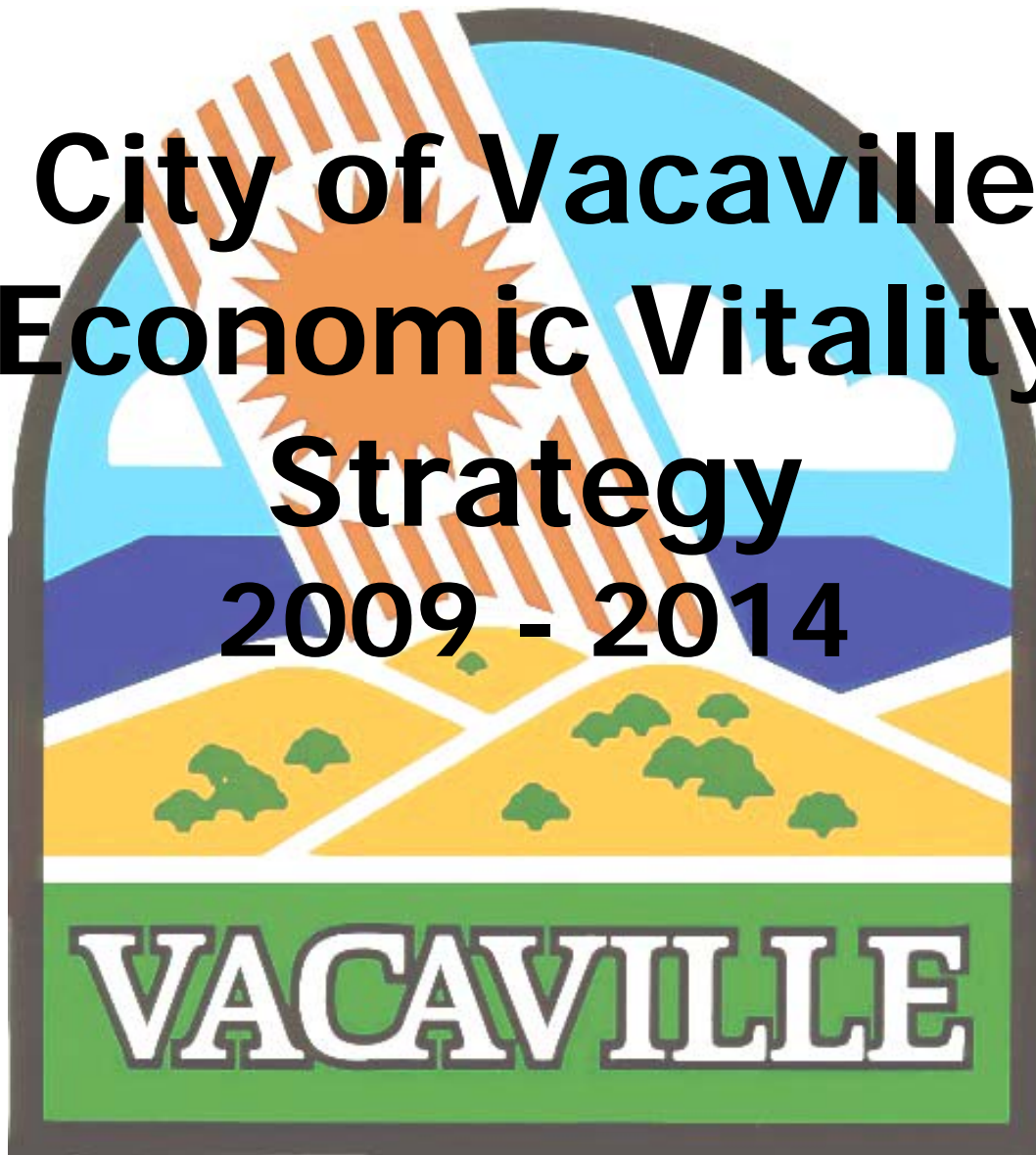


**DRAFT**

**City of Vacaville  
Economic Vitality  
Strategy  
2009 - 2014**



May 2009

# 2009 – 2014 Economic Vitality Strategy

## INTRODUCTION

Every five years, the Vacaville City Council adopts a new Economic Vitality Strategy (EVS). The EVS establishes the City's goals for its economic program and details the strategies, targets and activities that will be implemented to reach those goals. Due to the disarray of the national and world economy, this EVS is occurring in a very different environment from the last. An overheated economy has collapsed; taking with it established financial institutions, icons of industry and commerce. Unemployment is at record levels; and, everywhere, workers fear that their jobs may be in jeopardy. Governments throughout the world are attempting to stabilize the situation, but none are certain that their efforts will succeed or how long the problem will continue. We are no longer dealing in an economic environment that is confident, robust, and growing. Given the situation, this EVS is aimed at maintaining our overall economic position, finding and taking advantage of the available opportunities, and preparing the City of Vacaville to be ready to participate in the anticipated economic rebound. Despite the challenges, the overall goal of the Economic Vitality Strategy remains the same as identified in the last version of this document... "to have the economic sectors support and contribute to the improvement of Vacaville."

The focus of the EVS is to enhance the economic base of the community. Improvements in the past have been measured by the increase in the number of employment opportunities, the growth of City revenues, the rejuvenation of distressed areas, and the addition of amenities that enhanced the quality of life for residents. In better economic times, these improvements were brought about by attraction of out-of-town businesses, the continued growth of companies already located in the City, and the ability and willingness of consumers to purchase goods and services.

In the immediate future, success will be determined by how well we weather the economic downturn and take advantage of the opportunities available. Vacaville is fortunate in that it is better positioned than most communities to be able to sustain itself. Our industrial sector is heavily weighted toward life sciences, which

continues to be strong and profitable. Virtually all of our commercial development is in the Value Oriented sector, which the public is continuing to support. Our residential market, as hard pressed as it is, is stronger than most of our neighbors. Vacaville has significant challenges to face, but it also has excellent resources to draw upon.

In times such as we are currently experiencing, the use of the phrase “Economic Vitality” is particularly significant, rather than the more common “Economic Development” because it reminds us that the City is not dependent solely on growth and recruitment of new businesses to support a vibrant and vital economy.

The EVS should not be confused with the Strategic Plan (SP). The SP is a series of specific high-priority tasks, selected by the City Council, to be completed by the various City Departments within the two-year span of a particular SP. The EVS incorporates many of the projects identified in the Strategic Plan, but its purpose is to identify the long-term future direction that Vacaville’s Economic Vitality Program will take. It is intended to show the goals of the community’s Economic Vitality Strategy and how each activity fits into implementing the overall effort.

## **GOALS AND TARGETS**

This EVS has the same seven long-term goals that were identified in the 2003-2008 report. These are broad, qualitative goals that continue to exist without regard to the current economic conditions. What is different are the techniques we utilize to achieve the goals and how to measure our efforts. The targets associated with each goal establish objective or measurable outcomes that will be used to determine how well we meet the level of achievement we set for ourselves. In today’s world, the targets selected are going to be significantly different than those posed five years ago. They reflect what we assume is possible given the current state of the economy. The ease or difficulty in reaching the targets depends not only on the efforts of the City organization, but on a variety of factors over which we have little control. When evaluating the outcomes of the EVS, the review should consider both what was accomplished and under what conditions.

The Economic Vitality Goals for Vacaville are:

**Goal 1. Secure more and better-paying jobs.**

Discussion: This goal continues to be a very high priority, but it will be a daunting task. The general economy is not cooperating. Companies have been shedding jobs at an alarming rate. In Vacaville, several hundred jobs in the life science sector were lost when Alza reduced its work force. The retail sector produced the biggest loss of jobs with the closing of Mervyn's, Comp USA, Rite Aid, and Circuit City. On the positive side, Kaiser Permanente, State Compensation Insurance Fund, and Novartis have added over 1,000 employees. The City also has gained about 100 jobs from the recruitment of several new, middle-sized businesses (Barrier Systems Inc., Camping World, and Comfort Inn).

**Target 1.1** Add at least 100 more jobs than lost in 2009 and 2010.

**Target 1.2** Identify 25 technology-based business prospects and develop an ongoing relationship that will assist in their eventual recruitment.

**Goal 2. Increase City revenues faster than costs of municipal services.**

Discussion: Two of the primary sources of City tax revenue are no longer showing growth of revenue. In the last year, property taxes have declined precipitously with the drop in home values, and sales tax receipts have been flat or slightly negative. Auto sales have plummeted, though other value-oriented stores (Ross, Target, Wal-Mart) are holding their own.

**Target 2.1** Seek to expand under-performing niches in sales tax receipts, such as business to business. Identify, target, and qualify prospect businesses that could fill this need. Recruit at least one significant sales tax generator (\$50,000 +) from this group per year.

**Target 2.2** Backfill vacant commercial space with new tenants. Work with brokers, property managers, and potential tenants to fill at least two major vacant spaces (30,000 to 50,000 sq. ft.) per year.

**Target 2.3** Identify, examine, and evaluate two City-owned assets, annually, to determine if they can be commercialized to develop a continuing cash-flow for the City.

### **Goal 3. Diversify the economy by expanding the range of recruiting targets.**

Discussion: Widening the scope of recruitment targets not only creates a larger pool of potential prospects, but when these targets are successfully attracted to Vacaville, they will provide a stronger, more stable local economy, broaden employment opportunities, and the City's economy will be less subject to the vagaries of business cycles.

**Target 3.1** Focus recruiting efforts on emerging trends in technology. Visit at least twelve companies annually in areas such as diagnostics, personalized medicine, contract bio-services, alternate fuels and vehicles, and renewable energy.

**Target 3.2** Cultivate and attract Research & Development and Office uses by bringing in a specialty development company to build facilities that would draw those types of uses.

### **Goal 4. Expand awareness of the availability, skills, and range of talents in the existing workforce and establish training centers for youth seeking vocational work.**

Discussion: Most Bay Area business leaders are not aware that Vacaville is in the center of a very large pool of labor. Over 1.1 million employed persons live within a one-hour reverse commute. Every day, over 75,000 people leave Solano County to go to work. These two facts indicate that there is a large supply of trained and skilled workers available to businesses that locate in Vacaville.

In addition, various educational institutions and trade unions have established training programs that are retraining adults and teaching our youth the skills, identified by local businesses, that they need to participate in today's work force. There are opportunities to expand the number and scope of these training programs.

**Target 4.1** Work with the Solano EDC and other communities in Solano County to develop a user-friendly, web-based labor market information source and market that resource to Bay Area businesses.

**Target 4.2** Work with local businesses, unions, and Solano Community College to locate training programs in Vacaville. Locate at least one new public or private training center by 2010.

## **Goal 5. Revitalize under-performing industrial and commercial properties.**

Discussion: To take advantage of the existing assets of the City, such as location or infrastructure, it may be necessary to revitalize those sectors of the City that either do not contribute positively to the economic health of the community or, because of their condition, depress the areas and uses around them. Revitalization of dysfunctional commercial, industrial, and residential areas helps to resolve a wide variety of social and economic problems.

**Target 5.1** Assist in the revitalization and/or redevelopment of under-performing shopping areas.

**Target 5.2** Initiate projects such as Opportunity Hill in downtown Vacaville.

## **Goal 6. Maintain an economic environment that supports business.**

Discussion: In good economic times, much of the growth comes from businesses already located in the community. In bad times, it is even more likely that whatever growth there is will result from the expansion of existing companies. These recessionary times require that we be proactive in taking steps to retain those businesses that are here and foster the growth of start-ups.

**Target 6.1** Provide technical assistance and marketing training to 100 small businesses annually through the Small Business Development Center.

**Target 6.2** Develop and implement programs that will assist existing businesses to remain competitive. With the acquisition and merging of

companies, the various elements of a large corporation frequently have to compete with each other, in addition to outside companies, for work. It is in the community's interest to assist the local operation in any way it can. This type of support can take a variety of forms such as monetary incentives, utility rebates, or enhanced processing services.

**Goal 7. Provide support and counseling to homeowners who are facing foreclosure and assist with the development of housing that is affordable and available to all segments of the population.**

Discussion: Communities that are suffering from the single-family residential foreclosures are often seen as very volatile or risky communities which, in turn, discourages outside investment. All appropriate steps needed to reduce the level of foreclosures must be taken, both for the benefit of the individual homeowner and to support industrial and commercial recruitments. Also, the range and availability of housing is a very important factor in job recruitment because it affects the ability of a company to recruit workers.

**Target 7.1** Facilitate the development of executive housing.

**Target 7.2** Provide foreclosure housing counseling and assistance to at least 100 residents.

**Target 7.3** Continue to take actions to increase the number of low and moderate income housing via programs that revitalize, acquire, and subsidize the development of individual houses, subdivisions, and apartments.

**COMPETITIVE ANALYSIS**

**STRENGTHS**

- **Location in the center of the Northern California Metro area, which includes the San Francisco Bay Area and the Sacramento Region.** Vacaville is able to draw beyond the local economy by tapping the adjacent regional markets for labor, support industries, and customers.

- **Availability of Labor.** Approximately one million employed persons live within a one-hour reverse commute to Vacaville. A one-hour reverse commute extends the labor market area to approximately 50 miles. This labor pool is highly educated and well trained.
- **Affordable/Available Housing.** The median price of housing in Vacaville has decreased to \$250,000 as a result of the mortgage crisis and foreclosure impacts on the sales price of all types of residences. Pricing remains approximately one-third to one-half less than that found in Bay Area communities, allowing a higher percentage of persons to purchase a home.
- **Access to freeway system.** The access and visibility provided by I-80 and I-505 supports the economic vitality of the community and provides an audience for marketing efforts. Ninety-two million persons travel through Vacaville each year on the two interstate highways. I-80 and I-505 provide excellent access to the main East-West and North-South routes connecting California to the East Coast, Canada, and Mexico.
- **Proximity to UC Davis.** Vacaville is located less than 20 miles from the University of California at Davis, a world-class educational institution. The University's emergence as a center for engineering, management, information sciences, and medical and biotech research makes it a magnet for related business facilities.
- **Premium Outlets.** The Premium Outlets at Vacaville are among the largest and best-known operation of its type in the nation. They attract over seven million shoppers from throughout the region each year. Due to its strength, the Premium Outlets supports tourism and other retail stores in Vacaville.
- **Excellent Infrastructure.** Vacaville's infrastructure is new and in excellent condition. The roads, wastewater, drainage, and water systems are capable of providing services to a broad range of businesses.
- **Water Supply.** The City has three completely independent sources of water (Lake Berryessa, State Water Project, and ground water)

that provide a reliable supply even during long-term drought conditions.

- **Pro-business Climate.** For the last two decades, the Vacaville City Council has been very supportive of efforts to attract and retain businesses. Administrative procedures allow expeditious processing of development applications. Vacaville, for example, does not have a tax on utilities such as telephone, electricity, natural gas, water, or sewer. Vacaville has very minimal taxes on businesses. According to the Kosmont Survey, Vacaville is one of the State's lowest operating cost cities.
- **Attractive Quality of Life.** The City has several notable qualities that make it attractive, including: moderately priced homes, extraordinarily low crime rate, abundance of parks and open space, outdoor recreation opportunities, and low traffic congestion on City streets. Contributing to the attractiveness of Vacaville are the hillsides that frame the community. The hillsides were purchased and preserved and designated as permanent open space.
- **Available Commercial and Industrial Land.** Commercial and industrial land prices are 50% lower than comparable land in the Bay Area. Numerous vacant properties with full City services are available. Properties range in size from under an acre to over 100 acres.
- **General Aviation Airport.** The Nut Tree Airport is the only general aviation airport along the I-680/I-80 corridor from Concord to Sacramento. Capable of accommodating corporate jet traffic, the under-utilized airport provides convenient service to Bay Area and local businesses.
- **Travis Air Force Base.** Travis Air Force Base is the principal economic engine in Solano County. TAFB contributes approximately \$1 billion per year to the local private economy through salaries, purchases, contracted services, and construction.

## OPPORTUNITIES

- **Job Growth.** The Bay Area is projected to add 1.2 million jobs by 2025. ABAG projects that Solano County will add more than 23,500 jobs by 2010, one-quarter of which are projected to be in Vacaville. By 2025, ABAG estimates that Solano County employment will increase by 64,090 jobs.
- **Available Land.** Within the Vacaville city limits, there is a total of approximately 2,100 vacant acres zoned for commercial, industrial, and office uses. Much of this land is serviced and ready for development. Because zoning regulations allow some properties to develop in more than one use category, the sum of the acreage designated for commercial, industrial, and office is greater than the actual land area. There are available about 1,000 acres of vacant land designated for commercial uses, 1,400 acres of land identified for industrial activities, and 700 acres of land zoned for offices.
- **Room for Growth.** There are hundreds of acres of developable land outside the City limits, some along I-80, between Leisure Town Road and Midway Road, and some east of Leisure Town Road toward Elmira.
- **Airport.** The Nut Tree Airport has the potential to expand its facilities and to increase the amount of air traffic. A more robust airport would become a significant business attraction and revenue producer for the City, County, and the Vacaville Unified School District.
- **City Property.** The City owns over 200 acres of land in Centennial Park that could be developed for an active and revenue-producing recreation use.
- **Regional Shopping Center Sites.** The two best potential regional shopping center sites in northern Solano County are located in Vacaville. The sites are located along I-80 in the Vaca Valley Business Park and further east between Leisure Town Road and Midway Road.

- **Lack of Mid- to Upper-Level Services.** The community and the County lack virtually all aspects of mid- to upper-level services that are sought by a broad range of residents. In Vacaville, there are not many mid- to upper-level retailers, but those that are here tend to be specialty stores, such as Pearl Izumi at the Nut Tree that sells high-quality biking gear. Vacaville has no luxury auto dealers, and only a small number of chef-driven restaurants. The Premium Outlets are as close as Vacaville has to an operation that sells higher-end products to a broad population. In some instances, the merchandise may be overstock, dated, or of a different quality than normally carried by the shop brand. There is an unfilled market for mid- to upper-level products and services.

## CHALLENGES

- **Lack of Awareness of Vacaville.** Surveys of out-of-County site finders, commercial brokers, and targeted business executives indicated a lack of awareness about Vacaville and Solano County. In particular, they were not aware of the community's cultural and business opportunities.

In certain business circles such as Biotech, Vacaville enjoys a very positive image worldwide.

- **National/International Competition.** Industrial businesses, unlike retail operations, can locate almost anywhere in the world. The State of California has been reluctant to see the necessity of offering development incentives to remain competitive with other states and countries. Therefore, it is impossible to be competitive for industrial projects solely on the basis of financial incentives, the price of land, and/or labor.

Vacaville competes based upon its ability to process a project to completion faster than competitors and by eliminating the risks associated with securing development approvals. It is necessary that the City continually seek ways to maintain its competitive advantages.

- **Market Size and Demographics.** The demographics of the community and Solano County, in terms of market size and

household income, are somewhat under the preferred levels for mid-level and upper-scale retailers. When combined with the impact of the current economic slump, recruiting these types of retail stores has been difficult. Vacaville is very strong in the value oriented retailers, to the point that significant additional retail growth in this sector is unlikely.

In order to demonstrate that mid- and upper-level stores and services can prosper in Vacaville, it needs to find ways to entice industry “Bell Cows” (businesses that others want to be located near – Ann Taylor, Crate and Barrel) to locate in the community.

- **Current Economic Slump.** The current economic slump affects Vacaville in much the same way that it impacts cities throughout the world. While there are some opportunities for growth, most businesses are refraining from committing to significant capital expenses. This reluctance is fueled by a variety of concerns, including difficulty in obtaining credit, shrinking markets, no real evidence that the worst is over, and uncertainty about what the nature of the business world will be after recovery. It is probable that some level of economic development is possible, but those opportunities will be few, at least for a while.

It will be vitally important that the City take advantage of the slow period to review and amend its procedures so that when the economy recovers, projects can move forward expeditiously.

- **Shrinkage of Number of Businesses.** The slumping economy has accelerated the consolidation/merger of businesses which, along with insolvency, has greatly reduced the number of businesses available for recruitment.

## **FUNDAMENTAL STRUCTURAL CHANGES**

- **Demographics.** Population in the City and State are aging. The percentage of senior citizens is projected to double during the next 20 years. This will have a broad effect on the State and local economy, including the type of housing, medical care, and consumer spending habits.
- **Government Finance.** The State of California is facing a budget deficit of historic proportions. Changes in local government finance are expected. While the results are not known at this time, it is likely that the State will continue to shift responsibility for mandated programs and divert revenue from local governments. It is likely that the City will have less discretionary funds for economic development initiatives.
- **Global Economy.** Manufacturing continues to migrate to other countries with lower labor costs and fewer environmental regulations. Over the last decade, the number of manufacturing jobs in California decreased in spite of significant growth in population. The recession has pushed unemployment to record levels in the State and in Solano County (8.5%). The nature of post-recession economy in California is unknown.
- **Population Growth.** California is projected to add approximately 9.2 million additional persons by 2020. This growth will have a profound impact on every aspect of life in the State, resulting in major changes in the economic system. For example, the distribution of the State's natural resources, such as water, will be different than it is today. Other infrastructure needs, including schools, highways, and wastewater treatment, will need to be expanded at an unprecedented rate and cost. There is likely to be ongoing uncertainty at both the State and local level about how, what, and who is responsible for undertaking these changes.
- **Environmental Regulation.** There has been a long-term trend of increased environmental regulation at the State and federal levels that address such issues as protecting water and air quality and preserving protection of the habitat of threatened

plant and animal species. The implementation of the regulations sometimes has had the effect of increasing processing times and adding to the cost of development. Some of the impacts of recently-adopted regulations dealing with carbon footprints and air quality are not yet known, but they could have a pronounced effect on new development.

## **STRATEGIES AND ACTION ITEMS**

The purpose of this section is to identify specific actions that will be initiated and establish a schedule for completion. Given the volatility of the nation's economy, the individual strategies will be evaluated annually.

### **ORGANIZATION**

**Strategy 1: Expand the scope and improve effectiveness and efficiency of communicating the City's economic opportunities by employing all available resources and communication technologies.**

*Action 1.1:* Pre-package demographic, economic and data on each available property/structure to provide the public direct access to key information and to decrease staff time spent preparing responses to requests for proposals. This material should be directly accessible by the public from the Economic Vitality section of the website.

**Ongoing**

*Action 1.2:* Respond initially to all inquiries within the same business day either by telephone or e-mail. Follow up on initial contact with prospects that exhibit potential within two business days to determine their level of interest and reinforce connection.

**Ongoing**

**Strategy 2: Partner with other public and private agencies and organizations to more efficiently use existing resources to operate the Economic Development effort.**

*Action 2.1:* Continue to participate in Solano Economic Development Corporation (Solano EDC). Use the EDC to: coordinate Countywide Economic Development efforts, assist with the City's economic

development activities, engage in collective marketing efforts, and develop recruitment leads.

**Ongoing**

Action 2.2: Continue to contract with Small Business Development Center (SBDC) to provide training, counseling, and other support to Vacaville's small businesses, start-ups and entrepreneurs.

**Ongoing**

Action 2.3. Continue to pursue relationships with UC Davis to take advantage of its status and proximity, to aid Vacaville's business recruitment efforts. and as a source of new businesses started by students and faculty.

**Ongoing**

Action 2.4: Work with industry and business organizations such as BayBio (a private Northern California Biotech association) to support common economic development goals, such as State tax reform, which will aid Vacaville in recruiting and retaining businesses.

**Ongoing**

Action 2.5: Continue outreach visits to brokers working out of the Bay Area and Sacramento commercial and industrial offices.

**Ongoing**

Action 2.6: Participate in various community organizations that promote the community, business, and the local economy, such as the Chamber of Commerce, Downtown Vacaville Business Improvement District, and the Vacaville Conference and Visitors Bureau.

**Ongoing**

## **ECONOMIC CLIMATE**

**Strategy 3: Continue to simplify and shorten processing time-frames and adjust City fees to match the actual cost of providing the services. Review and modify policies and procedures to remove impediments to development so that as the economy recovers, projects in Vacaville can proceed without delay.**

Action 3.1: Revise interpretation of when Traffic mitigation projects are required to be in place to more accurately reflect when such projects are needed.

**Start: Spring 2009**

**Complete: Summer 2009**

Action 3.2: As soon as is possible, develop and adopt procedures to implement new State requirements such a carbon limits and air quality measures. This should be accomplished before new development reoccurs to avoid delaying processing.

**Start: Summer 2009**

**Complete: ASAP**

Action 3.3: Place development processing information on the City's website (currently available in written form) that describes and/or regulates the development of private property, e.g. Policy Plans, FEMA Flood Maps, location and size of utilities, etc.

**Ongoing**

Action 3.4: Consider extending life of building permits beyond existing deadline.

**Spring 2009**

**Strategy 4: Use Redevelopment funds as incentives when available and appropriate to recruit and/or retain businesses that will provide a significant public benefit. When possible, the amount of the incentive should be tied to a performance measure such as increased sales taxes and tax increments, job creation, or average wages paid to workers. The source of financial incentives should be from the tax increment generated by the project.**

Action 4.1: Consider approving Development Agreements for companies with facilities currently located in Vacaville that are considering major expansions over a long term and need to be certain that, if they start, they will be allowed to complete the project.

**Start: Spring 2009**

**Complete: Ongoing**

Action 4.2: Review the Redevelopment Agency's (RDA) revenues after the May 2009 public vote on a number of proposed State budget items has been completed. The outcome of the election could result in significant changes in the amount of tax increment the State will siphon off from the RDA and have a major impact on the expenditures the RDA can commit to make.

**Start: Spring/Summer 2009**

**Complete: Ongoing**

**Strategy 5: Support the growth of an adequate inventory of land suitable to sustain the long-term growth of Vacaville's economy.**

Action 5.1: Prepare an evaluation of the issues associated with designating portions of the area east of Leisure Town Road, in close proximity to the Easterly Wastewater Treatment Plant, to serve sewer-intensive industrial uses. The purpose of the designation would be to minimize the length of a new sewer line needed to serve those uses.

**Start: Summer 2009**

**Complete: Winter 2009**

Action 5.2: Prepare a draft scope of work for the proposed General Plan Update. This is a first step that could lead to the start of the process of adopting a new General Plan.

**Start: Spring 2009**

**Complete: Winter 2009**

Action 5.3: Encourage property owner to cure deficiencies in the sewer and water lines that prevent development of the properties that line North Eubanks Drive by completing and connecting these utilities to existing municipal services. As part of that undertaking, the owner should request that the City establish a district to recover a portion of the costs to provide adequate utilities from other benefited property owners.

**Start: Ongoing**

Action 5.4: Recover from property owners, when available, unneeded and/or unused sewer collection capacity in the industrial areas.

**Start: Ongoing**

**Strategy 6: Adopt measures to ensure that adequate infrastructure exists to support continued economic development.**

Action 6.1: Update Development Impact Fees every four years to reflect changes in the cost of construction as identified in the Engineering News Record.

**Start: Spring 2009**

**Complete: Ongoing**

Action 6.2: Review, each year, Development Impact Fee-supported project priority listing to ensure that priorities remain the same or need to be updated.

**Start: Summer 2009**

**Complete: Ongoing**

Action 6.3: Review required level of service standards for infrastructure to ensure that they are appropriate and realistic.

**Start: Fall 2009**

**Complete: Ongoing**

Action 6.4: Begin process leading to construction of wastewater treatment facilities required by the 2008 Discharge Permit.

Denitrification complete in 2013 and tertiary treatment in 2015.

**Start: 2009**

**Complete: 2015**

Action 6.5: Develop Water Conveyance and Financing Plan for Delta Water Supplies.

**Start: 2009**

**Complete: Unknown**

**Strategy 7: Develop and implement ways to assist and improve the ability of small businesses to flourish in Vacaville.**

Action 7.1: Consider establishing an incubator to support the inception and development of technology-based entrepreneurial businesses.

**Start: Summer 2009**

**Complete: Summer 2010**

## **MARKETING**

**Strategy 8: Strengthen Vacaville's ability to recruit and retain businesses by making the public aware of the positive factors that distinguish this City from competitors.**

Action 8.1: Emphasize the quality of the community to the 92 million people annually who view the City from I-80 and I-505 by upgrading Vacaville's appearance from the interstate highways.

- (a) Upgrade the design and effectiveness of signage that identifies activity centers, major attractions, entry and exit points.
- (b) Implement the Gateway Plan.
- (c) Redevelop blighted properties visible from the freeways.
- (d) Use time allocated to the City on the Auto Mall readerboard sign to convey facts about the community.

**Ongoing**

Action 8.2: Work with the Public Information Officer to prepare and disseminate to media sources information/stories about Vacaville businesses to increase awareness of the diversity, variety and nature of the City's business community.

**Ongoing**

Action 8.3: Continue to participate in the Solano EDC Marketing Committee and contribute information and articles that promote Vacaville and Solano County through the Solano EDC.

**Ongoing**

Action 8.4: Work with property owners, property managers, and real estate brokers to identify prospective tenants and participate directly with them in the recruitment process. Provide prospects direct access to elected officials and local regional and State regulators.

**Ongoing**

## **HOUSING**

**Strategy 9: Use Redevelopment, Stimulus, and private funds to underwrite cost of Foreclosure Assistance and development of a full range of housing types.**

Action 9.1: Provide foreclosure counseling assistance to Vacaville residents to help preserve home ownership.

**Ongoing**

Action 9.2: Conduct Code Compliance activities to ensure vacant homes do not become a nuisance or contribute to neighborhood blight.

**Ongoing**

Action 9.3: Implement first-time homebuyer loan and equity share programs to provide home ownership opportunities.

**Ongoing**

Action 9.4: Use Federal, State, and Redevelopment resources to leverage private resources to provide a wide variety of housing programs for the community.

**Ongoing**

## LABOR

**Strategy 10: Assist in expanding the availability, quantity, and quality of the local labor pool.**

Action 10.1: Court private and union-sponsored trade and vocational training centers to locate in Vacaville.

**Ongoing**

Action 10.2: Support Countywide efforts to develop high school programs that focus on math and science and that place students in businesses so that they have an opportunity to experience what is involved in being in the workplace.

**Ongoing**

Action 10.3: Encourage local business persons to mentor high school students.

**Ongoing**

Action 10.4: Organize job fairs to help expose unemployed and under-employed persons to local businesses.

**Ongoing**

Action 10.5: Support efforts to develop additional public and private school facilities.

**Ongoing**

## REVITALIZATION AND SUSTAINABILITY

**Strategy 11: Use the resources of the Housing & Redevelopment Department and the powers granted to the Redevelopment Agency to promote revitalization of blighted areas and assist in the preservation of unique areas of the community.**

Action 11.1: Adopt and implement the *Revitalization of Vacant or Under-Utilized Shopping Center Strategy*. The options range from finding tenants to occupy the vacant buildings to recommending that the property be recycled to another use.

**Start: Spring 2009**

**Ongoing**

Action 11.2: Consider amending the boundaries of existing Redevelopment Project Areas. Targets for expansion could include blighted neighborhood shopping and commercial areas that would benefit from inclusion in a Redevelopment Project Area.

**Start: Spring 2010**

**Ongoing**

Action 11.3: Complete redevelopment of the Nut Tree to ensure an attractive combination of middle- and upper-level retailers, restaurants, entertainment, administrative offices, and housing.

**Start: Spring 2003**

**Complete: 2011**

Action 11.4: Move forward with the Opportunity Hill Project, including completion and implementation of the parking study, processing of rezoning and land use changes, conducting Request for Proposals or similar instruments to initiate redevelopment.

**Start: 2008**

**Complete: Summer 2010**

Action 11.5: Update and implement strategies identified in the Downtown Area Economic Development Strategy.

**Start: Spring 2003**

**Complete: Ongoing**

Action 11.6: Use Redevelopment funds to leverage private funding to promote the economic vitality of the two Redevelopment Areas (the Vacaville Community Redevelopment Area which includes the historic Downtown and the I-505/I-80 Area which includes the Nut Tree site, the Vacaville Premium Outlets, the Auto Mall, and the Biotech sites).

**Ongoing**

## **RETENTION**

**Strategy 12: Establish and maintain positive relationships with existing industrial and commercial businesses.**

Action 12.1: Visit each local business having 30 or more employees annually.

**Ongoing**

Action 12.2: Visit all major employers semi-annually.

**Ongoing**

Action 12.3: Continue to support and facilitate employer executives to meet regularly to discuss issues of common interest.

**Ongoing**

## **INDUSTRIAL RECRUITMENT**

**Strategy 13: Focus recruiting efforts on the following specific industry sectors that match with the aspirations and the strengths of the community.**

Action 13.1: Target the following industry sectors for recruitment efforts:

- a. Life Science companies, personalized medicine, contract bio-services diagnostics and testing, medical devices and instruments, research and development, production of pharmaceuticals and biopharmaceuticals.
- b. Alternative fuels and energy products, Biomass, hydrogen, fuel cells, batteries, solar, wind, etc.
- c. Manufacturers of electric, hybrid, compressed natural gas, hydrogen, etc.
- d. Providers of health and business services
- e. Business to Business sales tax generators

**Ongoing**

Action 13.2: Recruit specialty development firms such as Wareham and Alexandria who develop speculative buildings to lease to tech-based businesses to consider Vacaville as a site for a project.

**Ongoing**

## **COMMUNITY PROJECTS**

**Strategy: Monitor and represent City interests to projects that have community-wide issues.**

Action 14.1: Work with Solano County to develop the Nut Tree Airport into an economic asset to the community. In conjunction with County staff, develop a Master Infrastructure Plan that identifies what infrastructure will be needed to support the existing and potential airport developments and establishes what capacities are available

and who is responsible for meeting the requirements. Actively participate in the formulation and creation of a Master Development Plan for the Airport that could include the 38 acres presently owned by the Redevelopment Agency.

**Ongoing**

Action 14.2: Participate in the California Energy Commission process of considering whether or not to approve a request by Competitive Power Ventures (CPV) and license a 500 MW plant proposed for a 25-acre site that is owned by the City of Vacaville. Attend, represent, and participate when appropriate at public meetings, hearings, and discussions with the CEC staff and members to ensure that interests of the City are included in any licensing conditions and mitigations.

**Ongoing**