high-quality improvements. This program was previously funded by the City's Redevelopment Agency, prior to State legislation eliminating redevelopment agencies.
- Phase in road, sidewalk, streetscape, and other public space improvements as funding sources become available. It is essential that improvements are established and phased in nodes where development will happen soonest. Spreading limited improvement funds throughout the corridor will greatly lessen their impact and the potential for public investment to stimulate private investment in new projects.

- Create public-private partnerships for high-quality new catalyst and anchor developments. These partnerships can involve the City working with centers that have multiple owners; assembling sites for new development; engaging Kaiser and others to expand existing medical uses; and working with developers and others to create incentive programs to attract new businesses.
- Make revisions to the zoning code to provide more flexibility
  for horizontal and vertical mixed-use development, including
  reducing parking requirements based on the efficiencies from
  mixing uses, requiring shared parking between properties, and
  allowing credit for street parking spaces.

#### PUBLIC ACTIONS AND FUNDING

**Funding for public actions is a key challenge** for plan implementation, one that can be thought of in short-term versus medium- and long-term opportunities.

A focus on Priority Actions and what can be done in the next year means that most of the funding, including for a part-time City staff position dedicated to the corridor, will need to come from the City's General Fund or other funds. Much of this work, excluding special events, could potentially be accomplished for about \$150,000 or less. Special events present opportunities to obtain sponsorship support from private sector businesses and organizations in Vallejo, particularly if they can use those events to support their outreach and marketing efforts.

Funding for medium- and long-term actions will require layering multiple sources of funding. As discussion continues in the California State Legislature on funding sources to replace the loss of redevelopment, some of those solutions may present opportunities to obtain funding for corridor improvements and projects. For example, if existing authority for Infrastructure Finance Districts, a type of tax-increment finance, is revised to make its use more practical this could become a significant source of funding for corridor improvements.

The City can pursue a range of existing grant and other funding sources for improvements that promote alternative transportation and pedestrian environments, enhanced air quality and environmental benefits, safe corridors, and other items. This includes Caltrans programs, such as its Transportation, Community, and System Preservation Program (TCSP); Bicycle Transportation Account; Safe Routes to School; and others.

Metropolitan Transportation Commission (MTC) programs such as the Transportation for Livable Communities (tied to the Downtown Priority Development Area); Transportation Improvement Program; and proposed OneBayArea program present opportunities. The pending MAP-21 federal transportation funding legislation (successor for SAFETEA-LU), once approved, is likely to lead to additional potential funding sources.

Because of the City's existing funding challenges, there may be limited potential to fund improvements through the City's Capital Improvement Program. Potential allocation of future year CDBG funds can be considered. Public-private partnerships for development projects can also access a range of additional funding sources, such as New Markets Tax Credits.

#### **NEXT STEPS**

Plan implementation, as described in this section and in the detailed action steps on the following pages, will require near-term strategies that can create Quick Wins and build momentum, complemented by other actions to set the stage for successful improvements and development in the medium and long terms. Moving forward, a financing plan for full plan implementation will need to be prepared based on refined cost estimates, and design work will need to commence for key public improvements.

#### **5.2 PRIORITY ACTIONS**

Priority Actions are those actions outlined in the implementation plan that will be easier to get implemented due to minimal or no cost, feasible near-term changes to planning or permitting processes, and overall community support. These actions are vital to the implementation process because they will allow immediate change to become tangible. In turn, this will help generate City, agency and community support to tackle more involved, lengthy or expensive implementation actions. The Priority Actions, highlighted below and detailed further in 5.3 Implementation Matrix, are either pertinent to the entire corridor, or are specific and relevant to individual Focus Areas. They are not in order of priority.



PA-1: ESTABLISH AN IMPLEMENTATION TEAM AND STAFF POSITION

An Implementation Team must be established to spearhead efforts outlined in the implementation plan. This team should be formed by Community Advisory Committee members as well as other stakeholders invested in the corridor's development. The City staff person assigned to the project should work closely with the Implementation Team to coordinate meetings and tasks.



PA-2: ENCOURAGE STREET VENDORS AT ACTIVITY NODES

In order to create visible impact and quick transformation, improvement efforts should be concentrated on the four nodes identified in Chapter 4: Land Use Activation and Mobility Strategy. Attracting food vendors and street commerce could quickly generate shopping and gathering destinations and begin to activate otherwise vacant or underutilized parcels and buildings.



PA-3: PLANT STREET TREES

Planting street trees has the potential to significantly transform the physical environment of Sonoma Boulevard, Trees would provide a range of benefits and create an attractive setting. Street trees can be costly to install; therefore, efforts should be targeted at locations where installation might be less expensive, such as the existing median. They should also be planted at the nodes, where they can create a sense of place and private development opportunities are highest.



PA-4: IMPROVE CROSSWALKS

Crosswalks should be prominent, promoting a more pedestrian-friendly environment where vehicles have additional cues that help reduce travel speeds. A simple approach like paint can begin to transform intersections, creating a safer environment for pedestrians.



PA-7: ALLOW INTERIM USES

Interim uses are a way to activate parcels and buildings that would otherwise sit vacant. A range of uses is suggested in Chapter 4: Land Use Activation and Mobility Strategy, depending on the size and location of available underutilized space.



PA-5: MAKE KEY ZONING ORDINANCE REVISIONS

Some of the action items identified within the implementation plan require revisions to the zoning ordinance to allow more flexibility of uses. City staff, working with the Implementation Team, should work to revise the zoning ordinance, make recommendations, and implement changes.



PA-8: ESTABLISH BIKE LANES

A well-connected and safe bike lane along the Sonoma Boulevard corridor is a community priority. This improvement will help connect neighborhoods and amenities, such as the Ferry Terminal and transit hub, to destinations inside and outside the City.



PA-6: ACTIVATE THE PUBLIC REALM

Downtown is the natural location to promote outdoor activities, spaces and endeavors that can activate the public realm to make it more inviting and lively. These can range from organized festivals and public activities on the street and sidewalks, to existing stores bringing their uses to the sidewalk, to new businesses and vendors setting up shop along the street.

#### 5.3 IMPLEMENTATION MATRIX

The Implementation Matrix on the following pages includes the anticipated public- and private-led actions necessary to begin to shape the vision for Sonoma Boulevard. The matrix includes the anticipated **timeframe for making the improvements, lead parties and partners responsible for implementation, general cost, and potential sources of funding.** Under management of City staff and the Implementation Team, the matrix should be used as a flexible and evolving guide to direct the timing of major improvements as opportunities arise, some of which are tied to market demand and triggered by private investment and/or availability of public financing and funding. The improvements described in this implementation plan will be funded by various means detailed in the matrix below. The matrix is broken down by Overall Corridor, followed by each of the Focus Areas. It is also important to note that Caltrans owns the right-of-way which includes the streets and sidewalks and therfore must approve any improvements to these areas.

KEY	
Timeframe	Cost
Short = 1 year	\$ = < \$50,000
Medium = 2-3 years	\$\$ = \$50,000 - \$250,000
Long = over 3 years	\$\$\$ = \$250,000 - \$500,000
	\$\$\$\$ = \$500,000 - \$1 million
"Priority Actions"	\$\$\$\$\$ = > \$1 million

#### **OVERALL CORRIDOR**

Specific Action by Category	Timeframe	Primary Responsibility / Partners	Cost	Funding		
Economic Development Division						
ED 1: Develop a street food vending ordinance to allow designated areas for street commerce	Short	Planning Division  Economic Vitality Commission  Planning Commission	no cost	n/a		
<ul> <li>ED 2: Facilitate discussions with property and business owners to attain their support for this plan and vision</li> <li>a. Interview business owners to identify their future plans; promote potential assistance with support services</li> <li>b. Use business owners to identify prospective new tenants for vacant spaces and help arrange contacts with those prospects</li> <li>c. Create a Community Benefits District to improve the physical environment for pedestrians along the corridor</li> <li>d. Create a program to attract and retain new businesses focusing at key commercial nodes along the corridor</li> </ul>	Short	Economic Development Division Implementation Team Property and Business Owners Chamber of Commerce Vallejo Business Alliance Local Real Estate Brokers Community Benefits District	no cost - \$	City		

Specific Action by Category	Timeframe	Primary Responsibility / Partners	Cost	Funding
ED 3: Create a cluster of street food vendors in close proximity to nodes identified in Chapter 4: Land Use Activation and Mobility Strategy	Short	Planning Division Street Food Vendors	\$	City
ED 4: Promote the utilization of vacant and underutilized parcels with interim uses/ businesses that can generate employment and revenue  a. Amend the zoning ordinance to include an overlay zone for interim uses  b. Identify an organization that can take on program management responsibilities for overseeing a start-up/pop-up program, define requirements for renters, etc.  c. Enter into agreements with owners of vacant spaces to allow interim/short-term uses  d. Create a marketing initiative to market spaces available for start-up/pop-up use  e. Create festivals/special events to increase foot traffic and awareness of start-up/pop-up shops	Short to Medium	Economic Development Implementation Team Property and Business Owners Chamber of Commerce Vallejo Business Alliance Local Real Estate Brokers	\$	City  Community Benefits District
ED 5: Incentivize start-up businesses to locate along Sonoma Boulevard and provide business incubation opportunities  a. Coordinate with property owners to create a Mercado/indoor market with multiple stalls to provide start-up/incubator locations. Recruit a Mercado operator  b. Provide funding assistance for site improvements and/or building rehabilitation	Medium to Long	Economic Development	a. no cost b. \$\$\$\$	CDBG / Sec. 108 Infrastructure State Revolving Loan Fund New Markets Tax Credit
Lu 1: Identify one vacant or underutilized parcel in the North/Central North Focus Areas and one in the South/Central South Focus Areas to start an interim use program to stimulate Economic Development Division and improve streetscape perception and activity a. Identify vacant/underutilized parcels in close proximity to or within nodes. Some potential locations include old Mervyn's site in the North/Central North Focus Areas, and the north-west corner of Sonoma Boulevard and Curtola Parkway in the South/Central South Focus Areas b. Consider creation of a series of special events on these sites to increase activity	Short to Medium	Economic Development Chamber of Commerce	a. no cost b. \$ - \$\$	City  Community Benefits District
LU 2: Revise the zoning ordinance to ensure that it allows desirable land uses identified in this plan, and provides flexibility for new uses	Medium	Planning Division Planning Commission	no cost	n/a

Specific Action by Category	Timeframe	Primary	Cost	Funding
		Responsibility / Partners		
LU 3: Allow and promote agricultural and viticultural industries and uses to locate along the corridor  a. Contact urban agriculture organizations to seek a viable model and advice  b. Identify a local organization or neighborhood group that can take management responsibilities for overseeing agricultural production  c. Identify vacant parcels and property owners that would enter a lease or share agreement for their land	Short to Medium	Planning Division  Vallejo Co-op	a. no cost b. no cost c. \$	City
Transportation				
T 1: Restripe the street to include bike lanes along Sonoma Boulevard  a. Start in the North/Central North Focus Areas where right-of-way is wide and bike lane can be easily implemented  b. Continue restriping the South/Central South Focus Areas to create a continuous bike lane along the corridor  c. In the North/Central North Focus Areas, allow bikers to also ride on sidewalks	Short to Medium	Public Works Caltrans MTC	a. \$\$ b. \$\$ c. no cost	Proposed MAP-21 federal transportation legislation (successor to SAFETEA-LU, new funding sources to MTC)  MTC Transportation for Livable Communities (Downtown Priority Development Area)  MTC OneBayArea (Proposed, potential successor to CMAQ)  MTC Transportation Improvement Program  City Capital Improvement Program Infrastructure Finance District  Safe Routes to School  Caltrans Bicycle Transportation Account  Caltrans Transportation, Community, and System Preservation (TCSP) Program  CDBG Infrastructure Financing
T 2: Construct pedestrian enhancements (i.e. countdown signals, audible/ tactile pedestrian push buttons, ramp improvements) at signalized crossings in the following locations: • Sereno Drive • Redwood Drive • Valle Vista Avenue • Nebraska Street • Tennessee Street • Florida Street • Georgia Street • Curtola Parkway	Medium to Long	Public Works Caltrans	\$\$	[See Overall Corridor T1 Funding]

Specific Action by Category	Timeframe	Primary Responsibility / Partners	Cost	Funding
T 3: Improve crosswalk visibility at key intersections with paint or special material like pavers in the following locations:  Lewis Brown Drive Yolano Drive Sereno Drive Redwood Drive Valle Vista Avenue Mississippi Street/Couch Street Nebraska Street Indiana Street Tennessee Street Florida Street Georgia Street Curtola Parkway	Short to Medium	Public Works  Caltrans	\$ - \$\$	[See Overall Corridor T1 Funding]
T 4: Provide bulbouts to shorten crosswalk distance and to provide more space to accommodate pedestrian amenities like furniture, trees and planting areas in the following locations:  • Yolano Drive  • Sereno Drive  • Redwood Drive  • Valle Vista Avenue  • Mississippi Street/Couch Street  • Nebraska Street  • Indiana Street  • Tennessee Street  • Florida Street  • Georgia Street	Medium to Long	Public Works Caltrans	<b>\$</b>	[See Overall Corridor T1 Funding]
T 5: Improve existing transit stops by providing transit shelters that protect users from elements and offer seating a. Prioritize locations within or in close proximity to nodes	Medium to Long	Public Works SolTrans	\$\$	[See Overall Corridor T1 Funding]
T 6: Link proposed bike lanes along Sonoma Boulevard to bike network in surrounding areas and the region. Create a bike network that connects the Ferry Terminal to bike trails that go to Napa Valley	Short to Long	Vine Trail  Napa Bicyclists and other Bike Groups/Coalitions	Cost varies depending on the extent of necessary construction	[See Overall Corridor T1 Funding]
T 7: Construct a streetcar line along or near Sonoma Boulevard	Long	Public Works Planning Division Caltrans	\$\$\$\$\$	Federal Transit Administration Small Starts Program City Infrastructure Finance District Assessment District for local match
Design Elements				
DE 1: Improve landscaping along center median in the North and Central North Focus Areas by including drought-tolerant plantings and trees	Short	Public Works  Caltrans	\$\$\$\$	City Capital Improvement Program  Infrastructure Finance District  CDBG Infrastructure Financing

Specific Action by Category	Timeframe	Primary Responsibility / Partners	Cost	Funding
DE 2: Plant street trees along the entirety of the corridor along sidewalks  a. Prioritize gateway locations  b. Concentrate efforts along node locations to create an immediate and visible impact	Short to Long	Public Works Vallejo Co-op	\$\$\$\$ a. \$ b. \$\$	[See Overall Corridor DE 1 Funding]
DE 3: Include landscaping and plant materials along sidewalks a. Prioritize node locations	Short to Medium	Public Works	\$\$\$\$ a. \$\$	[See Overall Corridor DE 1 Funding]
DE 4: Include way finding signage highlighting key amenities, destinations and historic points of interest  a. Create an identifiable signage style that is consistent for the entire corridor, but that has an appropriate scale visible at the different speeds of traffic and width of the right-of-way along the corridor	Short to Medium	Public Works  Architecture Commission	\$\$	City Capital Improvement Program
DE 5: Include street furniture and pedestrian amenities along the corridor at key intersections, bus stops and gathering nodes a. Prioritize node locations and bus shelters	Short to Medium	Public Works	\$\$ a.\$	[See Overall Corridor DE 1 Funding]
DE 6: Seek opportunities to incorporate art and artistic expression along the corridor, particularly site-specific art that is inspired by the history, culture or natural local environment  a. Prioritize gateways and node locations	Short to Long	Architecture Commission	\$\$\$	City Capital Improvement Program  NEA ArtPlace Grant Program
DE 7: Improve street lighting along the corridor by providing additional pedestrian lights a. Prioritize node locations	Medium to Long	Public Works	\$\$\$\$ a. \$\$	[See Overall Corridor DE 1 Funding]
DE 8: Design stormwater planters and locate them on the planting strip along sidewalks in places where right-of-way is wide enough to comfortably accommodate this infrastructure a. Prioritize locations in close proximity to the White Slough  b. Build additional stormwater planters along the rest of the corridor	Medium to Long	Public Works	a. \$ b. \$\$\$\$	City Capital Improvement Program Infrastructure Finance District CDBG Infrastructure Financing EPA Urban Green Infrastructure Grants
DE 9: Design cohesive branding elements to place at important gateways and nodes along the corridor to communicate the overall Sonoma Boulevard and City of Vallejo branding and marketing initiative	Short to Long	Planning Division Public Works Property and Business Owners Community Groups Chamber of Commerce Architecture Commission	\$\$ - \$\$\$\$	City Capital Improvement Program

Specific Action by Category	Timeframe	Primary Responsibility /	Cost	Funding
		Partners		
Partnerships and Programs				
PP 1: Create a Specific Plan for the corridor that incorporates the community vision and design intent described in this plan and that integrates it with the existing Downtown, Waterfront, and Mare Island plans, providing the necessary regulatory framework to improve land use and transportation linkages a. Coordinate infrastructure information and create base mapping to indicate design constraints	Short	Planning Division  Vallejo Sanitation and Flood  Control District	\$\$\$-\$\$\$\$ a. \$	Proposition 84 Sustainable Communities Planning Grant
PP 2: Form an Implementation Team to advance actions described in this Implementation Matrix	Short	Economic Development Division  Planning Division  CAC members  Community/City Organizations  Property and Business Owners	\$	City
PP 3: Ensure the maintenance program for the corridor executed in 2012 continues to remain active to keep it clean and attractive at all times  a. Keep median and sidewalks clean, well maintained, and clear of weeds and trash  b. Coordinate maintenance of all signalized intersections as well as landscaping and irrigation along median and sidewalk areas with Caltrans  c. Consider creating a Maintenance Agreement between Caltrans and the City of Vallejo	Short	Public Works  Caltrans	Cost will vary depending on area to be maintained and type of improvements	Community Benefits District
PP 4: Form partnerships with business and property owners, and community volunteers to encourage them to engage in the upkeep and maintenance of landscaping and cleanliness of the street  a. Create an "adopt-a-block" program to encourage a sense of ownership and pride	Short	Planning Division Public Works Caltrans Property and Business Owners Community Groups	\$	City

## **NORTH FOCUS AREA**

Specific Action by Category	Timeframe	Primary Responsibility / Partners	Cost	Funding
Economic Development Division				
ED 1: Attract large format retailers (i.e. auto dealerships, destination retail, etc.)  a. Prioritize area identified as Regional/ Destination Commercial (from SR 37 up to White Slough)  b. Create outreach materials of potential sites to deliver to potential users	Short to Medium	Economic Development Division Planning Division	a. no cost b. \$	City
ED 2: Market the area as a medical village, which may include medical clinics, nursing schools, work force housing for nearby hospitals, and retirement and senior housing	Short to Medium	Economic Development Division Planning Division	\$	City
Land Use				
LU 1: Create a mixed-use retail node at the intersection of Sonoma Boulevard and Sereno Drive  a. Reach out to and coordinate with property owners and tenants b. Provide funding assistance for site improvements and/or other project costs	Short to Long	Planning Division  Economic Development Division  Property and Business Owners  Developers  Retail Brokers	a. no cost b. \$\$\$\$\$	City  CDBG / Sec. 108 Infrastructure State Revolving Loan Fund  New Markets Tax Credit
LU 2: Repurpose underutilized parking lots for interim uses and/or seek opportunities to create new retail or mixed-use development a. Interview business owner from CVS property/parking lot to identify partnering opportunities	Short to Long	Planning Division Property and Business Owners	no cost	
Transportation				
T 1: Build sidewalks where they are currently missing on both east and west sides of the corridor	Short to Medium	Public Works  Caltrans	\$\$	[See Overall Corridor T1 Funding]
T 2: Study feasibility to create a new mid-block crosswalk between Lewis Brown Drive and Yolano Drive. New crosswalk should be signalized and have a pedestrian refuge. Prioritize a location close to the bus stop	Medium	Public Works  Caltrans	\$\$	[See Overall Corridor T1 Funding]
T 3: Study feasibility to create two breaks in the median to allow for left turns  a. Locate one in coordination with the midblock crossing suggested in the previous action item  b. Locate a break in the median with left turn lane between Redwood Street and Sereno Drive	Medium to Long	Public Works Caltrans	\$	[See Overall Corridor T1 Funding]
T 4: Create a Class I bike lane along the White Slough	Medium to Long	Public Works  Caltrans	\$\$	[See Overall Corridor T1 Funding]

Specific Action by Category	Timeframe	Primary Responsibility / Partners	Cost	Funding
T 5: Create a shared pedestrian and bicycle sidewalk/path in the remaining stretches of the North Focus Area	Medium to Long	Public Works Caltrans	\$\$\$	[See Overall Corridor T1 Funding]
Design Elements				
DE 1: Build a gateway into Vallejo from SR 37 that incorporates landscape, art and signage a. Create a "donate-a-tree" program to encourage individuals and organizations to fund gateway tree installation	Short to Medium	Public Works  Property and Business Owners  Community Groups  Chamber of Commerce  Architecture Commission	\$\$ a. no cost	City Capital Improvement Program
DE 2: Add trees to the existing median a. Create a "donate-a-tree" program to encourage individuals and organizations to fund street tree installation	Short	Public Works  Caltrans  Property and Business Owners  Community Groups	\$\$ a. no cost	[See Overall Corridor DE 1 Funding]
DE 3: Improve landscaping and plantings in areas surrounding the White Slough	Short	Public Works  Caltrans	\$\$	City Capital Improvement Program  Infrastructure Finance District  CDBG Infrastructure Financing  EPA Urban Green Infrastructure  Grants
DE 4: Design stormwater planters and locate them on the planting strip along sidewalks  a. Prioritize locations in close proximity to the White Slough	Medium to Long	Public Works  Caltrans	\$ a. no cost	City Capital Improvement Program Infrastructure Finance District CDBG Infrastructure Financing EPA Urban Green Infrastructure Grants
DE 5: Underground utilities	Long		\$\$	CPUC Rule 20 Assessment District

# **CENTRAL NORTH FOCUS AREA**

Specific Action by Category	Timeframe	Primary Responsibility / Partners	Cost	Funding
Economic Development Division				
ED 1: Provide business incubation and vocational training opportunities targeted to local residents	Short to Medium	Economic Development Business Owners Vallejo Community College	no cost	n/a
Land Use				
LU 1: Repurpose underutilized parking lots for interim uses and/or seek opportunities to create new building footprints, especially along sidewalks	Short to Long	Economic Development Division  Planning Division  Property and Business Owners	no cost	n/a
Transportation				
T 1: Create two new mid-block crosswalks, one between Redwood Street and Valle Vista Avenue and the other between Valle Vista Avenue and Couch Street. New crosswalks should be signalized and have a pedestrian refuge. Prioritize a location close to bus stop or other pedestrian amenities	Medium	Public Works Caltrans	\$\$\$	[See Overall Corridor T1 Funding]
Design Elements				
DE 1: Add trees to the existing median  a. Create a "donate-a-tree" program to encourage individuals and organizations to fund street tree installation	Short	Public Works Caltrans	\$\$ a. no cost	[See Overall Corridor DE 1 Funding]
DE 2: Design stormwater planters and locate them on the planting strip along sidewalks	Medium to Long	Public Works	\$\$	City Capital Improvement Program Infrastructure Finance District CDBG Infrastructure Financing EPA Urban Green Infrastructure Grants
DE 3: Underground utilities	Long	Public Works	\$\$	CPUC Rule 20 Assessment District

# **CENTRAL SOUTH FOCUS AREA**

Specific Action by Category	Timeframe	Primary Responsibility / Partners	Cost	Funding
Economic Development Division				
ED 1: Incentivize start-up businesses to locate in proximity to the proposed neighborhood mixed-use node (Sonoma Boulevard between Indiana Street and Tennessee Street), creating a cluster of businesses that act as a catalyst for development	Short to Medium	Economic Development  Planning Division  Property and Business Owners	TBD – depends on specifics of incentive program	TBD
ED 2: Develop a façade improvement program for small businesses a. Focus resources on the node	Medium to Long	Economic Development Division  Planning Division  Property and Business Owners  Community Benefits District	\$\$\$\$\$	Establish Revolving Loan Fund
Land Use		benefits District		
LU 1: Work with property owners from vacant/ underutilized parcels to establish interim uses a. Identify an organization that can take on program management responsibilities for overseeing a temporary rental program, define requirements for renters, etc. b. Enter into agreements with owners of vacant/underutilized sites to allow interim/ short-term uses c. Create a marketing initiative to market spaces available for interim use	Short to Medium	Economic Development Property and Business Owners Community Benefits District	no cost - \$\$	City
Transportation				
T 1: Reconfigure street design to have two travel lanes, a center median/turn lane, bike lanes and parking on both sides of the street  a. Consider road striping or stamped asphalt as an interim treatment for medians and bulbouts	Short to Long	Planning Division Public Works	\$\$\$\$ a. \$\$-\$\$\$	[See Overall Corridor T1 Funding]  Caltrans Highway Safety Improvement Progam Grant
T 2: Seek opportunities to reutilize train tracks and provide a commuter train that links Vallejo with Napa Valley	Long	Economic Development Division	\$\$\$\$\$	Federal Transit Administration New Starts Program  MTC Regional Transportation Improvement Program  'Local Match TBD
Design Elements				
DE 1: Provide pedestrian amenities and bicycle parking in proximity to the proposed node	Short to Medium	Public Works	\$\$	[See Overall Corridor DE 1 Funding]

## **SOUTH FOCUS AREA**

Specific Action by Category	Timeframe	Primary Responsibility / Partners	Cost	Funding
Economic Development Division				
ED 1: Designate an area for street commerce and food vendors  a. Prioritize locations in close proximity to proposed node	Short	Planning Department	no cost	n/a
ED 2: Incentivize clusters of start-up and pop-up businesses in vacant commercial spaces  a. Use business owners to identify prospective new tenants for vacant spaces and help arrange contacts with those prospects	Short	Economic Development Division Property and Business Owners	\$\$	City
ED 3: Incentivize start-up businesses to locate in proximity to the proposed node, creating a cluster of businesses that act as a catalyst for development	Short to Long	Economic Development Division	TBD – depends on specifics of improvement program	TBD
ED 4: Develop a façade improvement program for small businesses  a. Focus resources on the node area	Short to Medium	Economic Development Division Property and Business Owners Community Benefits District	\$\$\$\$\$	Establish Revolving Loan Fund
ED 5: Encourage outdoor dining and business spillover into the sidewalk. Allow business owners to utilize "flex" parking stalls to accommodate spillover activities	Short to Medium	Planning Division Property and Business Owners Community Benefits District	no cost	n/a
ED 6: Increase amount of allowable liquor licenses to improve Downtown restaurant and nightlife culture	Short to Medium	Planning Division  Downtown Business Owners	no cost	n/a
Land Use				
LU 1: Work with property owners from vacant/ underutilized parcels to establish interim uses a. Consider creation of a series of special events on these sites to increase activity	Short	Economic Development Division Property and Business Owners Community Benefits District	\$ - \$\$	City

Specific Action by Category	Timeframe	Primary Responsibility / Partners	Cost	Funding
Transportation				
T 1: Reconfigure street design to have two travel lanes, a center median/turn lane, bike lanes and parking on both sides of the street  a. Consider road striping or stamped asphalt as an interim treatment for medians and bulbouts	Short to Long	Public Works  Caltrans	\$\$\$\$ a. \$\$-\$\$\$	[See Overall Corridor T1 Funding]  Caltrans Highway Safety Improvement Progam Grant
T 2: Install special paving at the intersection of Georgia Street and Sonoma Boulevard	Short to Medium	Public Works	\$\$	[See Overall Corridor T1 Funding]
T 3: Study feasibility to create a traffic circle or roundabout at the intersection of Sonoma Boulevard and Curtola Parkway	Medium to Long	Public Works Caltrans	\$-\$\$	[See Overall Corridor T1 Funding]
Design Elements				
DE 1: Designate areas where street food vendors can sell their products and set movable furniture on the street to encourage outdoor dining	Short	Planning Department Business Owners	no cost	n/a
DE 2: Build a gateway into Downtown that incorporates landscape, art and signage a. Create a "donate-a-tree" program to encourage individuals and organizations to fund street tree installation b. Study potential location for gateway within the roundabout proposed for the intersection of Sonoma Boulevard and Curtola Parkway	Short to Medium	Public Works  Property and Business Owners  Community Groups  Chamber of Commerce  Architecture Commission	\$\$	City Capital Improvement Program
DE 3: Provide bicycle parking in proximity to the proposed Downtown Gateway Node	Short to Medium	Public Works	\$	Caltrans Bicycle Transportation Account
DE 4: Provide historic markers that highlight important places and events as well as landmark buildings and structures	Short to Medium	Public Works  Architecture Commission  Heritage Team	\$	City Capital Improvement Program  California Cultural and Historical Endowment Grants  California Council for the Promotion of History Grants