



Final Presentation
May 6, 2015
2:00 PM – 4:00 PM
City Hall, Vallejo

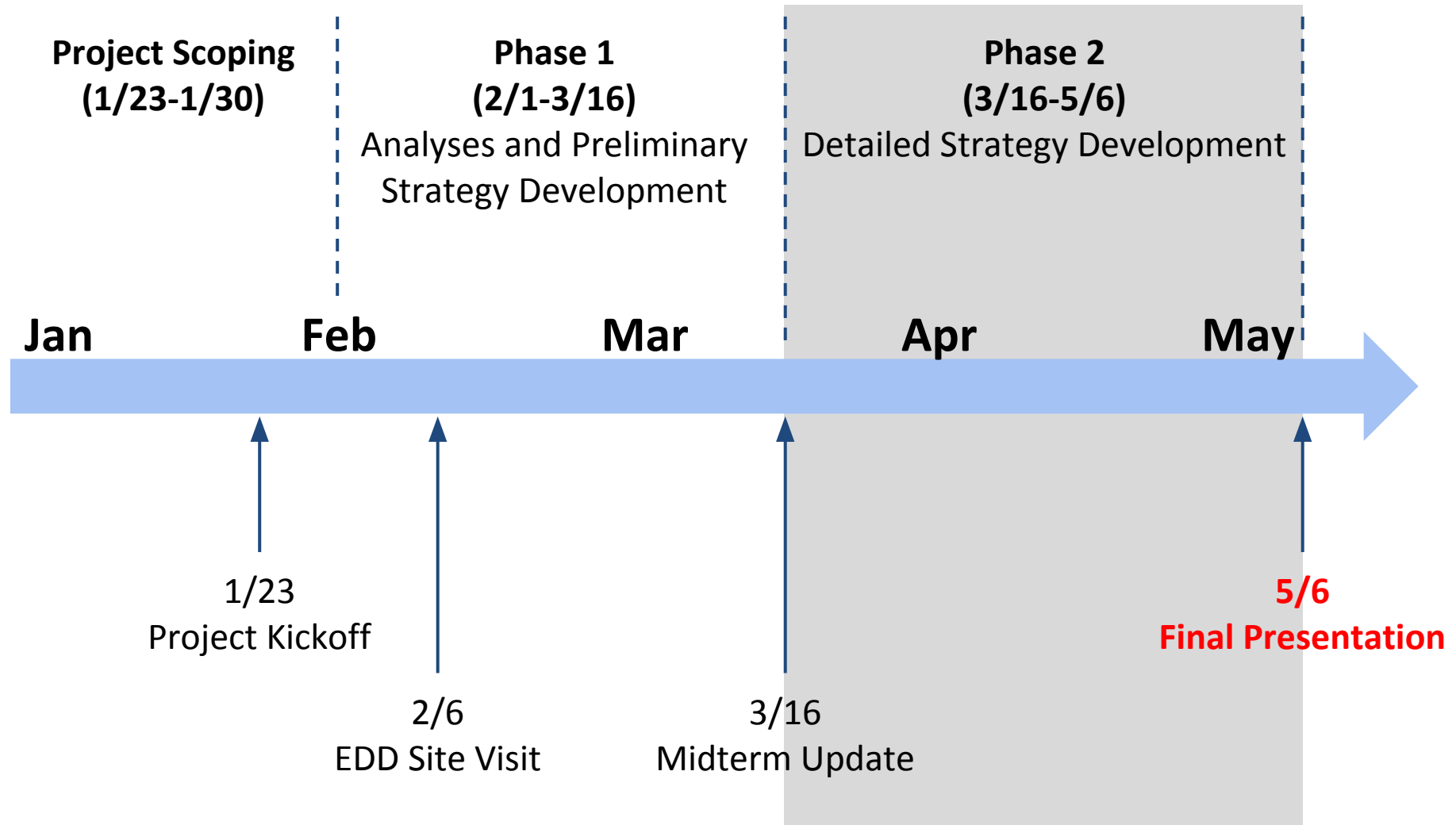
Meeting goals

1. Ensure City of Vallejo staff has a clear understanding of the S3 team's **recommendations and supporting analysis**
2. **Discuss outstanding questions** to ensure the S3 team's recommendations are actionable for the Economic Development Division.

Agenda

1. Project Overview and Recommendations
2. Overview of Plans
3. Moving Forward
4. Q&A

Project timeline



S3 developed strategies to address three interrelated goals

Attract Consumers



Challenge: With a high vacancy rate (30%), Downtown needs more businesses to attract consumers.

Open New Businesses



Challenge: However, Downtown's low foot-traffic discourages new businesses from opening.

Incentivize Investment



Challenge: With low business demand, property owners are not making necessary property investments.

In Phase 1, we performed a variety of research to develop preliminary recommendations

Phase 1 Research

- **Interviews** with over 50 stakeholders including:
 - City staff
 - Property and business owners
 - Economic development experts
 - Partner organization staff (e.g. CCRC)
- **Surveyed** 58 regional residents
- Conducted 20+ **site visits** to Downtown Vallejo
- Visited downtowns of **comparison cities** such as Petaluma, Benicia, and Stockton
- Analyzed Downtown-related **reports** such as:
 - Downtown specific plan
 - NorthStar branding report
 - CCRC & Vallejo Main Street surveys
 - Vallejo economic trends report

Midterm Review Recommendations

1. Attract more consumers by:
 - a. Increasing community events
 - b. **Improving event coordination**
 - c. **Investing in public space**

Focus for Phase 2
2. Improve the permitting process by:
 - a. Making process transparent
 - b. Appoint single point of contact
3. Increase retail space by:
 - a. Increasing code enforcement
 - b. Providing incentives
4. Attract more Downtown businesses by:
 - a. **Targeting businesses that can draw visitors independently**

Focus for Phase 2

After the Midterm Review, we developed 3 revitalization plans

- I. **Event Coordination Plan:** A Vallejo Event Excellence Team (VEET) should be formed to improve communication between event organizers and improve coordination with businesses
 - A. The Economic Development Division should:
 1. Organize VEETs formation by recruiting community stakeholders and/or a mission-aligned nonprofit
 2. Promote VEET to event organizers, business owners and community members
 - B. The VEET should:
 1. Create a resource library for event organizers (e.g. event checklist; list of vendors)
 2. Facilitate communication and knowledge sharing between event organizers
 3. Foster business participation in community events
- II. **Pop-up Business Development Plan:** The Economic Development Division should initiate a pop-up business program to incubate 4-6 businesses in vacant Downtown storefronts
 - A. EDD should take the lead in setting the scope and budget and recruit a committee to oversee day-to-day program coordination
 - B. The pop-up program should be timed to open in conjunction with a successful community event, like the Mad Hatter festival
- III. **Public Space Improvement Plan:** The City should propose public space improvements, funded by participatory budgeting, in four priority locations:
 - A. Intersection of Georgia St. and Marin St
 - B. Indian Alley
 - C. Connection Between the Waterfront and Historic Downtown
 - D. Georgia St. Park

Events can play key early revitalization role in downtowns

1. Events provide a resource-efficient way to:

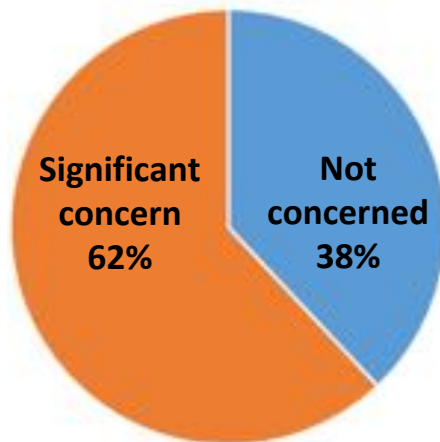
- Build a city's brand
- Spur tourism
- Bring in revenue
- Attract diverse groups

*"The most important benefit of [events and entertainment] is to get **'feet on the ground,'** especially at night...crowded sidewalks recommend downtown, signaling a **safe environment**, and...draws people to the area."*

Christopher B. Leinberger
Brookings Institute

2. Events increase foot traffic, improving public safety--a concern in Vallejo.

A majority of survey respondents expressed significant concern about public safety



"I'm not worried [during the weekly Farmers' Market] because there are so many people here."

Vallejo Resident

"I feel safe coming to Vallejo at night during the Art Walks."

Vallejo Resident

Vallejo is well-positioned to grow events

Annual Festivals

Downtown and the waterfront host several 1000+ attendee events each year

- Butler Amusement
- Pirate Festival
- Mad Hatter
- Pista Sa Nasyon

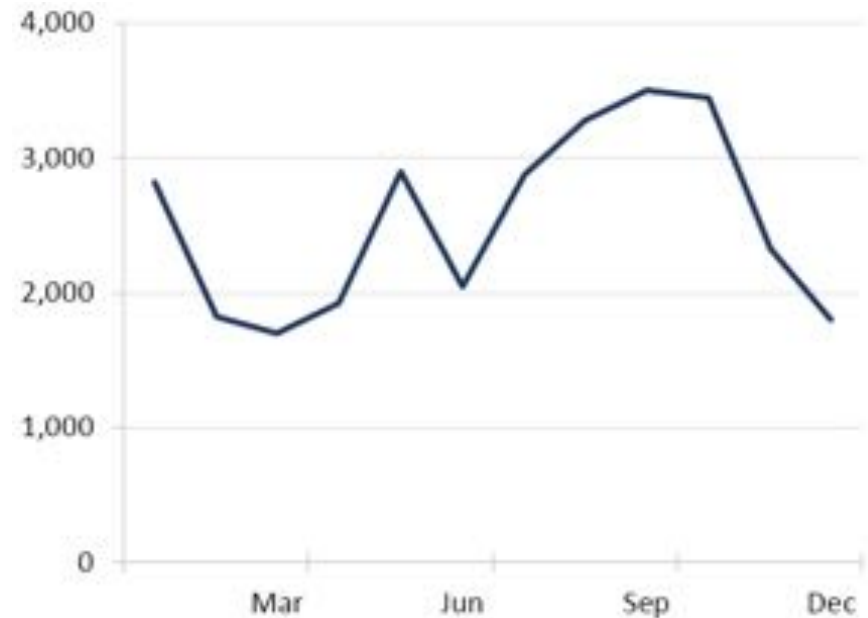


Mad Hatter Festival

Recurring Events

The Farmers' Market and Art Walk bring people Downtown consistently

Farmers' Market Attendance



Vallejo should focus on several key event-related gaps

Gap	Issue	Consequence
Communication between Event Organizers	Lack of shared learning	Organizers don't benefit from the experience of others, limiting impact of events
	Lack of shared assistance	Organizers fail to leverage expertise and skills of others and miss opportunities for mutual support
	Lack of synergy	Scheduling/location overlaps negatively impact conflicting events; missed opportunities for cross-promotion
Coordination between Events and Businesses	Lack of awareness of event schedule	Businesses don't leverage event attendees with promotions or coordinated/themed activities
	Lack of collaboration	Missed opportunities for mutual promotion and direct collaboration that enhances event experience and business exposure/revenue

*"The effective functioning of a festival...requires **greater coordination** among event organizers, tourism bodies, city planners and the creative arts community: music, culinary, galleries, dance etc."*

Frank Malifrando
Hyperion Community Partners

Vallejo should implement a network management model

One successful model of event coordination is an **event network management team**, comprised of community stakeholders or a mission-aligned nonprofit, that would support the following goals:

1. Fostering **trust** and **collaboration** between stakeholders
2. Evaluating and **promoting best practices**
3. Serving as a **“go-to” resource** for critical event information
4. Facilitating dialogues to **resolve conflicts**

We recommend calling Vallejo’s team the **Vallejo Event Excellence Team (VEET)**.

Tasks for EDD

- Organize a group of event stakeholders into a Vallejo Event Excellence Team
- Promote the team to internal city divisions and downtown stakeholders

Tasks for VEET

- Create a library of helpful resources for event planners
- Encourage event organizers to collaborate
- Foster business participation in community events

What is a pop-up?

A pop-up involves the temporary use of a vacant or underutilized space

Art pop-up



Vacant properties or areas are transformed into space for art exhibitions or performances.

Event Pop-up



Underutilized civic spaces are transformed into one-time or temporary event spaces.

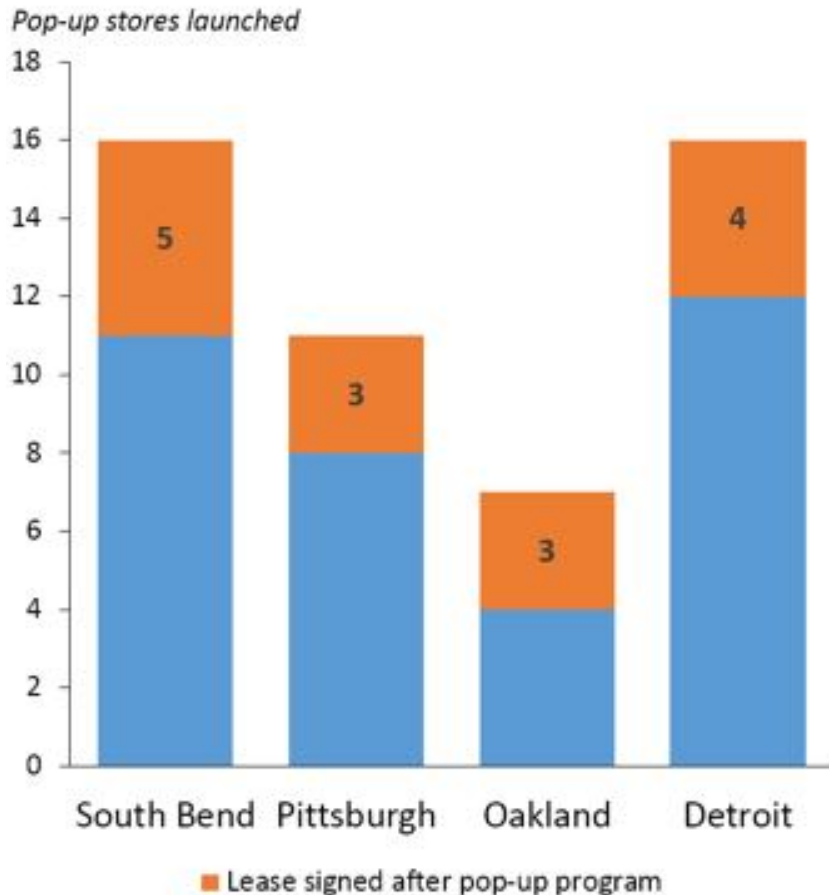
Business Pop-up



Vacant brick-and-mortar or open space is reclaimed for temporary retail or service businesses.

Pop-up programs have proven to be a valuable city revitalization strategy

Pop-up retail programs lead to new, permanent businesses



Pop-up programs engage and inspire the community

"[T]he process of creating a pop-up shop... strengthens bonds between would-be customers and future entrepreneurs."

Michael Forsyth & Lori Allan
Detroit Economic Growth Corporation

"South Bend is stronger than it was before... because of the number of people [now] engaged in its success."

Tamara Nicholl-Smith,
Downtown South Bend, Inc.

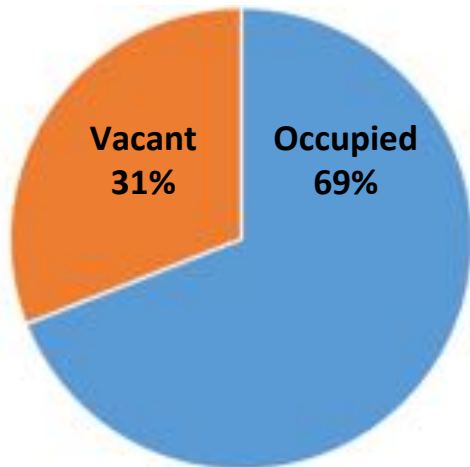
Pop-ups can "bring focus back on the assets that we have...[and] build momentum for what can take place in the future."

Ritchie Harrison,
Jefferson East Inc.

Pop-ups can help Vallejo address several key issues affecting Downtown

High Vacancy

Downtown vacancy survey results:



Pop-ups provide short-term activation of vacant spaces, and can lead to long-term leases.

Lack of Property Investment

*“Vallejo will need to find ways to make targeted public investments and **attract more private investment.**”*

bae urban economics
Vallejo Economic and Market Trends Report

“[A] permanent lease demonstrates cash flow to the landlord, which may justify private and/or public investments to tenant improvements.”

Absence of Good Shopping Opportunities

Opinion of shopping opportunities:



Pop-ups can help businesses test the market at relatively low cost and risk.

Vallejo can implement a pop-up initiative by the end of 2015

Sample pop-up initiative timeline:



Partners in pop-up initiative can take on majority of program responsibilities

Key pop-up program tasks	Program lead	Program team	City of Vallejo
1) Organize pop-up program team	✓		✓
2) Determine program scope	✓		✓
3) Promote initiative	✓	✓	
4) Match pop-ups to properties	✓	✓	✓
5) Manage pre-opening logistics		✓	
6) Coordinate pop-up launch and close events		✓	
7) Close-out program	✓		

✓ : High level of involvement ✓ : Moderate level of involvement

Crucial for City to be active in first two tasks
in order to set-up program for success

Public space improvements support economic growth and are supported by Vallejo residents

Economic Growth

Public space improvements have been shown to:

- Lower vacancy rates
- Increase property values
- Increase sales tax returns

Case Study: Lodi, CA



The City attributes a \$4.5 million into Improvements to streets and sidewalks to:

- ↑Sales tax revenue: +30%
- ↑Occupancy rate: +12%

Public Support

Vallejo's participatory budgeting has funded seven public space improvement projects (35% of all projects)

Project	Funding
2nd Pothole/Street Repair	\$1,000,000
Parks Improvement	\$621,500
Potholes/Street Repair	\$550,000
Lighting	\$170,000
Sidewalk Repair	\$162,000
Street Cleaning	\$120,000
ABC Project	\$96,000
Total	\$2,719,500

Key improvements should be targeted at four Downtown locations

Prioritization

We prioritized four Downtown locations based on:

1. Proximity to existing businesses and transit
2. Utilization by pedestrians
3. Ability to attract new businesses
4. Ability to increase engagement in Downtown activities such as socializing, shopping, dining

Identification



A. Georgia St. & Marin St. Intersection



B. Waterfront Pedestrian Connection



C. Indian Alley



D. Georgia St. Park

Recommendation

Recommended improvements target:

- Adding to the unique **sense of place** that is Downtown Vallejo.
- Making spaces **multifunctional** so that they can engage Downtown visitors in a variety of ways.
- **Promote the circulation** of pedestrians and connect people to different spaces

Example: Recommended changes to Indian Alley

Indian Alley



Vibrant Downtown Alley



Alley in Downtown Denver

The Georgia St. and Marin St. intersection project should be prioritized for its broad economic impact

	Increases Property Tax	Increases Retail Sales	Decreases Vacancy Rates
A. Georgia St. & Marin St. Intersection	✓	✓	✓
B. Waterfront Pedestrian Connection	✓	✓	
C. Indian Alley	✓	✓	
D. Georgia St. Park	✓		

These strategies should be incorporated into a comprehensive long-term revitalization plan

These strategies can **catalyze revitalization** of Downtown by accomplishing the first phase of the Brookings Institution's Downtown Revitalization Strategy.

