



City of Salinas



Alisal

VIBRANCY PLAN-Final Copy |

February 2020







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◀ N. Hebron Ave
S. Hebron Ave ▶

Volunteer

STAFF



Community Vision & Introduction

We are Alisal

We are an attractive, welcoming, united, clean and safe community that celebrates cultural diversity using family spaces. We nurture young people who prosper through recreational and educational programs and provide access to affordable housing and well-paying jobs for all residents. We foster healthy and prosperous living that benefits the generations of today and tomorrow. We are Alisal. - Community Vision

The Alisal is a community full of opportunity for transformation. The “We are Alisal” statement represents the community’s shared vision for a prosperous, livable, safe, and attractive Alisal for all residents. This vision describes a present and future Alisal that embraces its rich history, cultural diversity, entrepreneurial and innovative spirit, and youth to improve the overall quality of life

and prosperity of Alisal residents. Through the Alisal Vibrancy Plan process, Alisal residents have come together to envision a better life that they themselves can help create in partnership with the City and other community stakeholders.

Annexed into the City of Salinas in 1963, the Alisal maintains a unique cultural, economic, and demographic identity

Note: The term “Alisal” or “The Alisal” can have multiple meanings. For some, it is used when referring to East Salinas, for others it is the East Alisal Corridor, or Alisal High School. In this plan, Alisal is used interchangeably with East Salinas with East Alisal Street being the commercial corridor.

within the larger City of Salinas. It has long had a strong Latino and immigrant heritage and hosts unique cultural events like the youth-lead Ciclovía Salinas and El Grito, which celebrates Mexico's independence from Spain. As an engine of economic activity that is a critical retail and commercial center in Salinas, Alisal provides culturally relevant retail and services to both Alisal residents and customers from all over the region and sales tax revenue to the City.

1.1 PURPOSE

The Alisal Vibrancy Plan is the result of years of visioning, community organizing, and relationship building between the City of Salinas and Alisal residents. In 2013, residents and community groups led by Building Healthy Communities – East Salinas (BHC) Collaborative advocated for a vibrancy plan for East Salinas during the Downtown Vibrancy Plan and Economic Development Element community engagement and planning processes. Over the following years, residents and community groups collaborated with the City to define the planning process, dedicate City funding, and initiate the process.

The Alisal Vibrancy Plan is an action-oriented, comprehensive strategy for Salinas' Alisal neighborhood. The Plan is the first of its kind in the City, providing a community vision for a focused area of the City, with specific actions and policies that were generated through a community-led process. Its purpose is to communicate the collective vision, goals and desires of those who live, work, worship, and shop in the Alisal.

Community recommendations, which evolved into Goals, Policies and Actions are the "heart" of the Alisal Vibrancy Plan and will inform the update of the City's General Plan, anticipated to begin early 2020.

The intent of the Alisal Vibrancy Plan is to reflect and celebrate this unique identity, providing planning guidance that is driven by the Alisal community and focused on its particular needs and special character. The Alisal Vibrancy Plan aims to alleviate and reverse the neglect and underinvestment that the community has faced for decades both pre and post annexation into the City. It is an opportunity to improve quality of life for East Salinas residents by creating a more vibrant, equitable, and healthy community in a way that builds upon the social and cultural wealth of the Alisal.

1.2 STRUCTURE AND PLAN OVERVIEW

The Alisal Vibrancy Plan is organized into the following ten chapters:

1. Community Vision and Introduction
2. Alisal Community Overview
3. Community Engagement
4. Land Use and Design
5. Housing and Neighborhoods
6. Economic and Workforce Development
7. Community Health and Safety
8. Transportation and Infrastructure
9. Youth, Art, Parks, Recreation and Enrichment
10. Next Steps and Implementation

This introduction (Chapter 1) offers a broad overview of the plan's purpose and planning context. Chapter 2 provides community background, historical context, and a summary of existing conditions. Chapter 3 provides a summary of community engagement that occurred throughout the planning process and led to the vision, goals, policies and implementation actions in this plan.

The subsequent six chapters (Chapters 4 through 9) provide context and recommendations in six key topic areas: land use and design; housing and neighborhoods; economic and development; community health and safety; transportation and infrastructure; and youth, art, and parks. Each topic chapter provides the community's aspirational vision and topic connection to the Visión Salinas Guiding Principles (see Section 1.5), an assessment of related assets and challenges, and goals, policies, implementation actions, and emerging priorities. Specific policy ideas and implementation actions recommended by the Alisal Vibrancy Plan Steering Committee, working groups, and community members who participated in the planning process, are summarized in an Implementation matrix.

Each chapter follows the following structure:

Aspirational Statement

Each chapter begins with an aspirational statement that articulates the vision for that topic.

Goal Summary

This section presents all the goals in the chapter. Under each goal there are icons that represent which guiding principles it supports and a summary of what the goal seeks to accomplish.

Guiding Principles Connect

This section describes how the chapter's goals, policies, and actions relate to and further the eight guiding principles from the citywide Visión Salinas initiative (described in more detail on page 17).

Community Assets & Challenges

This section describes assets and challenges related to the chapter's topic, with supporting data, background information, and community member input.

Goals, Policies, and Implementation Matrix

Each chapter contains goals and policies to achieve the community's vision. These are intended to provide clear direction for how the City and community partners will work collaboratively to implement the overall vision of this plan. The vast majority of these goals and policies come directly from the community through the community engagement process described in Chapter 3. Staff and the consultant team did add policies that either did not come up in community conversations or to incorporate best practices or provide for a more comprehensive approach to achieving the community's desired outcome. This section contains:

- **Goals.** A visionary statement identifying the community context and objective.
- **Policies.** A description of the recommendation, including the policy's context, purpose and intent.

Following the goals and policies for each chapter is an implementation matrix with the following more specific actions for policy implementation. As stated above, the majority of actions come directly



from the community with staff and the consultant team adding a few actions either because they did not come up in community conversations or to incorporate best practices or provide for a more comprehensive approach to achieving the community's desired outcome.

- **Implementation Action.** A brief statement and detailed description of the action.
- **Department/Organization.** Identification of the City, partner agencies, and/or community partners that will lead the implementation of the action.
- **Timeframe.** An estimated timeframe organized into the following categories:
 - Ongoing – already started and continuing into the future
 - Immediate – within a year
 - Short – 1-3 years
 - Medium – 4-6 years
 - Long – 6-10 years

Emerging Priorities

Each chapter includes dozens of actions. The emerging priorities section describes the top implementation priorities for the chapter, as defined by the Steering Committee, Working Groups, and Draft Plan Open House attendees. The community, City staff, and the City Council will revisit these priority actions annually.

The Alisal Vibrancy Plan is action driven and contains efforts that could span 10 to 15 years. Chapter 10 Next Steps and Plan Implementation describes the more immediate actions that capitalize on current strengths and opportunities to move the community's vision forward over the next one-to-two years. This chapter also identifies potential government funding sources for implementation and acknowledges that it is through strong partnerships between the City, County, other local government agencies, residents and other community stakeholders that the community's vision can be implemented.



1.3 PROJECT LOCATION

The Alisal Vibrancy Plan Area follows the boundaries of the federal government's Department of Housing and Urban Development (HUD) Alisal Neighborhood Revitalization Strategy Area (ANRSA) and the previously proposed Alisal Market Place redevelopment area. Since 1993, HUD has recognized the Alisal as a Neighborhood Revitalization Strategy Area (NRSA). The boundaries of the NRSA were updated in the City's FY 2015 - FY 2019 Consolidated Plan. This special NRSA designation allows the City of Salinas to have more flexibility in funding for revitalization activities related to economic development, housing, and public service in the area through its Community Development Block Grant program.

The Alisal Plan Area, with the Marketplace, is approximately 1,763 acres or 2.75 square miles in size. The Plan Area is generally bounded by Highway 101 to the southwest, Madeira Avenue and St. Augustine Drive to the northwest, John Street to the southeast, and Freedom Parkway to the northeast. Just to the west and south of the Alisal

are agricultural lands in unincorporated Monterey County. North of the Alisal is the Carr Lake Basin, a 480-acre seasonally dry lakebed in the heart of Salinas, most of which is actively used for agriculture. The Salinas Municipal Airport is south with the Salinas Fairways Golf Course buffering neighborhoods from airport noise. The Plan Area contains four key commercial corridors (East Alisal and East Market Streets and North Sanborn and Williams Roads) and numerous residential neighborhoods.

The Alisal Marketplace is adjacent to the Alisal and is a former redevelopment project proposal that includes approximately 75 acres of land to be redeveloped into a mixed-use development including residential, retail, services, commercial/office and civic uses. Marketplace boundaries north of East Alisal Street, include the railroad, East Market Street to the north, and Griffin Street to the east. The Marketplace also includes a smaller wedge south of East Alisal Street, between the railroad and Work Street.



Alisal neighborhoods.



Figure 1.1 Alisal Vibrancy Plan Area



1.4 CONTEXT WITH OTHER PLANS

The Salinas General Plan states the City's vision for the community's future and outlines goals, policies, and implementation measures to achieve its vision. Since its adoption in 2002, the City has updated the Housing Element (2015), added a new Economic Development Element (2017) and undertaken multiple plans and planning efforts; some addressing citywide topics, with others focusing on geographical areas. City wide plans include the Consolidated Five-Year Action Plan (2015), Regional Farmworker Housing Study and Action Plan (July 2018), Regional Analysis of Impediments to Fair Housing Choice (2019), Parks, Recreation and Libraries Master Plan (July 2019), and Public Art Master Plan (anticipated early 2020). Area specific plans include the Alisal Housing and Neighborhood Revitalization Strategy (2015), Downtown Vibrancy Plan (2015), East Alisal Corridor Plan (ACP-January 2019), and the Chinatown Revitalization Plan (December 2019). All plans are available on the City's website.

The East Alisal Corridor Plan was prepared during the preparation of the Alisal Vibrancy Plan. The City, in collaboration with BHC and the Local Government Commission, obtained additional grant funding from Caltrans to develop a Complete Streets Plan for the East Alisal Corridor (2016). ACP community engagement and plan preparation was concurrent and in coordination with Alisal Vibrancy Plan efforts. The City Council accepted the ACP as a strategic planning document in January 2019. Alisal Corridor Plan recommendations are integrated into Chapter 8 Transportation and Infrastructure.

Due to multiple planning efforts occurring at once, the City formed "Visión Salinas" (2017) to coordinate the public outreach efforts of the Alisal Vibrancy Plan, the Chinatown Revitalization Plan and the Parks, Recreation and Libraries Masterplan, to develop "Guiding Principles" to inform the preparation of the three plans, and to ensure policy consistency across documents. While a first step, acceptance of these plans as strategic planning

documents does not change laws or regulations, or implement projects on its own. Continued advocacy will be required to drive implementation." It is intended that recommended land use policies and actions from these plans will inform the update of the City's General Plan, anticipated to begin early 2020.



1.5 VISIÓN SALINAS GUIDING PRINCIPLES CONTEXT

As stated in the previous section, one of the primary purposes of Visión Salinas was to develop “Guiding Principles” to inform the preparation of the three plans and the subsequent update of the City’s General Plan. The Guiding Principles are intended to be aspirational in nature and reflect the community’s values and vision for the future.

The City began drafting the Guiding Principles based on the prior public input received from the community as part of the initial Visión Salinas outreach process in 2017, other current City planning efforts (the Alisal Vibrancy and Corridor Plans; Chinatown Revitalization Plan; Library, Parks and Recreation Master Plan, etc.), and recently adopted City documents (the Housing and Economic Development Elements, Downtown Vibrancy Plan, etc).

To ensure the draft Guiding Principles accurately reflected the community’s values and vision, the City undertook an extensive bilingual public engagement process between May and August of 2018 to obtain feedback. This engagement process included stakeholder meetings, 9 pop-up events and an online survey, which was sent to approximately 1,200 community members. Over 500 members of the community were ultimately engaged as part of this process, with the majority of community members indicating strong support for the draft Guiding Principles. The comments that were received from the public and stakeholders during the engagement process were incorporated into the draft document.

The Alisal Vibrancy Plan Steering Committee was one of the stakeholder groups that reviewed and commented on the draft Guiding Principles. The Steering Committee’s comments focused on ensuring the eight principles promote equity across Salinas and positively shape the future of East Salinas. This plan utilizes the Guiding Principles to inform unique goals for the Alisal community that align with the overall vision for a better Salinas.

The Guiding Principles consist of an overarching “Core Value” and eight individual Guiding Principles. The Core Value is a general value statement that is woven into each Guiding Principle. It emphasizes the community’s desire for Salinas to be an inclusive, diverse and welcoming environment where all persons can thrive.

CORE VALUE

The City of Salinas has adopted the following Core Value to guide the Visión process: *An Inclusive, Diverse, and Welcoming City where all Persons can Thrive.*

Salinas believes that an inclusive, diverse and welcoming environment is essential to developing and sustaining a livable City, which is working as a community to ensure that all members have equitable access to opportunities to advance their well-being regardless of their circumstances.

The City’s decisions, policies and practices are rooted in the principles of social equity and sustainability so that the fundamental needs of all people are met regardless of their race, color, ethnicity, age, religion or beliefs, income or where they live, language, marital status, gender identity or sexual orientation, place of birth, citizenship status, health or disability. This Overarching Core Value is embedded in each of the following Guiding Principles:



Alisal youth

GUIDING PRINCIPLES



Economic Prosperity, Equity and Diversity - A City where all persons have equitable access to prosperity through a diversified economy, jobs and educational/ training opportunities:

- Attract emerging industries and support entrepreneurship, innovation and creativity, while continuing to promote Salinas as the premier center for agricultural productivity and AgTech.
- Promote the image of the City as a desirable, safe, and vital location for businesses to locate and people to live, work, and visit.
- Embrace underserved populations and provide them the resources to succeed into different sectors of the economy.
- Foster small business development and ensure that existing businesses gain access to the capital, resources and services that they need to succeed, expand and stay in the City.
- Create a workforce prepared for the future by providing educational and training pathways in specific industries to increase job opportunities and earning power.



Nursing students' graduation at Hartnell College in Salinas



Housing Opportunities for All – A City with a diversity of housing types and affordability levels for its residents:

- Facilitate the development of a variety of innovative housing types throughout the City that meet the diverse needs and income levels of the community, are energy efficient and promote healthy living.
- Ensure that affordable housing options exist for underserved populations such as seniors, the homeless, disabled persons and farmworkers.
- Remove unfair or inappropriate barriers to housing and minimize housing displacement.
- Ensure existing housing and neighborhoods are well-maintained to improve safety, reduce overcrowding, encourage social interaction and bolster community pride.
- Promote higher density mixed-use residential and transit-oriented development near public transportation, bike facilities and along major corridors.



Affordable multi-family units at El Tesor in northern Salinas



Healthy and Safe Community – A City which strives to protect and improve the personal safety, health and welfare of the people who live, work, and visit:

- Build a trusting dialogue between the community and public safety to reduce violence and ensure people feel safe going about their daily activities.
- Address the root causes of violence through investment in strategies that support safe neighborhoods, youth, and families.
- Emphasize crime prevention through the design of the built environment.
- Partner with health providers and organizations to improve the mental and physical health of the community, reduce health inequities, and provide access to health care.
- Promote equitable access to healthy food, parks, recreation and other desired amenities to encourage healthier lifestyle choices.
- Ensure the protection and sustainable use of the City's air, water, land, and natural resources.
- Cultivate the preparedness of our most vulnerable population, improve the resiliency of the City's hard infrastructure, and reduce greenhouse gas emissions to ensure a better response to climate change and natural disasters.



Youth are the Future – A City where youth flourish and have equitable access to education, recreation and a healthy urban environment:

- Develop innovative and culturally relevant collaborations to end childhood poverty, improve literacy and prevent youth violence.
- Ensure all youth have access to quality preschools, schools, afterschool programs, libraries and recreational opportunities.
- Support educational and training pathways and opportunities for all youth so they can gain skills that will help them improve their well-being, upward mobility, secure employment and allow them to remain in the community.
- Foster access to family support services to help parents, families and caregivers fulfill their roles and provide a safe, caring and healthy atmosphere where youth can thrive and achieve their full potential.



"Horsies" race at the California Rodeo, Salinas



Collaborative, Inclusive and Engaged Decision-Making – A transparent and responsive City Government driven by the voices of a participatory community:

- Ensure City policies promote racial equity, align with the Overarching Core Value, Guiding Principle and the General Plan.
- Encourage and engage all people (especially youth) to have an active role in driving City decisions, policies and practices.
- Form community partnerships in the City that foster transparency, effective communication, and lead to tangible outcomes.
- Catalyze and invest in community problem solving and neighborhood improvement efforts by building the capacity of, residents, partners and community groups to create change, bolster community pride, and maximize the impact of limited resources.



Livable and Sustainable Community – A well-planned City with a thriving community core and commercial corridors, excellent infrastructure (streets, sewers, parks, trees and open spaces, libraries, and community facilities, etc.) that meet the unique and changing needs of the community:

- Promote livability by focusing on sustainable land use planning, targeted circulation and infrastructure improvements that provide equitable access and the efficient use of resources.
- Encourage vibrant and active community gathering spaces such as libraries, community facilities, performance venues, open spaces, parks, and plazas.
- Ensure the City's infrastructure is well-maintained, has sufficient capacity, is accessible for disabled persons, and is adaptable to emerging development patterns, changing land uses, technological advances and lifestyles.
- Work cooperatively with the community members and others to maintain properties, promote volunteerism, ensure effective code enforcement, preserve natural and architectural assets, revitalize disinvested commercial and residential corridors and promote greening and beautification of the City.



Alisal Vibrancy Plan Pop-up event at Ciclovía, 2018



Connectivity, Access and Mobility – An active City with a well-connected, eco-friendly network of multi-modal streets, bikeways, greenways and trails, and effective public transportation options:

- Facilitate community interaction by removing physical barriers and improving connectivity.
- Create a modern, safe, sustainable and connected transportation network that provides a variety of mobility choices for all.
- Improve access and connect pedestrian and bicycle linkages and public transit from all neighborhoods to schools, parks, open space, shopping and services, employment centers, downtown and other community core areas to promote connectivity.
- Emphasize walking, biking, and public transit when considering new development or revitalizing existing neighborhoods.



A free Monterey-Salinas Transit (MST) bus ride on New Years Day, 2019



A Community to Celebrate – A City that celebrates, promotes, preserves and honors the diversity, history, art, and culture of its community:

- Promote the rich diversity and culture in Salinas through art, music, festivals, parades and other community events.
- Celebrate the City's history, the architecture of its buildings, the diverse cultures of its people, and its rich immigrant history.
- Foster a sense of place by encouraging community driven transformation, initiating themed districts, and by building upon existing neighborhood identity.



Ciclovía—an entirely youth-led event on Alisal Street in East Salinas

Alisal Vibrancy Plan goals and recommended policies and actions support and further the General Plan Guiding Principles by outlining a vision and path towards a safer, more active, and more vibrant Alisal. More specifically, this plan calls for a broad set of actions including, but not limited to:

- improving housing quality and affordability,
- expanding small business support programs and corridor branding,
- increasing safety by enhancing street and park lighting,
- expanding mental health resources,
- improving amenities such as street trees, wider sidewalks, and new public gathering areas, and
- celebrating the creativity and talent of the Alisal's artists by recommending more support for murals and public art.







The Alisal Community Overview

2.1 INTRODUCTION

This chapter provides a brief history of the Alisal then summarizes current information about the area including demographic information and a description of the physical setting. Additional data regarding the Alisal community is included in the *Alisal Vibrancy Plan Community Profile (November 2017)*, which is located on the City's website (short link: <https://bit.ly/2kf0PcA>).

2.2 COMMUNITY HISTORY

The City of Salinas was incorporated in 1874. In the early 20th century, the railroad and agriculture played a formative role in the city's landscape and its growth. By the 1930s, the physical landscape of the city evolved with the arrival of diverse waves of immigrants, changes in agricultural production, and new economic opportunities.

Immigration shaped Salinas' expansion to the east. The Alisal (Spanish for grove of Alder trees) became home to many migrants who worked in the local agriculture industry and lived in what some would consider slum-like conditions. Migrants in the Salinas Valley

included Dust Bowl refugees (known as “Oakies” from Oklahoma and “Arkies” from Arkansas), Filipino field laborers, Japanese flower growers, Chinese and Korean merchants, Italian and Portuguese fishermen, and East Coast refugees. For many, the West held a dream of new opportunity. While newcomers were not always welcome, the diversity of Salinas made it a unique place to live and work.

Tensions between farm laborers and management led to strikes over work conditions and pay, but also the beginnings of California’s first farm labor unions. The Lettuce Strike of 1934, which at that point was the bloodiest labor battle in the nation’s history, set the stage for the battle between agricultural companies and labor, which has led to decades of injustice and trauma in the community. The war effort in the 1940s took many young men in uniform away from the City. At the federal level, the Bracero Program was created to fill vacant agricultural worker positions resulting from men enlisting to serve in the war and the forced internment of Japanese Americans.

At the neighborhood scale, planning and infrastructure oversight fell on Monterey County whose codes generally

weren’t as strict as the City’s. Massive overcrowding occurred, the streets were not laid out properly, lighting was poor and inconsistent, and maintenance was neglected. Residents formed the East Salinas Improvement Club in 1938 to undertake a beautification movement that included building sidewalks, planting trees, and improving both housing and sewage systems in the Alisal. By 1940, the Alisal also included a branch of the Monterey County Free Libraries.

Following the war, a wave of state and federal funding went toward Highway 101, a public works plan, and a parks and recreation plan spurring redevelopment and revitalization. Many of the investments focused on Downtown Salinas, transforming the look and feel using modern design. Following multiple failed attempts in the 40s and 50s, the Alisal annexed into the City in 1963. Even after incorporation, improvements were seldomly made to the new eastside of town. Because the City has never had the resources to make all the necessary infrastructure investments, the differences between Alisal and the rest of Salinas became strikingly obvious.

Political representation and economic opportunity in the Alisal did not increase after its incorporation. Phillip Tabera, longtime Alisal resident, professor, and Salinas Union High School District board member, remembers the highly racialized separation between the land allotments (as originally cited in the Alisal Vibrancy Plan Community Profile, November): “In the 30’s or 40’s, there was a city ordinance that said if you were colored, you couldn’t cross the 101 bridge on Sundays. And if you were caught, you were brought back to the east side.” The separation of the Alisal from Salinas was not only a geographic barrier, but a racial barrier and a political hurdle for change.

¹ As originally cited in the Alisal Vibrancy Plan Community Profile (November 2017).

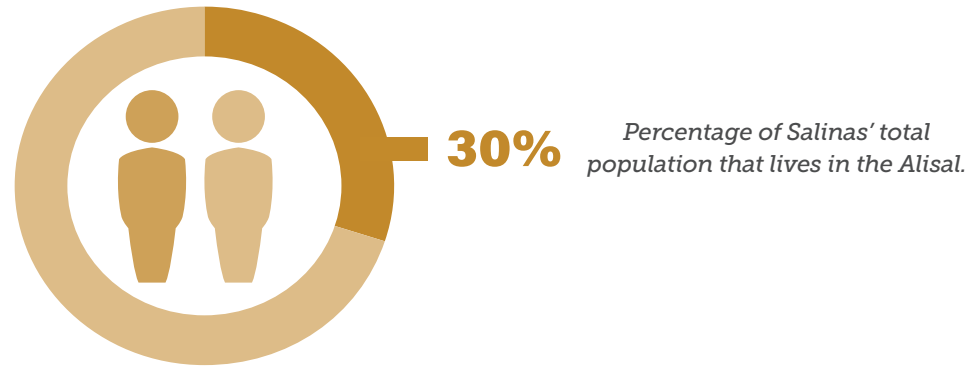
More recently, because of community demand and the City's more recent commitment to racial equity, the City has invested in infrastructure upgrades and programs in East Salinas, through a reallocation of City general funds, developer fees, federal Community Development Block Grants, Caltrans active transportation grants, and philanthropic funding from The California Endowment and other foundations. Some key infrastructure investments include the road diet on East Market Street, the Skyway and East Alisal Street roundabout, Closter Park improvements, and the Caesar Chavez Library expansion. This Plan will continue to pave the way towards improved physical, social, and economic community conditions.



Closter Park is a popular gathering place for Alisal residents.

2.3 EXISTING CONDITIONS

This section provides an overview of the existing conditions in the Alisal and includes demographic information (such as population, income, and race/ethnicity) and a summary of Alisal's current physical setting and character that describes existing land use and built environment. Compared to the City as a whole, the population in the Alisal contains a larger percentage of Hispanic/Latino residents, is younger, and has a higher percentage of people living in poverty and a lower life expectancy. In terms of land use, the majority of the land area (over 70%) is residential (with almost half of the land as single family housing). The majority of commercial uses in the Alisal are concentrated along East Alisal Street, East Market Street, and parts of North Sanborn and Williams Roads. While commercial uses account for only 8% of the total land area, the Alisal is a significant source of revenue for the City.



“Census population data is wrong. People are scared to admit how many people live in their homes especially if some family members are undocumented immigrants.”
 -Alisal resident

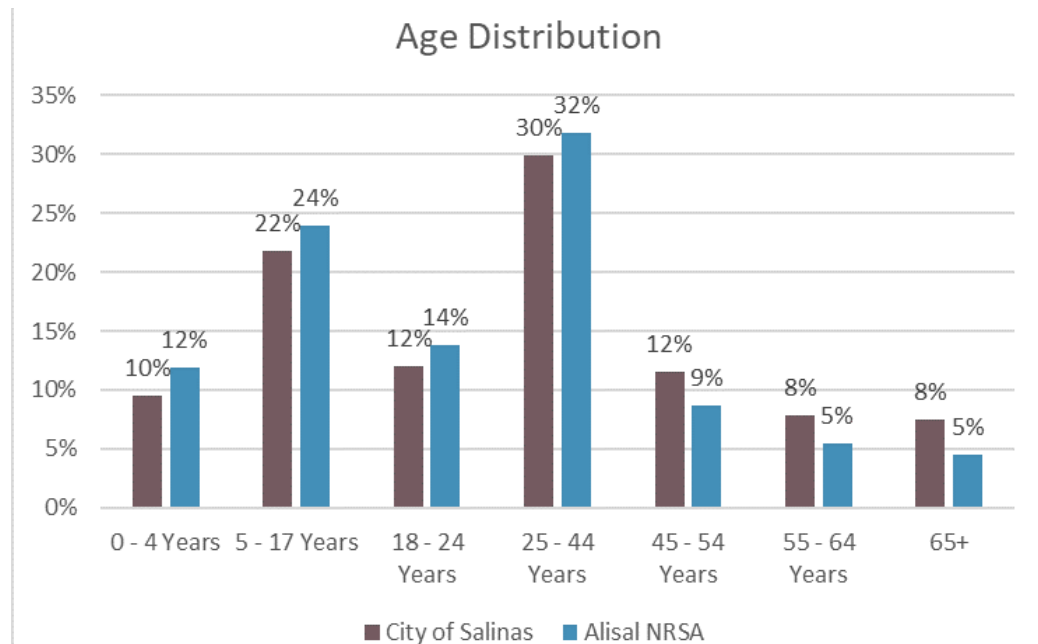
Demographics

Population

The City of Salinas is home to 150,835 people, and approximately 30% of all City residents (or 45,225 people) live in the Alisal. While the population in Salinas increased by 5.4% in the period between 2000-2010, the Alisal population increased by 8.8% in the same period, growing at a faster rate than the rest of the City.

Age Distribution

The age distribution of Alisal residents under the age of 44 is only slightly higher than the rest of the City of Salinas. Half (50%) of Alisal residents are under 25 years old. Almost one-third of Alisal residents are between 25 and 44 years old. Only 10% of Alisal residents are 55 or older, compared to 16% of Salinas residents. This lower proportion of older adults is likely due to immigrant residents returning to their home countries after they retire and families moving out of the Alisal after their income rises and they are able to purchase a home.



Household Type

Most households in the Alisal (70%) are families with children. This is significantly higher than Salinas overall, where families with children represent less than half (46%) of households.

Household Type	City of Salinas	Alisal NRSA
<i>Families</i>	78%	89%
Families with Children	46%	70%
Married Families With Children	32%	47%
Male Headed Families with Children	5%	9%
Female Headed Families with Children	10%	14%
Non Family Households	22%	11%

In the Alisal, 23% of families with children are headed by single parents. Single-parent households often require special consideration and assistance as a result of their greater need for affordable housing, as well as nearby and low-cost day care, health care, and other supportive services.



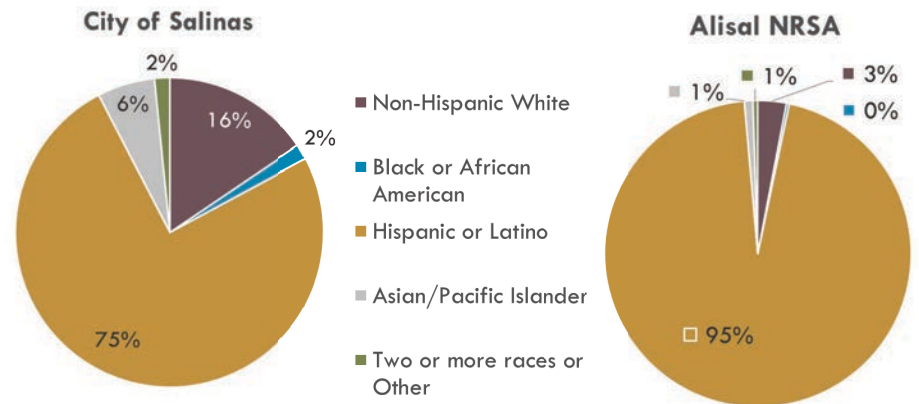
70%

Percentage of Alisal households that have children under 18

Although the Alisal has a lower proportion of senior residents compared to Salinas, 17% of households in Alisal have at least one household member who is 65 or older. When this older family member is a grandparent, they often support the parents with childcare responsibilities and household income.

Race/Ethnicity

The racial and ethnic composition of residents in the Alisal is predominantly Hispanic/Latino (95%), followed by Non-Hispanic White (3%) and Asian/Pacific Islander (1%). The Latino percentage of the population is much higher than in the city overall, where 75% of all residents identify as Hispanic/Latino, 16% identify as Non-Hispanic White, 6% identify as Asian/Pacific Islander, and 2% identify as Black or African American.



Source: ACS, 2009-2013.

Language

Due to the large Hispanic/Latino immigrant population, close to 90% of Alisal residents over the age of five speak Spanish at home compared with 64% of residents citywide. While limited English language ability can hamper access to employment, transportation, medical and social services, public participation, and schooling, most businesses and services in the Alisal are staffed by Spanish-speakers. This inclusion and accommodation of Spanish-speaking businesses, services and public facilities is why the Alisal is a desirable and welcoming place to live for new immigrants from Spanish-speaking countries.

Income and Poverty

Almost half of Alisal households (47%) have total annual incomes below \$35,000, while only 15% of Alisal households have an annual income of \$75,000 or higher, compared to 30% of households across Salinas.

The lower incomes result in a third of residents (33%) living in poverty in contrast

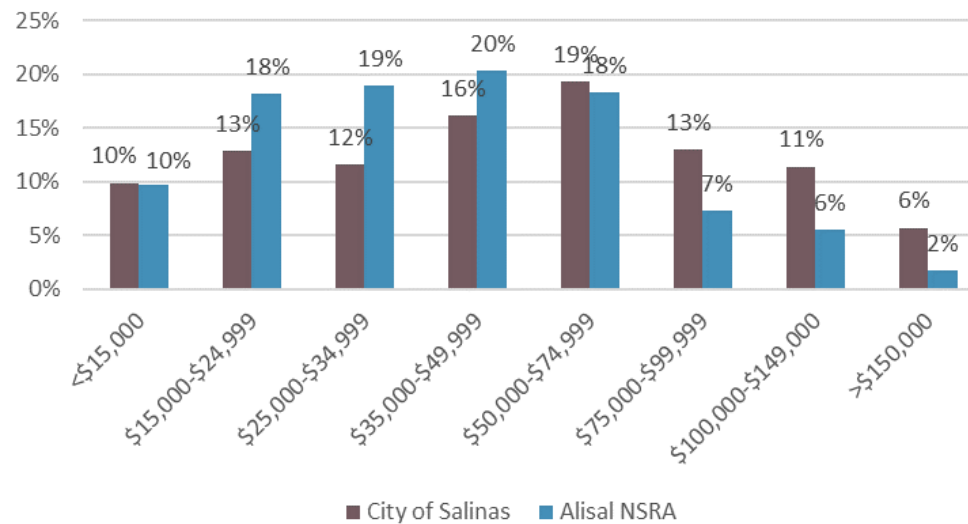
to 21% of Salinas residents living in poverty. In two areas of the Alisal - the area east of Garner Avenue and along E. Alisal Avenue and the area between North Madeira Avenue and North Sanborn Road - more than 40% of residents live in poverty.

Educational Attainment

There is a correlation between income level and educational attainment. People who live in Alisal have lower levels of educational attainment compared to Salinas residents overall. More than half of Alisal residents who are 25 years or older (58%) have attended school but

One-third of all residents in the Alisal live in poverty.

Household Income Distribution



Source: ACS, 2009-2013.

not obtained a high school diploma or equivalent, compared to 35% for Salinas residents who are 25 years or older. There is also disparity in higher education attainment between the Alisal and the rest of Salinas. Only 6% of Alisal residents (25 and older) have a college degree, while 19% of Salinas residents (25 and older), do.

Household Size

Salinas is the Salad Bowl of the World and the Alisal houses its agricultural workforce. Overall, households in the Alisal are larger than in Salinas. Less than 18% of Alisal households are made up of one or two people, compared to 38% of households in Salinas. Most households in the Alisal (52%) include five or more members, which the U.S. Census considers “large households”. These households are usually families with two or more children or families with extended family members such as grandparents. These larger households also include situations where multiple families live in one housing unit to save on housing costs. The larger households are more likely to be renter-occupied than owner-occupied units. Indeed, more than half (55%) of larger Alisal households are renter-occupied compared to 33% of larger households citywide.



52%

Alisal households with average of 5 or more individuals



68%



45%

Setting

Land Use

In the Alisal NRSA single-family residential neighborhoods comprise almost half of the land area and multifamily housing makes up another 22% of the land area. About 16% of the area is institutional (e.g., schools and other public and religious facilities) and only 8% is commercial. Most of the Alisal Marketplace land area is industrial (41%), with the remaining parcels split between commercial (33%) and institutional (22%) uses.

Housing Tenure and Affordability

Compared to the City, the Alisal NRSA has more multifamily housing. Correspondingly, there is a higher proportion of renter-households in the NRSA compared to the City as a whole. Approximately 68% of households in Alisal are renter-occupied while 32% of households are owner-occupied (compared to 45% and 55%, respectively, in the City of Salinas). Citywide, a substantial income and housing disparity exists between owner and renter households. HUD data indicate that Salinas renters are more likely to be lower and moderate income and are more likely to experience housing problems such as cost burden and substandard housing conditions.

Alisal NSRA contains a substantial number of affordable housing developments, with a total of 589 units. Affordable and public housing units in Alisal account for over a quarter of all affordable units in the City of Salinas. Approximately 54% of the County's Housing Authority units are located in Alisal. While there are 2,287 affordable units in the City, this number does not come close to meeting citywide needs. As of January 2015, there were 4,235 households on the waiting list for public housing (citywide).

Most affordable units within Alisal are two and three-bedrooms and designated for households at the "low" income level of affordability (50% of Area Median Income). Public and affordable housing units are predominately located around Alisal Marketplace and in the northeastern part of the plan area.

Economic Vitality

The Alisal is a successful center of economic activity that has become a critical retail and commercial center in Salinas, providing culturally relevant retail and services to both Alisal residents and customers from all over the region. Many of the retail uses in the area cater to the Latino community and residents can meet all their daily needs in the neighborhood without driving very far or at all. The Alisal is hardworking and entrepreneurial. This is evidenced in both the number of mobile vendors and microbusinesses located in shared indoor market spaces.



**\$234.2
MILLION**

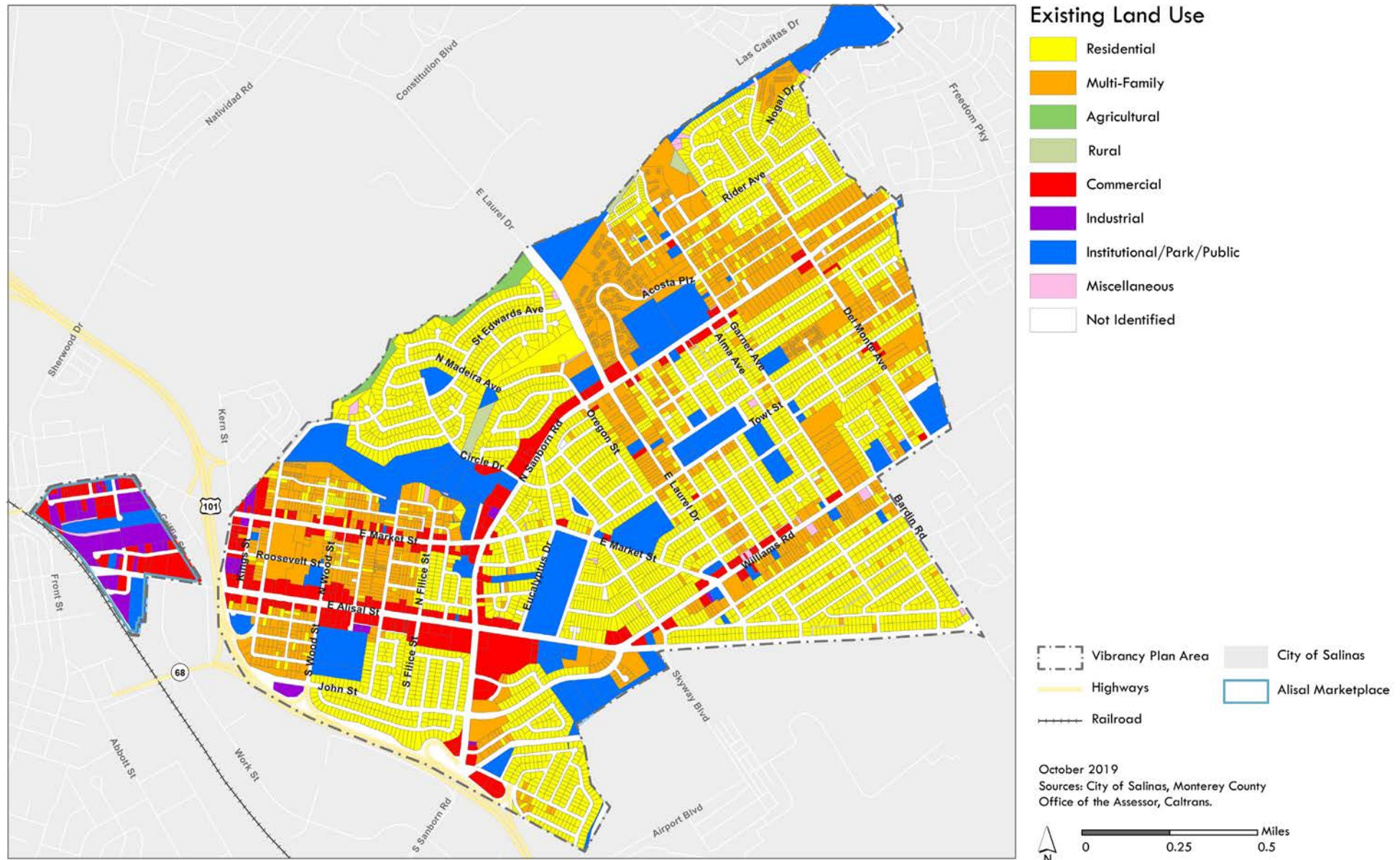
Alisal annual sales.

Character

Community character refers to the quality of a neighborhood or area based on built and natural features that contribute to the area's identity, such as land uses (e.g., residential, commercial, public facilities, and parks/open space), development densities, building types, streetscape features, and roadway configurations. The community character of the Alisal Vibrancy Plan Area is made up of many neighborhoods, which are physically defined and linked together by four prominent street corridors with East Alisal Street being the primary east-west corridor and an important focus in the Alisal Vibrancy.

The Alisal's character signals that it is a special and vibrant place. The Alisal has the population and commercial density of an urban area, the architecture and development patterns of a suburban area, and is bordered by rural agricultural lands, thus holding all three identities at once. In many ways, the area looks like many other suburban parts of California – modest, ranch style homes, 1970s apartment complexes, strip malls and other smaller single-story auto-oriented retail, wide

Figure 2.1 Existing Land Uses



Existing Land Use: Alisal Strategy Area

Existing Land Use	Acres	Percent of Total
Residential (Single-Family)	629.0	48.3%
Residential (Multi-Family)	284.4	21.8%
Institutional	208.7	16.0%
Commercial	99.6	7.7%
Miscellaneous	49.0	3.8%
Unidentified Use	11.9	0.9%
Agricultural	7.7	0.6%
Industrial	5.9	0.5%

Existing Land Use: Alisal Marketplace

Existing Land Use	Acres	Percent of Total
Industrial	23.0	40.5%
Commercial	18.8	33.1%
Institutional	12.4	21.8%
Miscellaneous	2.6	4.6%
Unidentified Use	0.004	0.0%

streets, and vistas of mountains in the distance. While most Alisal homes and buildings are not architecturally significant, many community members have created colorful and engaging facades at their storefronts, homes, and front yards.

Alisal neighborhoods are dominated by low-density single-family homes, however, because of large family sizes and overcrowding, the Alisal's population density per acre rivals San Francisco's. Most households rent their homes and have trouble saving up enough to ever purchase their own home in the Alisal. Housing costs are a major stressor for renters and homeowners, and they hope that the implementation of this plan will help alleviate those housing challenges.

A benefit of this higher density is that Alisal's commercial corridors and sidewalks are bustling with activity, even though the streets are not all designed as pedestrian-friendly spaces. However, lack of private investment in commercial property by absentee property owners, and insufficient and inconsistent maintenance of public infrastructure has led to the deterioration of the corridors' appearance. The implementation of this plan seeks to bring additional functionality and beautification

improvements to public spaces and technical support for small businesses, so that economic vibrancy and quality of life will blossom for all.

Historically Salinas, and specifically the Alisal, had a negative reputation due to high crime and violence rates. However, in the past few years, community groups have organized adult and youth residents to get more involved, both in collaborating with the City to provide better infrastructure, programs, and services and to create those neighborhood improvements themselves. While things are improving, perceived and actual safety is still a key concern for residents and business owners.

The Alisal poised to realize the vision of an economy that is prosperous, healthy, and combines its agricultural legacy with innovative technology that opens new career pathways. Opportunities abound from investment and promotion of the Alisal as a vibrant shopping and cultural district that recognizes entrepreneurial small businesses and celebrates Spanish speaking cultures as community and regional assets. Visual and performing arts groups are playing a key role in highlighting the cultural richness of the Alisal which has inspired the whole area.



La Packin'

PUMA

Salinas FURNITURE

FURNITURE

SALE

Gulfstream

Clipping Stores/
Tiendas de Ropa

a ver ma



Community Engagement

3.1 INTRODUCTION

The Alisal Vibrancy Plan was developed and is to be implemented with equity at the center. Equity is defined as “the state of being just, impartial, or fair,” and is synonymous with justice or fairness. For members of groups that have been excluded from resources, equity may involve providing greater resources to compensate for exclusion and discrimination. To be achieved, equity needs to be addressed through structural and systemic shifts.



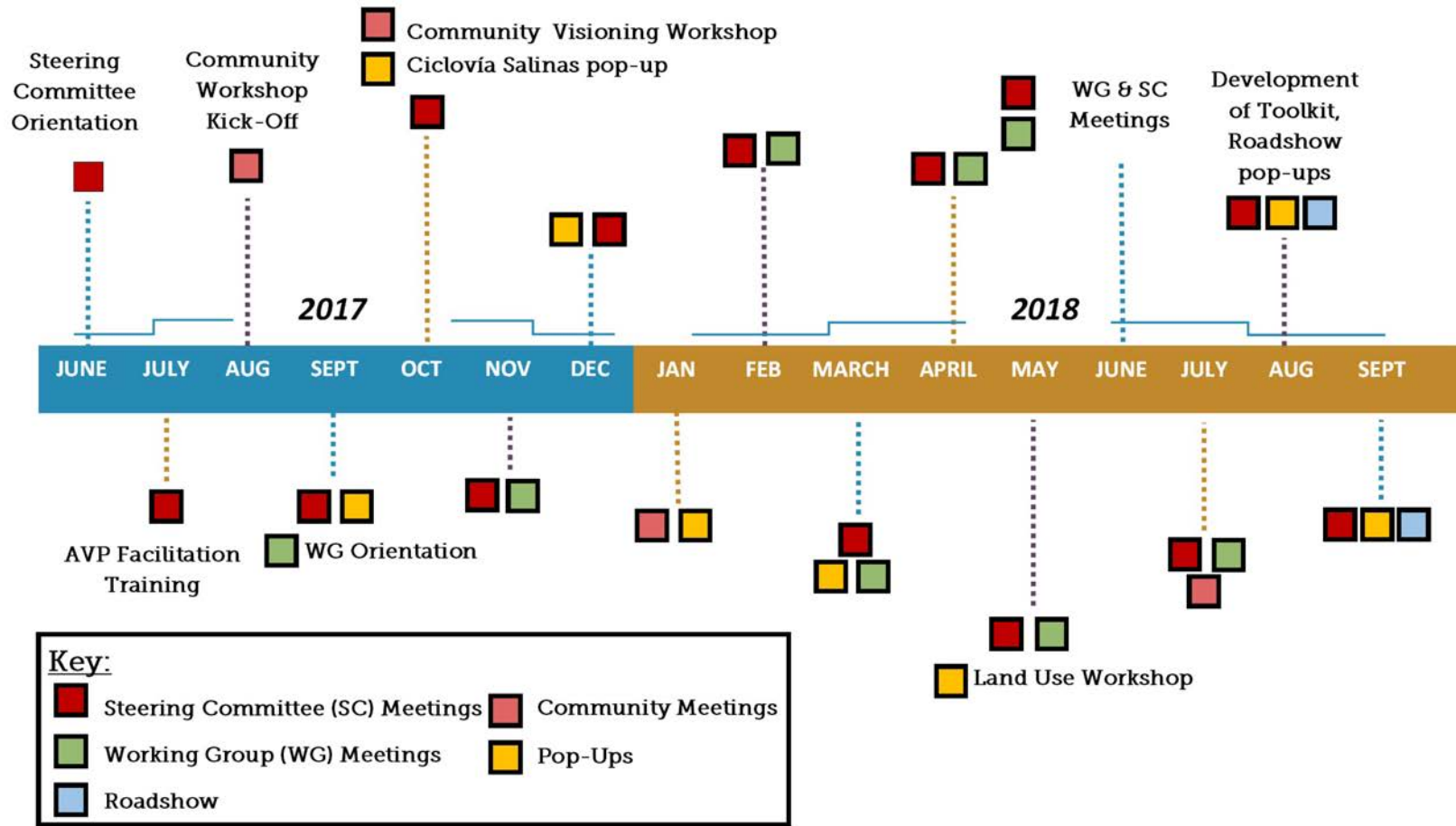
Early in the community engagement process it was agreed that an Alisal Vibrancy Plan with equity at the center will:

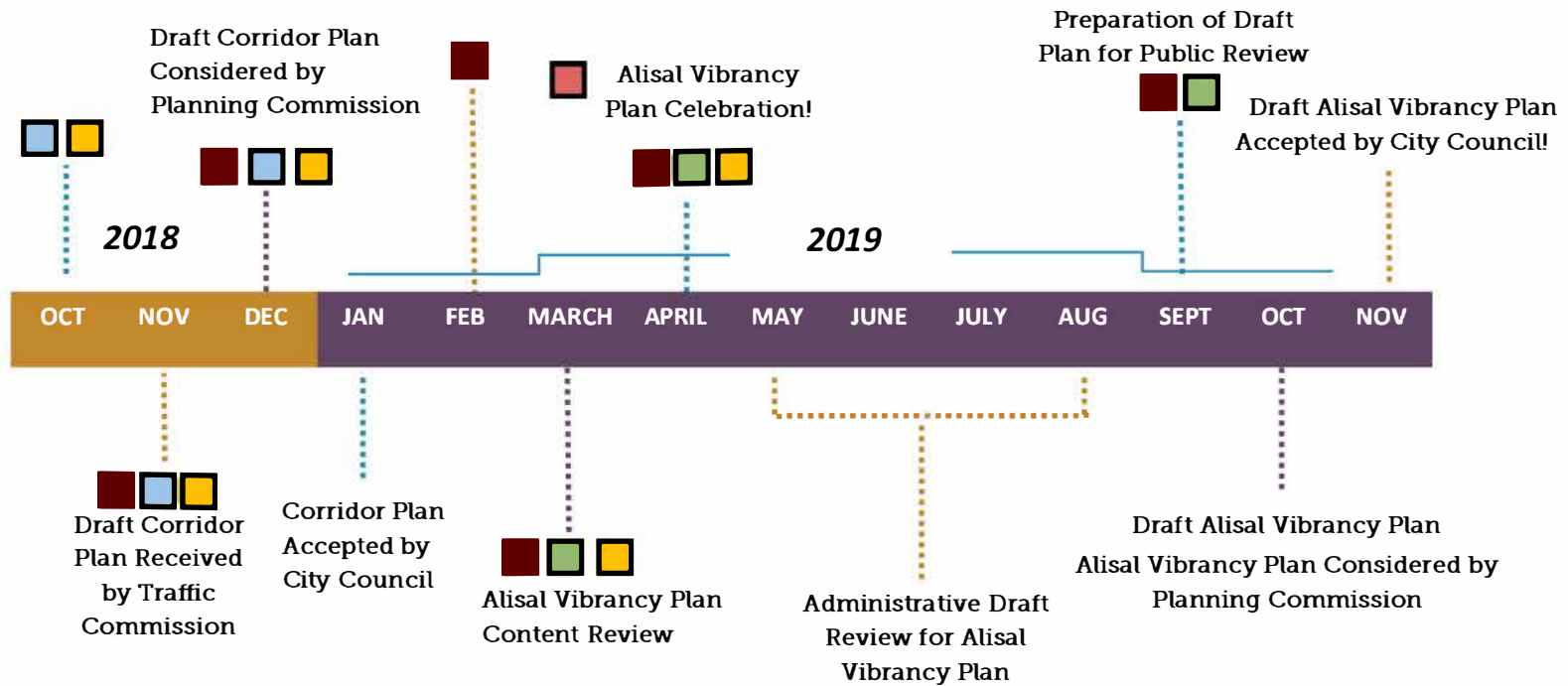
1. Be stewarded by the residents of East Salinas through direct participation in the design and implementation process
 2. Build on and activate the social and cultural wealth of Alisal residents
 3. Include policies and provisions that prevent the economic displacement of East Salinas residents and locally-owned independent businesses that otherwise could occur from community revitalization
 4. Address structural and systemic problems that contribute to health inequities in East Salinas through clear solutions developed by residents
 5. Include pathways to implement the plan including staff and financial resource and the policy/procedural changes to remove barriers to progress
-

The Alisal Vibrancy Plan is the first time that the City and residents are collaborating to create a systematic set of action steps to improve the quality of life for the hardworking families who live and work in the Alisal. Residents, stakeholders and the City wanted a community-driven plan that would contribute to community stability, health, and vibrancy for East Salinas families, and to do so in a way that builds upon the social and cultural wealth of the Alisal. This chapter outlines the steps taken to strive for an equity-centered approach that includes all community members in the development and implementation of the Plan.



Alisal Vibrancy Plan Timeline





3.2 COMMUNITY ENGAGEMENT STRATEGY

This planning process was managed by City staff, but it was driven by the community. At the beginning of the planning process, the City convened a group of Alisal community leaders to serve as the Technical Advisory Committee

(TAC) to guide the Plan’s community engagement approach. A key partner on the Technical Advisory Committee, and throughout the entire Plan engagement, was Building Healthy Communities – East Salinas (BHC) Collaborative.

BHC and the TAC worked collaboratively with the City to establish the purpose, guiding principles and values, and outcomes and objectives of community engagement that are the foundation of the AVP Community Engagement Strategy.

The success of this plan would not have been possible without this collaboration.

As the basis of the engagement strategy, the TAC adopted principles and values from BHC’s Land Use Action Team (See figure 3.1).

The TAC also adopted the Spectrum of Community Engagement to Empower for Impact Matrix developed by Movement Strategy Center and updated by the Action Council of Monterey. This Spectrum pairs community engagement goals and

Figure 3.1 BHC Land Use Action Team Principles and Values

Transparency	<ul style="list-style-type: none"> Clearly communicate publicly and explicitly to all stakeholders all components of the process and exactly how decisions are made Open door policy during all learning and decision-making processes
Inclusion	<ul style="list-style-type: none"> Language and timing accessibility for residents; the majority of Alisal residents speak Spanish and work during business hours. Spanish-language translation, evening and weekend meetings, and child care are needed provisions for accessibility Resident leadership within working groups and committees Multiple opportunities for broader community to participate in planning process
Relevance	<ul style="list-style-type: none"> Planning process is designed to uncover and address actual challenges faced by residents and local business owners Planning process and the solutions in the plan are culturally relevant to residents
Fairness	<ul style="list-style-type: none"> Public funds are committed to the planning and implementation process and account for previous inequitable resourcing practices that worked against East Salinas families Partner with community organizing groups that work directly with East Salinas youth and families to identify ways to account for limited political and economic influence of East Salinas residents and ensure that their needs and interests have direct influence on the design and implementation of the plan
Collaboration	<ul style="list-style-type: none"> Authentic partnerships between the City and community-based organizations actively engaged in community development issues in East Salinas to carry out equitable planning processes and implement community-driven solutions to challenges faced by East Salinas residents

Figure 3.2 Spectrum of Community Engagement to Empowerment

Stance towards community	0 IGNORE	1 INFORM	2 CONSULT	3 INVOLVE	4 COLLABORATE	5 EMPOWER for IMPACT
Impact	<i>Marginalization</i>	<i>Placation</i>	<i>Tokenization</i>	<i>Voice</i>	<i>Delegated Power</i>	<i>Community Control</i>
Community Engagement Goals	Deny access to decision-making processes	Provide the community with relevant information	Gather input from the community	Ensure community assets, needs & concerns are integrated into process & inform planning	Ensure community capacity to play a leadership role in implementation of decisions	Foster democratic participation and equity by placing full decision-making in the hands of the community
Message to the community	<i>"Your voice, needs and interests do not matter"</i>	<i>"We will keep you informed"</i>	<i>"We care what you think"</i>	<i>"We can't do this well without you"</i>	<i>"Your leadership and expertise are critical"</i>	<i>"We want this to work so we support democratic and equitable processes led by community"</i>
Examples of tools	Closed door meetings	Fact sheets Open Houses Presentations Billboards Videos	Public comment Focus Groups Community Forums Surveys	Interactive Workshops Polling House Meetings Community forums	MOU's with Community-Based Organizations Consensus building Citizen Advisory Committees Participatory Action Research	Community-Driven Planning Community Organizing Open Planning Forums with Citizen Polling Participatory Budgeting Participatory Action Research
Resource allocation ratios	100% systems admin	70-90% to systems admin 10-30% to promotions and publicity	60-80% to systems admin 20-40% to consultation activities	50-60% to systems admin 40-50% to community involvement	20-50% to systems admin 50-70% to community partners	0-20% to systems admin 80-100% to community partners and community-driven processes

Developed by Action Council of Monterey County and Facilitating Power building on version 1.0 developed by Movement strategy center. In part drawing on content from a number of public participation tools, including Arnstein's Ladder of Citizen Participation and the Public Participation Spectrum created by the International Association for Public Participation.

outreach examples to achieve an inclusive community-driven plan. The City and its partners strived to include activities at Level 4: Collaborative and Level 5: Empower for Impact (See Figure 3.2).

Community Engagement Structure

A resident-led Steering Committee is the center of the Alisal Vibrancy Plan Community Engagement Strategy. City staff and the TAC worked collaboratively to develop the roles, responsibilities and process for forming a Steering Committee of East Salinas residents and stakeholders to guide the AVP. Members were selected through an application process led by a subcommittee of the TAC.

The Steering Committee's purpose is to ensure that residents and community leaders were and are engaged and driving the Alisal Vibrancy Plan process. Steering Committee members are specifically responsible for:

- Creating a roadmap/schedule that outlines implementation of the Engagement Strategy for community members to get involved and informed through a variety of engagement

activities,

- Communicating information and priorities to drive engagement with their community
- Sharing feedback between community members and staff from the City and consulting team
- Participating in training and guidance on how to guide a successful planning process with results reflecting the will of the community
- Providing guidance project issues, the vision, land use and transportation alternatives, and key policy topics, and
- Participating in Working Groups on specific topics.

The Steering Committee also established subject-specific Working Groups to provide technical input for incorporation into the plan. The Working Groups contained additional stakeholders not on the Steering Committee with a special interest in and/or knowledge about that topic. Their responsibility was to develop plan content, including implementation projects and strategies, around their topic areas. It was envisioned that throughout



TAC Subcommittee.

the community engagement process information, ideas and drafts will flow between the community, the Steering Committee, Working Groups the City and other stakeholder groups.

Removing Barriers to Participation & Building Capacity

Whether someone wanted to simply share their ideas through a pop-up or by attending a workshop, or if they wanted sustained engagement as part of the Steering Committee or a Working Group, the City, BHC, and TAC partners took many steps to enable community members to participate in the planning process at the level they desired. These steps included:

- Holding recurring meetings and workshops in East Salinas, after typical working hours, from 6-8 PM,
- Providing food and childcare at all workshops and Steering Committee and Working Group meetings,
- Conducting workshops and meetings primarily in Spanish, with translation to English, and with bilingual materials, and
- Hosting pop-up booths at community events and creating a “roadshow” and a toolkit survey online to reach out to residents, instead of expecting them to

always come to city meetings.

Building resident capacity was also recognized as essential to moving toward collaboration and empowerment on the Spectrum, especially of the Steering Committee members who would guide the Plan. Early Steering Committee meetings focused on learning planning basics and included a facilitation training session, so members could lead small community group discussions during outreach and workshops. The Steering Committee adopted a consensus-building approach to approval and resolution, rather than using a “majority-rules” model. This encouraged discussion, agreement, and compromise in order to arrive at a point where the whole Committee could move forward.

The Steering Committee also had rotating co-chairs. Co-chairs met with City and BHC staff before Steering Committee meetings to prepare agendas and review meeting materials. Steering Committee members also helped lead each individual topic Working Group, and met with staff co-leads and interested Working Group members to prepare prior to those meetings as well. This allowed the



Residents participate in a visual survey at a pop-up at Ciclovía Salinas 2018.

WHAT'S A "POP-UP"?

When staff brings engagement activities and planning information to different events or unconventional locations to bring outreach opportunities to the community. Examples include mapping activities and temporary parklets at Ciclovía Salinas, or visual surveys at other events in the Alisal.



Students presenting at a Working Group Meeting.
(photo by Celine Lopez)

STANFORD UNIVERSITY SUSTAINABLE CITIES COURSE

Students from Stanford University's Sustainable Cities course, taught by Deland Chan in the Program on Urban Studies, worked with City staff, partners, and Alisal residents on AVP related projects in 2017. For Winter Quarter 2017, students developed a prototype walk-audit to assess housing conditions in the Alisal. The resulting data would help the community form an understanding of where to allocate resources and demonstrate need in funding applications. For Fall Quarter 2017, students examined the relationship between the local housing market and resident needs and presented findings to the Housing Working Group, providing insight that informed Plan recommendations. Materials from both projects are on the City website at <https://bit.ly/2kf0PcA>.

Committee to direct meeting topics and gave more opportunities for leadership development.

While no process is perfect, thanks to the efforts of the TAC, BHC, and a willingness to embrace change from the City, the Alisal Vibrancy Plan represents a significant step toward collaborative, inclusive, and engaged decision making. Over a 22-month period, over 2,000 people participated in eight (8) community workshops, twenty-four (24) pop-ups, twenty (20) Steering Committee meetings, thirty-four (34) Working Group meetings, and twenty (20) community stakeholder interviews. The next section describes these tools in more detail and highlights important ideas heard during the process.



Steering Committee members and other residents in facilitation training.

3.3 COMMUNITY ENGAGEMENT TOOLS & OUTCOMES

This section outlines the community engagement strategy and outreach efforts that were implemented to develop the Alisal Vibrancy Plan. The events and activities were designed to engage a variety of residents, stakeholders, and decision-makers throughout the process in ways that are culturally inclusive, convenient, accessible, and relatable to participants, educate the community, and provide specific recommendations to City staff. This strategy strives to ensure that everyone has the opportunity to engage the process at their desired level of interest. The outreach activities conducted through the planning process included the following tools and approaches:

- Steering Committee & Working Group Meetings
- Community Outreach Training and Toolkits for Steering Committee members

- Project Ambassadors and other volunteers
- Stakeholder & Community Group Interviews
- Community Workshops
- Vision Statement Development
- Mid-Point Evaluation
- Pop-Up Events and “Roadshow”
- Conversation Guide and Toolkit
- Project Website, E-mail, and Social Media Campaigns

Steering Committee

Community residents and partners helped guide the creation of the plan to reflect the aspirations and the needs of Alisal’s diverse neighborhood. Part of this process was forming a Steering Committee as a community engagement method to help create consensus and move the Alisal Vibrancy Plan forward. The Steering Committee consisted of East Salinas residents and stakeholders. They were selected through an application process led by a subcommittee of the

TAC. A total of 62 community members applied for the Steering Committee, and the TAC subcommittee reviewed each application and interviewed applicants. Their recommendations were submitted to the full TAC for confirmation through consensus, with 28 originally selected to serve on the Steering Committee.

The Steering Committee provided guidance throughout the planning process, weighed in at key decision points, and developed and reviewed plan content. This included the vision statement for the Plan, as well as designing, promoting, and facilitating community workshops. Members of the Steering Committee also led the Working Groups focused on specific plan content areas and served as the Land Use Working Group. The Committee had a mix of Spanish- and English-speakers and all meetings were bilingual.

Along with City staff, BHC supported agenda development, meeting facilitation and ongoing Committee member engagement and retention. BHC hosted mini trainings and conducted one-on-one meetings with members to ensure they felt confident and prepared to participate.

Working Groups

The purpose of Working Groups for the Alisal Vibrancy Plan was to allow residents, stakeholders, officials and technical advisors the chance to explore and create content around specific topics identified by the Steering Committee and community. Working Groups were open to all residents and stakeholders with a passion for a particular topic. There were six Working Groups during the process on the following topics:

- Housing
- Community Health and Safety
- Economic Development
- Quality of Life
- Transportation and Infrastructure
- Land Use (Steering Committee)

Working Group Topic Matrices were the foundation of the plan content. Each group created a matrix where they listed challenges or opportunities for improvements and they collectively developed over 150 solutions and recommendations. The majority of the specific policies and actions included in the Plan were generated, vetted, and refined

through meetings of the various Working Groups. Each Working Group was co-led by residents and City staff from Community Development, Public Works, or Library and Community Services departments, who met before each meeting to review materials and set agendas. They also included staff from other city departments and technical advisors from other agencies and organizations who provided background resources and support in strengthening specific recommendations. BHC also co-facilitated the Transportation and Infrastructure, Quality of Life and the Health and Safety Working Groups.



Housing and Quality of Life Working Groups.

Community Health & Safety Content Template/ Plantilla de contenido de salud y seguridad comunitaria				
TOPIC 1: STREET AND PARK LIGHTING / TOPICO 1: ILLUMINACION DE LA CALLE Y PARQUE				
"Challenges or opportunities / Desafíos o oportunidades: WHAT'S A CHALLENGE YOU SEE IN ALISAL? ¿QUÉ ES UN DESAFÍO QUE VE EN ALISAL?"	"Concepts/Conceptos: WHY THE IDEA FOR CHALLENGES? ¿POR QUÉ LA IDEA PARA LOS DESAFÍOS?"	"Solutions/Soluciones: (things that exist or ideas to improve) SOLUTIONS FOR THE CONCEPTS/ SOLUCIONES PARA LOS CONCEPTOS "	"Actions/Acciones: STEPS FOR SOLUTIONS/ PASOS PARA LAS SOLUCIONES "	"Follow-up/Seguir: INFORMATION NEEDED/ INFORMACIÓN NECESARIA "
Have proper street and park lighting for communities safety (visibility #1 problem)	Parks are dark at night, cause crime... but parks are also closed and can't be lit as to suggest that they're open	Have solar lighting for less expenses, less infrastructure that has motion sensors. More lighting in Cesar Chavez Park, and others with dense vegetation	Seek out grants that provide lighting for safety reasons. Seek out best practices regarding lighting in neighborhoods and in parks.	Info on which parks are not properly lit? (CPTED Assessment)
		Action QL-5.1.3 – Partner with community organizations and/or the Monterey County Health Department to work with local liquor stores to improve perceived and actual neighborhood safety. Continue to enforce the Zoning Code provision to keep at least 75 percent of their window area uncovered to improve "eyes on the street" visibility. Encourage the installation of internal and exterior security cameras, and improved outdoor lighting.	Make sure that Action QL-5.1.3 applies to ALL businesses	
		Have lighting and proper seating at bus stops		
	Light poles in neighborhoods are lacking in some places, and some are broken	Fix broken light poles, and make sure they are more comprehensive throughout neighborhoods and public spaces in the Alisal	Take a survey of locations where lighting is lacking and overlap these with high crime areas	
Tener iluminación de calle y parque adecuada para la seguridad de las comunidades (visibilidad #1 problema)	Los parques están oscuros por la noche, causan crímenes ... pero los parques también están cerrados y no se pueden encender como para sugerir que están abiertos	Tener iluminación solar para menos gastos, menos infraestructura que tenga sensores de movimiento. Más iluminación en el parque Cesar Chavez, y otros con vegetación densa	Busque subvenciones que brinden iluminación por razones de seguridad. Busque las mejores prácticas con respecto a la iluminación en los vecindarios y en los parques.	¿información sobre qué parques no están correctamente iluminados? (evaluación CPTED)
		Action QL-5.1.3 – asociarse con organizaciones comunitarias y/o el Departamento de salud del Condado de Monterey para trabajar con tiendas de licor locales para mejorar la seguridad de vecindarios percibidos y reales. Continúe aplicando la disposición de código de zonificación para mantener al menos 75 por ciento de su área de ventana descubierta para mejorar la visibilidad de "ojos en la calle". Fomentar la instalación de cámaras de seguridad internas y externas, así como una mejor iluminación exterior.	Asegúrese de que Action QL-5.1.3 se aplique a TODOS los negocios	
		Tener iluminación y asientos adecuados en las paradas de autobús		
	En algunos lugares faltan postes de luz en los vecindarios, y algunos están rotos.	Repare los postes de luz rotos y asegúrese de que sean más completos en todos los vecindarios y espacios públicos de Alisal	Realice una encuesta de lugares donde falta iluminación y superponga estos con áreas de alta criminalidad	
Sidewalks in bad condition	Lack of physical safety	Fix broken sidewalks or gaps in network	Encourage use of the Salinas Connect App to report broken sidewalks	
	Lack of state-of-the-art infrastructure	Install bulb outs (with bioswales), and crosswalks with flashing lights, or red lights to stop cars when pedestrians are crossing mid street or at major intersections	Collaborate with Public Works to go after Active Transportation Program Grants. Coordinate with the Alisal Corridor Plan Project.	
Aceras en mal estado	La falta de seguridad física	Repara las aceras o brechas rotas en la red	Aliente el uso de la aplicación Salinas Connect para reportar aceras rotas	
	La falta de infraestructura de vanguardia	Instale los bulbos (con bioswales) y los cruces peatonales con luces intermitentes o luces rojas para detener los automóviles cuando los peatones crucen a mitad de la calle o en las intersecciones principales.	Colabora con Public Works para ir tras las Becas del Programa de Transporte Activo. Coordinar con el Proyecto del Plan del Corredor Alisal.	

Each Working Group developed a Topic Matrix similar to this example.

Community Workshops

The City held eight workshops in East Salinas connected to the Alisal Plan. These large community discussions were led in Spanish with English interpretation. The eight workshops included the:

- Plan Kick-Off and Working Group Open House – August 31, 2017
- Working Group Orientation – September 21, 2017
- Existing Conditions Presentation – September 28, 2017
- Visioning Workshop – October 26, 2017
- Community Design Workshop – January 24, 2018
- Land Use Workshop – May 8, 2018
- Williams Road Workshop – July 24, 2018
- Draft Plan Celebration – April 23, 2019

The Plan Kick-Off, Working Group Orientation, and Existing Conditions Presentation helped set the stage for the planning process and recruit community members for the various Working Groups.



Small-group discussion at the Visioning Workshop.

The other five community meetings focused on big-picture topics such as creating a vision for the Alisal, street design, preferred land uses, and identifying top priorities for the Plan. Each workshop featured small-group activities, to ensure input from a broader range of voices.

The City and its partners used a variety of outreach tools to market these events, including sharing on social media, newsletter stories, email blasts, canvassing, and interviews on radio and television. BHC was critical to driving attendance, supporting workshop outreach by

distributing flyers, doing interviews, making announcements at local churches, and doing door to door direct outreach with residents and City staff to Alisal homes and businesses. BHC collaborated with Baktun 12 who created videos for social media in advance of workshops that reached thousands of people and featured Steering Committee members. For the Community Design and Land Use Workshop, as well as the Draft Plan Celebration, BHC helped coordinate music and dance performances by local residents.

This brought positivity and joy to the workshops, as well as parents and relatives who may not have otherwise participated in the Alisal Vibrancy Plan.

The results of each workshop were summarized and presented to the Steering Committee for idea refinement and direction. Input from these events were crucial to plan content and helped drive recommendations in each topic area. Full workshop summaries are located on the City's website at <https://bit.ly/2kf0PcA>.

Vision Statement Development

Through a two-year community engagement process residents shaped the collective vision for the Alisal that starts this plan. Over 80 residents attended a workshop in October of 2017, to share their ideas for a community vision through small group discussions. The Steering Committee used these comments to refine a vision statement during meetings in 2018 with the purpose of identifying a collective vision for the Alisal community. This vision statement was then shared with residents at pop-ups in early 2019 and at Draft Plan

Celebration for further input on April 23, 2019.

Mid-Point Evaluation

After the Steering Committee and Working Groups completed their Topic Matrices, this marked the end of the first phase of community engagement. Members of these groups, along with other residents, stakeholders, and elected officials met in December 2018, for a Mid-Point Evaluation of the engagement process. A collaboration between the City of Salinas, BHC, and Facilitating Power, this evaluation gave participants the opportunity to reflect on, assess, and offer solutions to improve engagement methods in the next phase of plan development.

Participants broke into small groups and were asked to rank where they thought the City was on the Spectrum of Engagement Tool (updated in 2018) in East Salinas prior to the Alisal Vibrancy Plan, versus where they were after the first phase. Participants noted a significant improvement overall, with everyone ranking pre-AVP engagement in the 0-2 range (ignore, inform, consult), then ranking engagement

in the 2-4 range (consult, involve, collaborate) as a result of the AVP process to that point. Some of points of progress the groups noted were the formation of the resident Steering Committee and seeing them present at workshops, a willingness to have difficult conversations, holding meetings in Spanish, Matrix creation in Working Groups, and starting to see other City projects also include more engagement. Recommendations to increase resident voice and power included increasing outreach to make more people aware of the Plan, including more training and information for effective participation (on City budgets, processes, and existing constraints), and demonstrating a commitment from the City to dedicate the resources necessary to make this plan a reality. The full AVP Mid-Point Evaluation Report is found in the Online Appendices Document List.

This evaluation not only changed the way the City and its partners approached AVP engagement in 2019, it will also inform future processes such as the General Plan

update. As a result of this evaluation, BHC and City staff increased canvassing and direct outreach in advance of meetings, because participants felt this was a better means of increasing awareness. The City also focused review of draft Plan content on not only making sure it was accurately reflecting the community’s work, but also on identifying their highest priority actions and opportunities in light of City capacity and resource limits. City Community Development Staff also assisted the Finance Department with developing its first interactive Community Budget Meeting.

Pop-Ups & Roadshow

Community Development Department staff completed various community pop-up events in coordination with East Salinas BHC. These events were held in the community at community events or public gathering spaces. They were designed to quickly attract and engage community members, share information, and to provide a voice to residents who are affected but have not been represented in the collaborative process.

As part of this effort, staff conducted an

Alisal Vibrancy Plan “Roadshow.” Utilizing the networks of stakeholders in the Alisal, staff went to the residents at the Library, in classrooms, at other events and meetings, and even door-to-door to Alisal businesses and residences. This outreach was an opportunity for residents to participate in planning questions and encourage conversation on topics the Plan addresses. The Alisal Roadshow reached 209 Participants from September 2018 to November 2018 and included presentations and pop-up events.

Conversation Guide & Toolkit

The Alisal Conversation Guide Toolkit was designed to engage individuals and small groups in discussion about important plan topics. The Toolkit contained one sheet for each Working Group topic, with some engaging facts meant to foster conversation, along with two to three conversation-starting questions. The questions asked in this document were created with the help of Working Group members, based on topics they felt needed more input from the community. City and BHC staff held two trainings for facilitators

STRATEGIES TO KEEP KIDS SAFE, BUSY, AND PRODUCTIVE

KEY INFO

 <p>15</p> <p>Number of establishments in Salinas dedicated for Arts, Entertainment and Recreation ¹</p> <p><small>Arts, Entertainment and Recreation includes live performances, events, exhibits for public viewing, establishments that preserve and exhibit historical, cultural or educational interest or those that operate or provide services that enable residents to participate in recreational activities or amusement, hobby and leisure-time interest.</small></p>	<p>Top reasons residents don't use parks and public facilities frequently ²</p> <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;">  <p>Lack of Safety</p> </div> <div style="text-align: center;">  <p>Lack of Maintenance</p> </div> </div>	 <p>70%</p> <p>Percentage of Alisal households that have children under 18 ³</p>
 <p>Recreation programs often require a fee, but families don't always know about potential scholarships</p>		<p><small>¹ U.S. Census Community Facts of 2012 ² City of Salinas Community Assessment Survey March-April, 2017 ³ U.S. Census Bureau, 2010</small></p>

WHAT WE'VE HEARD SO FAR

- Improving pedestrian and bicycle access will let parents feel more comfortable allowing their kids to walk or bike to youth programs or facilities.
- Partner with schools, churches and others as venues for after-school activities or programs.
- Create affordable youth programs where everyone has an equal opportunity to participate
- Improve the overall features of our local parks.
- Create a central gathering space in Alisal where residents can interact and create a sense of community.

KEY QUESTIONS

- Which spaces in the community are important or frequented most often by youth?
- What barriers prevent you from accessing recreational facilities and libraries?
- Where should a plaza or central gathering space be located in the Alisal? What types of activities or physical features should it have (e.g. fountain, seating, play structure, etc.)?

Sample Toolkit page.

in October 2018. Due to lack of community facilitators, the intended conversations did not occur. The Toolkit was subsequently converted to a set of online surveys, which received 60 responses, to supplement in-person engagement and to better understand community needs.

Project Website & E-mail Campaigns

Throughout the project the planning team maintained a project website (www.alisalvibrancyplan.org) with information about the project, upcoming and past events, plan documents, and summaries of engagement activities. The City also maintained an active e-mail campaign to notify community members of upcoming participation opportunities for the Alisal Vibrancy Plan. Through Constant Contact, the City regularly sent event flyers and updates to over 1,000 interested Alisal and Salinas stakeholders.

What We Heard

This section provides a brief summary of community input heard throughout the engagement process from 2017 through 2019 on the core topics of the Alisal Vibrancy Plan. More expansive lists of comments are found in the engagement summaries on the Online Appendices Document List. Collectively, all comments received during outreach informed and drove the work of the Steering Committee, Working Groups, and staff as they drafted content for the AVP.

Land Use

- Maximize affordable housing and community benefits on publicly-owned opportunity sites
- Develop more mixed-use housing for low-income families
- Build more housing in commercial areas
- Need for more flexible commercial/retail space for entrepreneurs

Housing and Neighborhoods

- Residents are experiencing high rents, frequent rent increases, and poor housing conditions
- Due to financial constraints, many Alisal residents live with extended families or with families they do not know
- Renters fear eviction if living conditions are brought up to landlords
- Provide more opportunities for people to own a home



Community Design Workshop mapping activity.

Economic Development

- Residents want to see a variety of different restaurant and clothing store types in the Alisal
- Improve communication between businesses and the City of Salinas
- Start a beautification and maintenance program for commercial corridors
- Need affordable childcare so that parents can work or improve their education

Health and Safety

- Improve the relationship between residents and the police
- Increase access to healthy foods
- Create or expand successful prevention/intervention programs for youth and adults
- Need for more culturally relevant mental health services

Transportation and Infrastructure

- Alisal residents are concerned about high vehicle speeds
- Improve street lighting, crosswalks, and sidewalks for pedestrians
- Parking is challenging in residential and commercial areas
- Bus schedules and routes should align with community needs

Quality of Life

- Improve maintenance and features in existing parks and recreation facilities
- Residents need more gathering spaces, like plazas, where people can interact and create a sense of community
- Create affordable youth programs where everyone has an equal opportunity to participate
- Partner with schools, churches, and others as venues for after-school activities

Implementation Through Engagement

Implementation of a long-term strategic plan requires careful coordination between all levels of government, partners and residents. The City is committed to continuing engagement through implementation of the overall plan, as well as individual projects in the Alisal. Throughout the next phases of the Alisal Vibrancy Plan, the City will continue to strive for community-driven processes that empower the Alisal.



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Land Use & Urban Design

A Livable and Sustainable Built Environment For All

The Alisal Vibrancy Plan aligns future land use to match the built environment to the needs of its population. Alisal's land use will support expanded opportunities for housing and provide spaces for businesses to grow. New housing choices will accommodate residents of all income groups, ages, and at different stages in their lives. Combining housing and services in mixed-use development will allow for the most efficient use of limited land, and provide a diversity of accessible retail, commercial, and institutional uses. A well-planned Alisal has complementary land uses that form unique and desirable places, concentrates intense development along major transportation corridors, and is served by high-quality recreational opportunities, public gathering spaces, and infrastructure.



4.1 INTRODUCTION

This chapter seeks to balance density with livability, create walkable neighborhoods, ensure ample open space, provide sufficient parking, and increase overall housing supply and affordability without displacing residents or businesses. To accomplish these objectives, this chapter proposes a new land use framework that views the Alisal as a collection of unique Place Types with complementary uses and defining characteristics.

Goal Summary

GOAL LU 1. Preserve the Character of Traditional Neighborhoods While Adding New Units and Providing New Opportunities for Homeownership.



Owning a home is a dream of many Alisal residents. Diversifying housing options in low-density neighborhoods by encouraging accessory dwelling units, small-lot homes, and duplexes will create more opportunities for ownership while maintaining community character.

Guiding Principle Icon Key



Economic Prosperity, Equity and Diversity



Housing Opportunities for All



Healthy and Safe Community



Youth Are the Future



Collaborative, Inclusive, and Engaged Decision-Making



Liveable and Sustainable Community



Connectivity, Access and Mobility



A Community to Celebrate

GOAL LU 2. Promote High-Quality, Affordable, Multi-Family Residential Housing in the Alisal.



With 68 percent of Alisal residents renting housing, it is crucial to increase the amount of multi-family housing to reduce overcrowding and encourage more affordable options. This can happen through redevelopment of underutilized sites, incentivizing affordable developments, and permitting a wider range of building types in higher density areas.

GOAL LU 3. Expand Mixed-Use Development to Increase Capacity for New Businesses, Services, and Housing.



Without vacant land, the primary way to meet the varied needs of Alisal residents is to construct taller buildings and mix uses to utilize lots most efficiently. Mixing uses also puts more employment and service opportunities within easy walking or biking distance in Alisal neighborhoods.

GOAL LU 4. Redevelop the Alisal Marketplace as a Unique, Dynamic, Pedestrian-Oriented Urban District Connecting the Downtown and the Alisal.



The Alisal Marketplace presents a large infill redevelopment opportunity in the core of Salinas. Changing development regulations to encourage a walkable mix of residential, commercial, and light industrial uses is necessary to transform the Marketplace and capitalize on recent investment in the area, which includes a new Police Services Headquarters.

GOAL LU5. Encourage the Development and Activation of Urban Community Spaces Within the Alisal.



Adopting creative strategies to counteract the lack of publicly owned land is necessary to add new plazas, play areas, community rooms, and green space to the neighborhood. These strategies include partnering with businesses to activate parking lots with temporary plazas and

markets, greening streets and sidewalks, and requiring new development to provide community space.

GOAL LU 6. Integrate Public and Semi-Public Uses Into the Neighborhood Fabric and Facilitate Shared Use of Space.



Schools, recreation centers, and places of worship are institutions that have significant land holdings and facilities, and these can be an even greater asset by sharing spaces or adding new uses to address community needs such as housing.

GOAL LU 7. Promote the Culture, Art, Identity, and History of the Alisal Community Through Context and Place-Sensitive Design.



These development standards and architectural guidelines draw from the people and the heritage of the Alisal, as well as best practices in urban design, to foster human-centered development that enriches the lives of the community.

Guiding Principles Connection

Economic Prosperity, Equity and Diversity



The Alisal is home to a strong business community and entrepreneurial spirit that needs room to grow. A more flexible land use framework will encourage commercial opportunities throughout the Alisal in locations that help meet the daily needs of residents while providing space for new and expanding businesses.

Healthy and Safe Community



Land use and urban design strongly influence the health and safety of the Alisal through the built environment. Modifying our land use regulations can increase access to public gathering spaces, the natural environment, and healthy foods, while reducing crime, all factors that improve community safety and health.

Housing Opportunities for All



Encouraging land uses that allow the integration of housing with commercial uses is critical to supplying affordable opportunities to all Alisal residents. Through changes to land use, new housing opportunities can be created that respect existing character and take advantage of underutilized land on major corridors to allow for higher-density developments with access to public transportation.

Youth are the Future



The Alisal's schools, recreation facilities, libraries, and parks are crucial to the healthy development of the community's youth. Supporting land use policies that promote the development of these facilities is vital to increasing access to education, recreation and a healthy environment.

Collaborative, Inclusive and Engaged Decision-Making



Successful implementation of the plan requires intentional and ongoing collaboration and engagement with the Alisal community. This must happen at scales both large and small, from updating the General Plan and Zoning Code, to working with developers on community features at specific sites.

Connectivity, Access and Mobility



Land use and transportation networks should reflect and support each other by locating higher density and higher intensity uses along major corridors such as E. Alisal Street and E. Market Street, linking to transit services and providing easy access for commercial vehicles needed to supply local businesses. Strengthening the diverse mix of uses in the Alisal will allow residents to, increase walkability and reduce the total amount of travel by car.

Livable and Sustainable Community



Land use is one of the principal mechanisms the City has to ensure livability and sustainability by coupling development with high-quality infrastructure. A plan with compatible and complementary land use patterns designed around supporting infrastructure will improve the provision of utility services and the quality of water and air in the Alisal's neighborhoods.

A Community to Celebrate



Land use and urban design standards support the integration of Alisal's heritage and culture through public art and architecture that will help our buildings and streets reflect the community. Encouraging new urban community open space will create new gathering places that can host festivals, performances, and other celebrations of the Alisal.

4.2 CURRENT CONDITIONS, COMMUNITY ASSETS & CHALLENGES

Alisal Urban Structure and Zoning Designations

To create a plan that balances the community's needs with the built environment, it is important to first understand its existing context and development framework. The urban structure of the Alisal is defined by four principal corridors (along with three minor supporting corridors) and the adjacent/surrounding neighborhoods, which are a mix of either mostly single-family or mostly multifamily areas.

The planning area is approximately 1,763 acres or 2.75 square miles in size and contains over 5,700 parcels. Over 50 percent of the Planning Area, not including the Marketplace, is designated in the Zoning Code for low-density, single-family homes, with an additional 24 percent currently designated for medium to high-density housing. Parks and public/semi-public uses (mostly schools and places of worship), make up another 14 percent, and commercial retail and office uses are

limited to under 10 percent of the Alisal. The Zoning Code also includes a Focused Growth Overlay district covering parcels along East Alisal Street and East Market Street from the 101 to North Sanborn Road. The purpose of the Overlay is to concentrate growth on under-utilized sites, and it allows for the construction of mixed-use projects and taller buildings than the underlying zoning. This Overlay also demonstrates that the City has seen the potential of the Alisal's corridors for some time, which is reinforced in this plan.

Most of the Alisal is completely developed and there is a very limited number of vacant parcels, many of which are either very small or possess significant development challenges. According to the 2010 Census, overcrowding in the Alisal meant that there were 4.7 people per housing unit, significantly more than the 3.5 for Salinas overall and far greater than the Monterey County average of 3.15. The City needs more housing in and outside of the Alisal to relieve this overcrowding.

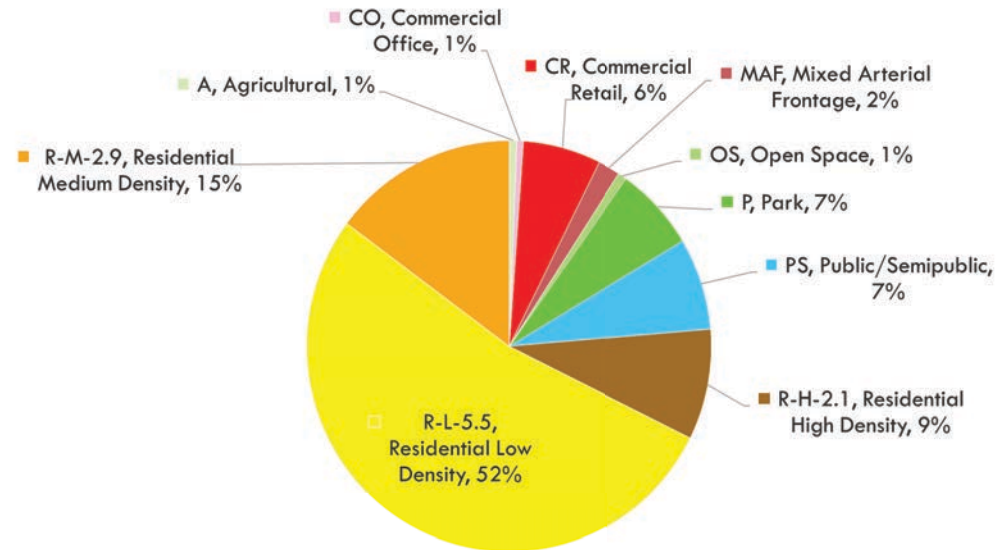


Figure 4.1 Urban Structure Map

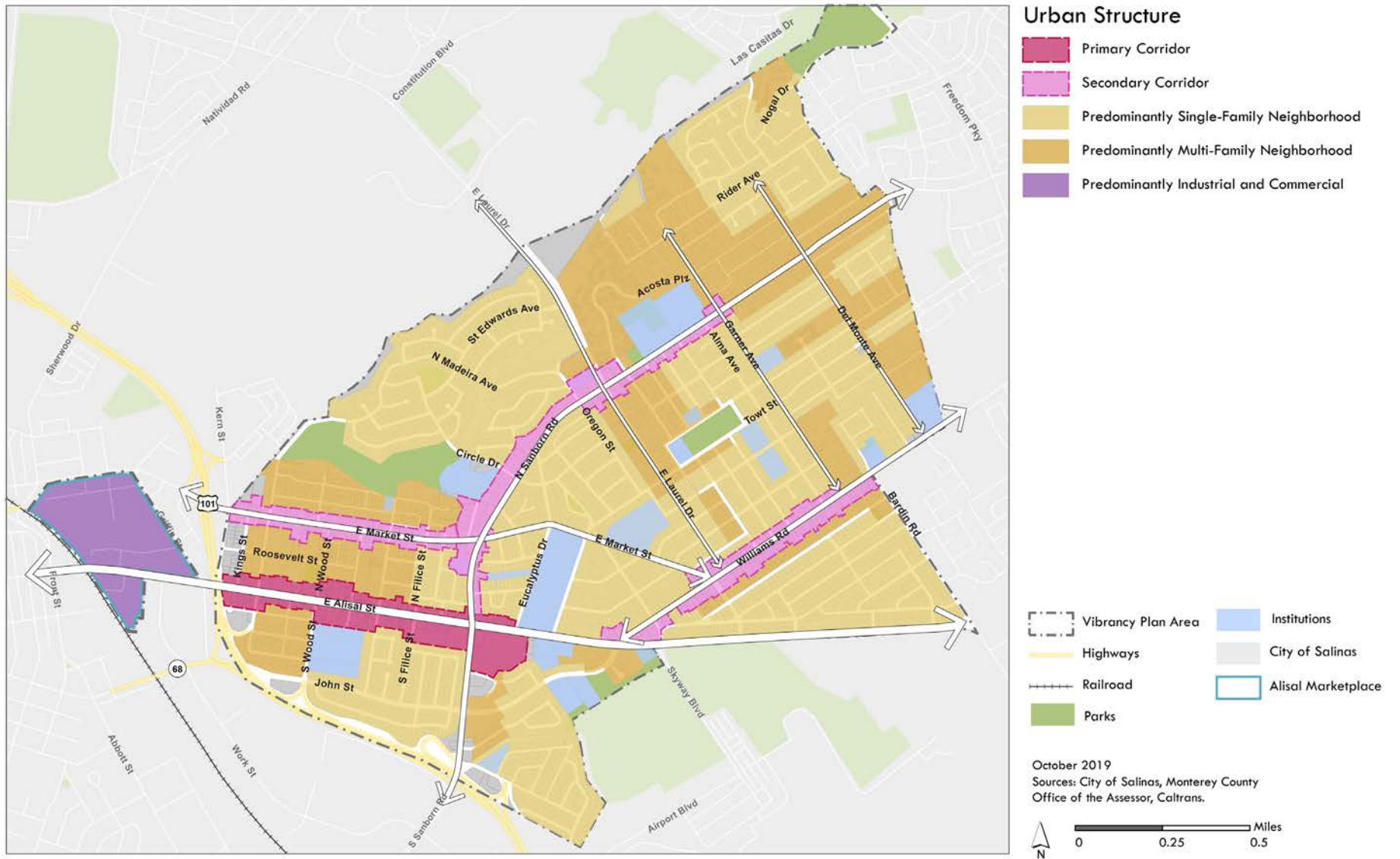
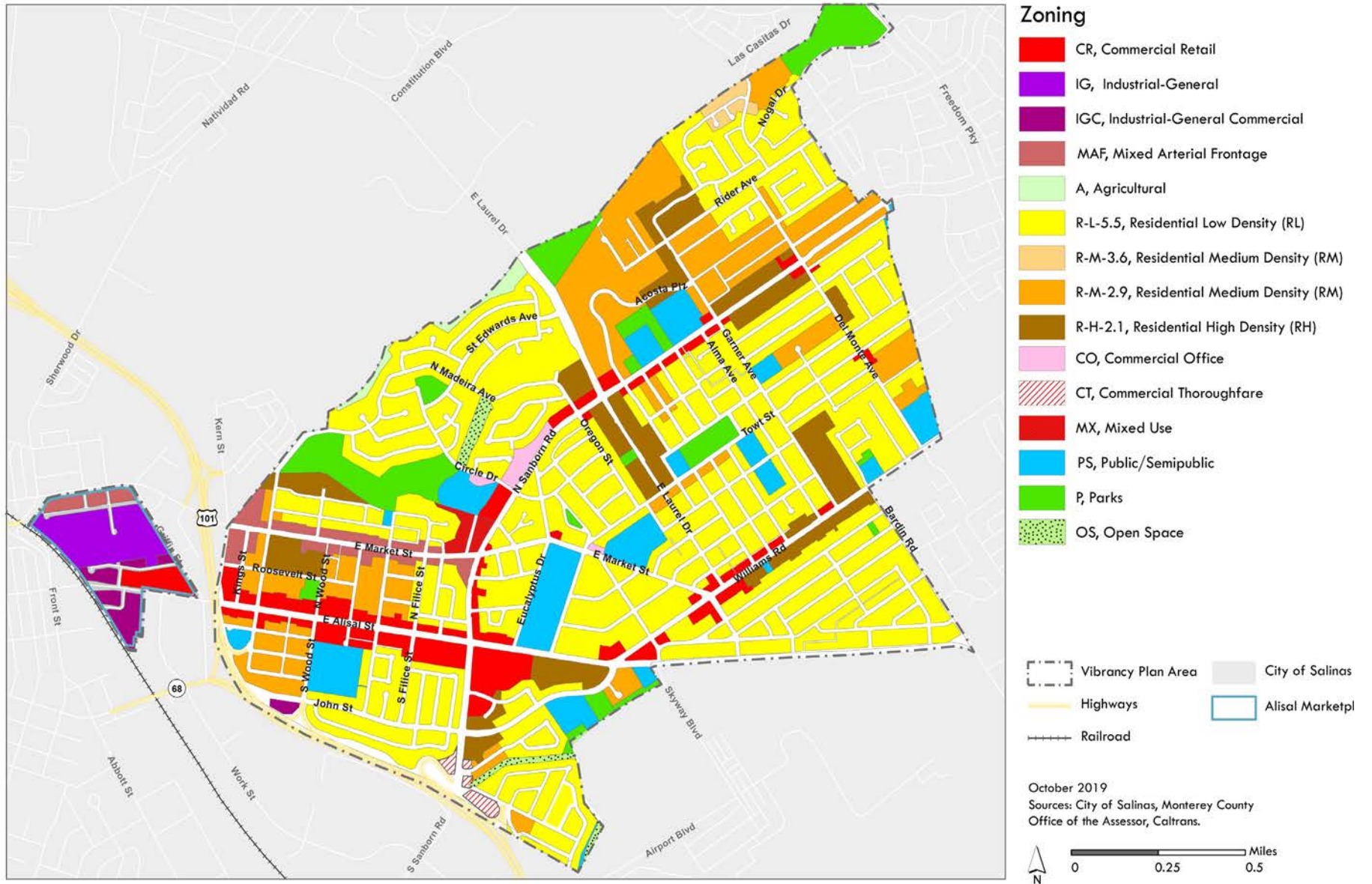


Figure 4.2 Zoning Map



Throughout the Alisal Vibrancy Plan process the community has repeatedly stated needs beyond housing as well, including community spaces, access to nature, and places to start or expand a business. Community space shapes the everyday resident experience in Alisal's neighborhoods. Providing more spaces for the community to gather, recreate, and to connect with nature was identified as an important priority throughout the planning process. Residents expressed strong desire for new plazas along commercial corridors as one of the highest priorities, with parks, recreational facilities, and playgrounds also frequently mentioned.

With under 10 percent of the Alisal designated for commercial use, very little vacant space in existing buildings and high rents, the business community faces a serious lack of space, despite its importance to the neighborhood and Salinas overall. In looking to the future of the Alisal, the City must apply land use regulations that encourage development to meet multiple community needs, often at the same time.



There is a need for more gathering spaces, like the Closter Park kiosk, throughout the Alisal.

Assets

Redevelopment opportunities on City-owned properties. The City owns the cluster of parcels approximately 2.5 acres in size that runs along Division Street off of East Market Street, and is in the process of acquiring properties next to the new Police Services Headquarters at East Alisal Street and Murphy Street. Because of City control, the amount of public-serving amenities/ service and affordable housing provided on these sites can be optimized.

Federal Opportunity Zones. Opportunity Zones are a new economic development tool intended to stimulate private investment in economically distressed communities by reducing taxes on capital gains for investments made in those communities and held for a minimum of five years. This new federal mechanism applies in the Alisal Marketplace and along part of key Alisal corridors intended for greater future development and in particular on major opportunity sites, including the 'Alisal Marketplace' and Division Street.

Traditional street grid. Compared to more recently built subdivisions on the outskirts of the City, there are relatively

few dead ends in the Alisal (and still fewer that do not provide pedestrian/bicycle connections). This minimal presence of a sprawl development pattern results in easier wayfinding, and better walkability and connectivity.

Existing variety in housing types. Almost a quarter of the Plan area is composed of multifamily housing. This multifamily housing includes types ranging from duplexes to small and large apartment buildings to mobile home parks. This diversity is healthy for the housing market and provides residents housing options depending on their lifestyle preferences, budget, and household composition.

Strong corridors with a lively retail and small business community. While residential uses dominate the Alisal, there are still highly used and treasured clusters of successful businesses and services which draw both local and regional customers. In fact, market demand for commercial space in the Alisal is so high that there is little to no vacancy on a routine basis. East Alisal and East Market Streets, Sanborn Road, and Williams Road all serve as the principal corridors within the Plan Area. All four corridors function as relatively high-volume transportation



Small apartment buildings in the Alisal.



Small businesses create lively corridors.

connections and are mostly lined with a variety of low- to moderate-density uses, including residential, retail, office, and institutional. Some segments of these corridors are more retail-focused, while others are more residential-focused.

General Plan Update coordination. The timing of this Plan and the upcoming Salinas General Plan update process is ideal, as the land use concepts and policies of this Plan can be distinctly incorporated in a long-term and binding planning document.

Community acceptance of targeted increases in height and density in exchange for community benefits. Through pop-ups, committee meetings, and other input avenues, many residents and local stakeholders support allowing four-, five-, or even six-story development in specific locations so long as these developments provide community benefits such as affordable housing units and/or public gathering spaces. Demonstrating these benefits is crucial to satisfying concerns that more height/units will lead to more overcrowding or displacement.

Challenges

Residential supply is inadequate to meet the demand. The Alisal has low housing density as a result of a predominantly single-family house pattern of development, but high population density because of large household sizes, and in many cases, overcrowding. The Alisal's population density is 17,975 persons per square mile; 2.8 times the population density of the City of Salinas (6,500 persons per square mile), but the Alisal only has 2.1 times as many housing units per square mile compared to the City as a whole. As a point of reference, the Alisal's population density is similar to San Francisco's, but with only half the housing unit density.

Residents and business owners are concerned about gentrification and displacement. While new development and redevelopment is essential to the Alisal's economic development and the availability of high-quality housing options, there are justifiable fears about the impacts on existing community members. These fears are felt not just by renters of housing, but also homeowners, and businesses renting commercial space. Their fears include rapid rent increases, tax increases, and displacement due to unaffordability or

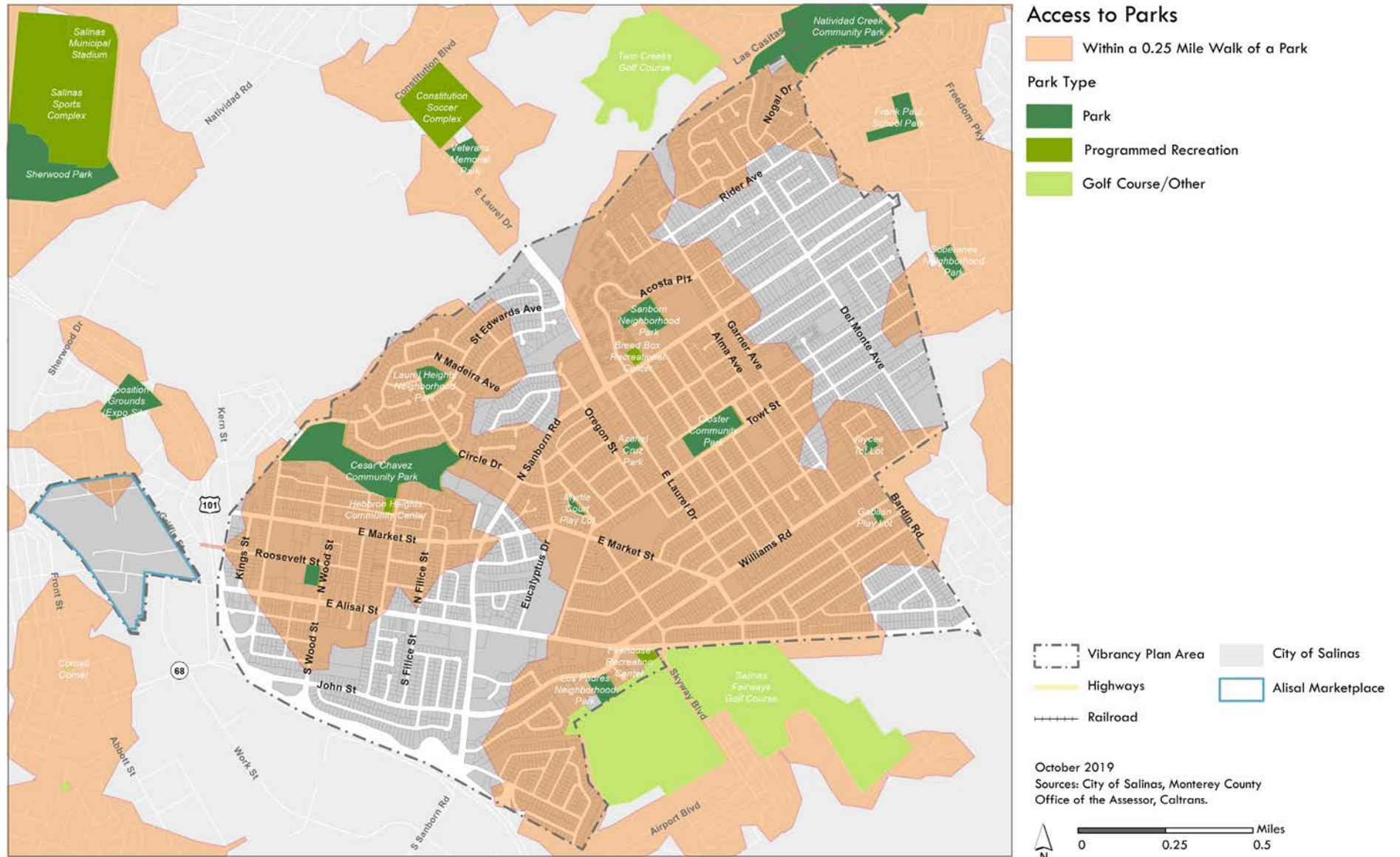
eviction for redevelopment.

Short building heights and lack of vertical mixed-use. Most buildings are one, sometimes two, stories tall and contain a single use; there is almost no vertical mixed-use in the Alisal.

Limited number of vacant parcels. There are only around a dozen obviously vacant sites (most of which are not controlled by the City or any public entity). This severely limits the potential for easy development and puts more of the onus for growth and change on underutilized and underdeveloped properties.

Lack of space for new or expanding commercial businesses. Commercial areas make up less than ten percent of the area and are concentrated along E Alisal Street, E Market Street, and parts of North Sanborn and Williams Road. Vacancy rates are consistently at or below one percent in the area, and existing business/property owners have reinforced the challenge in finding usable space. Strong competition for existing space combined with frequent absentee ownership of the actual buildings also creates little incentive for investment in the physical structures, leaving some businesses to struggle with both high rents and subpar building conditions.

Figure 4.3 Access to Parks



Limited open space access in the densest neighborhoods. There are many popular open spaces and recreational facilities in the Alisal, but there are also large swaths of homes that are not within a short walk (quarter mile) of a park, particularly the dense neighborhoods along Del Monte Avenue as seen in Figure 4.3. While distance to a park is a common measure of access, it also does not tell the whole story in the Alisal because it does not include the population density and the size of the park. Some of the densest parts of the Alisal are only within a short walk of small parks, such as La Paz Park, that cannot meet the needs of so many residents.



La Paz Park is less than two acres in size, but serves thousands of residents that live in dense housing nearby.

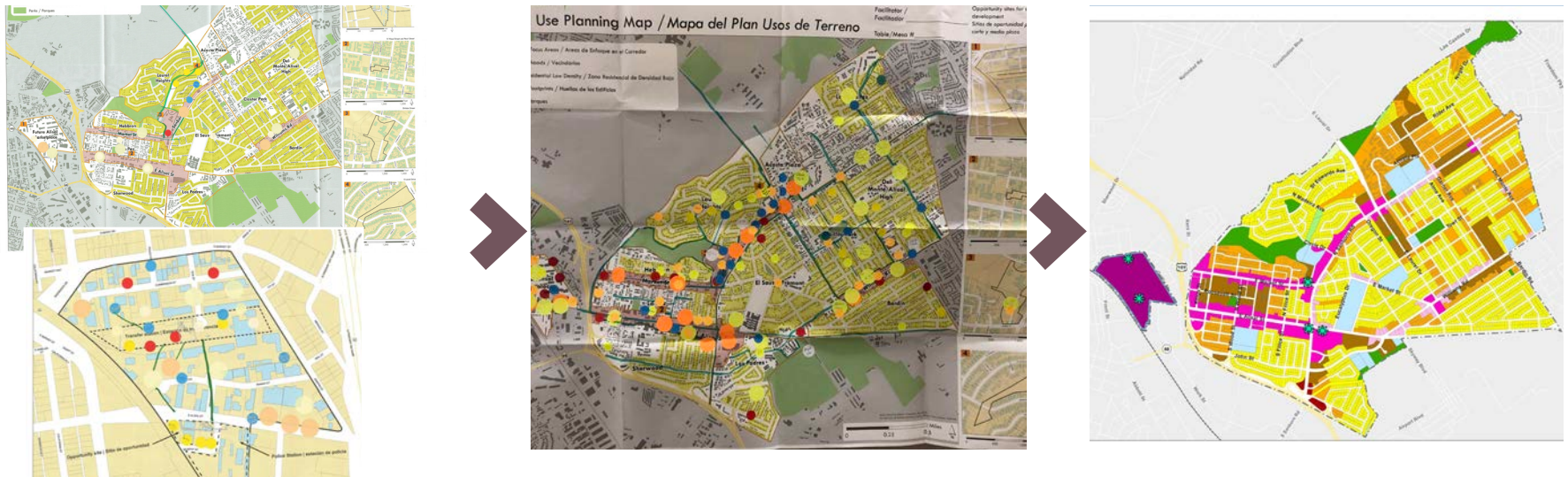
4.3 PLACEMAKING AS LAND USE PLANNING

According to Professor Mark Wyckoff, “Placemaking is the process of creating quality places that people want to live, work, play and learn in”. It is a land use planning approach focused on the sense of character, public features, and building form of an area as well as specific uses and their intensity.

Throughout the engagement process the City asked residents and stakeholders to imagine a future Alisal without constraining them to the limits of current land use regulations. At the Land Use

Workshop in May of 2018, participants shared their vision for future development through a group mapping activity. Each small group used a collection of colored dots and markers to represent different kinds of development or improvements (see Land Use Workshop Summary in appendices for full description) across the Alisal and on specific Opportunity Sites. City staff created a compilation map document each dot, mark, and comment from all of the groups, which are also summarized in Figure 4.4. Using this

feedback, plus other input from previous events, including the Community Design Workshop in January of 2018, staff drafted seven Place Types and the Proposed Place Type Land Use Map (Figure 4.6), which serve as the basis for the goals and implementation policies of this chapter. Major strategies are summarized in figure 4.5. The consultant team also used this information to create development concepts for four Opportunity Sites. The Place Types and Opportunity Site concepts were further vetted through the Steering



Every dot placed during Land Use Workshop activities was compiled into a single map, which guided the development of the Alisal Place Types and Proposed Place Type Land Use Map.

Figure 4.4 Land Use Workshop Feedback

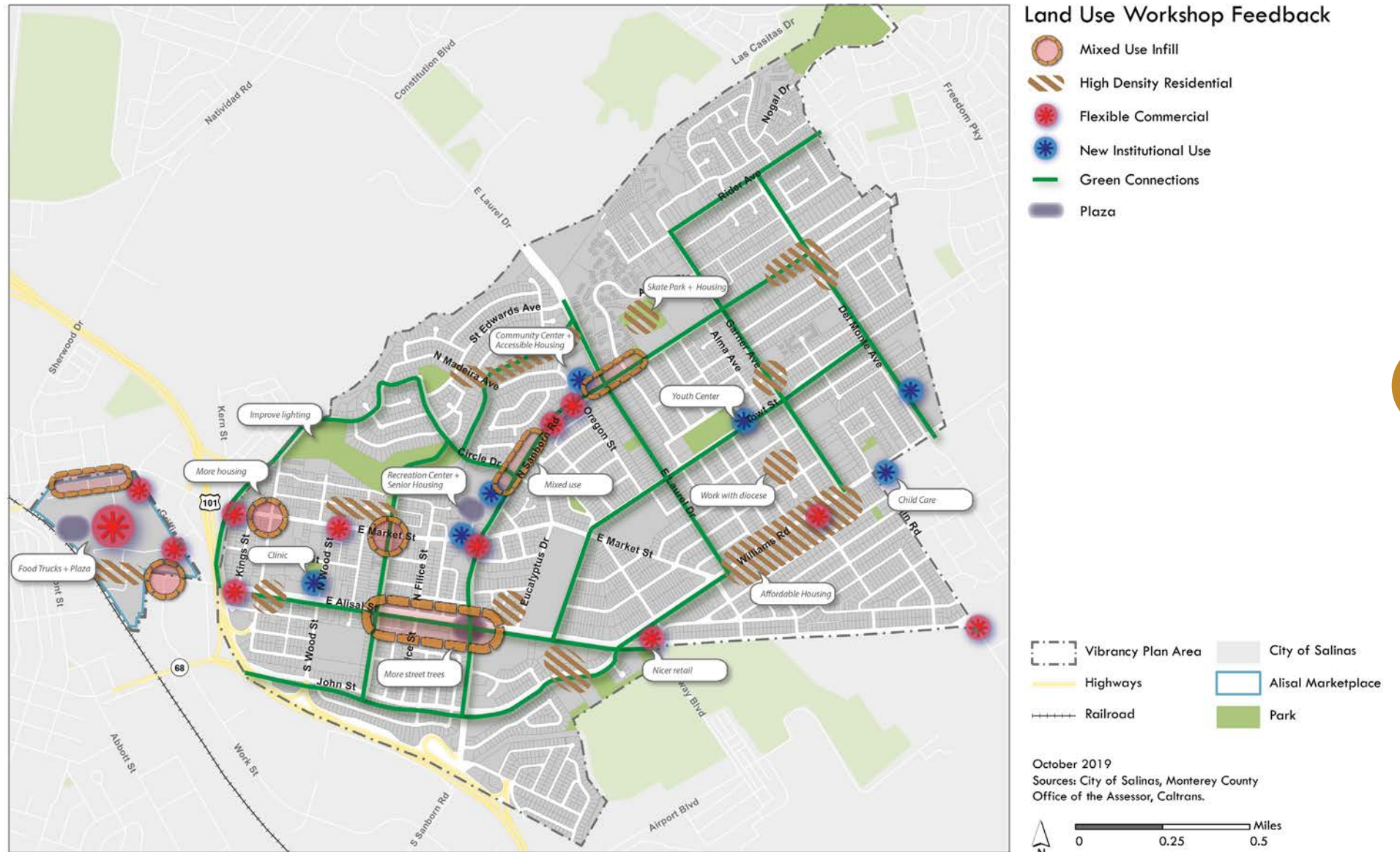
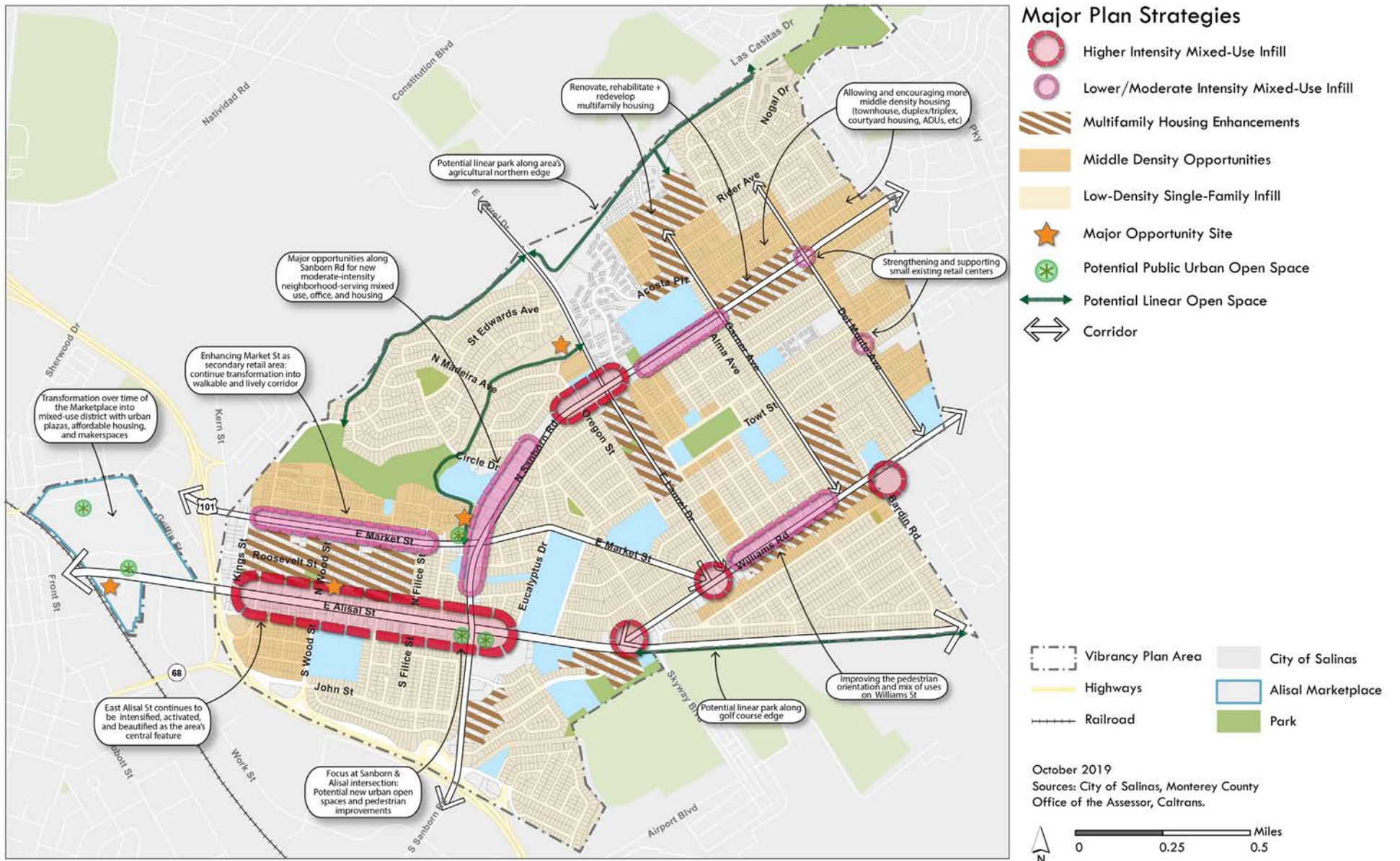


Figure 4.5 Major Plan Strategies



Committee, Working Groups, and general public in 2019.

Through the Place Types and supporting recommendations, the City can promote public and private investment in the built environment that aligns with the community's vision for an equitable, safe, clean, and prosperous Alisal.

Relationship to the General Plan

The Land Use and Design Chapter supports the goals, strategies, and actions of all chapters of the Alisal Vibrancy Plan. Everything from housing, to business expansion, to more space for arts programs, to neighborhood safety, is impacted by the way we allocate our land and the standards

we put on development. Since this plan is a strategic planning document, in order to make its land use recommendations enforceable they must be incorporated into the City's General Plan and Zoning Code. In California, a general plan is the comprehensive long-term policy document that guides development in a community. The City of Salinas General Plan currently contains eight elements:

1. Land Use
2. Community Design
3. Housing
4. Conservation/Open Space
5. Circulation
6. Safety

7. Noise

8. Economic Development

The zoning code implements the General Plan by creating specific regulations for the development and use of land. This includes rules on what can be built or operated on a parcel of land and the general form and location of buildings.

Visión Salinas will be the first complete general plan update since 2002, though the City recently revised (Housing in 2015) and added (Economic Development in 2017) elements. The City will also be adding an Environmental Justice Element to the General Plan as part of this process. The Alisal Vibrancy Plan will guide development of the General Plan, particularly as it relates to East Salinas.



Land Use Workshop, May 2018..

4.4 GOALS & POLICIES

GOAL LU 1. Preserve the Character Of Traditional Neighborhoods While Adding New Units and Providing New Opportunities for Homeownership.

This goal aims to enhance the quality of existing single-family residential areas and the quantity of housing stock through the Traditional Neighborhood Place Type, while allowing and incentivizing ongoing development of new units. Maintaining a solid core of traditional low-density residential neighborhoods is crucial to ensuring the health of the City and providing high-quality services. However, as residents struggle with increasingly unaffordable housing prices and overcrowding, it's evident that these neighborhoods need increased flexibility to adapt to current needs. The Traditional Neighborhood Place Type balances residents' preference for more traditional neighborhood development with the need to provide more housing by promoting infill development on existing lots, small lot subdivisions, and the development of accessory dwelling units (ADUs).

Traditional Neighborhood Place Type

Character description:

Traditional Neighborhood areas predominantly include low-density residential uses, along with supporting uses such as schools and places of worship. The encouragement of Accessory Dwelling Units, small lot homes, and duplexes, depending on lot size and configuration, in addition to detached houses, adds variety and housing choices.

Common Uses:

- 1-2 Unit Residences
- Grade Schools
- Places Of Worship

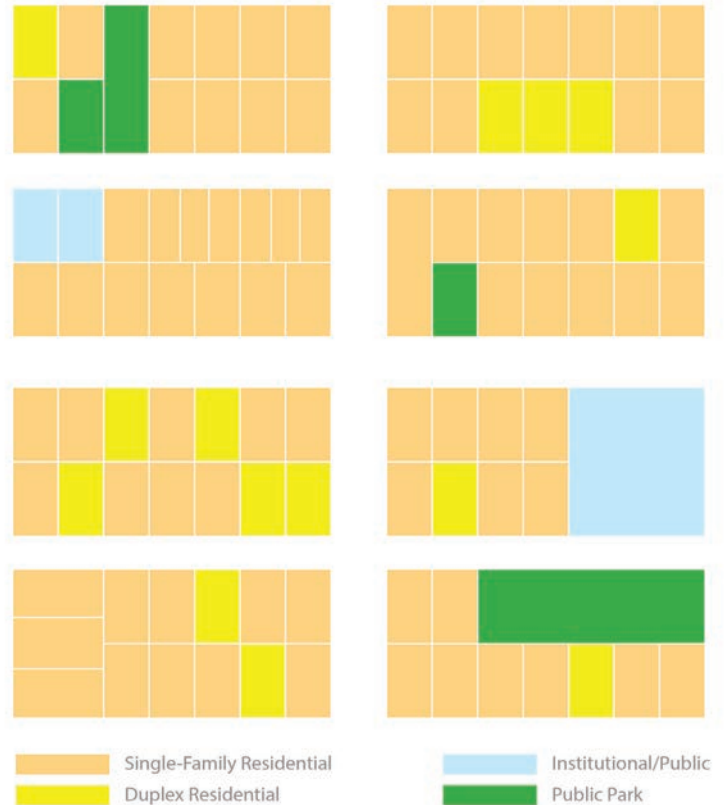
Development Types:

- Single Family Homes
- Single Family Home + ADU
- Duplexes
- Small Lot Homes
- Parks And Recreation Buildings
- Schools And Religious Building

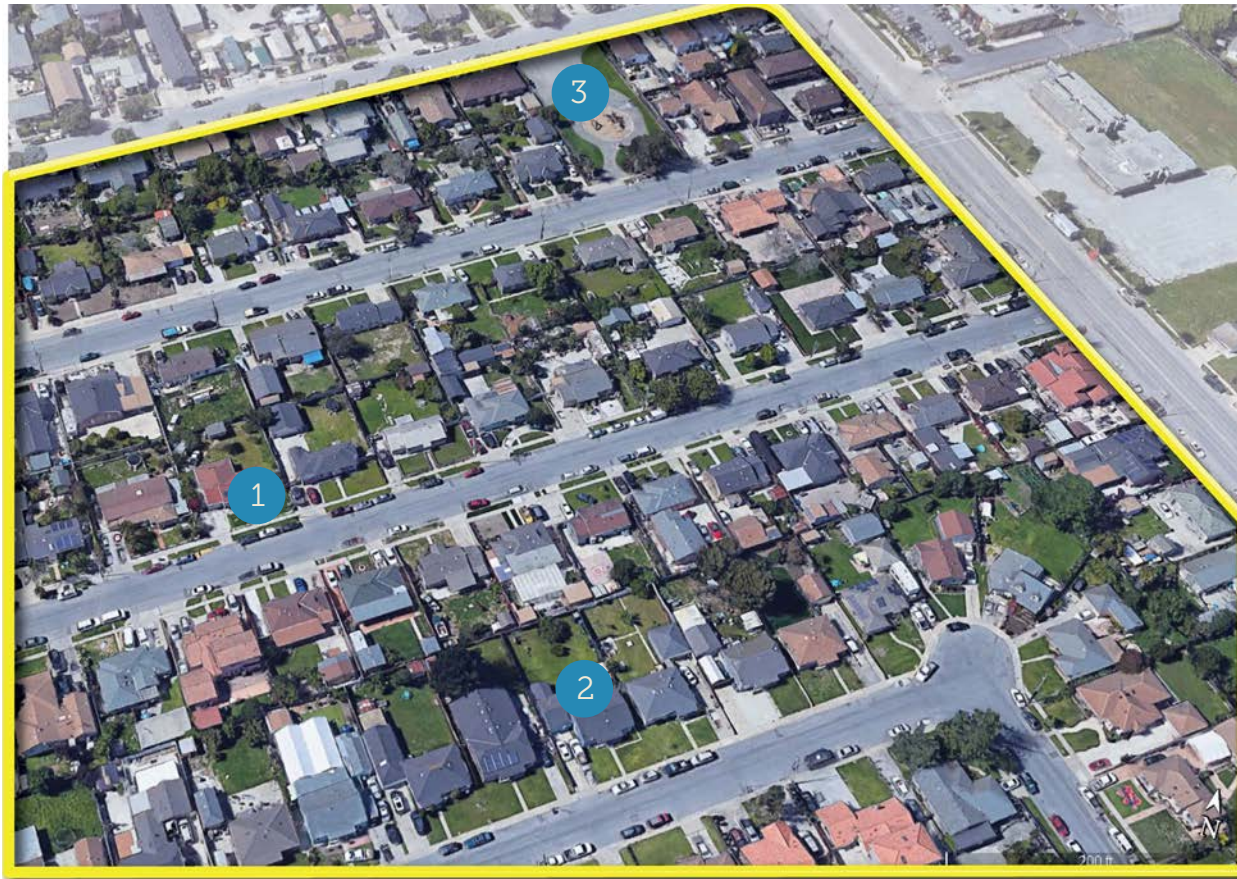
Development Standards:

- 1-2 Stories

Example Land Use Organization



Current Conditions in Neighborhood Place Type



1 Single-family homes are the foundation of the Traditional Neighborhood Place Type.

2 Large backyards are ideal locations for ADUs.

3 Neighborhood parks and schools make it easy to access recreation and education opportunities.

Character Images



Single-Family Home and ADU



Duplex



Small Lot Homes

Traditional Neighborhood Place Type Implementation Policies

Most areas designated as low-density residential in the City's current zoning would represent this Traditional Neighborhood Place Type. Over 50% of the existing land use is designated for low-density residential, which is underbuilt for the current population.

There are only a few vacant parcels scattered throughout this Place Type, which could provide an opportunity for additional housing production through the development of slightly higher density units such as duplexes. There is also an opportunity to redevelop existing housing stock, most of which was built before 1979. When redeveloping older properties, lots could be subdivided into smaller houses, duplexes or attached homes.

LU 1.1 Promote Appropriate Infill in Traditional Neighborhoods.

To foster greater housing supply, provide property and homeowners with financial incentives, and support efficient provision of city services, the Traditional Neighborhood Place Type selectively allows for the infill of additional residential housing types in traditionally single-family neighborhoods.

LU 1.2 Reinforce the Character of Low-Density Neighborhoods with Similar Setbacks and Massing Along Public Right Of Way.

New construction of primary buildings in the Traditional Neighborhood Place Type should conform to similar setbacks and massing as existing housing.

LU 1.3 Reduce Minimum Lot Sizes to Allow for Small-Lot Subdivision.

Allow for the subdivision of lots into smaller sizes and unique configurations, such as 'zipper lots', to create space for new single-family housing and duplexes in existing single family, low-density neighborhoods. Smaller lots mean lower land costs, which lead to more affordable homes in attainable price ranges in the Alisal.

LU 1.4 Continue to Promote Second Units on Single-Family Lots and Evaluate and Remove Regulatory Barriers to Encourage Accessory Dwelling Unit (ADU) Construction.

Foster opportunities to build second units and change regulations for ADUs to make construction more achievable. Over 3,500 single-family homes in the Alisal could theoretically add an ADU without the need for creating additional parking spaces because of their proximity to bus stops. Although construction on each parcel is not expected due to other limiting factors and owner choice, this removes one of the common barriers to ADU production. See additional policies around ADUs in the Housing and Neighborhoods Chapter.

LU 1.5 Encourage Integration with Parks, Schools, and Other Institutions Throughout the Place Type.

This Place Type recognizes that good neighborhoods, including low density ones, include more than just houses. While this land use plan keeps the existing Public/Semi-Public designation, it allows educational, recreational, and religious uses in neighborhoods, which also improves pedestrian connections between these uses and Alisal residents.

LU 1.6 Ensure that Home Businesses are Compatible with the Character of the Traditional Neighborhood Place Type.

Work with code enforcement to keep the scope and scale of home businesses compatible with the Traditional Neighborhood Place Type. This includes actions such as making sure that signage is appropriate in size and character, that auto/small engine repairs are properly enclosed, and regulating illegal land uses that are unsuited for low-density neighborhoods.



Homes on smaller lots on Fremont Street.

LU 1.7 Encourage the Development of a Healthy Tree Canopy Along the Streets of the Traditional Neighborhood Place Type.

A strong neighborhood street tree canopy is positively correlated with home values and resident health. Invest in residential street trees in the public right of way when there is room to add them. Consider utilizing bulb-outs or other options to add planting areas where there are narrow sidewalks.



A residential street in the Alisal with a healthy tree canopy.

GOAL LU 2. Promote High-Quality, Affordable, Multi-Family Residential Housing in the Alisal.

The Mixed Residential and Midrise Residential Place Types will increase the quality and supply of multi-family housing. Most Alisal families rent, so no matter their age or condition, multi-unit housing is always in demand, with vacancy rates between 2.3 and 4.6 percent from 2007 to 2018. Accompanying these Place Types are implementation policies that also improve the condition and livability of existing multifamily buildings, as well as incentives to increase the number of designated affordable units in new construction.

Mixed Residential Place Type

Character description:

Mixed Residential Neighborhood areas feature multi-unit buildings that are comparable in size and form to single-family homes. This keeps the character similar to a Traditional Neighborhood while offering an even greater diversity of product types.

Common Uses:

- Multi-Unit Residential Buildings
- Grade Schools
- Places Of Worship

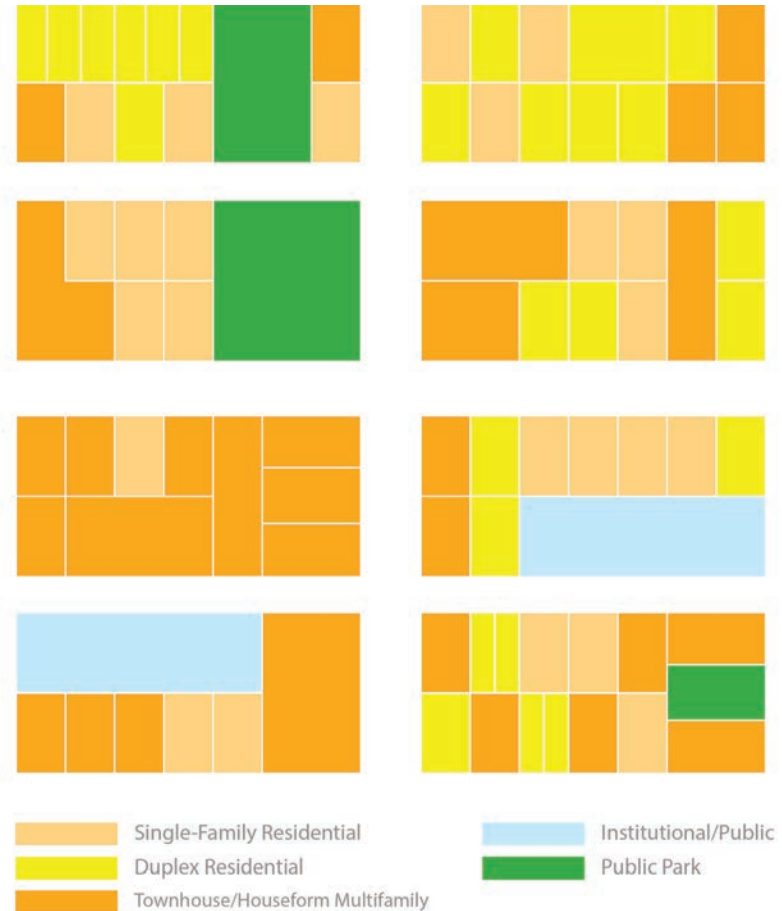
Development Types:

- Tri-Fourplexes
- Bungalow Courts
- Small Apartment Buildings
- Townhomes

Development Standards:

- 1-2 Stories. Up To 3 With Provision Of Tuck-Under Parking Or Other Amenities Such As Additional On-Site Open Space.
- Up To 18 Dwelling Units/ Acre

Example Land Use Organization



Current Conditions in Mixed Residential Place Type



1 The Mixed Residential Place Type helps transition between low and high density housing or commercial uses.

2 A variety of medium-density building types offer different rental and ownership opportunities.

3 Multifamily housing will match the general height and character of the neighborhood.

Character Images



Triplex



Small Apartment Building



Bungalow Court

Mixed Residential Place Type Implementation Policies

The Mixed Residential Place Type would take the place of the current Residential-Medium designation. The Mixed Residential Place Type promotes multi-family housing forms that are compatible with the Alisal's Traditional Neighborhoods, such as attached townhouses, bungalow courts, and small apartment buildings. This allows for the expansion of these uses beyond current medium density zoning while respecting the character of existing low-density neighborhoods.

LU 2.1 Use Mixed-Residential Place Type Development as a Transition Between Low and High-Density Areas.

This Place Type would also expand as appropriate to allow for more context-sensitive infill around Traditional Neighborhoods and to act as a buffer between low-density housing and more intense uses, such as Midrise Residential or mixed-uses.

LU 2.2 Develop More Specific Design Regulations for House-Form Multifamily Housing in Appropriate Low-Density Neighborhoods.

House-form multifamily buildings contain multiple units, even small apartments, but are designed to look like single-family homes or to blend in low-density neighborhoods. Encouraging more development of flexible forms of low- to moderate-intensity residential development will contribute to the Alisal's housing supply without overly disrupting its existing fabric.

LU 2.3 Create Similar Relief Mechanisms as the ADU Ordinance for the Conversion of Single-Family Residences to Duplexes, Triplexes, and Fourplexes.

Recent State and local regulation changes have made it easier to add ADUs to an existing property by removing requirements for additional parking or open space. The City should consider similar changes for projects converting an existing home into two to four units.

LU 2.4 Identify Underutilized Sites in the Mixed Residential Place Type and Work with Property Owners for Potential Redevelopment of Sites to Increase Density.

Look for sites within this Place Type area with vacancy or low-density development that could support more units. Encourage lot consolidation particularly at the corners of blocks to facilitate development of smaller apartment buildings and townhouses.

LU 2.5 Create Zoning Regulations That Discourage Single-Family Detached Housing in the Mixed Residential Place Type.

Consider making new detached single-family homes a conditional use in this Place Type.



Small apartment building that could help transition between low and high density.

Midrise Residential Place Type

Character description:

Midrise Residential areas are comprised of medium apartment buildings and block-scale courtyard apartments that are three to four stories tall. The buildings in this Place Type are large enough to support semi-private community spaces on-site, such as a playground or gardens, as well as the appropriate amount of parking.

Common Uses:

- Multifamily Residential Developments
- Semi-Private Community Space On-Site
- On-Site Parking: Surface Lots, Tuck-Under, Mechanical Lift, Etc.

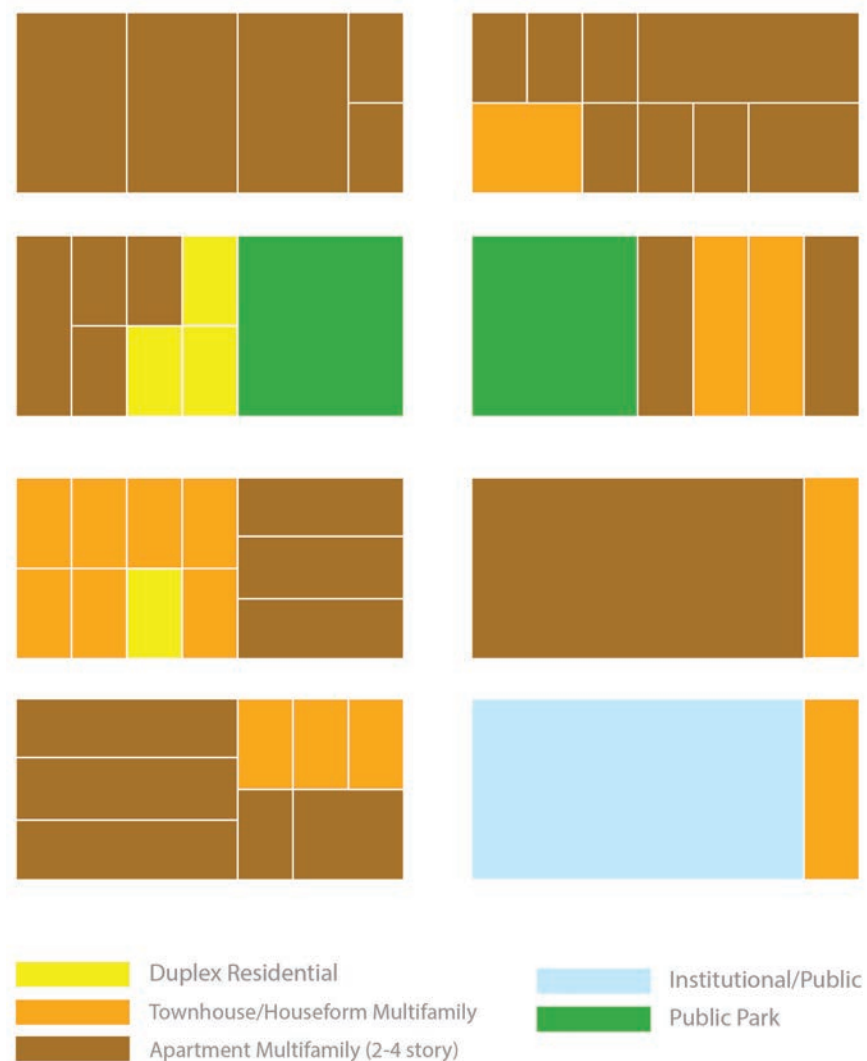
Development Types:

- Medium Apartment Buildings
- Large Townhouse Developments
- Stacked Flats

Development Standards:

- 3-4 Stories
- Up To 45 Dwelling Units/Acre

Example Land Use Organization



Current Conditions in Midrise Residential Place Type



1 The Midrise Residential Place Type would allow taller buildings, but also require more open space on-site.

2 Tucked-under garages and a variety of parking strategies would be common in this Place Type.

3 This Place Type is primarily located along major roads.

Character Images



3-Story Apartments



3-Story Apartments (La Gloria Senior Housing, E. Market Street)



Townhouses

Midrise Residential Place Type Implementation Policies

The Midrise Residential Place Type represents new possibilities for high-density neighborhoods. Nearly all apartment buildings in the Alisal are just one to two stories tall, meaning the buildings must take up more land to provide a substantial number of units. This Place Type would raise the height limit, increasing the number of units that could be built, while also encouraging more on-site open space and adequate parking to maximize community amenities. The Midrise Residential place type would be located primarily in areas designated Residential High Density (R-H) in the current zoning code.

LU 2.6 Permit More 'Middle Density' Multifamily Building Types.

Revise the zoning code to allow for greater height and density to permit a range of housing options in the Midrise Residential neighborhoods that accommodate different economic levels, household sizes, and age groups. Middle density housing types accommodate residential densities between 20 and 40 dwelling units per acre with building heights up to four stories. These building types are often considered 'affordable by design' as they provide moderate density and multiple bedroom units but without necessitating the construction of more expensive parking podiums.



Tresor Apartments on Buckhorn Drive.

LU 2.7 Require Development of Certain Scale to Include Community Space for its Residents.

Require a minimum amount of open space, plaza, or indoor community spaces in higher-density residential projects, varied by Place Type and type of development. 100 sf / unit of common usable space is the typical minimum requirement, and typically eight or ten housing units is the minimum threshold for applicability. Consider reducing the requirement for projects with 100% affordable housing or within a quarter-mile walk of a Neighborhood Park (minimum of two-acres) or a Community Park (20 acres or larger).



Courtyard of La Gloria Senior Housing.

LU 2.8 Establish a Local Density Bonus Program that Maximizes Community Benefits from New Multifamily Development.

Encourage new infill housing that provides amenities such as affordable units and community space, in order to expand the amount and diversity of housing. Through the General Plan update, establish a local program that outcompetes the State Density Program, that allows development to obtain additional density and height in exchange for providing:

- Affordable housing in excess of the City's inclusionary housing requirements and the State Density Bonus thresholds, and/or
- Semi-public or public open space that exceeds the zoning requirements,
- Other amenities negotiated through a community benefits agreement.

LU 2.9 Encourage Lot Assembly and Redevelopment of Underutilized Sites and Identify Sites for Tax Credit Funding.

Work with affordable housing providers to identify locations in the Midrise Residential Place Type in the Alisal that would be competitive for tax credit funding. Consider up-zoning identified sites to facilitate the necessary number of units for project feasibility.



Haciendas affordable housing in Chinatown.

NEW HOUSING IN THE ALISAL AND SALINAS

Community members sometimes ask, why isn't more housing being built outside of the Alisal or even beyond the City limits in agricultural lands? Providing more housing throughout Salinas is going to be a critical topic in the General Plan update. Units must be produced throughout the City in order to create equitable solutions to the housing crisis. The City is not a housing developer and cannot initiate the development of housing on property it does not own. Its role is to remove barriers to development and create incentives for housing on private property. Land located outside of Salinas' borders is not controlled by the City. There is also a trade-off with preserving the agricultural economy which sustains many Alisal residents.

GOAL LU 3. Expand Mixed-Use Development to Increase Capacity for New Businesses, Services, and Housing.

By combining housing, dining, offices, retail, services, and other compatible uses, mixed-use development can satisfy multiple purposes in the same area or building. The Place Types in this goal increase the area for mixed-use within the Alisal, which is critical to meeting the high need for more housing, commercial space, and recreational opportunities, with limited land available for development.

Neighborhood Mixed-Use Place Type

Character description:

Neighborhood Mixed-Use areas provide a variety of goods and services to surrounding neighborhoods and offer a social hub for nearby residents. Buildings would include a mix of retail, dining, and service uses on the ground floor with residential uses on floors above. Stacking uses provides more housing, a potentially built in customer base for businesses, and encourages walkable neighborhoods and a vibrant street.

Common Uses:

- Ground Floor Retail, Dining, And Service
- Residential Uses On Upper Floors
- Live/Work Units

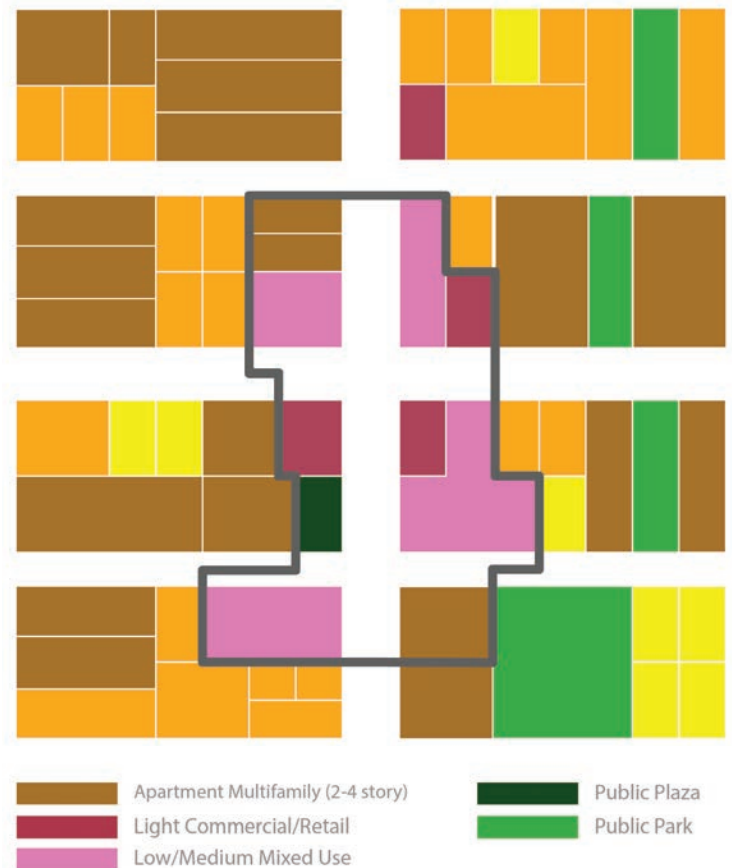
Development Types:

- Multi-Story Buildings
- Often On Small Lots, Sharing Common Walls, Or Occasionally Block-Scale

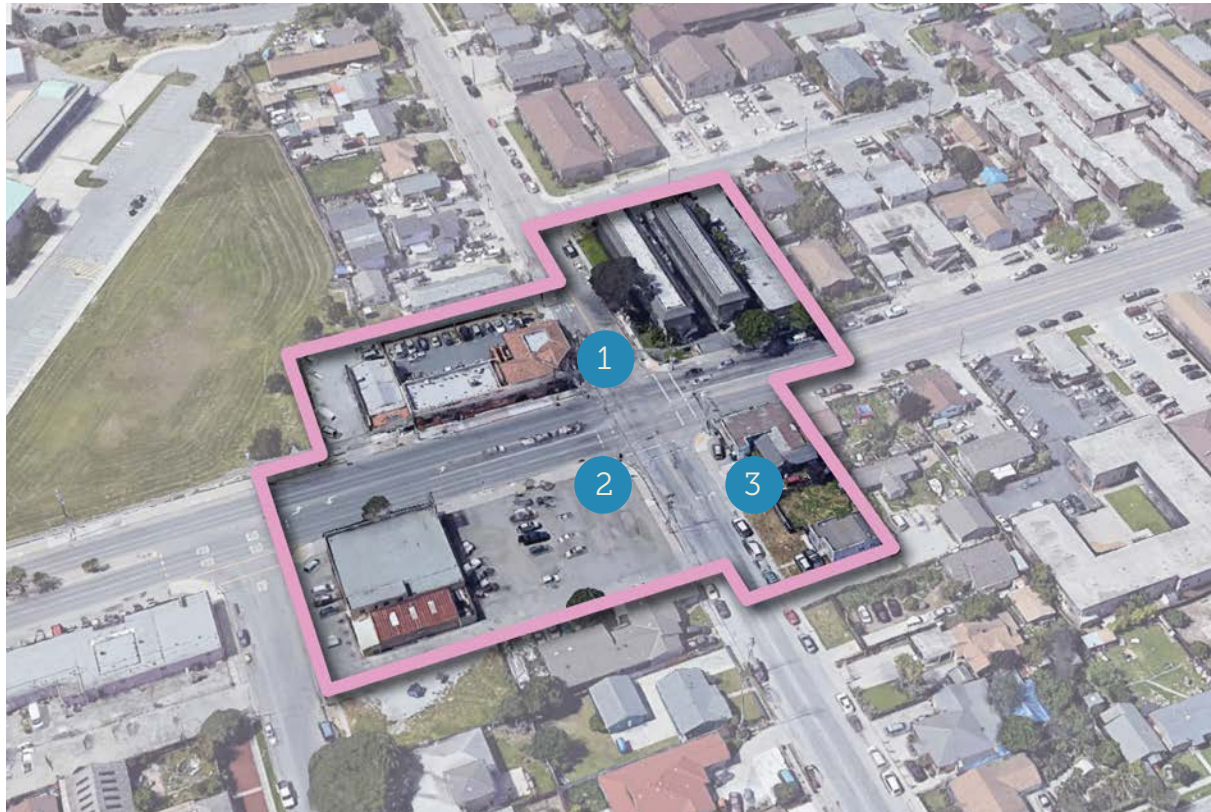
Development Standards:

- 2-3 Stories
- 1.5-2.0 FAR
- Up To 30 Dwelling Units/Acre

Example Land Use Organization



Current Conditions in Neighborhood Mixed-Use Place Type



1 The Neighborhood Mixed-Use Place Type works well at larger intersections in neighborhoods.

2 Underutilized parcels could add both new housing and new businesses.

3 New buildings would be built to the street to create an inviting pedestrian environment.

Character Images



2-Story Mixed-Use



3-Story Mixed-Use



3-Story Mixed-Use

Neighborhood Mixed-Use Place Type Implementation Policies

Neighborhood Mixed-Use would be located at key intersections in neighborhoods underserved by retail uses, or along portions of single-use and low intensity commercial corridors. This Place Type would commonly replace the Commercial Retail designation, but could also replace Residential Medium or High depending on the location.

LU 3.1 Encourage a Complementary Mix of Land Uses that Foster Walkable Neighborhoods.

Revise the City's land use regulations and zoning ordinance to expand mixed-use areas and allow an increased diversity of uses, especially vertically in the same development. Adding shops, services, dining options, and other daily needs within neighborhoods helps create a walkable and healthy community.

LU 3.2 Limit New Single-Story, Single-Use Buildings.

Consider a minimum height of two- or three-stories on new buildings in the Mixed-Use Place Types, and limit new single-use buildings to multi-family residential.

LU 3.3 Revise the Live/Work Standards in the Zoning Code.

Encourage more flexibility for this use in the Alisal within the Neighborhood Mixed-Use Place Type.

LU 3.4 Expand the Adaptive Reuse Ordinance to the Alisal and Include this Place Type.

The City recently created an adaptive reuse ordinance for the Downtown area that makes it easier to convert non-residential buildings to residential. Expanding that ordinance to include the Neighborhood Mixed-Use Place Type would open new avenues for housing in the Alisal.



Two-story mixed-use.

LU 3.5 Focus On Land Assembly and Redevelopment of Corner Lots that can Support Higher Densities.

Corner lots at important neighborhood intersections are excellent candidates for mixed-use development. Combining multiple lots can create suitable sites for higher-density development at these key locations.

LU 3.6 Partner with Affordable Housing Providers to Find Appropriate Businesses for the Ground Floor of Buildings in these Place Types. Assist in Finding Financing for these Uses.

Use economic development tools and incentives, such as the Grow Salinas Fund, to encourage local businesses on the ground floor of mixed-use buildings by non-profit developers.



Pedestrian-friendly mixed-use.

Commercial Core Mixed-Use Place Type

Character description:

Commercial Core Mixed-Use areas would include a variety of retail, dining, commercial, institutional, flex space, or professional services on the ground floor with office space, hotel space, or residences above. Based on location and lot size, this place type could include larger structures and a greater range of potential uses than the Neighborhood Mixed-Use place type. Development sites can often accommodate plazas other semi-public community spaces.

Common Uses:

- Retail, Dining, Service/ Institutional, Flex Space, Or Professional Services On Ground Floor
- Stacked Office, Hotel, Or Residential Uses Above The Ground Floor

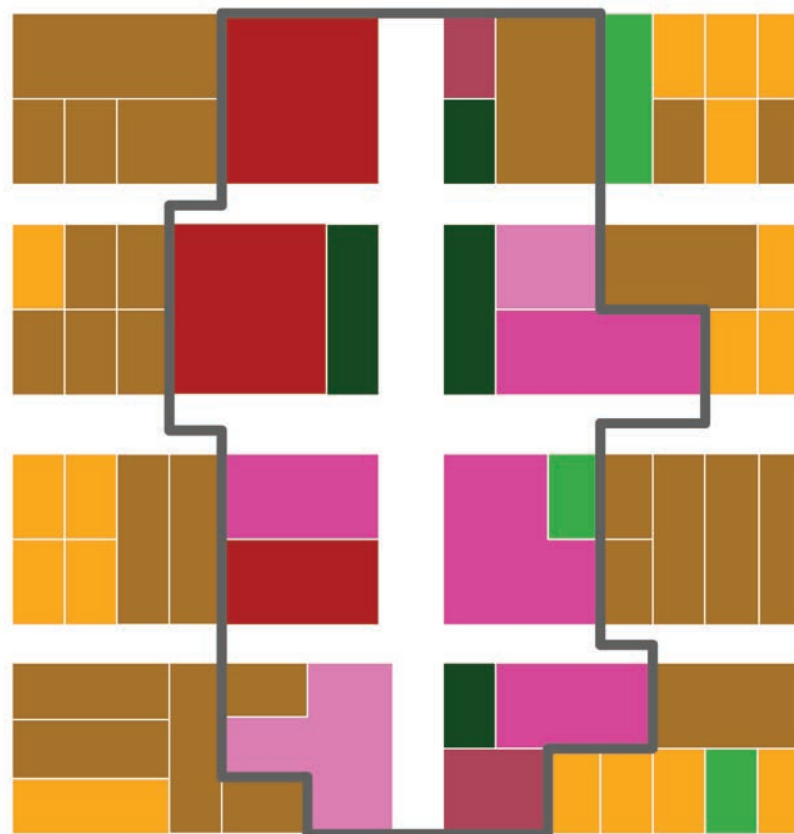
Development Types:

- Retail, Dining, Service/ Institutional, Flex Space, Or Professional Services On Ground Floor
- Stacked Office, Hotel, Or Residential Uses Above The Ground Floor

Development Standards:

- 2-4 Stories, up to 5 with demonstrated community benefits
- 3.0-4.0 FAR
- Up To 60 Dwelling Units/Acre

Example Land Use Organization



Current Conditions in Commercial Core Mixed-Use Place Type



1 This Place Type is primarily located in Alisal areas with a lot of retail and commercial uses, such as East Alisal and Market Streets.

2 New buildings would be at least two stories tall to include multiple uses, such as apartments over shops.

3 Development may extend to the next block, but landscaping and other measures should ensure compatibility with neighborhoods.

Character Images



3-Story Mixed-Use (Lighthouse Ave, Monterey)



4-Story Mixed-use (Tynan Village, E. Alisal Street)



4-Story Mixed-Use (Creeksbridge Village Apartments)

Commercial Core Mixed-Use Place Type Implementation Policies

The Commercial Core Mixed-Use place type would be focused along the East Market, North Sanborn, and East Alisal business corridors. Building types, ground floor uses, and height may differ on each corridor. This Place Type would commonly replace the Commercial Retail and Mixed Arterial Frontage designations, and is similar to the current Mixed-Use zone.

LU 3.7 Locate High-Density Housing with Increased Height in Mixed-Use Areas and Near Primary Commercial Corridors with Capacity for Transit and Alternative Modes Of Transportation.

Allow and encourage greater intensity and building height along transit-potential corridors (East Alisal Street, East Market Street, North Sanborn Road, Williams Road). New high-density housing should be prioritized close to employment and service opportunities, and along roads with current or future capacity for high-volume public transportation. High-density housing should also be well served by bicycle and pedestrian facilities.

LU 3.8 Promote Compatible Uses.

Promote the repositioning of incompatible land uses in predominantly residential or mixed-use areas to reduce negative impacts of intense uses such as heavy commercial or industrial, or similar developments that may harm health or safety, or contribute to environmental injustice. Where possible, try to consolidate new automobile sales, service, and related uses off of Alisal commercial core frontage that runs along East Alisal and East Market from the 101 to N. Sanborn Road.



Transit is most successful in high-density areas.

LU 3.9 Intensify, Activate, and Beautify East Alisal Street.

Encourage a broad mix of uses that creates an inviting and dynamic environment along East Alisal Street, including: a diversity of local- and regional-serving retail and service opportunities, a broad mix of cultural, arts, and institutional uses, small, local-serving office uses, and residential buildings to increase housing supply.

LU 3.10 Continue the Transformation of East Market Street into a Walkable and Lively Mixed-Use District.

Encourage and approve new development along East Market Street that contributes positively to the streetscape environment and ground floor activity.



2003 photo simulation of East Market Street with mixed-use development from Salinas' Zoning Code (see Sec. 37-40.250. - Design Standards, Figure 37-40.90B).

GOAL LU 4. Redevelop the Alisal Marketplace as a Unique, Dynamic, Pedestrian-Oriented Urban District Connecting the Downtown and the Alisal.

Currently occupied by mostly light-industrial uses and big-box retail buildings, this area has significant redevelopment potential. A 2010 developer proposal envisioned a vibrant, mixed-use and pedestrian-oriented district, rooted in the community's strong cultural heritage. The proposal outlined the area's transformation into a new neighborhood integrating housing and services with public open space and educational and civic buildings, including a new police station. The City wanted to revisit this Marketplace concept with the Alisal community as part of the Alisal Vibrancy Plan to determine how the proposal aligned with their values and vision for the area. This goal and Place Type represents an array of flexible uses and exciting possibilities Alisal residents and stakeholders saw in the Marketplace.

Alisal Marketplace Place Type

Character description:

The Alisal Marketplace Place Type reflects one of the most unique redevelopment opportunities in Salinas, connecting the Alisal and the Downtown through a new higher density and walkable neighborhood, that includes large-scale residential, mixed-use, civic, commercial, and light industrial uses.

Common Uses:

- Civic (Government, Education)
- Mixed-Use
- Live/Work Units
- Co-Working Space
- Residential
- Retail/Office Space
- Industrial Flex Space

Development Types:

- Multi-Story Buildings For A Variety Of Uses
- High-Rise
- Occasional Single-Story

Development Standards:

- 1-7 Stories
- 5.0-6.0 FAR
- Up To 100 Dwelling Units/ Acre

Example Land Use Organization



Current Conditions in Alisal Marketplace Place Type



1 The City is trying to acquire and redevelop the site next to the new Public Safety Headquarters at E. Alisal and Murphy Streets.

2 The Marketplace would still include many light industrial uses and businesses.

3 There is large potential for mixed-use and residential redevelopment on underutilized sites.

Character Images



Light Industrial Space



Large-Scale Mixed-Use



Live/Work Units

Alisal Marketplace Place Type Implementation Policies

The Alisal Marketplace would be the largest continuous Place Type by area, stretching from Front Street to Griffin Street west to east, and from East Market Street to John Street north to south. Uses to the north fronting East Market are primarily related to car sales and service. Warehousing, logistics, and a waste transfer station dominate the middle of the area, with large retailers such as CVS and Big Lots fronting East Alisal along with other commercial buildings.

LU 4.1 Create Flexible Development Standards Specific to the Marketplace.

Allow for the widest variety and mix of heights, density, and uses in the City. Building heights should be allowed to potentially exceed those in Salinas' downtown. New development should be pedestrian and transit oriented to accommodate all users.

LU 4.2 Work with the Salinas Valley Solid Waste Authority (SVSWA) to Relocate the Sun Street Transfer Station and Recycling Center.

The City and the Marketplace developer advocate that one of the conditions for successful redevelopment of this area is the relocation of the Transfer Station which that occupies approximately eight acres in the middle of the Marketplace. Not all community members agree on the location or relocation of the Transfer Station. Many community members expressed that they would not be inconvenienced by traveling farther if the Transfer Location is relocated to the west side of Salinas on Madison Lane. Nearby businesses and community members have also expressed concern about odor and noises coming from the facility. Other community stakeholders view the Transfer Station's location, recycling programs and community garden as an asset for the community. Further conversation is needed to build consensus, recognizing that the possibility for transforming the Marketplace is directly connected to the relocation of the existing Transfer Station site.



3-Story Mixed-Use.

LU 4.3 Acquire Remaining Parcels for Opportunity Site ext to the Police Services Headquarters.

This site contains three parcels between the 101 and the new Police Services Headquarters, one of which is now owned by the City. The City should continue efforts to purchase the remaining parcels and work with business owners to relocate.

LU 4.4 Develop a Detailed Vision for the Opportunity Site Next to the Police Services Headquarters With the Community.

Collaborate with the community to create a site proposal for the property that maximizes public benefit in the final development. This is the chance to not only add affordable housing, but create a development with a unique mix of uses that would be difficult to replicate on a privately-owned site.



Rendering of the new Police Services Headquarters.

GOAL LU 5. Encourage The Development and Activation of Urban Community Spaces Within the Alisal.

With so little vacant or City-owned land in the Alisal, the community needs creative solutions to find room for these kinds of spaces. The Urban Community Space Place Type strategies for this challenge include forming new partnerships for temporary or permanent uses, providing public space in new developments through incentives and requirements, and greening our sidewalks and other hardscapes.

Urban Community Space Place Type

Character description:

Urban Community Space areas add vital public gathering spaces for the community. These could include dedicating a plaza in front of a new or existing building, creating more temporary farmers' markets in parking lots, or even re-using a couple of on-street parking spaces for dining or green space in the form of a parklet. This Place Type help keeps people physically active and socially connected.

Location:

The Urban Community Space Place Type is unique due to its variety of forms and potential to accompany different uses. It would typically be located in walkable commercial or mixed-use areas, but could also be woven into or adjacent to civic, educational, and other uses with a high amount of foot traffic.

Development Types:

- Plazas
- Farmers' Markets
- Water Features
- Play Areas
- Parklets
- Food Truck Lot/Other Vendors

Example Land Use Organization



Current Conditions in Urban Community Space Place Type



1 Throughout the Alisal Vibrancy Plan Process, the community expressed a desire to see plazas or similar public gathering spaces on E. Alisal Street.

2 Portions of large parking lots could be used for temporary or permanent community spaces, including pop-up plazas or outdoor markets.

3 Urban Community Spaces can also include parklets, which are small green spaces or dining areas alongside a sidewalk.

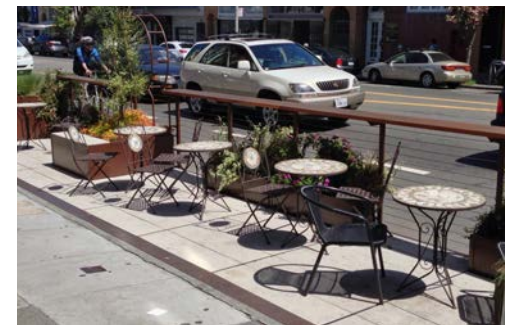
Character Images



Plaza



Temporary Market



Parklet

Urban Community Space Place Type Implementation Policies

LU 5.1 Establish a Local Density Bonus Program that Maximizes Community Benefits from New Multifamily Or Mixed-Use Development.

Through the General Plan update, create a local program that allows development to obtain additional intensity and height in exchange for providing:

- Affordable housing in excess of the City's inclusionary housing requirements and the State Density Bonus thresholds and/or
- Semi-public or public open space that exceeds the zoning requirements.

Semi-private spaces may include courtyards, rooftop decks, forecourts, resident recreation spaces, and other similar spaces. Projects shall carefully and deliberately integrate these spaces into project design.

LU 5.2 Require New Privately-Owned, Public Open Spaces to be Designed with Amenities and Character.

Privately-owned publicly accessible open space in both residential and mixed-use development should be welcoming to the public and include features that promote gathering, social activity, and pedestrian activity, such as:

- Seating, including both moveable seating and fixed seating
- Hardscape features such as seating steps or seat walls
- Street furnishings such as trash receptacles, bollards, planters, and benches
- Adequate lighting for night-time use and security
- Shade canopies, trellises and/or trees
- Public art, especially art that reflects the Alisal's unique cultural heritage
- Bicycle parking
- Landscaping for passive recreation

LU 5.3 Improve the Conditions Of Common Open Spaces on Private Properties.

In tandem with the Rental Inspection and Registration Program (see Housing Chapter, Goal 3), require apartment and townhouse property management companies to improve safety, lighting, and landscaping. Common open spaces along street frontages should be designed for active uses such as social gathering, working, shopping, and dining.

LU 5.4 Encourage a Diversity of Public Open Spaces in the Alisal.

These may range from:

- Plazas: primarily hardscaped spaces that are located along the public realm and are publicly-accessible;
- Parklets: street parking spaces that are converted into decks for seating, waiting for the bus, or for landscaping;
- Pocket parks: Small parks that are accessible to local residents. Pocket parks may make use of small areas of undeveloped land or may be built in partnership with new developments.

LU 5.5 Beautify and 'Green' Public Streetscapes Throughout the Alisal with Wider Sidewalks, Street Trees, and Green Infrastructure.

With land not readily available for new large park space, the Alisal's streets hold the potential for enhancements through greening. Certain residential and commercial streets can accommodate new trees and landscaping in existing or potential parkways, and along the sidewalks to increase the tree canopy. Curb extensions, sidewalk planters, and tree wells are other areas to use for vegetation. These measures improve air and water quality as well as increasing exposure to nature for people moving through the Alisal.



Parklets help add nature and places to sit.

LU 5.6 Take Advantage of Opportunities for Temporary Open Spaces and Plazas.

In the short-term, public space improvements can be achieved by converting unused or oversized paved areas within roadways into plazas, or underutilized parking lots or vacant lots on private property into temporary public places for people to gather and socialize. Other examples of these temporary "pavement-to-parks" type improvements include pop-up parks/events as well as temporary plazas. These can also serve as opportunities for community ownership of public space. In a limited number of locations, consider street closures to provide additional public space for events (potential locations would be Roosevelt Street, N Pearl Street, Towt Street, Beech Street, or similar streets).



Plaza example.



Examples of vacant/underutilized parcels in the Alisal.

GOAL LU 6. Integrate Public And Semi-Public Uses Into The Neighborhood Fabric And Facilitate Shared Use Of Space.

Many schools, recreation centers, libraries, and places of worship are located throughout the Alisal on land designated Public/Semi-public in the City's zoning code. Some school and church sites are on some of the largest parcels in the Alisal, but either only use a portion of the site, or only use it at limited times of day or during the week. The City should update its land use policies and zoning ordinance to allow these institutions to develop or use this extra space in a flexible manner, while supporting their existing missions.

LU 6.1 Create Development Partnerships with Institutions and Places of Worship.

Work with willing educational institutions and places of worship that would be interested in adding low-income multifamily housing (or public open space) on underutilized portions of their property.

LU 6.2 Explore Neighborhood-Scale Solutions to new Recreation Space by Expanding Access to School and Place of Worship Properties With Large Amounts of Open Space.

Some schools in the area have large recreational facilities that close after

school activities and are not open to the public. Reach out to the Alisal schools and places of worship to assess their interest in partnering with the Library and Community Services Department in creating and maintaining formalized public open space. Some church properties have large lawns or parking lots that are lightly used, and could better serve the surrounding community as public parks.

LU 6.3 Rebuild Hebbroon Family Center and invest in Public Recreation Centers that Meet the Needs of the Community.

The Alisal's four recreation centers receive over 100,000 annual visitors (Draft Parks masterplan, Figure 32, 5-Year Recreation Center Visitation) and need significant investment to continue to serve the community. Hebbroon Family Center is located in one of the densest neighborhoods in the Alisal and in Fiscal Year 2017-2018 saw the most visitors of any Alisal recreation center. It is also in dire physical condition, needing a completely new building, while renovations are recommended for the other centers.

Place Type Land Use Map & Common Use Table

Figure 4.6 shows the proposed location in the Alisal for each Place Type and unchanged land use designations, and Figures 4.7 and 4.8 summarize proposed changes in intensity and height. Developed through intensive community engagement, this map not only reflects current conditions and assets, but also a new, flexible framework for future development and creating a sense of place in each neighborhood in the Alisal.

The Common Use table (Figure 4.9) that follows provides a way to compare the typical activities in each Place Type. Uses marked Primary (P) are prominent, while those marked as Secondary (S) may play a supporting role or only be allowed under certain conditions in that Place Type. Uses that exist now in compliance with current laws that would not be allowed under the new Place Type will be "grandfathered" as a legal non-conforming use. This means the owner could legally continue that use indefinitely, but may have restrictions on expansion. This is not an exhaustive list, but a demonstration of the uses that help give each area its sense of 'place'. The eventual updates to the General Plan and Zoning Code will contain the final land use regulations.

Figure 4.6 Proposed Place Type Land Use Map

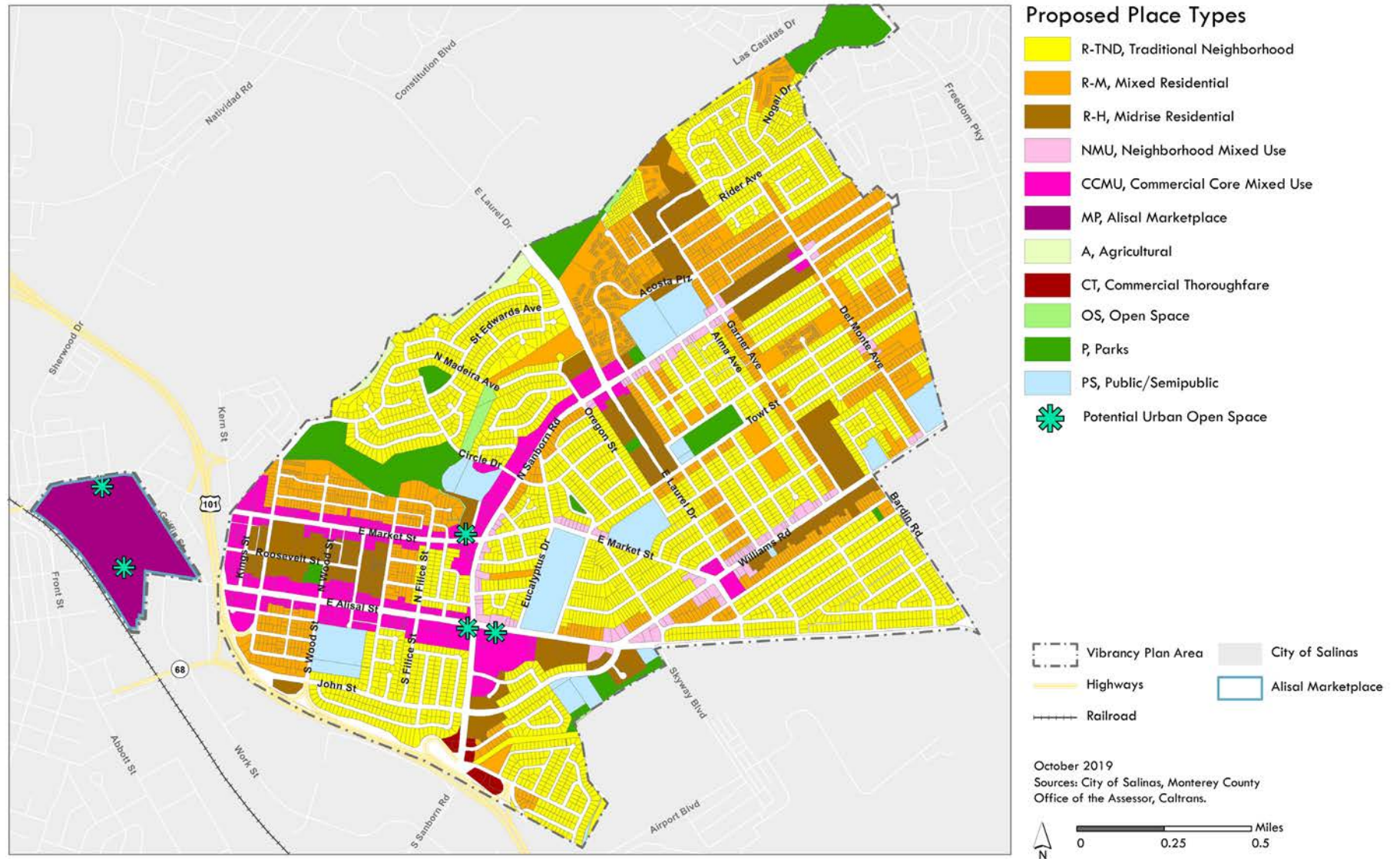


Figure 4.7 Proposed Change in Intensity

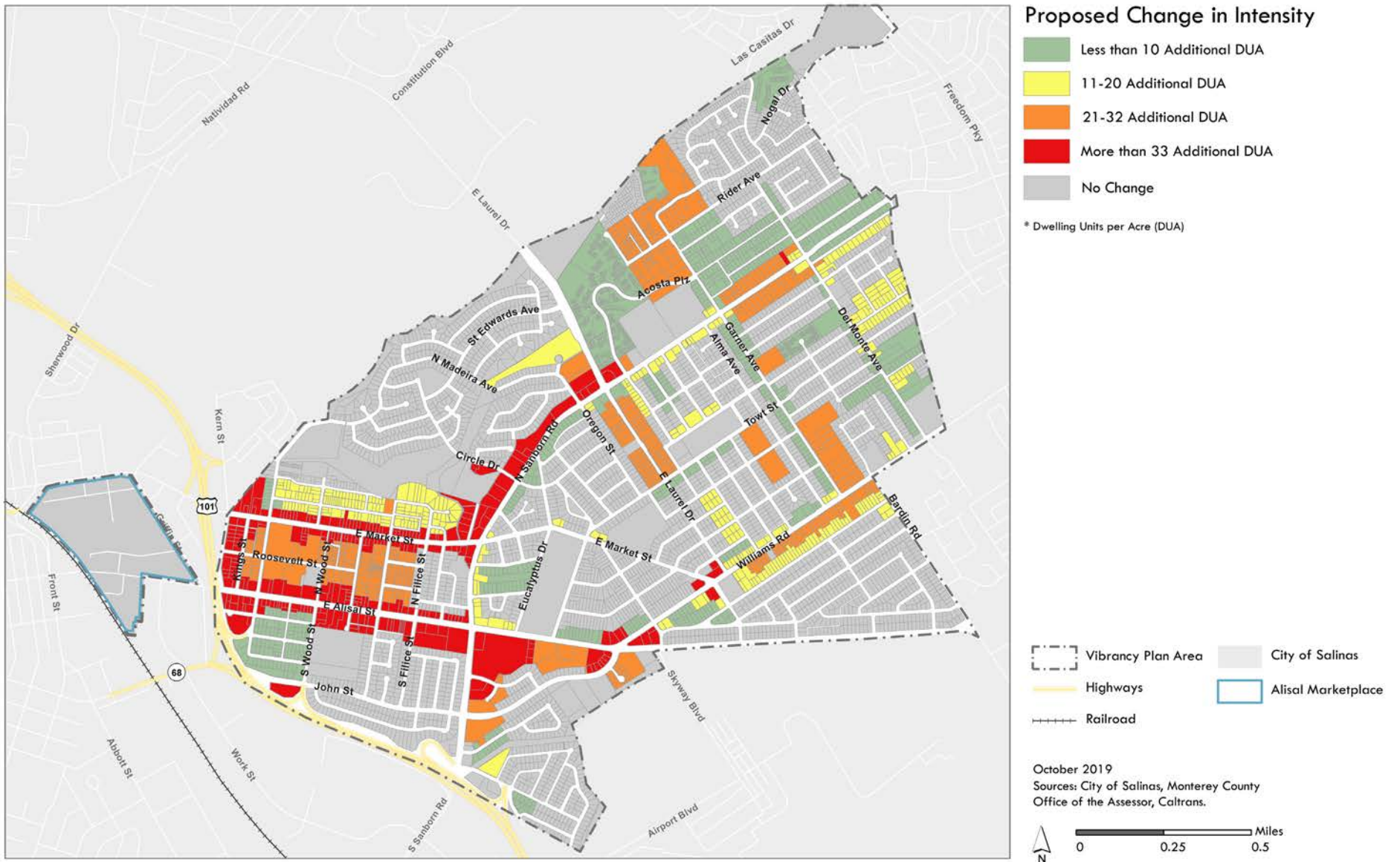


Figure 4.8 Proposed Place Change in Height

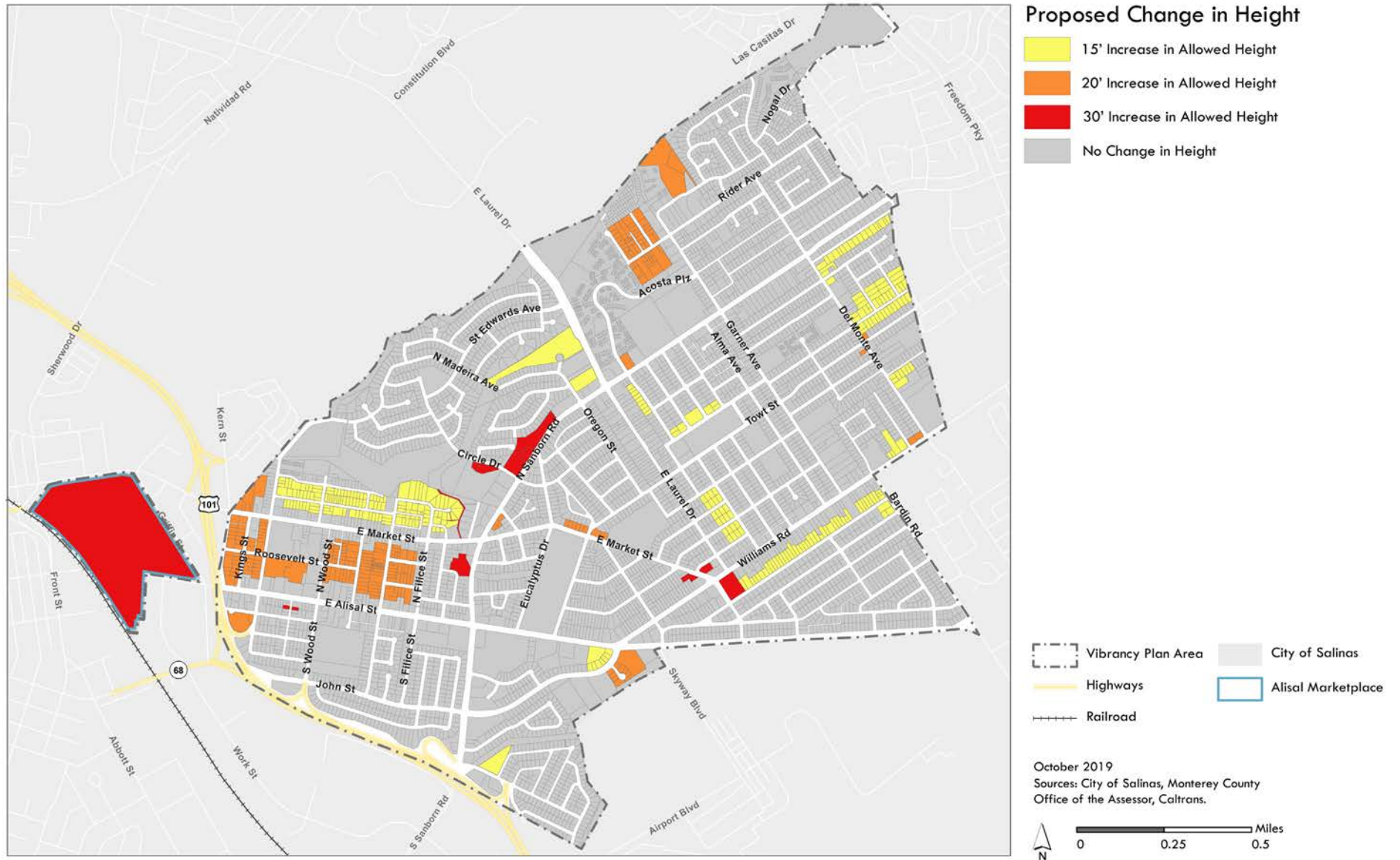


Figure 4.9 Common Use Table

	Traditional Neighborhood	Mixed Residential	Midrise Residential	Neighborhood Mixed-Use	Commercial Core Mixed-Use	Alisal Marketplace	Urban Community Space	Public/Semi Public
Residential								
Detached Single-Family Home	P	S						
Accessory Dwelling Unit	S	S				S		
Attached Single-Family Home/Duplex (Two Units)	P	P				S		
Small Lot Home	P	P				S		
Tri/Fourplex		P	S	S		S		
Rowhomes (3+)		P	P			P		S
Multifamily (5+ units)		S	P	P	P	P		S
Co-Living			S		P	P		S
Mixed-Use (Residential + other)		S	S	P	P	P		

Key:

P = Primary. Prominent or common uses.

S = Secondary. Complimentary or supporting uses.

Blank = Not allowed in the corresponding Place Type.

	Traditional Neighborhood	Mixed Residential	Midrise Residential	Neighborhood Mixed-Use	Commercial Core Mixed-Use	Alisal Marketplace	Urban Community Space	Public/Semi Public
Commercial								
Retail			S	P	P	P		
Dining		S	S	P	P	P		
Office/ Services		S	S	P	P	P		
Hotel/lodging				P	P	P		
Mixed-Use (Residential + Commercial or Commercial + other)		S	S	P	P	P		
Light industrial				S	P	P		
Warehousing					S	P		
Auto Sales/ Service				S	S	S		

Key:

P = Primary. Prominent or common uses.

S = Secondary. Complimentary or supporting uses.

Blank = Not allowed in the corresponding Place Type.

	Traditional Neighborhood	Mixed Residential	Midrise Residential	Neighborhood Mixed-Use	Commercial Core Mixed-Use	Alisal Marketplace	Urban Community Space	Public/Semi Public
Institutional/Education								
Elementary/Middle School	S	S	S	S		S		P
High-School					S	S		P
Higher Education					S	P		P
Place of Worship	S	S	S	S	S	S		P
Government Building					S	P		P
Library/Rec Center	S	S	S	S	S	P		P
Natural/Open Space								
Plaza			S	S	P	P	P	S
Playground	S	S	S	S	S	S	P	S
Pocket Park	S	S	S	S	S	S	P	S
Temporary Market				S	S	S	P	S
Community Garden	S	S	S	S	S	S	P	S

Key:

P = Primary. Prominent or common uses.

S = Secondary. Complimentary or supporting uses.

Blank = Not allowed in the corresponding Place Type.

GOAL LU 7. Promote the Culture, Art, Identity, and History of the Alisal Community Through Context and Place-Sensitive Design.

LU 7.1 Reflect Identity Through Design of the Built Environment

Design standards for development in the Alisal should draw from the heritage of its residents and its colorful and artistic culture. The character, massing, architectural expression, and overall shape of buildings has a powerful effect on the community's sense of place. These elements help shape the experience of residents, pedestrians, shoppers, and others in the Alisal. The intent of the design policies below is to allow for creativity, identity, flexibility, and exceptional architecture that celebrates the history and future of the Alisal, providing basic best practices for high-quality development and urban design. These recommendations should help guide further engagement with the community.

LU 7.1.a Encourage Murals and Other Artwork on Public and Private Development.

Create design guidelines and development regulations that make it easier to add art on existing private and public buildings. Encourage murals as part of façade improvements and beautification.

LU 7.1.b Encourage Use of Building Forms, Colors, and Materials that Draw from the Cultures in the Alisal.

Through research and engagement, incorporate building forms, vibrant colors and materials into design regulations that draws from the community's culture. While many Alisal residents have predominantly Mexican heritage, there are also strong roots in the community from El Salvador, Guatemala, other Central and South American countries, and parts of Asia as well.



Mural on the WIC building on East Alisal Street.

LU 7.1.c Work Closely with Alisal Businesses and Residents to Create Specific Design Guidelines and Branding for Commercial Corridors.

Commercial corridor branding and design guidelines should promote the Alisal as a shopping destination, but also as an arts and culture district (also see Economic Development Policy 1.2). They should be developed in close collaboration with businesses and residents to reinforce the unique qualities and authenticity of the community.

LU 7.1.d Incorporate Crime Prevention Through Environmental Design (CPTED) Principles Into Guidelines and Development Regulations.

CPTED shapes the built environment to anticipate and discourage undesired activity. The main principles of CPTED increase natural surveillance by encouraging pedestrian activity and clear sightlines; using walkways, signage, paving, and landscaping to create natural access control and distinguish between public and private areas; and encouraging

maintenance to signal the area is well-kept and regularly watched. For more on these principles and how they influence the Alisal Vibrancy Plan, see the Community Health and Safety Chapter.

LU 7.1.e Create Gateways to Mark Key Entrances to the Alisal.

Well-designed gateways help create a sense of place and let travelers know they are entering a special area. Gateways commonly include signs as well as arches or other large public art displays. Potential locations in the Alisal include intersections at the 101 and East Alisal Street, East Market Street and Kern, and East Laurel Drive and North Sanborn Road.



Gateway in Fruitvale Village, Oakland.

LU 7.1.f Develop Wayfinding Signs to Guide the Public in the District and Promote Local Businesses and Attractions.

Created together with district branding, a user-friendly wayfinding system would help people comfortably navigate the Alisal. The system should include engaging signs, sidewalk maps, and updated business directories that invite people to interact with the Alisal, rather than simply pass through. Coordinate gateway, signage, and branding with efforts associated with Economic Development Goal 3 - Promote the Alisal's District Identity As a Unique Cultural, Arts, and Shopping Destination.

LU 7.1.g Require Special Building Design.

Require any new project at or near the intersection of two major corridors to feature pedestrian-oriented design and building architecture to create a prominent destination in the City that reinforces district identity, including appropriate corner architecture and entrance treatments.

LU 7.1.h Develop Active Ground Floors.

To create a continuous vibrant and pedestrian-supportive public realm along both sides of mixed-use corridors,

require most new development or major additions to provide active ground-floor uses. Active uses include retail/services; lobbies/amenity areas or offices with high transparency; and other similar ground-floor activity.

LU 7.1.i Promote and Facilitate Outdoor Dining.

For proposed mixed-use projects (during application), encourage outdoor dining and facilitate the process to obtain the necessary encroachment permits.

LU 7.1.j Use Durable and Sustainable Plants and Materials in New Public Spaces.

Use durable materials and equipment as well as drought-tolerant plants well-adapted to urban growing conditions and use green infrastructure, as appropriate, in order to reduce maintenance needs.

LU 7.2 Promote Best Practices in Urban Design and Development

The following recommendations will promote design in the Alisal that is centered on its people and creates lively, attractive neighborhoods and commercial districts.

LU 7.2.a Building Mass and Bulk.

Use the following design strategies to soften the mass and bulk of new buildings:

- Use building mass to frame adjoining streets, plazas, open spaces, and pathways.
- Use ground floor articulation (recesses, bays, varied setbacks, etc.) to create a pedestrian scale along the sidewalk.
- Design taller buildings with a distinct ground floor, middle, and top.
- Minimize gating or “walling off” of multifamily residential complexes from the street.
- Orient residential uses towards streets, public spaces, or shared private spaces.



The Haciendas buildings in Chinatown incorporate lots of articulation.

LU 7.2.b Horizontal and Vertical Articulation.

Incorporate the following design strategies for horizontal and vertical articulation in new buildings:

- Incorporate massing breaks, projections, architectural details, and variations in materials /color to break up the horizontal length of facades.

- Incorporate a combination of both large and small massing breaks at regular intervals along street frontages.
- Vary the roof form or element at regular intervals to break up long horizontal rooflines.
- Use setbacks, recesses, architectural details, and variations in materials/color to break up the vertical height of buildings.

LU 7.2.c Transitions.

New Alisal development should seek to create sensitive transitions to adjacent low-scale housing by using the following transition strategies:

- Buffers such as wide setbacks, highly landscaped strips, transition zones, high-quality fencing, and/or screening.
- Design treatments such as matching the form or roof style of adjacent properties, and/or stepping down in size.
- Screen or orient rear-facing balconies away from direct line-of-sight where possible to reduce privacy impacts on existing residences.



Successful building rhythm and massing results from well-designed pedestrian-scale street frontages, ground-floor treatments, and building entries.

LU 7.2.d Building Setback.

A setback is the distance a building's edge is from the public right-of-way, usually the back edge of the sidewalk. Setbacks determine the relationship between buildings and the public right-of-way and have a significant effect on the pedestrian experience. The most vibrant parts of commercial streets are where storefronts are close to the sidewalk, providing interest to pedestrians passing by.

- Over 50% of the front property line should be lined with building walls.
- Building walls that are not built to the front property line may be set back only as a means to create public spaces such as plazas or entries, provide a wider sidewalk or access parking facilities



Sidewalk lined with retail stores with maximum street frontage and building entrances facing the street.

behind the building.

- Where a property is next to a single-family residential neighborhood, setbacks for portions of the building above the second floor are encouraged, so the massing of buildings respects the scale of the surrounding neighborhoods.

LU 7.2.e Commercial/Mixed-Use Ground-Floor Windows.

Windows and doors are the visual and physical connection from the outside to the inside of the building. They are an important element in the façade of a building and need to be generous and well proportioned. Street level entries to upper level commercial or residential uses should be emphasized if they are located on the front façade.

- Window patterns should architecturally distinguish a building's first floor retail character, with a higher percentage of windows than on upper floors.
- Commercial storefronts should include street-oriented display windows. These windows should provide visual access to the inside of the building, while also serving as an area for merchandise

display. A minimum of 50 percent of linear store frontage should be used for the display windows. Windows should be of clear glass. Limited areas of decorative glass and glass blocks can also be appropriate.



Storefronts with street-oriented, large windows promote an active ground floor pedestrian environment.



LU 7.2.f Building Details.

Well done building details help determine the perception of quality and improve the feeling of attractiveness. Attention to detail is most important facing East Alisal Street and side streets if located on a corner, less important on the sides and rear. Building façades should have elements that relate to the scale of a person.

- All façades should emphasize three-dimensional detailing such as cornices, window moldings and reveals to cast shadows and create visual interest on the façade.
- Architectural elements used to provide visual relief may include awnings and projections, trellises, detailed parapets and arcades.
- All buildings should provide strong roof termination features such as a roof overhang or a decorative cornice. A variety of distinctive roofline profiles is encouraged.



Application of a variety of facade colors, textures and materials provide visual interest.



Building corners provide additional opportunities for architectural distinction within a streetscape.



- In cases where windows are not provided such as theaters or parking structures, exterior walls shall be designed to provide architectural relief or shall be screened by landscaping and pedestrian amenities, such as wider sidewalks or benches.

LU 7.2.g Signs and Awnings.

Signs not only communicate the type and quality of goods that a place provides, they are also an important design component of buildings and streetscapes.

- Building signs should be located within an area of the façade that enhances and complements the architectural design. Buildings signs should not obscure architectural details such as recesses, ornaments or structural bays.

Projecting signs should be located near the front entry of a store. A separation should be provided between the building face and the sign in order to provide a clear separation between the building edge and signage.

- Signs in glass windows are discouraged. Signs should not impede the view into or out of a store.

Awnings can provide protection for pedestrians from environmental elements

such as rain or sun. The appropriate treatment of awnings along a corridor can also help to create architectural consistency.

- Awnings are meant to accentuate individual building entries and complement architectural details. They should not overpower the architecture of the building.
- Where awnings are proposed, individual awnings should be provided over each storefront on a building. These awnings should be located within the individual structural bays and should not hide architectural detailing.
- Awnings on multi-tenant buildings should be the same color and style. Awnings may project over public sidewalks, provided that they comply with the applicable Zoning Ordinance requirements.



Awnings are meant to accentuate building entries and compliment architectural details.



Pedestrian-scale signage and awnings are essential components of a pedestrian friendly environment.

LU 7.2.h Commercial Landscaping.

The areas for landscape along the Alisal's commercial streets are limited. However, green ground cover, shrubs and trees create a connection to nature, help with air quality and make a place feel more comfortable.

- Trees should be planted in and around parking lots to provide shade and visual relief.

The palette of plant materials in the landscape buffer should create an aesthetically-pleasing space through a mix of colors, heights and types of plants.

- Shrubs should be used to provide a natural fence that shield autos from the pedestrian sidewalk, but should not be taller than 3' for visibility.
- Creative design and the use of flowering plant material at the ground level is encouraged to provide a variety of colors.



Landscaping at parking lot edges improve aesthetics and provide screening.



Bioswales and permeable paving allow stormwater runoff to percolate into the soil rather than flow directly into storm drains.

LU 7.3 Promote Flexible Parking Design Standards that Meet the Needs of the Alisal Community While Improving the Attractiveness and Sustainability of the Built and Natural Environment.

LU 7.3.a Implement Flexible Parking Standards In Traditional And Mixed Residential Neighborhoods.

Recognizing the parking challenges faced by residents due to the housing crisis, develop design guidelines to allow front yard parking with proper landscaping, which could include vegetated buffers, permeable pavers, or other features that improve attractiveness and stormwater management. Permit tandem parking for occupants of the same unit to better utilize existing parking spaces and consider methods of, or alternatives to, off-site parking.

LU 7.3.b Revise Parking Location and Design Standards to Orient Buildings to the Street and Add Nature to the Built Environment.

New Alisal development should seek to design and locate parking in the following ways:

- When possible, place parking to back

or side of the lot, not between the street and the building. Ideally parking is within, or under buildings.

- The siting of buildings and parking spaces should maximize opportunities for pedestrian and vehicular circulation between adjacent sites. For example, joint driveways serving two or more buildings are encouraged as a means to minimize curb cuts and avoid breaks in the continuity of street frontages.
- Patterned pavement and integral colored concrete showing where pedestrians walk is encouraged, especially in parking lots that will have multiple uses or will be used by the public.
- Enclosed commercial parking that includes a frontage onto the street should use appropriate design (such as faux facades, green walls, public murals, etc.) to minimize its visual impact.
- Limit driveways and garage entries facing or crossing sidewalks.
- Vertical elements, such as screens or trellises, should be incorporated into parking lot edges to make lots attractive and provide screening. However,

screening should not obstruct views from a zone 3' to 7' above the ground, to ensure pedestrians can see into the lot for natural surveillance which will deter crime.

- Permeable parking surfaces (such as permeable asphalt and concrete) are encouraged to allow stormwater runoff to percolate into the soil.
- Vegetated bioswales and bioretention areas with curb cutouts should also be considered during parking lot design to remove pollutants from urban runoff.

LU 7.3.c Work with Enforcement to Regulate Unauthorized Parking (Semi-Trucks) and Use Of Local Roadways in the Traditional Neighborhood Place Type.

Alisal neighborhood street parking spots are frequently taken by abandoned vehicles, unauthorized semi-truck parking, and other undesired uses. Better enforcement will open up more parking spots for residents and create a calmer and safer neighborhood street network. There will need to be clear criteria for vehicle removal paired with education to avoid negatively impacting low-income families.

LU 7.3.d Lower the Cost of New Development by Pursuing Innovative Parking Strategies.

Recognizing the parking challenges faced by residents due to the housing crisis, seek out creative and communal strategies to reduce the need for excessive parking spots in new development, making housing more affordable, including:

- Reciprocal/shared parking solutions where mixed-use projects allow users to share spaces at different times of day.
- Encouraging projects to provide efficient parking arrangements such as tuck under or half grade that are common in middle density housing types.
- Allowing tandem parking in podiums and tuck-under bays.
- Negotiating with property owners or churches/institutions for local permit parking lots.
- Requiring a carshare parking space.
- Requiring secure, covered bicycle parking.

4.5 INITIAL OPPORTUNITY SITES

With most of the Alisal built-out, it is critical to maximize the development of remaining vacant or underutilized sites. Not every site presents the same feasibility; many have physical constraints, such as challenging topography or irregular parcel size and shape. Through the Alisal Vibrancy Plan engagement process, the City and community considered four sites that are currently vacant or city-owned in part, or next to City buildings and identified desired land uses and development types. Site selection was also based on location within a federally designated Opportunity Zone tax credit and reduction program. (See Chapter 10, Section 5 for a more detailed description)

Using input from residents at the Land Use Workshop (described in Section 4.3) and the Steering Committee, the consultant team developed conceptual plans to illustrate potential projects that match the identified community desires and needs while accommodating the constraints of each site. Site constraints include size of parcel, topography, location in or near a flood plain, and current city development regulations such as parking

and building setbacks. These concepts are meant to further community conversation and are far from final designs. Further conversations will be needed to balance community needs and benefits with development constraints and feasibility.

The following section provides the context, concept, description of uses, and constraints for each opportunity site. In addition, the team did a basic economic feasibility analysis of each site to investigate what could potentially be built from a financial perspective. The analysis concluded that to create housing on these sites at an affordable price, actual development on these will have to include more units, or use incentives or subsidies.

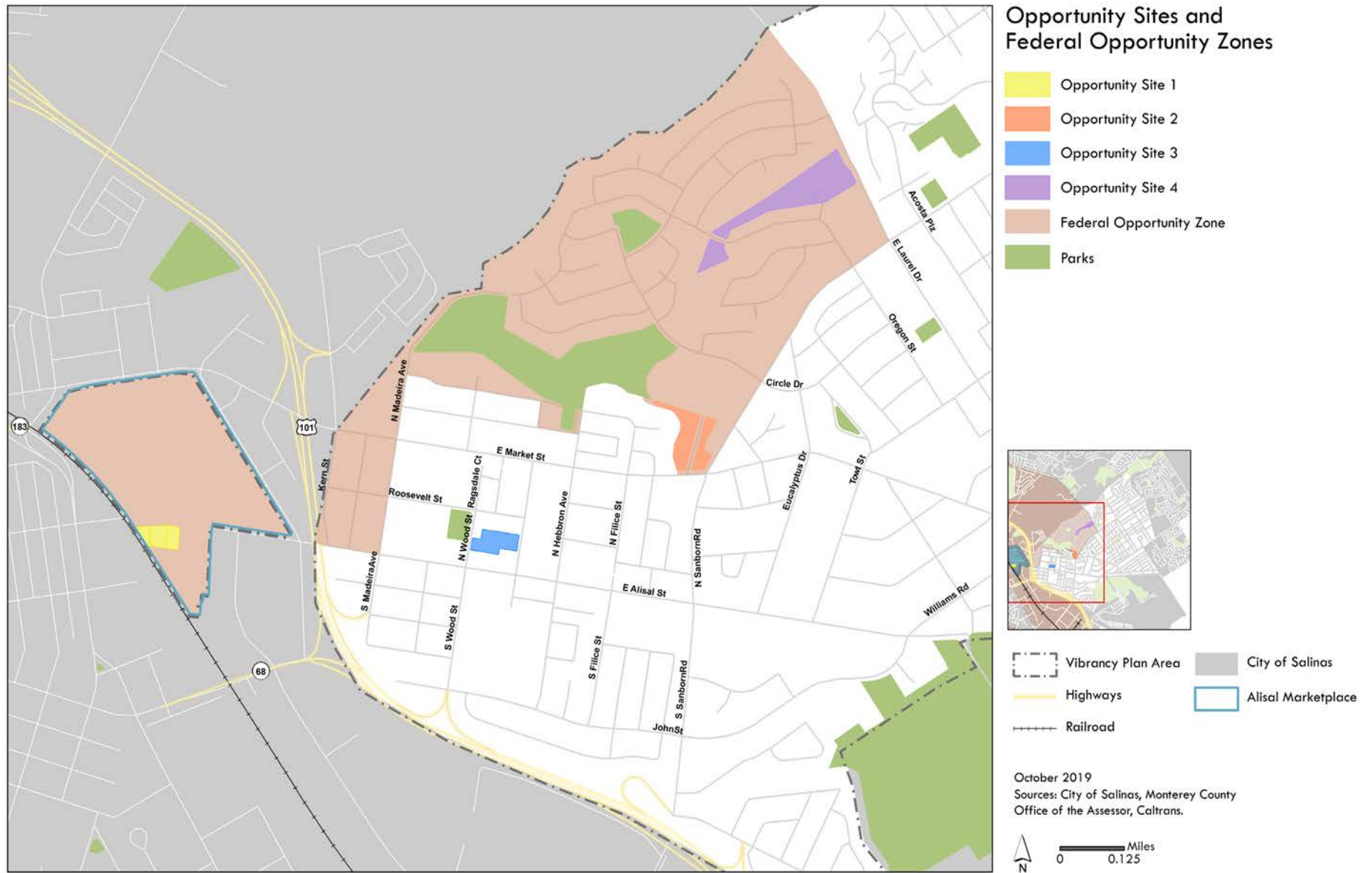
City Role

The City owns portions of the first two opportunity sites, and plans to either acquire the remaining land or partner with the existing owners. Because of this partial land control, the City can be proactive in identifying and entering into agreements with a development team to further evaluate, design and construct a project

that realizes the community's visions and needs. Such a partnership is crucial, as the City does not have the financial means or expertise to directly develop housing or similar projects. The City intends to initiate this process in the near future provided there is interest and willingness on the part of the current property owners.

Sites three and four are on privately-owned land. The latter two sites sit on some of the only vacant land in the Alisal and are frequently mentioned by community members in conversations about where new development should go. Through land use regulations the City has some influence over what eventually may be built on this land, but has little control over when development will occur.

Figure 4.10 Opportunity Sites and Federal Opportunity Zones Map



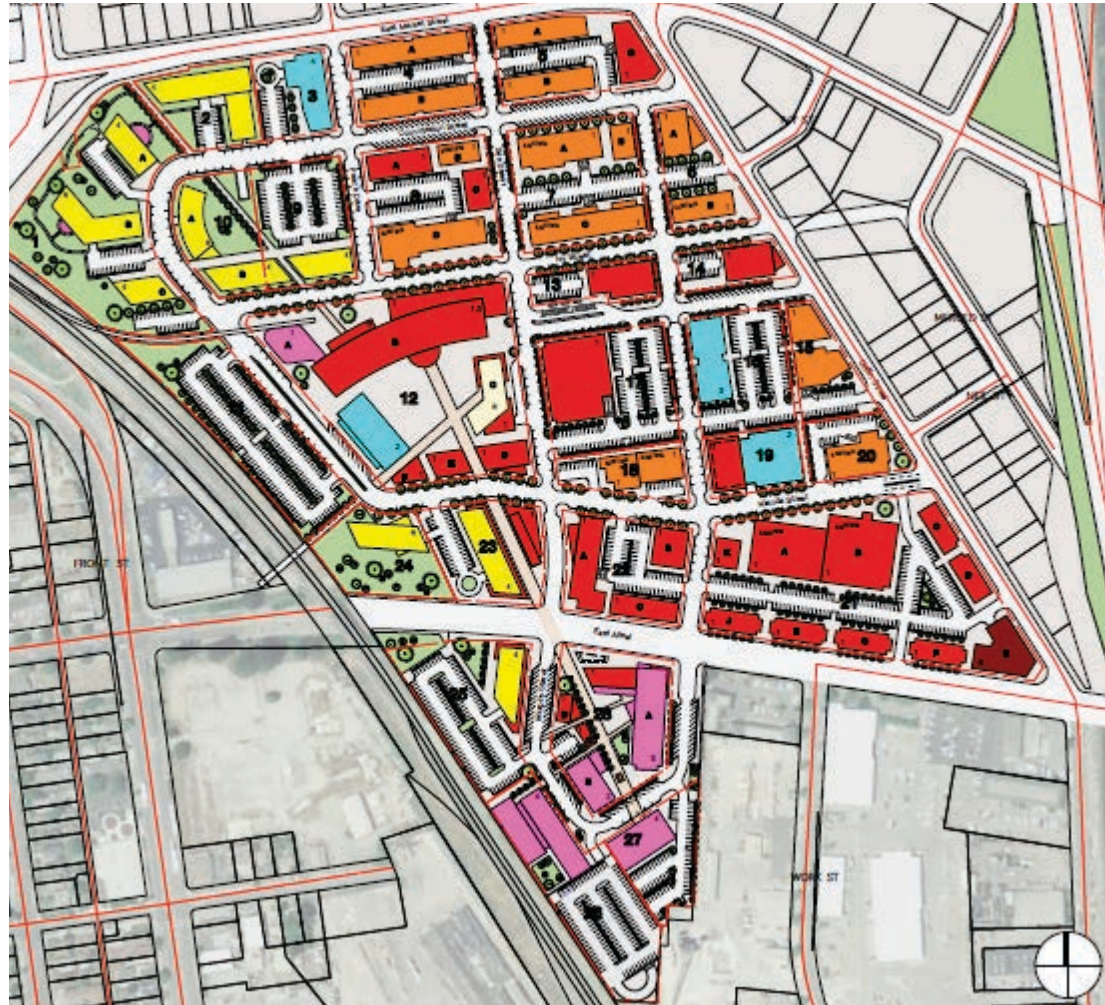
Sites with partial City-ownership:

1. Alisal Marketplace.

This plan considers the Alisal Marketplace as a place type and as an opportunity site. Measuring almost 75 acres with approximately 50 acres of developable sites, the Alisal Marketplace is a collection of parcels with marginal existing development. Current uses range from waste disposal to big box commercial to industrial/warehousing. Reimagining the area between the Downtown and the Alisal was originally proposed by a developer in 2010. As outlined in figure 4.11, this proposal included housing, as well as significant retail, medical/office, civic, educational, and light-industrial uses.

As nearly 10 years have passed since this time, the City wanted to update this concept to match community desires. The community imagined an even wider variety of uses than the original developer and saw the Marketplace as an ideal location for significant residential growth, flexible commercial/light industrial space, and community services such as health care clinics and childcare facilities.

Figure 4.11 2010 Alisal Marketplace Land Use Plan



2010 Alisal Marketplace Land Use Plan Proposed Uses:

- Residential: 394 units
- Retail: 332,705 square feet
- Medical/Office: 81,000 square feet
- Industrial: 182,125 square feet
- Education: 173,110 square feet
- Civic: Police Headquarters
- Hotel: 125 rooms
- Open Space: 213,000 square feet

The City also wanted to validate current market feasibility of the proposed project and contracted with the firm Applied Development Economics (ADE) to prepare an economic feasibility study to see if it was still viable. While specifying that results would be different depending on types of construction and use, ADE reported favorable market conditions overall (see

Economic Analysis of Alisal Marketplace Masterplan in the appendices for more details).

The diagram below shows a possible future redevelopment of the Marketplace opportunity site with a mix of low-rise residential, mid-rise residential, light industrial, and commercial uses oriented around a major public plaza along East

Alisal Street opposite from the planned new police station.

In addition to analyzing the overall Marketplace, this plan also looked at a specific site between the rail line and the location of the new Police Services Headquarters at the corner of East Alisal Street and Murphy Street. The proposed project focuses on three parcels, one of which the City owns and two more it is trying to acquire. The concept (see following page) resulting from this engagement includes a mix of affordable housing and commercial uses, with indoor community space as well as a small plaza. The proposed development concept is of similar scale to nearby Tynan Village at East Alisal Street and Front Street.

In regards to timing, once the City has acquired all the properties it can proceed to identify and enter into an agreement with a developer to design and construct the final project. Community engagement will continue throughout all future phases of design and development.



Digital drawing imagining a possible redevelopment of the Alisal Marketplace.

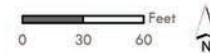
Figure 4.12 Opportunity Site 1: Alisal Marketplace Concept



Opportunity Site 1 Concept Features:

- Residential: 97 units
- Patio above parking: 13,000 square feet
- Public Plaza: 6,500 square feet
- Retail/Community Space: 6,000 square feet

1" = 60'



2. Division Street Site.

This site is a collection of parcels located on the northwest corner of East Market Street and N. Sanborn Road. It is split by Division Street, which is a paper street that currently exists as an unimproved road into the interior of the site. A drainage canal runs along its western border, meaning development must be set back to protect this waterway. The majority of the site is also within the Federal Emergency Management Agency (FEMA) 100-year flood plain.

City of Salinas controls six small parcels on the west side of Division Street, with one small building fronting Market Street. These six parcels were acquired using redevelopment and affordable housing funds. When the redevelopment agencies were dissolved in 2012, the City retained the six parcels for future development. Three of the parcels were purchased with Affordable Housing funds and therefore future development on the site must include affordable housing or reimburse the Affordable Housing Fund for the purchase price of the land so that affordable housing can be developed in another location.

Figure 4.13 Opportunity Site 2: Division Street Concept



1" = 120'

Opportunity Site 2 Concept Features:

- Residential: 42 townhouse units
- Public Park Open Space: 6,500 square feet
- Office Space: 9,000 square feet
- Riparian/Canal detention area: 43,000 square feet

The Teamsters Local 890 Union owns the two parcels to the east of Division Street, with three buildings on the corner lot of Market and Sanborn. For years, the Teamsters and the City have been in conversation regarding redevelopment of the properties. Desired uses include affordable housing, a medical clinic, commercial/office space and indoor and outdoor community gather spaces.

The consultant team's concept uses the drainage canal to its advantage, imagining a new small park and a multi-use path through the setback that would offer pedestrians and cyclists access all the way to the Cesar Chavez Community Park. A new commercial/office building could provide space to new businesses as well as the Teamsters Union and Labor Council, with plenty of room to add over 40 units in townhouses toward the back of the site. Conversations with the Teamsters and other interested stakeholders continue throughout all future phases of design and development.



Townhomes with tuck-under parking.



Example paseo (Opportunity Site 3).

Privately-owned sites:

3. North Wood/North Pearl.

This site is a narrow, vacant stretch between North Wood and North Pearl Streets. Located next to La Paz Park and just off East Alisal Street, this well-known site is comprised of the back portion of multiple parcels, none of which are owned by the City or another public agency. The split ownership of the site is one of its development hurdles, which also include significant slope changes and a sewer main under the property. The conceptual design here combines small apartment buildings with community gardens, a play area, and a paseo for access. The separate buildings give each owners more individual flexibility on when to build, in theory. However, the most likely scenario for this kind of development would mean a developer purchasing and consolidating the land into one parcel.

Figure 4.14 Opportunity Site 3: North Wood Concept



Opportunity Site 3 Concept Features:

- Residential: 48 units
- Plaza and community garden: 6,000 square feet
- Paseo: 10,000 square feet

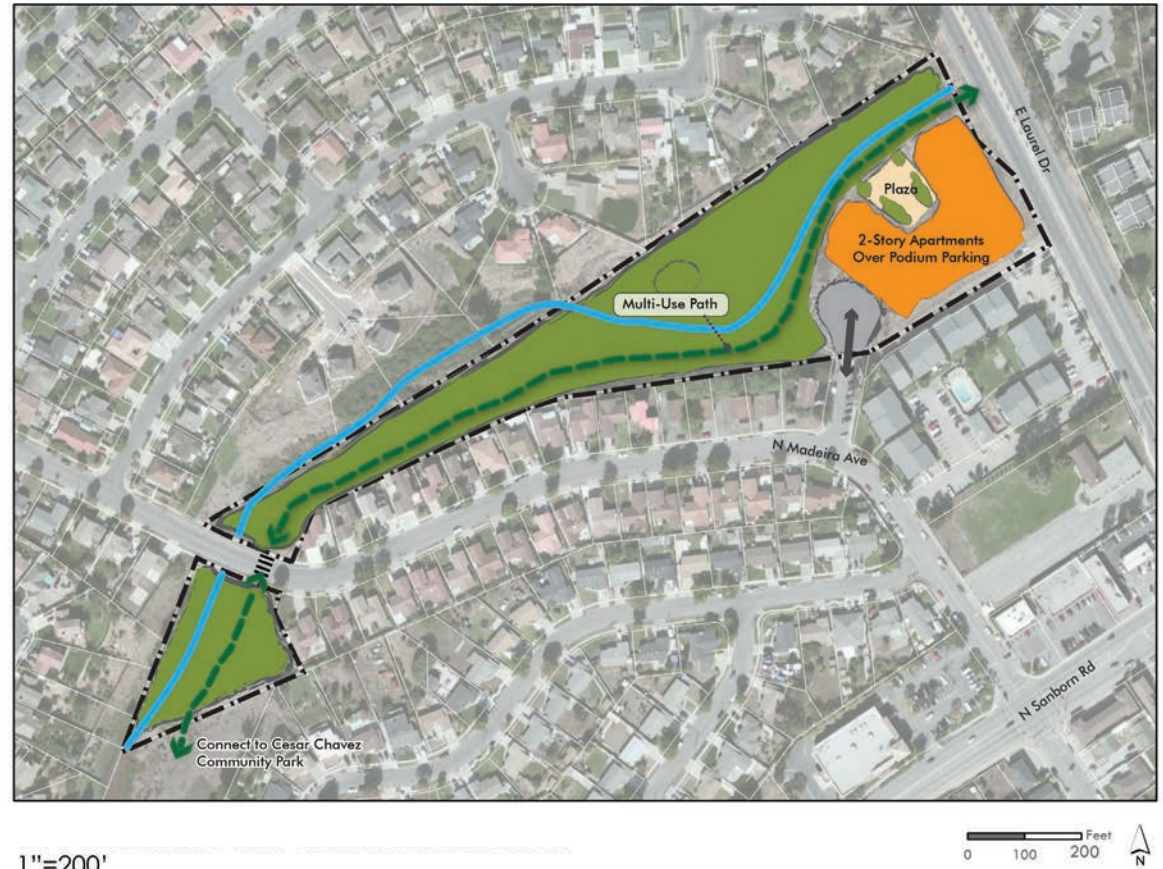
4. East Laurel Drive.

Various developments have been proposed over the years for this privately-owned, vacant land visible from East Laurel Drive, typically for variations of single-family detached homes. The steep terrain, presence of water on site, and narrowing of the lot towards North Madeira Avenue create infrastructure challenges and significantly shrinks the developable footprint of the site. Instead of undertaking the engineering required to make houses work, this concept limits buildings to the largest corner of the lot, preserving the rest as open space with a multi-use trail. Because of the proximity to Natividad Hospital and the residential character of the surrounding neighborhood, a two-story apartment building is imagined for the developable portion of the site.



Multi-use trail.

Figure 4.15 Opportunity Site 4: East Laurel Drive



1"=200'

Opportunity Site 4 Concept Features:

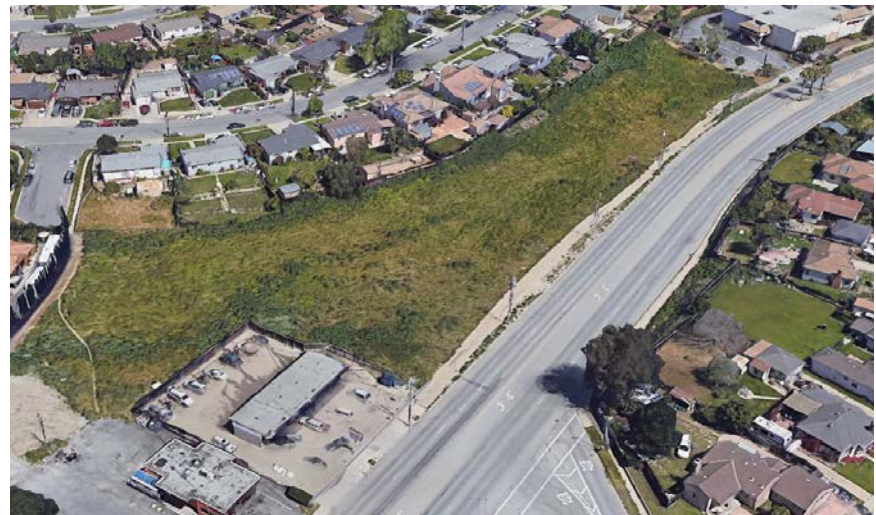
- Residential: 110 apartments for seniors
- Preserved Open Space: 260,000 square feet
- Plaza: 9,000 square feet
- Multi-use path from East Laurel Drive to Cesar Chavez Park

Other potential opportunity sites:

There are other promising sites in the Alisal that were not studied in-depth through the AVP process. The FoodsCo store on East Alisal Street has a vast surplus of parking space that could be programmed or further developed. Other shopping centers and uses with large parking lots should also be examined to see if there is room to add temporary or permanent uses. Additional vacant lots include 561 North Sanborn Road and 1125 D Street. As General Plan and Zoning Code updates move forward, the City and community should work with the owners of these properties to explore new development options fitting with their respective Place Types.



FoodsCo parking lot.



North Sanborn Road vacant lot.

4.6 EMERGING PRIORITIES

This section identifies the Land Use priorities that rose to the top during community engagement. Chapter 10 includes details on the steps the City and community can take over the next one to two years to advance these priorities.

Update regulations to create more housing that is affordable to Alisal Residents.

Housing affordability was the highest priority issue throughout the planning process. It is critical to update the City's General Plan and Zoning Code to not only allow for more housing production through increased heights and densities, but also to encourage a diverse range of housing types that more residents can afford.

Maximize affordable housing on City-owned sites.

Publicly-controlled sites provide more flexibility than those that are privately-owned. The housing components of development on City-owned sites, as part of a mixed- or single-use project, should prioritize affordable housing units.

Proactively acquire underutilized sites.

The City should actively seek out underutilized sites and approach owners about cooperating on new projects, and considering purchasing if the land is for sale. The City is not a developer, and does not have the funds or experience to act as one, but through calculated acquisitions and marketing, it can package sites of individual or multiple underutilized parcels to create feasible opportunities for redevelopment.









Housing & Neighborhoods

An Affordable Alisal for All

An affordable Alisal provides housing opportunities for all regardless of race/ethnicity, age, income, place of birth, health, or disability. To provide high-quality and fairly priced housing, more units are built at all income levels – market-rate, workforce, and low-income. New housing is woven into the community through mixed-use projects focused around key community assets, in proximity to public and active transportation, and along major corridors to promote a high quality of life and complete neighborhoods. Existing income-restricted housing projects are preserved or expanded, and current Alisal residents are protected by new anti-displacement strategies and robust regulations that enforce tenants' rights.



5.1 INTRODUCTION

This chapter addresses issues around the quantity and quality of housing in the Alisal, and the connection between housing and successful neighborhoods. The goals and policies focus on multiple approaches to affordable housing: producing new housing (both market rate and affordable) on key opportunity sites and through gradual intensification, preserving existing income-restricted housing projects, reinforcing tenants' rights and protections, identifying and promoting anti-displacement strategies, improving access to and awareness of housing opportunities, and tackling the constraints on farmworker housing.

Guiding Principle Icon Key



Economic Prosperity, Equity and Diversity



Collaborative, Inclusive, and Engaged Decision-Making



Housing Opportunities for All



Liveable and Sustainable Community



Healthy and Safe Community



Connectivity, Access and Mobility



Youth Are the Future



A Community to Celebrate

Goal Summary

GOAL HN 1. Increase Housing Supply and Opportunities for All Alisal Residents.



Partnerships with outside agencies can assist the City with providing residents a variety of housing options on public and privately-owned land. New affordable housing developments, redevelopment, and ADUs will meet the needs of varying household types while maintaining the Alisal culture and avoiding gentrification and displacement.

GOAL HN 2. Ensure Tenant Protections.



In the process of developing and redeveloping housing units, it is imperative that policies are put in place to avoid displacement, rent increases, and provide assistance for relocation. Facilitating educational programming for tenants and owners to understand their housing rights will also help to mitigate the impact of potential adverse effects.

GOAL HN 3. Ensure Safe and Healthy Housing for All Alisal Residents.



Expanding housing rehabilitation resources and holding landlords accountable will help improve housing conditions throughout East Salinas. The City must explore best practices for enforcing municipal codes and regulations, without further contributing to displacement.

GOAL HN 4. Advance Housing Affordability and Opportunity at All Income Levels.



Crafting regulations that help stabilize rent is critical to ensuring that current residents can stay in the Alisal. Collaboratively working with developers and owners to create innovative incentives can advance the preservation and expansion of affordable housing.

GOAL HN 5. Stabilize and Support Neighborhoods.



Instilling a sense of community pride will encourage people to keep the Alisal clean, beautiful, and enjoyable. Local organizations, associations, and residents can join together to start neighborhood improvement projects, alongside the City's current efforts.

Guiding Principles Connection

Economic Prosperity, Equity and Diversity



A sufficient and diverse housing stock is essential to attracting the kinds of employers desired by Alisal residents. Having a safe and affordable home is an essential component in residents achieving a quality education, a well-paying job and a high quality of life.

Healthy and Safe Community



Creating a healthy and safe community begins in the home. In the Alisal, City government and its partners play an important role in shaping living conditions in the community. Home upgrades, especially in older buildings and multifamily rental apartment complexes, and code enforcement are important steps to improving health, safety and welfare.

Housing Opportunities for All



Residents of the Alisal should have access to high quality, attractive and affordable housing options. New housing in the Alisal will expand the diversity of housing types and choices through infill and mixed-use development, while protecting and enhancing the character of existing residential neighborhoods.

Youth are the Future



Having a safe and comfortable home is one of the most important ingredients in ensuring that children are able to succeed in school and have equal access to opportunity. Living in poor quality housing or in overcrowded conditions has serious, long-term impacts on educational success and other meaningful life outcomes.

Collaborative, Inclusive and Engaged Decision-Making



Neighborhoods are the driving force of any community and that is no different in the Alisal. It is critical that policies and neighborhood improvements are driven by the most impacted residents and that the City government creates transparent engagement processes on housing and neighborhood projects.

Connectivity, Access and Mobility



The Alisal has a major opportunity to build new higher-density, affordable housing along or near its thriving commercial corridors, especially East Alisal Street and the Marketplace area. Housing located near concentrations of services reduces commuting and transportation costs, allows for alternatives to driving alone, and contributes to a rich mix of land uses.

Livable and Sustainable Community



Incorporating green technologies and renewable energy into new and existing housing is a key part of creating a more sustainable Alisal. Adding solar energy to new and existing homes and multi-family buildings can help residents save on utility costs while they're helping the environment.

A Community to Celebrate



Neighborhoods and housing should support the diverse history and art in the community. New buildings can integrate art installations into the design, the architecture can reflect the cultural diversity in the Alisal, and space can be provided to support arts and cultural programs.

5.2 COMMUNITY ASSETS & CHALLENGES

Assets

Strong community nodes and community services. The Alisal has a high concentration of community services, schools, parks, churches, and other gathering spaces located throughout the Planning Area. Most houses and apartments in the Alisal are within walking distance to one or more of these community amenities, reinforcing the feeling of a complete neighborhood. However, some amenities such as parks, are not evenly distributed throughout the Alisal, and cannot completely serve the densest parts of the Plan Area.

Strong urban structure and form. The existing urban form of the Alisal is characterized by strong commercial corridors with retail, restaurants and service uses. Residential neighborhoods are pedestrian-friendly and there is a grid system for the majority of streets. Many of the homes are within a quarter or a half mile of the commercial corridors, putting homes and services in close proximity to one another. This urban form and structure also supports new, multi-family housing within walking distance to amenities.

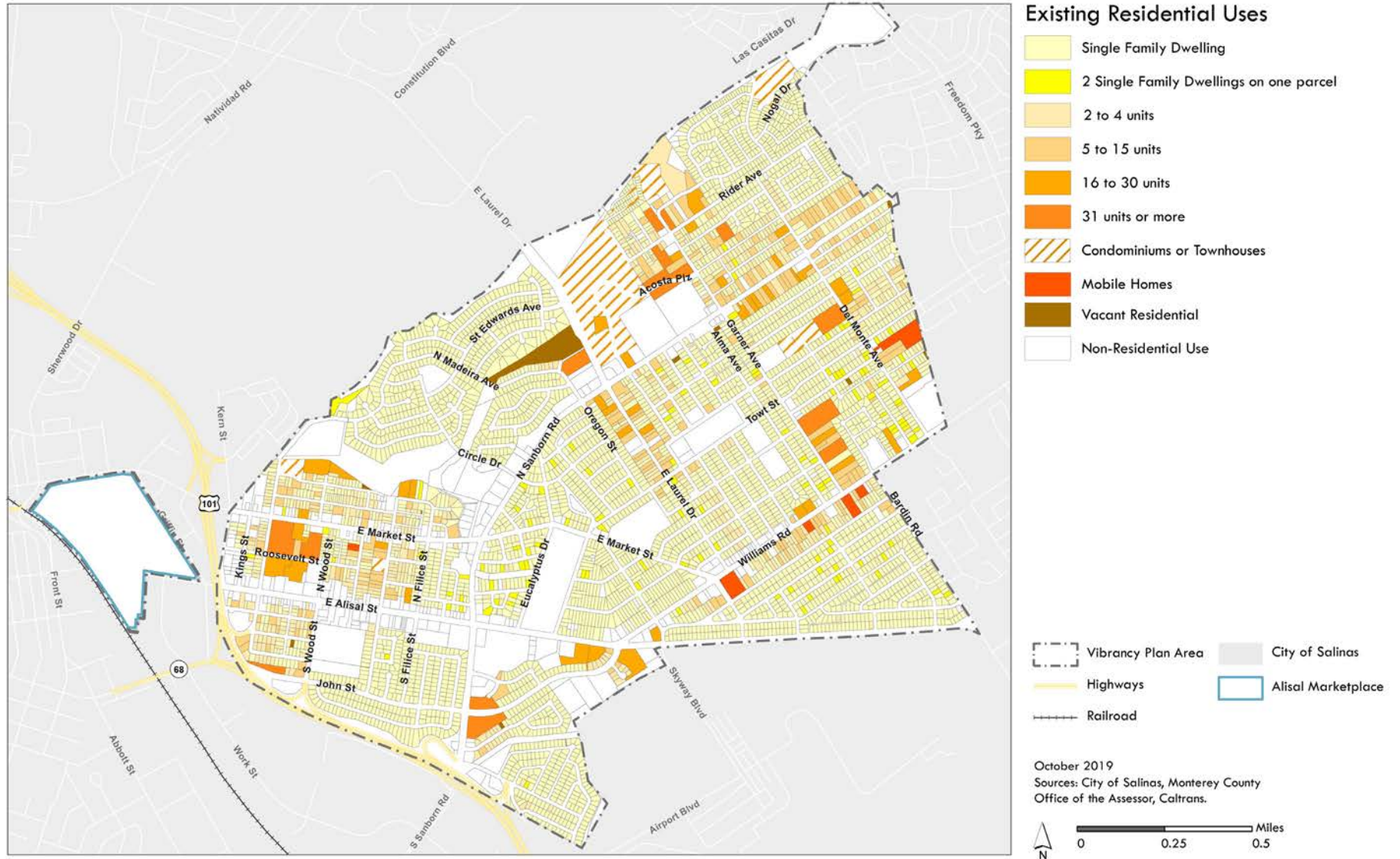
Opportunity sites for new housing. The Alisal contains a number of vacant and underutilized parcels that could be developed with housing and other neighborhood-service uses. If they are developed with housing as a priority, the opportunity sites identified in the Land Use and Design chapter can accommodate a meaningful number of new multifamily housing projects. The Land Use and Design chapter also identifies ways, such as duplexes and accessory dwelling units, to incorporate more housing into single family neighborhoods without drastically changing the lower density character of the area. Through the Alisal Vibrancy Plan's community engagement process, residents confirmed that they are open to additional density, as long as new developments include affordable housing and community amenities as well as recreational spaces.

Quality non-profit developers. The successes of several recent affordable housing projects are due in large part to the stewardship, financial knowledge, and community support generated by local

affordable housing developers, namely Community Housing Improvement Systems and Planning Association (CHISPA), MidPen Housing, and Housing Authority of the County of Monterey. The ability of these organizations to leverage federal and state tax credits, acquire viable properties, and navigate the permitting process is crucial to building new affordable units.

Creative housing solutions. While there are numerous people with unstable housing situations in the Alisal, there are fewer homeless people living on the street than other areas of Salinas. Alisal residents have tight knit families and social groups that help support one another. In the case of farmworkers, many Alisal homeowners have creatively reconfigured their properties to accommodate the seasonal farmworker population. While some of these solutions can keep people off the street, they can result in sub-optimal housing conditions and quality, and

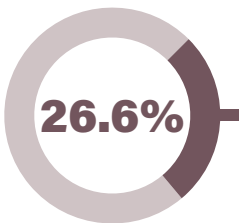
Figure 5.1 Existing Residential Uses



overcrowding.

Challenges

Low household incomes. Almost half of Alisal households (47 percent) have total annual incomes below \$35,000 and a third of residents (33 percent) live in poverty. The highest concentration of Alisal residents in poverty live east of Garner Avenue and along East Alisal Street, between North Madeira Avenue and North Sanborn Road. Currently, 30 percent of Alisal households are cost-burdened meaning they pay more than 30 percent of their income for housing and often have difficulty affording necessities such as food, clothing, transportation, and medical care. Moreover, 27 percent of Alisal households are extremely cost burdened, paying more than 50 percent of their gross income on housing each month. These cost-burdens are also a primary cause of overcrowding,



Percentage of Alisal residents that spend over 50% of income on housing.

as multiple families must often live under one roof to make ends meet.

Rapidly rising rents. In recent years, housing costs have escalated sharply in the City of Salinas, increasing faster than incomes for most residents. Approximately 68 percent of housing units in the Alisal are renter occupied, and as such, increased rents disproportionately impact low income renters. In 2014, the Salinas Metropolitan Statistical Area (MSA) was ranked as the fifth least affordable region in the United States. Between 2011 and 2016, the Salinas rental market experienced a steady increase in median rents and in 2015, the City experienced an all-time high median rent increase of 15 percent in one year. County data shows Salinas' multi-family home vacancy rate was about two percent in 2018, a very low rate.

Tenants' issues. Through the engagement process, community members repeatedly expressed fears of landlords abusing tenant rights, invoking retaliation, and performing unjust evictions. Tenants often even pay for or make their own repairs rather than risking retaliation. According to State law, it is illegal for a landlord to retaliate (e.g., evict, terminate tenancy, increase rent, decrease services) because a tenant has

complained about habitability conditions or has cooperated with local inspection officials. However, when in disputes with landlords, low-income and/or non-English-speaking tenants may be afraid of exercising their rights. Furthermore, given the lack of affordable housing options and tenant protections available in the area, tenants are rightly afraid of losing what housing they currently have, and thus may not assert their rights as forcefully as the law allows.

Unsafe and poor housing conditions. The housing stock in the Alisal is generally old, as the majority of residential structures were built in the 1940s and 1950s, prior to annexation by Salinas in 1963. Very few structures in the Alisal were built after 2000. An analysis of code violations in the City between 2007 and 2015 preceded a great deal of enforcement around housing quality – over 1,140 complaints for illegal occupancy were registered, as well as 424 violations of substandard housing, and 103 records for “dangerous buildings” were recorded. “Dangerous building” violations are one of four types of violations from property maintenance code. This type of violation occurs when there is damage or a hazard that makes the building structurally unsafe to occupy. This could include,

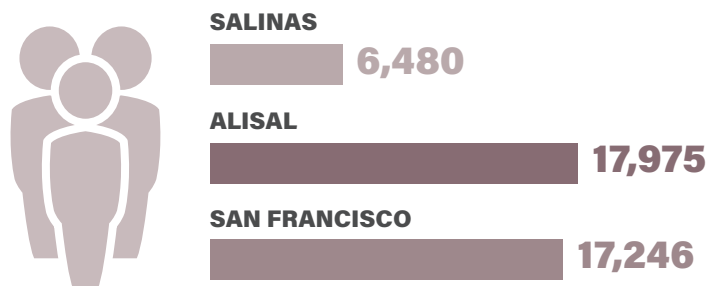
but is not limited to, illegal wiring, partial collapse, tarped holes in the roof, etc.

These health and safety-related violations were overwhelmingly concentrated in the Alisal Planning Area and almost certainly understate the true picture, as many residents may fear retaliation from landlords for reporting or simply do not know that the City government can help to improve their living situations.

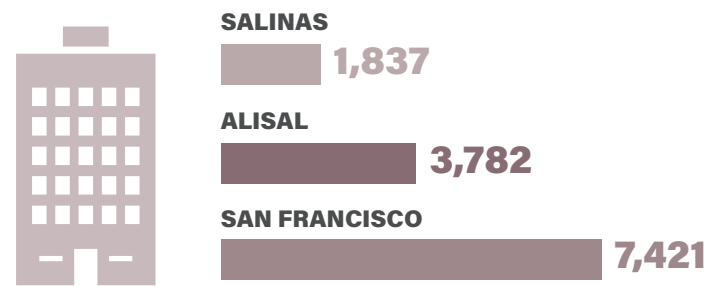
Overcrowding. Many Alisal households are overcrowded. The majority of households in the Alisal Neighborhood Revitalization Strategy Area (NRSA) (52 percent) include five or more members. Households in the Alisal are twice as likely to live in overcrowded conditions compared to Salinas overall, with renter households the most likely to live in overcrowded conditions. Salinas households are also much larger than the State average, with an average household size in Salinas of 3.66 people per household, compared to the State average of 2.90 (according to the 2015-2023 Housing Element). Overcrowding and lack of safe, affordable housing negatively impacts our children.

Teachers also point to how unstable housing situations impact youth, due to lack of sleep, lack of hygiene, and adequate nutrition due to sharing of facilities. For the 2016-2017 school year, the Alisal Union School District reported over 1,400 students who were homeless under the McKinney-Vento Act definitions, which include: living in others' homes, in shelters or other temporary housing, sleeping in public places not meant for overnight accommodation, sleeping in cars or similar settings. Of those 1,400, over 1,300 doubled-up with other families. Even young children have identified the need for housing as a big issue at the Alisal Vibrancy Plan pop-up events.

Population Density (per sq mi)



Housing Density (units per sq mi)



The Alisal has a higher population density than San Francisco per square mile, but half the units.

Housing for permanent and temporary farmworkers. Permanent, year-round local farmworkers are competing for rental housing with other Alisal residents and temporary H2A farmworkers, causing frustration and tension. Within the past decade, farm production in the Salinas Valley has grown 14 percent. This rise in production has increased the agricultural worker population, which has increased the demand for housing in the Alisal. Based on survey research for the Farmworker

Housing Study and Action Plan for Salinas Valley and Pajaro Valley (2018), 54 percent of surveyed agriculture workers reported living in crowded housing with more than one tenant in the same unit.

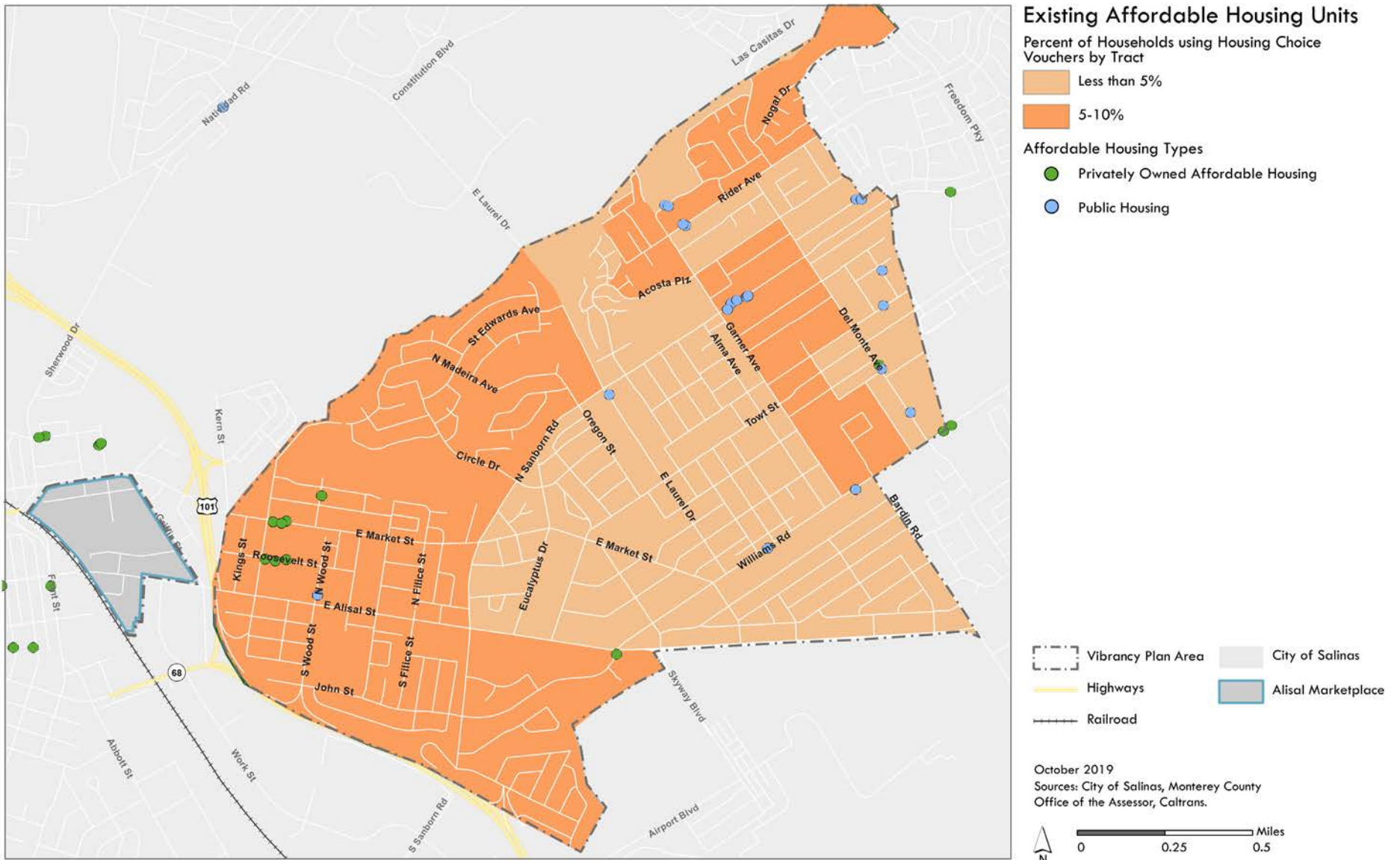
Lack of affordable housing and limited financial mechanisms to build more.

Providing an adequate supply of affordable housing has historically been a challenge for the Alisal (and the City of Salinas as a whole) but has become exacerbated by recent population trends and the elimination of Redevelopment Districts. As of 2015, there were 4,235 households on the citywide waiting list for public housing; this represents almost 11 percent of the 40,570 households in the City of Salinas. Indeed, solving the affordability challenges citywide through the creation of new units would require developing approximately 4,300 additional units for households earning under 50 percent of the Area Median Income (and approximately 2,200 units for households under 30 percent AMI). The City is limited in its capacity to address the housing challenge because of ongoing fiscal challenges. Closing the housing gap and creating thousands of new units of affordable housing requires new funding sources, incentives, regulations, and partnerships.



Farmworkers have felt the effects of the housing crisis in Alisal.

Figure 5.2 Existing Subsidized Affordable Housing Units In and Near the Alisal



5.3 GOALS & POLICIES

The content within each of the Alisal Vibrancy Plan's topic chapters was developed through an intensive community process. Each topic was explored in depth by a Working Group of residents and stakeholders, presented at a series of public open houses, and then vetted and refined by an overall Steering Committee into a series of priority items. These results and the related Steering Committee discussions then evolved into the Goals, Policies and Actions found in this Housing and Neighborhoods chapter.

This section contains two parts. Immediately below is a narrative describing each of the Housing and Neighborhoods goals and policies – providing context, rationale, and framing for why certain policies or programs are important. The matrix that follows the narrative includes actions necessary to implement the Goals and Policies along with other, more detailed recommendations including the responsible entity or organization and the timeframe.

GOAL HN 1. Increase Housing Supply and Opportunities for all Alisal Residents.

Residents have repeatedly underscored the need for more affordable housing, alongside measures to prevent displacement and gentrification. The City can only directly facilitate development on property it owns, which can provide just a small portion of the needed units, but it will play various roles to support and remove barriers for additional affordable housing (i.e., providing regulatory and fee incentives for affordable housing). The policies in this section focus on incentivizing the production of a diversity of new housing in the Alisal, including Accessory Dwelling Units (ADUs),

partnering with local groups to build and promote more housing, and striving for a diversity of housing unit types that reflect the cultural and household diversity in the neighborhood.

HN 1.1 – Incentivize and Support the Production of New Housing Units.

The City must plan for the creation of approximately 4,300 units of affordable housing units over the next ten years to close the affordable housing gap across the City, with the understanding that the need for more affordable units will probably increase with time. Publicly-owned land is an important resource for pursuing new affordable housing, as the City has direct development control over this land.

While most Alisal property is privately owned, several key publicly-owned sites will play an important role in City efforts to generate new affordable housing. To the maximum extent practical, these sites should be reserved for development of affordable units. Additionally, the City must aggressively pursue grants and new funding sources, as lack of financial resources has been a significant barrier to addressing the housing challenges in Salinas.

HN 1.2 – Develop and Formalize Partnerships that Support the Long-Term Supply of Housing.

As the City of Salinas itself does not build housing units, it is critical to reinforce and deepen partnerships with other entities, especially those that build affordable housing, co-building programs, and the Monterey Bay Housing Trust and non-profit developers that can support the City's goal of increasing access to affordable housing. Highly collaborative public/private partnerships also enhance local housing resources. Encouraging partnerships that support and strengthen the development of affordable housing can help promote homeownership and wealth in the community. The City will continue to subsidize exemplary affordable housing projects to the maximum financial extent possible, such as with developments outside of the Alisal, like the Haciendas developments overseen by the Monterey County Housing Authority Development Corporation (HDC) and the Moon Gate Plaza development by MidPen Housing.

THE MONTEREY BAY HOUSING TRUST (MBHT)

Fund was created as a revolving loan fund for affordable housing, and the City has already allocated \$500,000 to this fund, sponsored by the Monterey Bay Economic Partnership (MBEP) and the Housing Trust Silicon Valley.



Paseo Senter Apartments in San Jose - affordable housing partially funded by the Housing Trust Silicon Valley, the parent fund of the MBHT.



Backyard ADU.

REMOVING BARRIERS TO ACCESSORY DWELLING UNITS

On March 19, 2019 the Salinas City Council amended the Salinas Municipal Code to exempt Accessory Dwelling Units (ADUs) from development impact fees for a five-year period. Previously, the City charged a per-unit fee and a 500 square-foot ADU would have owed the same amount in fees as a new 3,000 square-foot home. Pre-construction costs can discourage potential ADU builders before the project ever breaks ground. Action by City Council to change the permitting structure to discount ADUs could save applicants over \$8,000 dollars and remove a potential barrier to new housing.

HN 1.3 – Encourage and Facilitate The Construction of Accessory Dwelling Units (ADUs).

Adding second units in the form of an ADU to single-family parcels is a valuable, short-term opportunity to increase the amount of housing in the Alisal, especially given the relatively low density of most existing residential neighborhoods. ADUs are dwellings that may be attached or detached from a main house that exist on a lot with another house. As a result of the small size and particular product type, these are typically lower rent units. In addition to providing more housing, ADUs can create a secondary rental income for the primary homeowner, foster communal living situations, and support multi-generational households. Single-family zoned parcels that are unusually wide or deep are ideal locations for accessory units. The City can take steps to encourage the construction of ADUs including reducing fees for new ADUs, creating educational materials about ADUs, and streamlining the development review process. Community housing groups also advocated that the City consider requiring that owners/developers of ADUs accept tenants with Section 8 vouchers.



Accessory Dwelling Units can be built in backyards, as an addition, or even within an existing home.



Example design for a "granny unit," or ADU.



Example design for a "granny unit," or ADU.

HN 1.4 – Encourage a Mix of Diverse Housing Types.

To maximize affordable housing production, the City must strive to use developed and underdeveloped land more efficiently. The current density of residential dwelling units is out of balance with the number of residents who wish to live in the Alisal. To correct this imbalance, the City will permit a greater range of housing options in residential neighborhoods to accommodate different economic levels, household sizes, and age groups. By changing zoning standards, the City will encourage new small-scale infill housing and ADUs in single-family neighborhoods, and moderate-scale infill apartments and townhomes in multifamily residential areas of the City. The City will also continue to encourage and actively

solicit new and non-traditional housing types, such as housing cooperatives, group housing, and land trusts. Finally, the City will pursue the implementation actions suggested by the Farmworker Housing Study and Action Plan for Salinas Valley and Pajaro Valley in order to expand the quantity and diversity of housing available to farmworkers.



The Vineyard Green Townhomes in Greenfield - rentals for low-income individuals and families.

GOAL HN 2. Ensure Tenant Protections.

The community was clear that urgent action is needed to address concerns and fears about landlords who do not respect housing law. The threat of displacement due to rising rents or redevelopment or expiration of existing affordability restrictions of affordable apartment dwellings into market rate rents is also a concern. Strengthening legal protections and programs for tenants can help mitigate fears in the community. Providing access to housing information and programs is also key to ensuring that both property owners and tenants understand their rights, responsibilities, and services available to them. The community advocated for the City to work with property owners and tenants to provide education, technical assistance, and public information to help increase participation in existing housing programs.

HOUSING CO-OP AND LAND TRUST DEFINITIONS

In a housing cooperative, members purchase shares in a cooperative that owns a residential building and in return they are granted the right to occupy a unit in the building.

Housing cooperatives typically operate similarly to non-profits, which means their units are often more affordable than similar housing types, such as condominiums.

Housing land trusts are non-profits that purchase property to maintain or create affordable housing and preserve it from entering the private real estate market.

HN 2.1 – Pursue Policies and Programs that Prevent Displacement.

Heightened community concern around housing affordability, and the potential displacement of existing Alisal residents, suggests that it is vital for the City to continue to adopt policies and create programs to prevent displacement, address rising rents, and mitigate other forms of gentrification. In certain cases, the City will need to develop and approve a “relocation plan” that accounts for the potential displacement of tenants due to new development and designates alternative locations for rehousing.

HN 2.2 – Develop Additional Programs and Policies to Support Tenant’s Rights and Uphold Fair Housing Laws.

The City will develop a suite of regulations and programs to systematically safeguard tenants and uphold fair housing and landlord laws. While these programs would likely be administered citywide, their importance to the Alisal community is particularly high, given the strong displacement pressures that the area is facing. Piloting one or more of these programs in the Alisal before expanding elsewhere in the City is recommended.

Three programs are suggested, in chronological order:

1. Just Cause Eviction Ordinance
2. Relocation Assistance Program
3. Rental Registration and Inspection Program

This order puts anti-eviction protections and services first to prevent retaliations against tenants, while providing means for swift rehousing in the event of a lawful or unlawful eviction. The City will need to identify additional local, regional, state, or private sector funding sources for some of these programs.

HN 2.3 – Provide Education on Housing and Connect Tenants to Related Legal Services.

Educational programs are important to raise awareness about existing laws, home inspections, maintenance, and other legal aspects of rental housing. The City will partner with local entities to conduct aggressive educational efforts aimed at ensuring renters in the Alisal are aware of their legal rights and how to effectively take advantage of them. Tenants who exercise their rights and have access to resources will be prepared to prevent unjust



Outreach and engagement efforts.

evictions, avoid displacement, ensure safe rental housing, and reduce owner and tenant conflicts. Potential partners include non-profit housing developers, such as MidPen, Housing Authority of the County of Monterey (HACM) and Community Housing Improvement Systems and Planning Association (CHISPA), community-based organizations, such as Tenants Together and Legal Services for Seniors, and other providers, like Eden Council for Hope and Opportunity (ECHO), California Rural Legal Assistance (CRLA) or Project Sentinel.

GOAL HN 3. Ensure Safe and Healthy Housing for all Alisal Residents.

Building more affordable housing is an essential step to addressing the shortage of housing in the Alisal, but it is not a sufficient response. In general, the quality of the Alisal's housing stock is old and deteriorating, which is partially due to absentee property owners with little incentive to reinvest in improvements. The City must take steps to address unsafe conditions that are the result of overcrowding, even as it relieves the pressure on the housing market that has in part led to some of those conditions. This can be achieved by promoting the rehabilitation of existing rental units, developing a rental inspection program, and refining regulations to address health and safety in rental housing.

HN 3.1 – Improve the Quality and Condition of Rental Housing in the Alisal.

Housing in the Alisal should support a healthy and safe community; this requires keeping rental units up to code and undertaking regular maintenance for the safety of tenants. Past Code

Enforcement data suggests that many units do not adhere to appropriate standards. Overcrowding also frequently occurs as many families cannot afford their own unit. Some people take advantage of this need by illegally converting attics, garages, or other spaces into dwelling areas unfit for human habitation.

In addition to developing more affordable housing, steps must be taken to protect tenants in existing units. A program to register and regularly inspect rental properties would help hold property owners accountable. Tenants are often afraid to



Under a registration and inspection program, inspection of existing Alisal rental properties would occur on a regular basis.



Hikari Apartments.

RECENT HOUSING DEVELOPMENTS

Hikari Apartments: This development pictured above comprises 50 affordable rental units. It is the first affordable housing development on the Central Coast that was developed using modular construction, and also incorporates solar energy to offset energy costs.

Moon Gate Plaza: 90 affordable apartments for low and extremely low-income households and individuals. It is an innovative, mixed-use, affordable housing community being developed by MidPen Housing in partnership with the City of Salinas. Currently under construction, it will include on-site supportive services and community amenities, including units for the formerly homeless.

report issues due to fear of retaliation or the possibility of letting Code Enforcement Officers into their homes because of high occupancy. Mandatory inspections reduce the need for reporting, protecting tenants from retaliation. Tenants would not need to be present during the inspection, and Code Enforcement Officers would not have to verify occupancy numbers. The proposed registration and inspection program will need to be designed carefully and with public to ensure it achieves its goals without causing unintended consequences in the community, such as displacement, and rewards landlords that maintain quality conditions and act in good faith. Code Enforcement Officers are continually educated in balancing life-safety issues and displacement, and should be empowered with resources to connect residents with temporary housing if displacement is necessary. Adopting a relocation assistance program prior to an inspection program is necessary to provide a funding mechanism for temporary housing in the case of displacement. Without such a mechanism, the City's ability to provide temporary housing is severely limited. Another measure to explore is master-leasing a set of hotel or other rooms and holding them available as

temporary housing for displaced residents who must relocate or wait for their unit to be repaired. Recognizing that safe boarding houses could provide an affordable option for Alisal residents, there should also be regulations that allow properly developed dwellings of this kind and provide a path for illegal boarding houses to meet code safety standards.

HN 3.2 – Continue to Promote Rehabilitation of Existing Housing Units.

Many affordable units in the Alisal are housed within older, apartment building structures. If not properly maintained, affordable housing units deteriorate beyond the point of habitability. It is far more cost-effective to rehabilitate and repair an existing unit than to build an entirely new unit, and thus the City must develop a Housing Assessment Program in order to identify the most problematic structures. The City will also expand existing housing rehabilitation programs, including those related to removal of lead-based paints, while ensuring that residential property owners in the Alisal are made aware of and participate in these programs through improved outreach and promotional activities.

GOAL HN 4. Advance Housing Affordability and Opportunity at all Income Levels.

Affordable housing is undeniably the top priority and concern for the Alisal community. The City has a clear desire to provide housing opportunities now and into the future for those who live in the Alisal. Retaining long-time residents and families strengthens the community fabric, identity, and stability of the neighborhood, allowing residents to age in place and maintain their connection to each other and their history. The City's goal is to ensure housing is provided across the income spectrum, but especially for those below Area Median Income. Supportive policies include pursuing rent control or a moratorium on rent increases, exploring a neighborhood preference program, requiring market-rate developments to meet or exceed inclusionary requirements, utilize the State's Density Bonus Ordinance, creating new incentives and securing additional resources to promote new affordable housing development, safeguarding existing income-restricted units, and increasing efforts to connect residents with housing-related financial and educational assistance.

HN 4.1 – Consider Rent Stabilization.

The Housing Working Group spent a significant amount of time discussing the pros and cons of rent control, as well as how it is limited by California law (see sidebar). While recognizing the potential drawbacks, the Working Group felt the City should seriously explore how to implement some form of rent control due to significant rent increases and the affordability crisis. Rent stabilization is a form of rent control that limits how much prices can increase annually, and a strategy used to help maintain existing affordable housing and limit potential displacement caused by rapid increases in rent. There are also secondary benefits from rent stabilization, including diversifying neighborhood incomes and promoting neighborhood cohesion. Over the long term, rent stabilization can help maintain the Alisal as a working-class community. In order to keep rents at reasonable and predictable levels for existing tenants, the community needs to consider a temporary moratorium on rent increases. Additionally, the City will work with local community-based organization and decision makers to develop a rent stabilization ordinance that would place a cap on annual rent increases for eligible units.

TENANT PROTECTION ACT OF 2019

In October, Governor Newsom signed the Tenant Protection Act of 2019. This bill caps annual rent increases at five percent plus inflation in multifamily buildings built before 2004. The bill, in effect on January 1, 2020, also included just cause protections for many renters. The Tenant Protection Act covers more units than allowed by the Costa-Hawkins rent stabilization law, and does not require local adoption; units are automatically protected if they meet the law's criteria. Because of state law, local governments are still prohibited from adopting new strict rent control. As of this writing, enforcement of the Tenant Protection Act is still unclear, and will be one of the topics addressed by the Salinas Housing Technical Advisory Committee, established in December of 2019.

Another state law, the Ellis Act, prohibits local governments from having ordinances that prevent landlords from evicting tenants to exit the rental housing business. Most often it is used to convert to condominiums. If the owner of rental housing wishes to stop renting due to impacts from rent stabilization or other forces, there is little legal action the City of Salinas could do to prevent the loss of those units from the rental market.

HN 4.2 – Facilitate the Production of Affordable Housing.

The total number of deed-restricted affordable units that can be realistically built in the Alisal is limited by scarce public financial resources. To advance the construction of these units, steps must be taken to close the financial feasibility gap (the difference between the cost of building an affordable unit and the rental/sale price). Securing new grant funding to subsidize affordable units will enable more production of these units in the Alisal. Unfortunately, this funding is very limited and it is difficult to build enough housing to serve every income-qualified household. Combining both affordable and market rate development is the only strategy likely to provide enough new housing to stem of displacement. Therefore, increasing the share of affordable units that are provided onsite in new market-rate housing projects is a key goal for the Alisal. The limited number of units that will be built in this manner will not solve the housing crisis, but can mitigate the scale of the problem. To achieve affordable housing levels of 20 percent or more in new development, the City and community will need to work with developers to create new incentives, change zoning regulations, and ensure inclusionary housing goals are met and incentivize developers to utilize the Density Bonus Ordinance to create more affordable units. Developers should be encouraged to provide housing options that are affordable to a range of residents, including units that are ‘affordable by design’ such as live/work

COMMUNITY PREFERENCE POLICIES

To stem displacement in low-income communities, local governments are increasingly turning to community preference policies to prioritize affordable housing applicants with a strong connection to a particular location. Neighborhood-based preferences for affordable housing have sometimes been challenged in court or by federal regulators, based on the Fair Housing Act. However, preference policies that are tailored to address specific policy concerns, such as displacement and neighborhood stability, can be designed to withstand legal challenges.

A number of cities, including San Francisco, Oakland, Santa Monica, Portland (OR), New York (NY), and Cambridge (MA), have developed policies to prioritize affordable housing projects for residents who live or work in the community where the project is located. These policies commonly give preference to applicants who meet one or more of the following criteria:

- Current city residents
- Individuals employed in the city
- Residents of a specific geography within the city
- Current or former residents who have experienced displacement within the city under specific circumstances (such as a no-fault eviction)

units, cooperative units, and micro units. Affordable housing redevelopment and infill can strengthen and celebrate the best of the Alisal, similar to recent affordable housing projects in the City's Chinatown neighborhood near North Main Street and East Lake Street.

HN 4.3 – Preserve and Expand the Existing Affordable Housing Stock by Working Cooperatively with Owners of Privately-Owned, Publicly-Assisted Affordable Housing Units.

The City has a limited supply of rental housing that is income-restricted to low-income individuals and families. These rent restrictions help keep housing costs manageable for those living within. Privately-owned, state and federally-subsidized properties and tenant-based rental assistance provided by the Housing Authority of the County of Monterey comprise most of the City's income-restricted supply. Loss of subsidized or income-restricted units would put additional pressure on the City's affordable housing supply. Income-restricted units can be lost through subsidies expiring, buildings deteriorating, and owners "opting out" of expiring subsidized housing contracts. Among Salinas's existing

privately-owned, state and federally-subsidized supply, 168 active units have subsidies that expire by 2020. Over the next ten years, 413 active units (12 percent of the subsidized stock) across 19 properties are set to expire, and therefore it is vital that prompt action be taken – creating a list of these units close to expiration, seeking out opportunities to purchase privately-owned affordable units, and converting market-rate apartments to affordable units.

HN 4.4 – Promote Affordable Housing Opportunities Among Existing Residents.

The City will pursue policies and strategies that prioritize making affordable housing available for residents who live or work in the community. As new affordable housing opportunities are created in the Alisal, the City will notify and recruit households on the existing waiting list, those who have been recently displaced from the area, and other potential candidates. Over the long term, the City will explore more explicit mechanisms to offer affordable housing for residents, including neighborhood-based preference policies (within the legal constraints of Fair Housing Law).



NEIGHBORHOOD BEAUTIFICATION PROGRAM

Administered by the Neighborhood Services Program, the Salinas Neighborhood Beautification Initiative is designed to help build and foster strong neighborhoods by connecting residents to services and resources that help improve the quality of life in Salinas. These projects must promote healthier, safer and cleaner neighborhoods, as well as improve neighborhood appearance.

Each Council District has the opportunity to allocate grant funding to individuals or groups for eligible projects, up to \$2,000. Residents fill out a Grant Application form to propose specific neighborhood improvement projects.



PROPERTY REHABILITATED THROUGH SUCCESSFUL RECEIVERSHIP

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Beginning in 2016, a Dallas Ave property was brought to Code Enforcement's attention with complaints about hoarding, unsafe and unsanitary living conditions, and unlawful occupancy of an unpermitted garage unit.

After months of, legal proceedings, the property entered receivership (legal control of the building was transferred from owner to an appointed trustee) in January of 2018 to begin the necessary rehabilitation. By the end of 2018, the rehabilitation work was complete, and the property was successfully sold in February of 2019

HN 4.5 – Connect Residents to Financial Resources.

As discussed previously, most Alisal households are both renters (almost 70 percent) and lower-income (nearly 50 percent). These households may need financial assistance to pay rent, pay for utility and energy bills, or avoid being displaced due to employment disruption, medical emergency, or other fiscal difficulties. There are a variety of partners and programs (United States Department of Housing and Urban Development (HUD), California Public Utilities Commission (CPUC), GRID Alternatives (provides solar technologies to low income families), and other local non-profits) to help households in financial need. Residents may be unaware of the various assistance programs that promote permanent and durable communities. Similarly, programs oriented around improving energy efficiency helps manage utility costs and helps families increase housing affordability and stability.

HN 4.6 – Provide Education and Assistance to Special Populations.

There is an urgent need to provide assistance to Alisal residents who require specialized interventions or treatment. These residents primarily include first-time homebuyers, seniors, low-income families, and undocumented individuals. To improve effectiveness and reach a broader audience, this extra education and outreach should be conducted in a variety of languages to reach non-English-speaking owners and tenants, and include diverse approaches to engagement. The primary partner for this effort is the local HUD-approved housing counseling agency, the Housing Resource Center of Monterey County.

Specifically, Alisal residents need information on homeownership programs, requirements, and potential assistance for new homebuyers. Establishing a clear pathway for these renters to become homeowners contributes to an inclusive neighborhood. Additionally, education and assistance to special needs residents, especially seniors, disabled veterans, homeless, and transitional foster youth, is encouraged to ensure access to both permanent and transitional housing opportunities.

SOME UTILITIES ASSISTANCE PROGRAMS INCLUDE:

The Low Income Home Energy Assistance Program's (LIHEAP) Weatherization Program and the Energy Crisis Intervention Program (ECIP), the California Alternate Rates for Energy (CARE), Family Electric Rate Assistance Program (FERA), and the Energy Savings Assistance Program (ESAP). Immigration status is not considered for the CARE and FERA programs.



GOAL HN 5. Stabilize and Support Neighborhoods.

Strong neighborhoods are the foundation of a vibrant, successful, and prosperous community like the Alisal. Great places are the result of significant investments of time and money on behalf of residents, property owners, local groups, and the City. Safe and well-maintained homes, businesses, and infrastructure encourages civic pride in the community. Neighborhood improvements will be pursued both from the bottom-up and the top-down. The City will work closely with local stakeholders and leaders to maintain a high-quality physical environment that meets or exceeds the needs of residents, by continuing to deepen local engagement and scale up the Neighborhood Beautification Program. Code Enforcement will be strengthened, as staff vigilantly monitor for potential improvements, repairs, and upgrades to residential and commercial buildings, with a special focus on nuisance properties. Examples of nuisance properties include, but are not limited to, those that pose a danger due to physical neglect or deterioration of the building, or property through the presence of high weeds, junked vehicles or appliances, or other risks

to public health. Finally, residents working together to improve their neighborhoods can strengthen community ownership and pride. Collaboration with the City and each other can include activities such as community clean up days, tree planting, and assisting neighbors with home repair and beautification projects.

HN 5.1 – Collaborate with Residents to Improve Neighborhoods.

The community has a vested interest in improving the quality and appearance of the Alisal built environment. Partnering with local groups, such as neighborhood associations, religious organizations, and homeowners' associations to conduct beautification and improvement work will help achieve this goal. The City has already begun to more effectively harness and direct the volunteer energy of residents through the efforts of the Library and Neighborhood Services divisions of the Library and Community Services Department.

Potential beautification projects include: painting homes in the neighborhood, creating a community tool shed, planting more trees on the sidewalks and around

homes and parks, and operating a neighborhood garbage collection program where residents are given the opportunity to dispose of unwanted materials, electronics and debris several times a year.

HN 5.2 – Leverage Code Enforcement Strategies to Improve Neighborhoods.

Code Enforcement data underscores that there are many Alisal properties and buildings that are not adequately maintained. Code Enforcement, while often reactive to complaints, is still the most logical tool to address this issue. The City will look to deploy this tool in innovative and strategic ways: proactively enforcing codes on the most serious violations, training residents on the benefits and processes of Code Enforcement, and expanding partnerships with community organizations and the Police and Fire Departments to systematically report code violations. There are several great examples in East Salinas where sustained Code Enforcement intervention transformed the surrounding neighborhood (including the one featured in the sidebar on page 146).



5.4 HOUSING & NEIGHBORHOODS IMPLEMENTATION MATRIX

GOAL HN 1. Increase Housing Supply and Opportunities for All Alisal Residents.

HN 1.1 - Incentivize and Support the Production of New Housing Units.		
IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
HN 1.1.a – Continue Successful Development Partnerships. Partner with non-profit and for-profit developers to develop new housing projects within the Alisal.	City Private and Non-Profit Housing Developers	Ongoing
HN 1.1.b – Maximize Housing in City-Controlled Developments. For City-controlled properties, solicit developer proposals to build and manage deed-restricted affordable housing. Prioritize collaborating with developers who can maximize the number of deed-restricted affordable housing on City-controlled properties on Division Street and in the Alisal Marketplace.	City Private and Non-Profit Housing Developers	Short - Medium
HN 1.1.c – Create New Housing Incentives. Develop a package of planning/zoning incentives for the development of housing in the Alisal, including an enhanced or super-density bonus, reduced development impact fees, and waived permitting fees.	City Private and Non-Profit Housing Developers	Short - Medium

HN 1.2 - Develop and Formalize Partnerships that Support the Long-Term Supply of Housing.

IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
HN 1.2.a – Continue Stakeholder Engagement. Conduct stakeholder meetings directed to developers, financial institutions, lenders, residents, property owners, and real estate professionals to increase awareness of the opportunities for affordable housing in the Alisal.	City Developers Financial Institutions Residents	Ongoing
HN 1.2.b – Partner with Co-Build Programs. Promote partnerships with self-help programs that allow homeowners to co-build homes, including Habitat for Humanity and Mutual Self-Help Housing Programs.	City Non-Profit Housing Developers Habitat for Humanity	Short
HN 1.2.c – Expand the Activities of Monterey Bay Housing Trust (MBHT) or Establish a City Housing Trust Fund. To fund subsidies for housing and to leverage potential Opportunity Zone investments and new state funding, explore the feasibility of modifying the existing MBHT for additional loan types.	City Monterey County MBEP Non-Profit Housing Developers	Short

HN 1.3 - Encourage and Facilitate the Construction of Accessory Dwelling Units (ADUs).

IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
HN 1.3.a – Minimize Fees. Substantially reduce or waive impact fees (e.g., traffic, school, sewer, storm, and park) for ADU development.	City County Government	Immediate - Ongoing
HN 1.3.b – Provide ADU Loans. Develop a loan program to assist low income homeowners that want to develop an ADU in their property.	City Financial Institutions	Short
HN 1.3.c – Streamline ADU Processes. Streamline the permitting process and have pre-approved ADU designs.	City	Immediate
HN 1.3.d – Develop a List of ADU Experts. Generate a list of contractors, draftsman, architects, and engineers that know how to create ADUs.	Trades Groups American Institute of Architects	Immediate
HN 1.3.e – Create ADU Educational Materials. Provide resources about the process, finances, regulations, ADU models, and other relevant information concerning accessory dwelling units to help property owners understand their options.	City Developers	Immediate

HN 1.4 - Encourage a Mix of Diverse Housing Types.

IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
<p>HN 1.4.a - Encourage New Housing and Dwelling Unit Types. Revise the zoning ordinance and promote residential development and redevelopment consistent with the various residential Place Types in the Land Use and Design Chapter.</p>	<p>City</p>	<p>Short - Medium</p>
<p>HN 1.4.b – Incentivize Medium-Density Housing. Work with financial institutions and other partners to remove financing barriers to building medium-density housing (3 to 5-story attached and stacked units), which is sorely lacking in the Alisal.</p>	<p>City Financial Institutions Local Developers / Property Owners</p>	<p>Medium</p>
<p>HN 1.4.c – Prioritize Permanent Farmworker Housing in Salinas. Actively work to promote production of employee housing for permanent agricultural workers within the city limits.</p>	<p>City Monterey County Private and Non-Profit Housing Developers Monterey Bay Economic Partnership (MBEP) Agricultural Employers Community-Based Organizations</p>	<p>Short - Medium</p>
<p>HN 1.4.d – Prioritize Temporary Farmworker Housing Outside of Salinas. Prioritize building housing for temporary farmworkers outside the Alisal and Salinas city limits, to reduce competition for housing with permanent residents.</p>	<p>Monterey County City Private and Non-Profit Housing Developers Monterey Bay Economic Partnership (MBEP) Agricultural Employers Community-Based Organizations</p>	<p>Immediate - Short</p>
<p>HN 1.4.e – Organize a Housing Tour. Develop a “housing tour” to provide residents first-hand experience visiting different types of housing, including townhomes, work/live units, low-income housing units, large multifamily housing projects, so they can provide input into future housing policy and development projects.</p>	<p>City Private and Non-Profit Housing Developers Community-Based Organizations</p>	<p>Immediate</p>

GOAL HN 2. Ensure Tenant Protections.

HN 2.1 - Pursue Policies and Programs that Prevent Displacement.

IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
<p>HN 2.1.a – Adopt Best Practices to Actively Counteract Gentrification. Continue to adopt policies and create programs that prevent or mitigate displacement and rising rents that can come with new development and a rising economy.</p>	<p>City Community-Based Organizations</p>	<p>Ongoing</p>
<p>HN 2.1.b - Consider How City Actions Affect Displacement. When undertaking City actions related to housing, consider if they may lead to displacement. Explore adopting an appropriate assessment tool to evaluate polices that may accelerate displacement and provide analysis to inform decision makers. Address that there are similar tools through national community development organizations that may be more appropriate for analysis regarding housing policies. Whenever possible, proactively develop protections to minimize displacement.</p>	<p>City Community-Based Organizations</p>	<p>Ongoing</p>

HN 2.2 - Develop Additional Programs and Policies to Support Tenant’s Rights, and Uphold Fair Housing/Landlord Laws.

IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
<p>HN 2.2.a – Develop Tenant Protection Ordinances. Develop ordinances and programs to protect tenant rights in the following order:</p> <ol style="list-style-type: none"> 1. Just Cause Eviction 2. Relocation Assistance 3. Rental Registration and Inspection (HN 3.1.a) <p>This order puts anti-eviction protections and services first to prevent retaliations against tenants and provide a means for rapid re-housing in the event of a lawful or unlawful eviction.</p>	<p>City Private and Non-Profit Housing Developers Rental Property Owners Tenants Community-Based Organizations</p>	<p>Medium</p>
<p>HN 2.2.b – Adopt a Just Cause Eviction Ordinance. Develop and adopt a Just Cause Eviction Ordinance to protect tenants from arbitrary, discriminatory or retaliatory evictions, while providing landlords with the right to evict tenants with demonstrated just cause.</p>	<p>City Private and Non-Profit Housing Developers Rental Property Owners and Tenants Community-Based Organizations</p>	<p>Short</p>

HN 2.2 - Develop Additional Programs and Policies to Support Tenant's Rights, and Uphold Fair Housing Laws.

IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
HN 2.2.c – Create a Relocation Assistance Program. Establish a Relocation Assistance Program (and/or adopt an ordinance) to financially support renters who must vacate uninhabitable housing and/or those evicted without just cause.	<p>City</p> <p>Private and Non-Profit Housing Developers</p> <p>Rental Property Owners</p> <p>Tenants</p> <p>Community-Based Organizations</p>	Ongoing
HN 2.2.d – Explore a Master Lease for Temporary Housing. Examine master leasing a block of hotel rooms and other strategies to create a bank of rooms for temporary housing for displaced residents.	<p>City</p> <p>Community-Based Organizations</p> <p>Fair Housing Organizations</p>	Medium-Long
HN 2.2.e – Form a Housing Committee. Create a stakeholder committee that researches ways of addressing housing challenges in Salinas, including how to enforce tenant protections such as rent stabilization and just cause eviction, and how to develop and implement rental registration and inspection program in a way that does not do unintentional harm to those it's meant to serve	<p>City</p> <p>Tenants</p> <p>Rental Property Owners</p> <p>Fair Housing Organizations</p> <p>Community-Based Organizations</p>	Immediate

HN 2.3 - Provide Education on Housing and Connect Tenants to Related Legal Services.

IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
HN 2.3.a – Launch a Fair Housing Campaign. Kickstart a Fair Housing Education and Assistance campaign for Alisal residents. Focus on information related to discrimination based upon immigration and familial status. Hold workshops and include education on new state tenant protections (such as AB 1482).	<p>City</p> <p>Private and Non-Profit Housing Developers</p> <p>Rental Property Owners and Tenants</p> <p>Community-Based Organizations</p> <p>Eden Council for Hope and Opportunity (ECHO)</p>	Immediate - Short

GOAL HN 3. Ensure Safe and Healthy Housing for all Alisal Residents.

HN 3.1 – Improve the Quality and Condition of Rental Housing in the Alisal.		
IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
<p>HN 3.1.a – Develop a Rental Registration and Inspection Program. Develop a rental registration and annual inspection program for all rental properties that includes options to self-certify, protections against tenant retaliation (just cause eviction and relocation assistance), reasonable exemptions, and inspections to improve the quality of rental housing.</p>	<p>City Private and Non-Profit Housing Developers Rental Property Owners and Tenants Community-Based Organizations</p>	<p>Short - Medium</p>
<p>HN 3.1.b – Provide Education About the Inspection Program. Implement both a tenant and owner education program regarding the implementation of the rental inspection program to be funded with the new registration fees.</p>	<p>City Private and Non-Profit Housing Developers Rental Property Owners and Tenants Community-Based Organizations</p>	<p>Short - Medium</p>
<p>HN 3.1.c – Create Tools for Code Enforcement Staff to Connect Residents with Alternate Housing. Continue to educate Code Enforcement Officers on balancing life-safety and displacement, and give them (currently missing) resources to connect residents with alternate when displacement may be necessary to protect health and safety.</p>	<p>City Fair Housing Organizations</p>	<p>Ongoing</p>
<p>HN 3.1.d - Develop Regulations for Boarding Houses. Provide a regulatory pathway for owners to come into compliance as legal boarding houses, for both H2A and non-H2A tenants.</p>	<p>City Community-Based Organizations Owners</p>	<p>Short - Medium</p>

HN 3.2 - Continue to Promote Rehabilitation of Existing Housing Units.

IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
<p>HN 3.2.a – Expand Housing Rehabilitation Program. Secure additional funding (from the federal CDBG, State sources, or private foundations) to expand rehabilitation programs through the Housing Services Program, which is available to low- and moderate-income households.</p>	<p>City California Housing and Community Development Department U.S. Housing and Urban Development Foundations Financial Institutions</p>	<p>Short - Medium</p>
<p>HN 3.2.b – Expand Residential Rehab Programs to Improve General Maintenance Conditions. Support the ongoing maintenance and improvement of existing residential properties; encourage property owners to maintain and improve their front yards and facades. Raise the qualifying income level for rehabilitation assistance to 100 percent of Area Median Income (AMI) to broaden those who qualify for the program.</p>	<p>City Code Enforcement Owners Financial Institutions</p>	<p>Short - Medium</p>
<p>HN 3.2.c – Promote the Housing Rehabilitation Program. Conduct yearly promotional campaigns for the existing rehabilitation programs to ensure all Alisal property owners are aware of the opportunities. Use code enforcement as a means of promotion to help owners come into compliance.</p>	<p>City Community-Based Organizations</p>	<p>Ongoing</p>
<p>HN 3.2.d – Complete a Housing Condition Assessment. Collect data on the condition of housing stock in order to target specific areas for housing rehabilitation funds in the Alisal.</p>	<p>City Community-Based Organizations Residents</p>	<p>Immediate</p>
<p>HN 3.2.e – Promote Removal of Lead Based Paints. Remove lead base paint hazards in the homes of low-income property owners through the Lead Based Paint Grant (LBP) and similar programs.</p>	<p>City U.S. Housing and Urban Development</p>	<p>Immediate - Short</p>

GOAL HN 4. Advance Housing Affordability and Opportunity at all Income Levels.

HN 4.1 – Advance Rent Stabilization.

IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
HN 4.1.a – Consider a Moratorium on Rent Increases. Consider a two-year moratorium to freeze rents while a full rent stabilization ordinance is studied.	<i>City</i> <i>Private and Non-Profit Housing Developers</i> <i>Rental Property Owners and Tenants</i> <i>Community-Based Organizations</i>	<i>Medium</i>
HN 4.1.b – Develop a Rent Stabilization Ordinance. Study and potentially implement a city-wide or Alisal-specific, rent stabilization ordinance, to cap annual rent increases for eligible units. Take steps to ensure that this ordinance does not actually lead to a decrease in affordability.	<i>City</i> <i>Private and Non-Profit Housing Developers</i> <i>Rental Property Owners and Tenants</i> <i>Community-Based Organizations</i>	<i>Medium</i>

HN 4.2 – Facilitate the Production of Affordable Housing.

IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
HN 4.2.a – Secure New Funding for Affordable Housing. Facilitate the production of affordable housing and help developers close the feasibility gap. Secure new funding sources, such as Neighborhood Infill Finance and Transit Improvement (NIFTI), tax credits (CTAC), Opportunity Zones, Community Revitalization and Investment Authorities (CRIA), State farmworker housing funds, or other alternative mechanisms.	<i>City</i> <i>Private and Non-Profit Housing Developers</i>	<i>Ongoing</i>

HN 4.2 - Facilitate the Production of Affordable Housing.

IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
<p>HN 4.2.b – Create New Incentives for Affordable Housing. Develop a package of planning/zoning incentives for the development of affordable housing in the Alisal, including an enhanced or super-density bonus, reduced parking requirements, reduced development impact fees, and waived permitting fees. Proactively change zoning to align with funding opportunities, including California Tax Credit Allocation (TCAC).</p>	<p>City Private and Non-Profit Housing Developers Community-Based Organizations</p>	Ongoing
<p>HN 4.2.c – Ensure Inclusionary Ordinance Implementation on Large Projects. Set high expectations for affordable housing provision for all major residential and mixed-use projects in the Alisal (and throughout the City). Ensure developers are meeting or preferably exceeding the requirements of the Inclusionary Housing Ordinance.</p>	<p>City Private and Non-Profit Housing Developers Community-Based Organizations</p>	Short - Medium

HN 4.3 - Preserve and Expand the Existing Affordable Housing Stock by Working Cooperatively with Owners of Privately Owned, Publicly Assisted Affordable Housing Units.

IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
<p>HN 4.3.a – List Units at Risk of Expiring from Affordability Covenants. Create a list of all income-restricted affordable housing units in the Alisal at risk of becoming market rate and update it every two years. Proactively set meetings with owners to discuss options for the future of their affordable properties.</p>	<p>City Private and Non-Profit Housing Developers Financial Institutions</p>	Short
<p>HN 4.3.b – Preserve At-Risk Housing as Affordable. Actively seek out opportunities for the City or non-profits to purchase existing privately-owned income-restricted affordable units in the Alisal so they can become permanently affordable before affordability covenants expire. When possible, also act when naturally occurring affordable units are at risk from redevelopment to market or above-market units.</p>	<p>City Private and Non-Profit Housing Developers Financial Institutions</p>	Ongoing
<p>HN 4.3.c – Expand Affordable Housing Stock. Identify and communicate with potential partners (affordable housing providers) to acquire existing rental housing units in the Alisal and convert them to deed-restricted affordable units. Monitor County auctions of foreclosures for opportunities to purchase single or multifamily buildings and convert to affordable housing.</p>	<p>City Private and Non-Profit Housing Developers Foundations Monterey County</p>	Ongoing

HN 4.4 - Promote Housing Opportunities Among Existing Residents.

IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
<p>HN 4.4.a – Develop Age in Place Resources. Assist home-owning seniors with limited income and resources to strengthen their ability to age in place through support such as help with daily tasks and maintenance, finding a roommate to off-set expenses, or establishing strong connections with neighbors who can help in times of need, among other resources.</p>	<p>City Legal Service for Seniors Habitat for Humanity Alliance on Aging Monterey County</p>	<p>Ongoing</p>
<p>HN 4.4.b – Notify Residents of Inclusionary Housing Lotteries. Inform Alisal residents about inclusionary homeownership opportunities and with lottery application.</p>	<p>City Community-Based Organizations</p>	<p>Ongoing</p>
<p>HN 4.4.c – Develop Local Preference Policies. Explore and develop options to provide preferences for existing current residents, such as a priority points or ranking system.</p>	<p>City Community-Based Organizations</p>	<p>Short - Medium</p>
<p>HN 4.4.d – Promote Affordable Housing Month. Promote National Affordable Housing Month in October to highlight resources and housing opportunities</p>	<p>City Community-Based Organizations</p>	<p>Short</p>

HN 4.5 - Connect Residents to Financial Resources.

IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
<p>HN 4.5.a – Market Financial Assistance Programs. Distribute information about local, State, and federal programs that can help Alisal renters become owners.</p>	<p>City Community-Based Organizations Financial Institutions</p>	<p>Short</p>
<p>HN 4.5.b – Establish a Down Payment Assistance Program. Develop a down payment assistance program for first time homebuyers.</p>	<p>City Financial Institutions HUD Foundations</p>	<p>Short - Medium</p>
<p>HN 4.5.c – Expand Alternative Energy Programs. Expand alternative energy programs, such as GRID Alternatives, which installs solar panels for low-income families, into the Alisal. Include opportunities for rehabilitation assistance to existing and new multifamily properties that incorporate energy efficiency and address indoor air quality.</p>	<p>City GRID Alternatives HUD Financial Institutions Foundations</p>	<p>Immediate - Short</p>
<p>HN 4.5.d – Connect Residents to Utilities Assistance Programs. Train City staff, service providers, and local community leaders on what utilities assistance programs exist to assist low- and moderate-income homeowners and renters to maintain their homes, improve energy efficiency, and lower utilities costs to decrease overall housing cost.</p>	<p>City CPUC Utility Providers</p>	<p>Short</p>
<p>HN 4.5.e – Promote Energy Efficient and Well-Designed Units. Enhance public awareness of the benefits of healthy, well-designed, and energy efficient units.</p>	<p>City Community-Based Organizations</p>	<p>Short</p>
<p>HN 4.5.f – Connect Residents to the Medical Baseline Program. Train City staff, service providers, local community leaders, and local healthcare providers on the Medical Baseline program which provides lower electricity rates to households where one member has multiple sclerosis, a life-threatening illness, is a para- or quadriplegic, or requires regular use of life-support equipment. This program is available to households regardless of income level or immigration status.</p>	<p>City CPUC</p>	<p>Short</p>

HN 4.6 – Provide Education and Assistance to Special Populations.

IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
<p>HN 4.6.a – Provide Home Ownership Education. Provide support services to homebuyers throughout the entire process. This includes training and counseling services, credit improvement resources, and also default and delinquency counseling for homeowners in crisis.</p>	<p>City Housing Resource Center of Monterey County Community-Based Organizations</p>	<p>Short</p>
<p>HN 4.6.b – Provide Assistance for Undocumented Individuals. Create bridge programs for undocumented individuals to have the opportunity to access rental and ownership assistance programs.</p>	<p>City ECHO CCA Community-Based Organizations</p>	<p>Short - Medium</p>
<p>HN 4.6.c – Promote the Housing Accessibility Assistance Grant (HAA). Remove architectural barriers which limit low-income property owners' mobility in their home through the Housing Accessibility Assistance Grant (HAA), which allows residents to remain in place while aging or adapting to a disability.</p>	<p>City HUD Community-Based Organizations</p>	<p>Immediate - Short</p>

GOAL HN 5. Stabilize and Support Neighborhoods.

HN 5.1 - Collaborate with Residents to Improve Neighborhoods.

IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
<p>HN 5.1.a – Expand the Existing Neighborhood Beautification Program. Broaden the scope and increase the resources available for the Neighborhood Beautification Program to enhance residents' ability to improve their Alisal neighborhoods.</p>	<p>City Residents</p>	<p>Ongoing</p>
<p>HN 5.1.b – Organize Community Clean-up Teams. Building off existing neighborhood cleanups led by Neighborhood Services, create formal civic committees and/or teams to organize clean-ups and beautification projects that promote safe, walkable spaces in the community.</p>	<p>City City Council Members Residents Community-Based Organizations</p>	<p>Ongoing</p>
<p>HN 5.1.c – Establish Partnerships for Blight Elimination. Work closely with neighborhood associations, homeowner's groups, landlord organizations, and other community groups to address nuisances and eliminate blight.</p>	<p>City Community-Based Organizations Property Owners</p>	<p>Ongoing</p>
<p>HN 5.1.d – Increase Resident Engagement at the Neighborhood Scale. Develop and continually improve a civic engagement strategy that helps increase the capacity of the public to collaborate in the City's decision-making processes with regards to their specific neighborhood. This might include block meetings, sub-area public workshops, or other targeted engagement.</p>	<p>City Community-Based Organizations Residents</p>	<p>Ongoing</p>
<p>HS 5.1.e – Promote Use of the SalinasConnect App. Promote use of the Salinas Connect App for reporting dangerous sidewalks, a pothole, abandoned vehicles, tree trimming, graffiti, or variety of other issues. Incentivize use of the app through giveaways, discounts to local merchants, or other promotions. Ensure the app is available in both English and Spanish.</p>	<p>City Residents / Neighborhood Watch Groups Community-Based Organizations</p>	<p>Short</p>

HN 5.2 - Leverage Code Enforcement Strategies to Improve Neighborhoods.

IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
<p>HN 5.2.a – Use Code Enforcement Strategically. Reduce blight by using code enforcement, nuisance abatement, and receivership to address significant problem properties.</p>	<p>City Residents Community-Based Organizations</p>	<p>Ongoing</p>
<p>HN 5.2.b – Educate Residents on Code Enforcement. Host workshops in the Alisal for residents and distribute educational material on what City Code and code enforcement processes mean for renters and owners of housing.</p>	<p>City Community-Based Organizations</p>	<p>Ongoing</p>
<p>HN 5.2.c – Continue Effective Partnerships. Continue the effective collaborative effort between the Police Department, Code Enforcement Division, and the Fire Department that has focused on addressing extreme nuisance properties.</p>	<p>City Community-Based Organizations Property Owners</p>	<p>Ongoing</p>
<p>HN 5.2.d – Step Up Targeted Enforcement. Increase the number of code enforcement cases on extreme public nuisance properties. Consider increasing fines or penalties for repeat offenders (for serious infractions threatening life and safety).</p>	<p>City Residents</p>	<p>Short</p>
<p>HN 5.2.e – Increase Code Enforcement staffing. Hire additional Code Enforcement officers to allow for more cases to be pursued.</p>	<p>City</p>	<p>Short - Medium</p>

5.5 EMERGING PRIORITIES

The Alisal is a strong, thriving community that can work collaboratively to transform neighborhoods and improve opportunities for all. This chapter contains dozens of important goals, policies, and actions, most of which were community-generated, however they cannot all be accomplished at once. In the Spring of 2019, Steering Committee and Working Group members engaged in discussions and activities to prioritize the draft policies and actions from the Housing and Neighborhood chapter. Next, those priorities were presented to the public at the Draft Plan Open House on April 23, 2019, where Alisal residents further prioritized recommended policies and actions. Based on this community-driven process, three key Housing priorities emerged. Chapter 10 includes details on the steps the City and community can take over the next one to two years to advance these priorities.

Advance housing affordability.

As noted in the previous chapter, the high cost of housing was consistently the priority issue throughout the planning process. The community advocated for establishing a down-payment assistance program, and securing new funding for new affordable housing developments.

Increase housing options.

Part of the housing affordability crisis stems from a lack of housing options. Creating incentives for new housing, growing the Housing Trust Fund, and maximizing affordable housing on City-controlled opportunity sites are some of the ways to add more units in the Alisal.

Develop and enforce tenant protections.

Rent stabilization and just cause eviction protections were very important to the community during housing conversations, and their suggested actions remain in this chapter to reflect that. However, the September passage of state Assembly Bill 1482 Tenant Protection Act of 2019 means

that those protections will be in place statewide starting in 2020. This also means that the local conversation should shift to developing a strong framework to ensure these measures are properly enforced.

This framework should also include protections against dangerous living conditions as well as displacement. Tenants must feel safe to report unsafe or unsanitary conditions. The community should also consider that a rental registration and inspection program to hold landlords accountable for providing quality units. Fees from a registration program could also support services to help enforce rent stabilization and just cause protections. Any rental registration and inspection program should be combined with a relocation assistance program that will provide relief when eviction is unavoidable, or when families must temporarily or permanently vacate uninhabitable residences. It is critical to quickly establish a community stakeholder committee to research these matters and help develop an equitable framework for implementation.



Economic & Workforce Development

A Prosperous Alisal for All

The Alisal is a community where residents of all backgrounds share equally in the economic prosperity of its diverse economy. Partnerships between local government, educational institutions, and training organizations create a comprehensive education and workforce development system that enables residents to spur innovation and small business development.

The Alisal is poised to develop an economy that is successful, healthy, and environmentally sustainable. Small business and entrepreneurs drive economic activity for the community and the City. Opportunities abound from investment in and promotion of the Alisal as a unique destination that celebrates and recognizes the area's cultural diversity as a community and regional asset. Preparing the workforce with the skills to create and acquire higher paying jobs and removing barriers to these opportunities is critical to ensure prosperity for all, especially our youth



6.1 INTRODUCTION

This chapter focuses on the opportunities for economic development and prosperity in the Alisal and builds on the existing strong culture of entrepreneurial spirit and independent small businesses and rich cultural identity to expand goods and services for the Alisal community, City residents and visitors. The goals and policies focus on improving the appearance of the Alisal's commercial corridors, capitalizing on the Alisal as a cultural district and the coordination of business education, technical assistance and capital resources. Critical to this success is improving relationships between the City and business and property owners to increase economic prosperity for all.

Guiding Principle Icon Key



Economic Prosperity, Equity and Diversity



Collaborative, Inclusive, and Engaged Decision-Making



Housing Opportunities for All



Liveable and Sustainable Community



Healthy and Safe Community



Connectivity, Access and Mobility



Youth Are the Future



A Community to Celebrate

Goal Summary

GOAL ED 1. Improve the Appearance and Cleanliness of the Alisal's Commercial Corridors.



Providing an attractive environment that promotes safety and security will attract a larger customer base, increasing economic activity in the Alisal.

GOAL ED 2. Foster Business Creation, Retention, Expansion, and Attraction.



Local entrepreneurs and business owners need access to business education, technical assistance and capital in order to start, grow, and expand their businesses.

GOAL ED 3. Promote the Alisal's District Identity as a Unique Cultural, Arts, and Shopping Destination.



Highlight the Alisal's Latino heritage, rich history, and artistic culture to attract visitors, private investments, and generate more revenue and jobs.

GOAL ED 4. Build Strong Relationships Between the City and Business/Commercial Property Owners.



Cultivating a strong relationship between the City and property and business owners will help City services and resources, as well as support and accelerate commerce and development in the Alisal.

GOAL ED 5. Increase Access to Education Training and Entrepreneurship Programs.



Accessible and affordable education, training, and career pathway programs will prepare more Alisal residents for higher paying employment opportunities, thus improving their quality of life.

GOAL ED 6. Expand Availability of and Access to High-Quality Child-Care Services.



Parents must have access to affordable, quality childcare to maintain stable employment and to provide a solid early education foundation for their children.

Guiding Principles Connection

Economic Prosperity, Equity and Diversity



The commercial areas in the Alisal have become a critical retail center in Salinas, providing culturally relevant shopping and services to both Alisal residents and customers from all over the region. Supporting Alisal businesses and workers with the education, technical expertise, program support, and access to capital resources they need to succeed builds a stronger economy and promotes equitable access to employment opportunities, services, and amenities.

Healthy and Safe Community



Improving safety in commercial areas is critical to positioning the Alisal as a desirable place for businesses and shoppers. Crime prevention, through smarter design of the built environment and improved street appearance, has been widely promoted in the Alisal with the goal of encouraging more eyes on the street and pedestrian activity on small business corridors.

Housing Opportunities for All



Efforts to boost worker incomes can help put higher quality and stable housing within reach for more people. As incomes rise, more families have access to home ownership, a means to further prosperity. Encouraging agricultural companies and other employers to construct housing in the Alisal, citywide, and beyond will help stabilize the workforce and reduce overcrowding.

Youth are the Future



Ensuring youth and young adults can access high school, college, and work opportunities is an important measure of the Alisal's success. Supporting educational pathways and training opportunities, including entrepreneurship as a career pathway, and internships enable Alisal youth to gain skills that will help them improve their upward mobility, secure employment, and allow them to contribute to the economic well-being of the community.

Collaborative, Inclusive and Engaged Decision-Making



Meaningful engagement and dialogue between the City and small business owners is critical to promoting transparency and establishing trust to support economic and workforce development in the Alisal. By leveraging resources and local expertise, entrepreneurs, community leaders, and the City can work together to identify gaps in services and innovative approaches to carry out successful economic development strategies.

Connectivity, Access and Mobility



Although Alisal's commercial corridors have heavy foot traffic, they are designed principally for vehicles. Creating safe, well-connected streets, and multi-modal networks, will provide better access to jobs, goods and services for employees, shoppers, and residents. This, in turn, will increase economic development opportunities for Alisal businesses.

Livable and Sustainable Community



Brimming with pedestrians and activity, the corridors in the Alisal, especially East Alisal Street, are among the liveliest commercial areas in Salinas. The Alisal's economic potential can be enhanced by investing in key infrastructure improvements to sewers, streets, sidewalks, lighting, and open spaces.

A Community to Celebrate



The Alisal is known for its rich culture, celebrations, and artistic residents. Over the years, business and the City have incorporated some art and culturally themed amenities on private buildings and in public open and green spaces for residents and visitors to shop, dine, and recreate. The promotion of cultural events, such as El Grito and Ciclovía Salinas, stimulates pedestrian and commercial activity along commercial corridors.

6.2 COMMUNITY ASSETS & CHALLENGES

Assets

A strong culture of entrepreneurial spirit and independent small businesses. The Alisal is hardworking and entrepreneurial. This is evidenced in both the number of mobile vendors and microbusinesses located in shared indoor market spaces and the fact that Alisal has one of the highest sales tax bases in Salinas.

A robust retail economy. Alisal's dense population provides a strong customer base for local businesses. The estimated annual retail spending by Alisal households is about \$204.6 million with total retail sales by Alisal merchants at about \$234.2 million. The Alisal is one of Salinas' highest retail sales tax generators in the City. The Alisal is also a regional shopping destination for Latino residents from other Monterey County communities.

Diverse provision of culturally authentic goods and services for both residents and visitors. Whether it is a dress for a quinceañera, Mexican or Central American specialty grocery products, or tax preparation services in Spanish, consumers

can shop for products and services that align with their cultural preferences and conduct business in English or Spanish.

Grassroots cultural events and public art. Annual events, such as El Comité Cultural's El Grito and the youth-led Ciclovía Salinas, celebrate the culture and potential of the Alisal community, and attract visitors from across Salinas and the Monterey County region. The Alisal is also home to many murals and other forms of public art that promote vibrancy along the major commercial corridors.

Multiple service providers focused on small business development. Existing economic development organizations, such as El Pájaro Community Development Corporation, the Small Business Development Center, and Salinas United



\$61 MILLION

Amount spent in Alisal by residents that live outside of the Alisal.



EL PÁJARO COMMUNITY DEVELOPMENT CORPORATION

El Pájaro Community Development Corporation assists in the creation of economic opportunities for minority individuals with limited resources by providing instruction, bilingual/bicultural business training, business incubation, one-on-one professional consulting and coaching, and support to access capital.

INNOVATION IN THE ALISAL



Hartnell College and other institutions have developed comprehensive training programs specifically geared to Salinas Valley's AgTech and healthcare workforce, with the goal of creating high wage, high skill, and high demand careers.



Digital NEST @ the Cesar Chavez Library. Youth and young adults (high school age to 24 years old) build boost tech familiarity and skills in order for youth to compete in an increasingly technological world.

Young Innovators Challenge (hosted by Thrive Foundation). Local youth develop unique approaches to address big problems, formulating well-thought solutions during a one-day event competition for middle and high school teams.

Business Association (SUBA), provide an array of resources to support small businesses.

Comprehensive job readiness/job training programs. Alisal residents have access to post high school education, career pathways, and certificate programs at the Salinas Adult School, Center for Employment Training, Hartnell College – East and West Alisal Campuses, and California State University - Monterey Bay. The Workforce Development Board also offers work-based services and training.

“Alisal is the heart and driver of the Salinas economy.”

– Alisal Resident

Challenges

Minimal public and private investment. Since incorporation into the City in the 1960s, the Alisal has experienced little public investment. Many absentee commercial property owners do not have a vested interest in the community. The high rents collected due to low vacancy rates are rarely reinvested in maintenance or property improvements. Without a coordinated program to clean and repair the public right of way, maintenance of commercial corridors is insufficient and inconsistent and may deter visitors and shoppers from patronizing Alisal businesses.

Alisal's cultural identity is not strongly reflected in the built environment. Current building color, architecture, landscaping and pedestrian amenities, and the lack of central plaza or community gathering space do not represent the community's heritage and Latino cultural identity.

Retail leakage to other parts of Salinas and the County. Leakage occurs when consumers buy goods outside of their neighborhood due to insufficient nearby retail options. Alisal's retail leakage is estimated at \$61 million per year.



\$22 MILLION

Purchases made by Alisal residents outside of Alisal.

Lack of coordination around business assistance resources. To grow, retain, and attract viable businesses and entrepreneurs, small business education and technical assistance providers must collaborate and coordinate their schedules and programming to provide easily accessible training tailored to the local economy.

Small businesses lack knowledge of local permitting and regulatory processes. Entrepreneurs and small business owners continue to have difficulty interfacing with government regulatory agencies. In some cases, this is the result of cultural and language barriers, in other cases it is lack of access to information.

Ease of access, traffic, and parking on corridors. Alisal's major commercial corridors have high traffic volumes that can conflict with pedestrians and bicyclists

at poorly marked and un-signaled intersections. In many areas there are narrow and/or uneven sidewalks and no designated bike lanes. Availability of parking is another challenge that impedes customer ease of access to business and services.

Perceived and actual safety impact economic activity. Between January 1, 2016 and July 16, 2017 almost half of citywide homicides (46%) took place in the Alisal. This perceived fear of crime also impacts consumer's willingness to frequent businesses in the Alisal after dark.

Seasonality of labor. A factor that impacts the retail market for the Alisal neighborhood is that the agricultural workforce tends to be more transient than other sectors. Among agricultural workers who are year-round Alisal residents, their income is lower during the off-season, which means they have less disposable income to spend during specific months. Local businesses have to plan for this inconsistent revenue throughout the year. Shifting migration patterns (many workers are staying in Arizona) and the increased number of H2A workers is changing the



Many farmworkers in Salinas are seasonal, following crop cycles for work.

Alisal's customer base. Some businesses have expanded and benefited from this shift, while others have been negatively impacted.

Adults lack the skills to shift to different sectors with higher paying jobs. People who live in the Alisal have lower levels of educational attainment compared to Salinas residents overall. As a result, it is difficult to transition into higher paid skilled work.

Lack of youth employment options.

Almost half of Alisal households have total annual incomes below \$35,000, with one third of Alisal residents living in poverty. Because of low median incomes, teens want to find jobs to supplement their families' household income and pay for higher education. While there are several great youth leadership and professional development programs, there are few youth employment programs. In general, Alisal youth find it challenging to find a job.

Young adults who wish to return to Salinas after obtaining a degree are often unable to secure a job in their chosen career or employment sector.

High cost and limited availability of childcare. The Alisal has a high proportion of young children and many working parents. There is a continuous struggle for families to find quality childcare offered at a price they can afford. Many parents in the Alisal work very early in the morning, later in the evening, and/or on the weekends. If childcare is not available during these times, this puts the family's financial stability at risk. On the provider side, the licensing process is confusing and there is a lack of local training opportunities. Some providers report that the cost of licenses and fees prevents them from opening a formal business.

"I would say college grads believe that there aren't many job opportunities in Salinas, based on their degree."

- Alisal Resident



There is a desire to reflect more of the Alisal's culture in the built environment.

6.3 GOALS & POLICIES

The content within each of the Vibrancy Plan’s topical chapters was developed through an intensive community process. Each topic was explored in depth by a Working Group of residents and stakeholders, presented at a series of public open houses, and then vetted and refined by an overall Steering Committee into a series of priority items. These results and the related Steering Committee discussions then evolved into the Goals, Policies and Actions found in this Economic Development chapter.

This section contains two parts. Immediately below is a narrative describing each of the Economic Development goals and policies – providing context, rationale, and framing for why certain policies or programs are important. The matrix that follows the narrative includes actions necessary to implement the Goals and Policies along with other, more detailed recommendations including the responsible entity or organization and the timeframe.

GOAL ED 1. Improve the Appearance and Cleanliness of the Alisal’s Commercial Corridors.

The Alisal contains four major commercial corridors (East Alisal Street, East Market Street, Sanborn Road, and Williams Road). For the most part, these corridors have strong economic activity due to the high density of people in the area and the diverse array of goods and services available. However, the visual appearance and cleanliness of the corridors needs to be improved. Historically, city investment in maintenance has not been proportional to the sales and transient occupancy taxes generated from East Salinas businesses. Improving the appearance of these four

corridors will enhance the community’s image and bolster the economic success of the Alisal. Specific actions include establishing a regular, comprehensive corridor maintenance program that includes greater engagement of business, property owners, and community organizations, preparing corridor design guidelines to improve businesses’ visual appearance when storefronts are renovated, and providing incentives for property owners to improve the look of their businesses.

ED 1.1 – Establish a Consistent Corridor Maintenance Program. For potential investors and shoppers, first impressions are crucial. Poor maintenance

of public and private property suggests that the City and community does not care about the neighborhood. Establishing regular trash pick-up, street sweeping, and other appropriate maintenance schedules will noticeably improve the appearance and perception of Alisal’s commercial corridors. With limited public resources, organized volunteer efforts that engage the City, businesses, community and faith-based organizations, and residents in conducting clean ups and other beautification efforts will lead to greater community ownership and instill a sense of pride. These types of efforts set the stage for a consistent corridor maintenance effort that businesses can embrace and strengthen over time.

ED 1.2 – Establish Tailored Design Guidelines to Improve Appearance, Create District Identity, and Increase Safety.

Design guidelines are a critical planning and urban design tool that regulates storefront appearance, building colors and materials, window treatments, security measures, landscaping, and signage. Implementing enhanced design guidelines for the Alisal's corridors will strengthen the overall appearance and character of these streets by encouraging renovations and new construction that is compatible with the spirit and aesthetic of the Alisal. Guidelines should focus on improving the shopping environment and perceptions of safety while also preserving the unique history and culture of the Alisal. Enhanced design guidelines should be crafted in collaboration with property owners, merchants, and community stakeholders to ensure their feasibility and businesses' commitment to implementation. See Goal LU 7 in Chapter 4 for more on design guidelines.



Tailored design guidelines can encourage more murals and other features that make the Alisal unique.

ED 1.3 – Incentivize Owners and Merchants to Invest in Property Maintenance and Improvements.

Businesses along the Alisal's corridors have varied architecture and signage which leads to public spaces that feel less cohesive and welcoming. To address these kinds of issues, a façade improvement program is a proven way to attract additional investment and increase foot traffic. Prior to California's elimination of redevelopment agencies, the City funded a successful façade program (Jazz Up). Using this program, several Alisal businesses benefitted from fresh paint, new signage, and better lighting. Unfortunately, without the City's redevelopment agency, funding for the façade improvement program ceased. The City and community based business associations should work with businesses and property owners, financial institutions and foundations to secure new funding including loans and grants that will help define and re-establish a façade improvement program in the Alisal that funds at least fifty percent (50%) of façade improvements. This funding would help revamp the perception of the Alisal's corridors by revitalizing storefronts through simple improvements like paint and attractive signage.

ED 1.4 – Evaluate Potential Revenue Streams to Support Consistent Corridor Maintenance.

Effective corridor maintenance is dependent upon a stable source of revenue and community based organized leadership. A Business Improvement Area (BIA) or a Property-Based Improvement District (PBID) is often formulated to generate revenue for enhanced maintenance of streets, sidewalks, plazas, and other publicly visible elements. In the Alisal, there is an existing merchant-based BIA known as Salinas United Business Association (SUBA). However, SUBA has had challenges collecting assessment fees since its formation and maintains an average collection rate of 55%, or

approximately \$80,000 annually. PBIDs tend to be a more reliable mechanism to fund commercial district maintenance improvements and should be evaluated and considered as an alternative to or evolution of SUBA and the BIA in the Alisal. While a PBID provides the funding mechanism, the Main Street™ model provides a structure to ensure that revitalization work follows a comprehensive path with real outcomes. Main Street™ is a nationally recognized and proven model and should continue to guide the economic development strategies for the Alisal. Regardless of the legal structure, it is critical that businesses and property owners are educated about the value of a district organization that leads these efforts.



Shops on the East Alisal Street commercial corridor.



Paso Robles is an example of a community with a PBID.

PROPERTY OWNER- BASED ASSESSMENT DISTRICT (PBID)

Property owners can agree to form a PBID and tax themselves to pay for special benefit services. Member businesses can design and manage a program to fit the unique needs of their district including clean-up and maintenance, capital and infrastructure improvement programs, marketing programs, and many other significant projects that improve the appearance and function of the commercial district.

GOAL ED 2. Foster Business Creation, Retention, Expansion, and Attraction.

To build a diverse economic base, a thriving community must catalyze smart new investment and cultivate strong entrepreneurship. Emphasis should be placed on improving access to capital, expanding technical assistance, and creating incentives to help business start, grow, and expand. Encouraging investment in advancing innovative ideas will stimulate new business growth and cultivating local entrepreneurs will ensure that residents are the drivers of the Alisal economy. Technical assistance providers should collaborate and coordinate their schedules and programming to provide easily accessible training adapted to the local economy. Leveraging the resources of and promoting cooperation between institutions will support the entrepreneurs and business owners that contribute to local economic growth in the Alisal.

ED 2.1 – Identify, Expand, and Promote Awareness of Accessible and Affordable Resources to Support Business Creation, Retention, and Expansion in the Alisal.

A wide variety of educational and technical assistance resources exist to assist local businesses, however, Alisal entrepreneurs and small business owners are often unaware of these existing free or low-cost business assistance resources. The first step is to identify existing resources and establish a network to improve communication among resource providers to facilitate referrals, jointly promote available services, expand programming to address service gaps, and ensure the right type of assistance is offered. This could include partnering with local organizations, such as libraries, schools, philanthropy, non-profits, and financial institutions, to provide courses, training, and financial support to facilitate progressive levels of business development - from street vendor to brick and mortar establishment. New business owners have expressed interest in participating in bilingual coaching that would match them with existing business owners to take on tasks such as writing a business plan.

THE MAIN STREET™ MODEL

The Main Street model is a community-driven approach to comprehensive revitalization where community residents, businesses, and property owners identify how they want a single corridor or set of corridors to transform over time. Participants in a Main Street initiative can decide they want their area to serve a particular customer segment (e.g., Latino immigrant families), respond to an underserved market demand (e.g., imported goods or dining and entertainment), or create a differentiated destination (e.g., locally-made goods, products, and foods). Once the community vision is established, it is implemented through work in four areas: ORGANIZATION (partnerships), ECONOMIC VITALITY (support the expanded success of existing businesses, maximize the productivity of underutilized space), DESIGN (enhance the attractiveness of the corridor's public and private spaces), and PROMOTION (create a more positive image of the areas through special retail events and community celebrations).

Many of these things are happening already in the Alisal, but not in a coordinated way that is building toward the implementation of an established community vision for Alisal's corridors.



ED 2.2 – Increase Business Access to Capital to Start and Grow.

For a small business to be successful, it takes more than just creating a great product or service. Often, access to capital is the primary determinant whether a business will grow and survive over the long-term. Businesses typically need access to capital in the form of a low-interest loan or line of credit in order to adjust to changes in the market or to purchase equipment and supplies to ramp up production. Securing capital from banks and other lenders plays an important part in stabilizing business finances and building capacity. Some Alisal business owners are unfamiliar or need assistance with borrowing from financial institutions and instead use their savings, borrow from their family or friends, resort to predatory lending, or go into high-interest credit card debt. Key actions to increase access to capital include collaborating with community organizations and non-profit credit unions to provide financial literacy education on how to navigate the lending process and apply for the appropriate loan product, offering workshops on improving credit scores, and establishing a microloan program.

ED 2.3 – Employ a Proactive Business Attraction Strategy to Add Complementary Businesses to the District.

According to the City’s Retail Market Analysis (which can be found online, <https://bit.ly/2kf0PcA>), the Alisal experienced \$61 million in retail leakage, meaning that this money is spent outside of the neighborhood. To reduce sales leakage and to expand the variety of available goods and services the Retail Market Analysis recommends creating strong private/public partnerships focused on attracting complementary local business, and promoting potential business locations through commercial brokers that match property owners and interested entrepreneurs. Efforts to minimize sales leakage can potentially support new business establishments if additional retail and commercial space is developed. Until then, the City can support existing businesses in expanding their offerings to meet some of the Alisal’s retail gaps.

ED 2.4 – Explore Availability of Vacancies to Nurture Entrepreneurship as a Career Path and Attract Home Grown Businesses.

Entrepreneurs and small businesses need flexible, affordable commercial space to expand access and promote job creation and micro-enterprise development. In the Alisal, there is a low commercial vacancy rate and rents are high. There is demand for affordable, flexible spaces that provide resources to create projects, share ideas, cultivate creativity, foster collaborative learning, and spark a new generation of entrepreneurs. Residents and businesses specifically expressed interest in flexible maker-spaces and a community commercial kitchen. These spaces should be able to support caterers and mobile vendors in their needs for a commissary. Ideally, a central location comprised of either indoor or outdoor space could be established to showcase Alisal-themed merchandise including arts and crafts and food reflective of Alisal’s entrepreneurial spirit and cultural diversity.



CENTRO
COMMUNITY PARTNERS

BILINGUAL BUSINESS PLAN APP

Centro Community Partners has a free tablet and phone app in English, Spanish, and Portuguese that supports entrepreneurs in writing a business plan and accessing funding.

NEW FORMS OF CAPITAL

Crowdfunding and Microloans.

In the start-up stage, businesses are typically ineligible for traditional low-interest loans from banks and may turn to unconventional, often predatory lending practices. It is particularly important to assist start-ups in avoiding bad business ventures. In the past decade, crowdfunding options such as Kickstarter, iFundWomen, Patreon, Indiegogo, and non-profit micro enterprise loan programs such as KIVA (www.kiva.org) have gained popularity and been very effective in launching small businesses that wouldn't otherwise have access to start-up capital.

“Create public art (murals, statues, etc.) within the Alisal corridor that honors important Latino/Hispanic social activists who have positively impacted the Alisal Community and serve as role models such as Cesar Chavez, Dolores Huerta, Juan Felipe Herrera, Sylvia Mendez, Rodolfo Gonzalez, Sandra Cisneros.”

- Alisal Resident

GOAL ED 3. Promote the Alisal District's Identity as a Unique Cultural, Arts, and Shopping Destination.

Alisal's cultural authenticity should be highlighted and emphasized to distinguish and promote it as a shopping destination. Residents and businesses have an innovative spirit, and embrace art, Latino heritage, and agricultural roots. Regrettably, this identity is not always reflected in the district's overall built environment or reputation. Despite Alisal's rich history and culture, few reminders of the stories and narratives of inspirational residents and leaders are found within the community. Historic “markers” and public art can be woven throughout the Alisal. Likewise, additional events can be sponsored highlighting neighborhood identity, and new community gathering spaces hosting these events can be created to generate increased economic activity. Improvements to public spaces will further strengthen the Alisal's identity and the connection between residents and the physical environment.

ED 3.1 – Invest in Branding the Alisal as a Cultural, Art, and Retail Destination Through Promotional Materials, Social Media, and Events.

The Alisal is a secret cultural treasure that many people in the region have never experienced due to fear or ignorance. The unique savor or “flavor” of the Alisal is recognized by some, but not always well publicized. There is an opportunity to better market the Alisal through a comprehensive community branding and promotional campaign. Through the creation of internship opportunities, talented youth at the Digital Nest and other youth in the Alisal can create graphically enticing promotional materials, establish a better social media presence, and create a website with an online business directory and calendar of events. These expanded marketing efforts will help expose new customers to local shops and restaurants. These efforts bring more visitors to the Alisal, while creating an awareness that may help local artists obtain external funding to sustain and expand their work to further enhance the district’s offerings and identity.

ALISAL RETAIL MARKET ANALYSIS

According to the 2017 Retail Market Analysis, the Alisal could add 44,000 square feet of new retail space to capture existing spending leakage. This is roughly the size of an average grocery store. Key store opportunities include:

- Apparel and shoe stores
- Specialty retail, including florists, jewelry, sporting goods, hobby/toy stores, office supplies, pet shops and beauty supplies
- Household appliances and electronics
- Hardware and building materials
- Health services
- Childcare/day care/preschool
- More varieties of restaurants, particularly those that provide table service and diverse cuisine

<https://bit.ly/2kf0PcA>



BEST PRACTICE: MERCADO LA PALOMA

The Mercado supports the local economy by providing affordable retail opportunities, technical assistance, start-up capital and support to small businesses. Those businesses provide food and goods services such as a health center, community room, classes; and promotes arts and culture by hosting events that showcase local artists; and provides a community gather hub where people can socialize and interact.

<http://www.mercadolapaloma.com/>

ED 3.2 – Create New and Improved Existing Public Spaces Along Alisal’s Commercial Corridors.

Public spaces such as plazas, parklets, and small seating areas offer visitors and residents places to gather, socialize, and rest while patronizing local businesses or walking to and from their homes along commercial corridors. The City will look for opportunities to introduce a central plaza or “corazon” along East Alisal Street, similar to plazas prevalent throughout Latin America. Residents requested food vendors, music, attractive lighting, and a water fountain in a plaza.

It will also be crucial to reimagine existing public spaces through the addition of arts, culture, and creativity. Exemplary placemaking inspires the community and encourages change, growth, and quality of place. Special attention should be given to various features of public spaces such as lighting and street furniture and its correlation with uses like live music or mobile vending. Signage, art, banners, and murals in key locations along with storytelling add to effective placemaking and can attract investment, create jobs, and generate additional tax revenue.



Calle 24 Latino Cultural District in San Francisco.

CALIFORNIA CULTURAL DISTRICTS

The California Arts Council, has a relatively new program where areas can apply to become certified state cultural districts. Each district helps grow and sustain authentic arts and culture opportunities, increase the visibility of local artists, and promote socio-economic and ethnic diversity through culture and creative expression. The state provides modest stipends to support the growth of the district. In the future, the Alisal may be eligible to apply for this type of program.

www.caculturaldistricts.org





GOAL ED 4. Build Strong Relationships Between the City and Business/Commercial Property Owners.

Strengthening relationships between the City and business community will advance economic growth in the Alisal. During the community engagement process, businesses owners cited lack of understanding on City regulations as an obstacle to their success. Streamlining permitting and licensing and identifying a central point of contact (a “navigator”) will minimize red tape, clarify procedures, and accelerate response times to get businesses open and operational more quickly. Alisal business will provide guidance to the City as they modify existing programs and create new ones to ensure changes directly address local challenges.

ED 4.1 – Continue Streamlining and Simplifying the Business Licensing and Permitting Process.

In early 2018, City staff began implementation of a new action plan to streamline the building plan submittal and approval process at the Permit Center. To that end, the City has hired two Building Permit Specialists (one of whom is bilingual in Spanish) to serve as liaisons between the customers and technical plan review staff. As the City looks to continue revamping

its processes, it is important to continue to reach out to Alisal businesses to optimize and further enhance the permitting process, so that they can focus on running their businesses. Additionally, City staff are working on establishing the Permit Center as a one-stop location for business resources, and expanding online services by upgrading the TRAKiT System. As these and other changes are implemented, new Alisal entrepreneurs will have an easier time realizing their business vision.

ED 4.2 – Identify a Point of Contact in the City to Assist Businesses Through Regulatory Processes.

Alisal community members prioritized the creation of a “navigator” position to guide current and future Alisal businesses through the regulatory process from start to finish, in order to alleviate stress and confusion. The person hired for this position should be bilingual and understand the business community in the Alisal. The “navigator” should work alongside other small business development organizations in the Alisal to coordinate services and develop training and educational materials that are relevant to the needs of businesses in the Alisal. Given limited funding, it may be necessary to have this position serve the City as a whole.

GOAL ED 5: Increase Access to Education, Training and Entrepreneurship Programs.

All Alisal residents, including adults, youth, seniors, formerly incarcerated, and undocumented individuals, should have access to literacy, education and workforce development training so they are well prepared to enter or re-enter the workforce, or transition to another career. Only 20% of Alisal residents over 25 have earned a high school diploma and only six percent have a college degree. For individuals, more education translates into economic and financial stability; higher wages, and better health. For the community, higher educational attainment is the foundation for building a qualified workforce, attracting better jobs, and increased tax revenues. Expanding access to educational and career pathways, centralizing workforce development services, and matching training to employer needs will help families and the Alisal community improve overall quality of life.

ED 5.1 - Increase Awareness of and Access to Education and Training Programs.

While many education and workforce development resources exist, residents have cited lack of program information and cost as barriers to accessing available career pathway resources. To address this, Hartnell College is implementing a Parent Organizer curriculum Fall of 2019 to increase knowledge of parents so they can learn how to help their children better navigate the school systems. In addition, the college also holds Panther Prep Days every semester to help increase knowledge about programs, supportive services and registration. Regarding cost, Hartnell also implemented the Salinas Valley Promise, which provides free first year of tuition to qualifying students of the Salinas Valley (its goal is to increase access, reduce costs and decrease time to complete). Promotion of workforce resources through partnerships with schools and churches, libraries, and educational institutions will inform more residents about services, including information on how to pay for certification and degree programs. As training programs evolve and expand, collaboration with local employers will continue to be paramount in crafting curricula, reaching potential students, and coordinating job and

internship opportunity announcements. Additionally, before many residents are settled into a permanent career, temporary positions through the freelancing arrangements and the “gig economy” continue to be increasingly common options. Freelance or gig economy training should include education for both workers and businesses who contract with these services to ensure all parties are safe and gaining benefits from these arrangements.

ED 5.2 – Encourage Educational Institutions and Workforce Development Programs to Expand and Create New Educational and Training Programming Based on Employer/Industry Needs.

There are two sides to the employment equation, the job seeker and the employer. To be successful in securing employment, individuals must develop the skills that employers seek. Alisal employers in key sectors, such as healthcare, have indicated that they struggle to fill job openings due to lack of qualified candidates. It is therefore critical that educational institutions and workforce development programs collaborate with local employers to develop and customize workforce development training that meets current and future industry needs. This may include re-training unemployed or underemployed

workers. Developing new programs is also critical; local schools and training institutions are strongly encouraged to develop incubator spaces and establish a centralized Innovation and Technical Training Center. Hartnell College engages industry meetings regularly to discuss current programs and learn about new technical as well as soft skills needed for students to be competitive in these industries to ensure a match of the workforce. In addition, Hartnell convenes regional summits in AgTech and Food Safety to highlight new technology and discuss and address industry needs and concerns. Hartnell engages contract training to address short-term customized training of industry needs. Furthermore, the agricultural industry increasingly is utilizing technology (AgTech) to automate processes. As the use of AgTech becomes more common among local growers, some agricultural jobs will disappear, and those workers will need to be retrained to enter new careers.

ED 5.3 – Integrate Adult Learning Programs, Such As General Education Development (GED) Courses And English Language Learner Classes, Into Vocational Training And Workforce Development Programs.

According to 2017 ACS data the percentage of civilians 16 and up employed in agriculture in the census tracts that are in or intersect the study NRSA portion of the planning area is 51%. Through the community engagement process, conversations revolved around providing career pathways for adult individuals with lower education and English language skills who want to transition out of agricultural or food service positions. The greatest impediments to transitioning to a higher paid career are the lack of education and the language skills necessary to enroll in vocational and post-secondary education programs, especially for older adult employees midway through their working years. To address this challenge, partnerships with libraries, educational institutions and workforce development organizations should be established and reinforced to further develop trainings that incorporate these foundational skills into adult learning/training programs. Increasing the education level, English language skills, and vocational credentials of the adult workforce is central to growing

FREELANCE JOBS AND THE GIG ECONOMY

Independent or gig work consists of income-earning activities outside of traditional, long-term employer-employee relationships. These work arrangements provide employers and workers with flexibility. These arrangements provide workers with a flexible source of income while providing them with the freedom to set their own hours and decide what types of jobs to accept or reject. However, many enter the gig economy because they can't find a full-time job that provides for the worker or their family. This may be due to legal status, educational attainment, or other factors. These types of worker arrangements have been on the rise, especially through emerging technology platforms like ridesharing companies like Lyft and Uber, meal delivery services like Grubhub, and on demand dog walking services, cleaning services, or errand running services. Training for this type of work should include resources to help workers protect themselves against discrimination and exploitation.

the Alisal economy and reducing economic disparities.

ED 5.4 - Support Youth with the Skills and Resources to Obtain High-Quality Careers.

Well over one-third of Alisal residents are under the age of 18, a high percentage compared to the state. Additionally, Alisal High School has a 95% graduation rate (versus an 83% state average), which creates a high demand for post high school education and training. To help youth achieve professional success, robust educational, career, and job skills offerings must be provided. Continuing support of existing organizations that offer youth programs (particularly those focused on career exploration and job readiness), and increasing the number of counselors in schools will ensure that youth have the resources necessary to navigate college and vocational training applications and acquire well-paying employment in the future. It is critical to inform parents of education, training and employment opportunities for youth so that they can better mentor and guide their children.

ED 5.5 - Provide Marginalized Populations with Paths to Employment.

It is critical to develop employment pathways that lead to economic stability for marginalized populations such as undocumented immigrants and formerly incarcerated individuals. Both populations face difficulty face implicit bias and regulatory limitations that limit their employment options.

Formerly incarcerated individuals also face additional barriers to securing employment, often based on bias regarding their criminal record. Reentry outcomes could be improved if more employers were willing to hire and work directly with this population and the centers that serve them. Salinas already has several re-entry employment programs and a re-entry center to support a successful return to the community; these should continue to be sustained and expanded.

For undocumented individuals, barriers to employment under Federal law severely limit options outside of the entrepreneurial path. In many cases, they are vending food, produce, or other products without proper permits. It is important to assist

these entrepreneurs with formalizing and growing their business to achieve financial stability. Other critical actions to support this policy include identifying more entrepreneurial career paths, and raising awareness about implicit bias in hiring practices.



GOAL ED 6. Expand Availability and Access to High-Quality Childcare Services.

Childcare is a critical piece of the economic development puzzle in the Alisal. For families, it allows both parents to work outside of the house and earn income. Upstream, preventative programs, and services have the largest impact over a child's lifetime. Quality early childhood education makes a difference for all children, has the greatest impact on closing the "opportunity gap" for under-resourced children, and is closely linked to increasing children's welfare. High-quality childcare settings provide safe, nurturing environments while promoting young children's physical, social, emotional, and

intellectual development. Low-quality childcare is especially detrimental to low-income and vulnerable children. Nobel Memorial Prize Winner Dr. James J. Heckman stated that investing in "quality early childhood development heavily influences health, economic, and social outcomes for individuals and society at large," especially for under-resourced families. Dr. Heckman's research shows that investments in quality, early childhood services can yield a 13% return on investment per child, through reductions in students held back or involved in crime, increased rates of high school and college graduation, and higher salaries when students enter the workforce. As such, sustained improvements to local childcare

services have positive multiplier effects on economic progress. Alisal parents have difficulty identifying quality and affordable childcare providers that meet their work schedule needs. Prohibitive cost can be addressed by identifying subsidy programs for low-income families to be able to pay for childcare. In addition, early education and childcare resource organizations should collaborate to identify and develop childcare programs that allow for early morning, evening, and weekend childcare services. These changes will support parents in maintaining stable employment, while knowing their children are well cared for and safe.



Alisal youth performing ballet folklórico at the Draft Plan Celebration.

ED 6.1 – Lessen the Burden of Licensing and Certification on New Childcare Providers.

Multiple layers of licensing and certification requirements at the local and State levels can be a barrier for individuals wanting to become a licensed childcare provider. Required classes and State resources are rarely provided locally, requiring additional time and cost to go to San Jose to complete training. Other identified barriers include the cost of licensing fees, and cost of home/facility improvements to meet local and State standards, and the lack of appropriate leasable space. Childcare providers need the same access to small business support services as other small businesses, including business plan development, marketing, and financial management education to establish and manage a successful childcare business.

ED 6.2 – Increase Access to Childcare by Facilitating the Development of a Wide Range of Childcare Facilities.

For families, affordability and hours of operation are two hurdles to securing quality childcare. Securing childcare can be even more challenging for farmworkers, especially given the seasonal nature and early hours of the work. For providers,

navigating the home/facility inspection process can be challenging along with low wages and a complicated reimbursement rate system. Supporting the development of childcare facilities and home-based childcare by assisting with permitting and licensing requirements, marketing services, and securing childcare vouchers or other alternative payment programs will increase access to quality, credentialed childcare. Another action recommended by community members is to encourage early childcare organizations to promote childcare as a career path to increase the number of local providers, while also seeking new partnerships to expand childcare in non-traditional locations with a wider range of available hours. Finally, the City will work with larger employers (especially agricultural growers) on creating childcare centers or daycare solutions, distribute information on available childcare to the public, and also consistently provide childcare at City events.



EMPLOYEE CHILDCARE FOR AGRICULTURAL WORKERS

Tanimura & Antle, one of the largest growers in the region, recently developed a large housing project for migrant farmworkers in Spreckels (an unincorporated community just north of Salinas). In partnership with the Mexican American Opportunity Foundation, they offer childcare for children of their employees.

ED 6.3 – Formalize and Maintain Partnerships to Improve Childcare Services.

Encourage partnerships between local early childhood education, health service providers, and other community-based organizations in order to offer local workshops on child development and nutrition for childcare providers and families. Key partners in this effort include the Monterey County Public Health Department, FIRST 5 Monterey County, Monterey County Office of Education, and the Monterey County Child Care Resource & Referral office. Beyond these community organizations, there needs to be collaborative efforts with Alisal churches and multifamily housing managers to develop more childcare centers in their facilities.



6.4 ECONOMIC DEVELOPMENT IMPLEMENTATION MATRIX

GOAL ED 1. Improve the Appearance and Cleanliness of the Alisal's Commercial Corridors.

ED 1.1 - Establish a Consistent Corridor Maintenance Program.		
IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
<p>ED 1.1.a – Expand Trash Pick-up and Street Sweeping Schedules. Set regular maintenance schedules that meet the needs of the district and community. For maximum success educate/inform community so that cars can be removed to maximize trash pick-up and street sweeping. Engage youth and adults who are seeking opportunities to fill community service hours.</p>	<p><i>Property Owners</i> <i>Business Owners</i> <i>Residents</i> <i>Business Associations</i> <i>Community Based Organizations</i> <i>City</i></p>	<p><i>Immediate-Short</i></p>
<p>ED 1.1.b – Establish an Adopt-a-Block Program. Create program guidelines and seek program funding sources. Engage corporations, businesses, and faith-based organizations to take ownership of maintaining the area around their businesses and buildings.</p>	<p><i>Business Associations</i></p>	<p><i>Short-Medium</i></p>
<p>ED 1.1.c – Increase Number of Organized Community Clean-Ups. Improve coordination and execution of quarterly corridor clean ups that instill a sense of pride in the community.</p>	<p><i>City</i> <i>Business Associations</i></p>	<p><i>Immediate</i></p>
<p>ED 1.1.d – Establish a Youth Works Ambassador Program. Create a Youth Works Ambassador summer program to serve as positive engagement and promote community pride and ownership. As part of the process, review successful models in other cities. Ensure sufficient adult supervision is provided.</p>	<p><i>Workforce Development Board</i> <i>Business Associations</i> <i>School Districts</i></p>	<p><i>Short-Medium</i></p>

ED 1.2- Establish Tailored Design Guidelines to Improve Appearance, Create District Identity, and Increase Safety.

IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
ED 1.2.a – Expand Current Design Guidelines. Augment standards for colors, materials, building form, and frontage character that reflect Alisal as a cultural and arts district for existing and new businesses to follow. Also see LU 7 in Chapter 4.	Property Owners Business Owners Business Associations Residents City	Short - Medium
ED 1.2.b – Encourage the Implementation of Crime Prevention Through Environmental Design (CPTED) Concepts. Incorporate CPTED principles into design guidelines as a proven strategy for increased safety and community driven, neighborhood enhancements. Work with BHC CPTED interns to promote design guidelines.	City Building Healthy Communities Monterey County Health Department	Short
ED 1.2.c – Promote Art in Privately-Owned Spaces. Create a program to encourage the creation of more murals on blank business walls.	Arts Commission Business Associations Community Arts Groups	Short

ED 1.3 - Incentivize Owners and Merchants to Invest in Property Maintenance and Improvements.

IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
ED 1.3.a – Establish a Façade Improvement Program. Explore alternative funding sources such as CDBG to set up a matching façade improvement program that incentivizes both property owners and merchants to improve their storefronts consistent with design guidelines (ED 1.2.a), and re-establish a façade improvement program in the Alisal that funds at least fifty percent (50%) of façade improvements.	Property Owners Business Owners Business Associations Residents City	Short - Medium
ED 1.3.b – Identify Blighted Properties to Benefit From Façade Program. Collaborate with Code Enforcement to identify properties that could use the façade improvement program to address maintenance and blight removal.	City Business Associations	Short

Ed 1.4 - Evaluate Potential Revenue Streams to Support Consistent Corridor Maintenance.

IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
<p>ED 1.4.a – Build Corridor Maintenance Capacity of Community and Business Organizations – Assess needs and provide support to carry out comprehensive community driven maintenance and revitalization efforts.</p>	<p><i>Property Owners</i> <i>Business Owners</i> <i>Business Associations</i> <i>Residents</i> <i>City</i></p>	<p><i>Short</i></p>
<p>ED 1.4.b – Consider the Main Street™ Approach. Revisit the nationally recognized and proven Main Street™ approach to revitalize the corridors.</p>	<p><i>City</i> <i>Business Associations</i></p>	<p><i>Short - Medium</i></p>
<p>ED 1.4.c – Evaluate Business District Funding Structure for Long-Term Sustainability. Determine the best type of funding source to deliver efficient beautification, security and maintenance services. Consider business-based and property-based assessment districts and 501c3 economic development organization(s).</p>	<p><i>City</i> <i>Business Owners</i> <i>Property Owners</i></p>	<p><i>Short - Medium</i></p>

GOAL ED 2. Foster Business Creation, Retention, Expansion, and Attraction

ED 2.1 – Identify, Expand, and Promote Awareness of Accessible and Affordable Resources to Support Business Creation, Retention and Expansion In The Alisal.

IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
ED 2.1.a – Inventory and Expand Business Assistance Services. Identify service gaps to optimize assistance. Establish and measure assistance outcomes, focusing on increased sales tax revenues and number of jobs created.	City Business Assistance Providers	Immediate - Short
ED 2.1.b –Improve Business Resource Provider Collaboration. Establish a network to improve communication among resource providers to facilitate referrals, jointly promote available services, and address service gaps. Create a joint business calendar of workshops.	City Business Assistance Providers Business Associations	Short
ED 2.1.c – Develop a Business Coach/Mentorship Program. Create bilingual coaching/mentorship opportunities that can help business owners write business plans. Match entrepreneurs with existing business owners. Identify both veteran and younger business owners to be mentors.	Business Assistance Providers Business Associations Community Organizations	Short
ED 2.1.d –Provide Relevant, Bilingual Business Assistance Workshops. Build confidence and knowledge through workshops facilitated by bilingual, culturally competent individuals who are experts in topics such as ADA Compliance, Lease Negotiation, Customer Service, Loans, Management, Business Plans, Bookkeeping, and Social Media. Explore offering online training and services.	Business Assistance Providers Business Associations Financial Institutions	Short
ED 2.1.e – Create Food Ecosystem Training. Develop training programs focused on food handling and safety for vendors, caterers, and cottage businesses. Include preparation for upcoming regulation changes (i.e.: plan for organic food waste and left -over food and sustainability containers). Focus on the progressive levels of business development - from street vendor to food truck and pop-up, commissary to brick and mortar.	Business Assistance Providers Monterey County Health Department	Short - Medium

ED 2.1 – Identify, Expand, and Promote Awareness of Accessible and Affordable Resources to Support Business Creation, Retention and Expansion In The Alisal.

IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
ED 2.1.f – Hold Annual Business Assistance Event. Collaborate with service providers and banks to host an annual one-day business assistance workshop to connect entrepreneurs and business owners with resources.	<i>Business Assistance Providers Business Associations Financial Institutions</i>	<i>Ongoing</i>
ED 2.1.g – Promote Available Business Assistance Services. Conduct door-to-door outreach, nurture relationships, and provide incentives for participation. Present resources at school parent meetings.	<i>Business Assistance Providers Business Associations</i>	<i>Immediate - Short</i>

ED 2.2 – Increase Business Access to Capital to Start and Grow.

IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
ED 2.2.a – Provide Financial Literacy Education. Offer workshops covering lender approval process and requirements including understanding lending language, required financial documents and assisting improving/fixing credit scores.	<i>Business Assistance Providers Business Associations Financial Institutions</i>	<i>Short</i>
ED 2.2.b – Increase Access to Capital for All Stages of Business Growth. Collaborate with community organizations to assist entrepreneurs and existing business owners with identifying and applying for appropriate loan product to meet their business stage needs.	<i>Business Assistance Providers Business Associations Financial Institutions</i>	<i>Short</i>
ED 2.2.c – Activate Existing Loan Programs and Identify Funding Gaps. Establish a Microloan Program. Re-capitalize the Grow Salinas Fund, activate the County’s micro loan program and explore establishing a lending program as identified in the Alisal Housing and Neighborhood Strategic Revitalization Area (AHNSRA).	<i>City Financial Institutions Housing and Urban Development Dept (HUD)</i>	<i>Short - Medium</i>

ED 2.3 - Employ a Proactive Business Attraction Strategy to Add Complementary Businesses to the District.

IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
ED 2.3.a – Address Retail Leakage. Develop a retail leakage strategy based on Retail Market Analysis (RMA) recommendations. This includes supporting existing businesses expansion to meet current retail gaps and new businesses to reduce retail leakage to other areas.	City Business Associations	Short
ED 2.3.b – Collaborate with Alisal Commercial Brokers to Monitor Vacancies. Identify three commercial brokers to work with property owners and interested entrepreneurs to find business locations and invite new local businesses types identified in the RMA.	City Business Associations Commercial Brokers	Short - Medium

ED 2.4 - Explore Availability of Vacancies to Nurture Entrepreneurship as a Career Path and Attract Home Grown Businesses.

IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
ED 2.4.a – Research Co-Working or Incubator Space Models. Collaborate with business assistance providers to investigate successful models in other cities. Explore models that incorporate Salinas' rich agricultural economy, combined with technology.	City	Immediate
ED 2.4.b – Monitor Vacancies That Present Themselves as Space to Implement a Co-Working Space or Incubator. Partner with community-based organizations to monitor vacancies and identify opportunities to create flexible maker-spaces to develop a variety of goods and services, including a commercial kitchen in the Alisal.	City Community Based Organizations (SUBA) Business Associations Commercial Brokers	Short

GOAL ED 3. Promote the Alisal’s District Identity As A Unique Cultural, Arts, and Shopping Destination

ED 3.1 – Invest in Branding the Alisal as a Cultural, Art, and Retail Destination Through Promotional Materials, Social Media, and Events.

IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
ED 3.1.a – Develop District Identity Theme. Create a district branding program that includes logo, hashtag, and slogan that focuses on the uniqueness of the Alisal. Collaborate with youth at Digital Nest to assist with developing district promotional materials or consider investing in a branding expert to develop and coordinate branding efforts.	City Business and Property Owners Community Based Organizations Residents	Short
ED 3.1.b – Use Social Media to Promote Branding and District Identity and Pride. Improve social media presence, educating merchants on social media platforms. Engage youth (i.e. business owners’ children) to assist with social media efforts. Provide workshops to assist business owners with using social media to promote their businesses.	City Business and Property Owners Community Based Organizations Residents	Immediate - Short
ED 3.1.c – Promote Alisal Businesses. Create a website for the Alisal that promotes district efforts and local businesses through an online business directory.	Property Owners Business Owners Residents Community Based Organizations (Digital Nest) Business Associations City	Immediate - Short
ED 3.1.d – Create an Alisal Events Calendar. Inventory and establish a calendar of existing events that support the Alisal. Distinguish one or two signature special events and explore new retail events that present Alisal in a positive way to fill gaps in the calendar. Publish the calendar online and in public spaces such as banners, posters, and billboards.	Community Organizations Business Associations	Immediate - Short
ED 3.1.e – Increase the Number of Community, Cultural, and Arts Events. Work with community groups and businesses to host events in the Alisal that will expose new costumers to local shops and restaurants.	Community Organizations Business Associations Property and Business Owners Residents	Short - Medium

ED 3.2 - Create New and Improved Existing Public Spaces Along Alisal's Commercial Corridors.

IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
ED 3.2.a - Create a Central Meeting Place as the Corazon of Alisal. Explore how other cities have successfully created a plaza as a catalyst for economic development, emulating plazas that are prevalent throughout Mexico and Latin America.	<p>City</p> <p>Property and Business Owners</p> <p>Residents</p> <p>Community Based Organizations</p> <p>Business Associations</p>	Medium - Long
ED 3.2.b – Modify Music and Vendor Rules for Plaza. If and when a permanent or temporary plaza is created, ensure ordinances allow for street vendors, live music in the plaza to enhance the vibrancy of the space.	<p>Community Development</p> <p>Code Enforcement</p>	Medium - Long
ED 3.2.c - Create Gateway Signage, Banners, and Murals. Identify key locations for a signage program that highlights and promotes Alisal as a cultural, art, and retail destination. The community has requested an archway entrance on Alisal.	<p>City</p> <p>Business Associations</p>	Short - Medium
ED 3.2d – Educate Community on the Importance of Art as an Economic Development Tool. Use storytelling to illustrate how incorporating art into placemaking creates jobs, attracts investment, and generates tax revenue.	<p>City</p> <p>Arts Commission</p>	Short

GOAL ED 4. Build Strong Relationships Between the City and Business/ Commercial Property Owners

ED 4.1 – Continue Streamlining and Simplifying the Business Licensing and Permitting Process.

IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
ED 4.1.a – Simplify Regulatory Processes. Work with business owners in the Alisal to streamline permitting and licensing for new businesses.	City Business Owners Business Associations	Short - Medium
ED 4.1.b – Establish a One Stop Center for All Business Services. Create an organization/center where people can find all the resources offered to businesses. Consider the City’s Permit Center as the location for this service.	City	Short - Medium
ED 4.1.c – Expand Online Services. Explore offering online application services.	City	Short - Medium
ED 4.1.d – Provide for Ongoing Evaluation of Permitting and Licensing Services. Develop a mechanism to capture business owner feedback and evaluation of services received.	City Business Owners Business Associations	Short

ED 4.2 – Identify a Point of Contact in the City to Assist Businesses Through Regulatory Processes.

IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
ED 4.2.a – Create a Business Navigator Position. Create a (bilingual and culturally competent) City staff position to help current and future Alisal business owners navigate regulatory processes from start to finish. This position could also help arrange meetings between applicants and City staff early on, accompany applicants to Development Review Committee meetings and help build relationships with absentee business and property owners.	City	Short
ED 4.2.b – Provide Education and Outreach About Business Requirements. Provide bilingual educational materials and workshops on topics and/or explore online services to assist new or existing businesses owners to understand regulatory processes, permits, licensing, and which agencies are responsible for what services.	City	Ongoing

GOAL ED 5. Increase Access to Education and Training Programs

ED 5.1 - Increase Awareness of and Access to Education and Training Programs.		
IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
ED 5.1.a – Connect Residents to Resources. Provide parents with education, career pathways and workforce development information and resources to guide their children, including a resource directory with all existing education, internships, and training programs, through school newsletters, parent/teacher interactions, churches, and other mechanisms.	<i>Workforce Development Board Education and Training Providers</i>	<i>Short</i>
ED 5.1.b – Promote Existing Education and Training Programs. Partner with institutions and programs such as the Workforce Development Board, Hartnell College, Center for Employment Training (CET), Agriculture and Land-Based Training Association (ALBA) and Rancho Cielo to promote and expand their existing programs.	<i>Workforce Development Board Education and Training Providers Libraries</i>	<i>Ongoing</i>
ED 5.1.c – Promote Local Community College Network Resources. Collaborate with Hartnell College to inform youth and adults of Hartnell’s certificate and degree programs that are available at low to no cost through its Promise Program.	<i>Workforce Development Board Education and Training Providers Community Organizations</i>	<i>Medium</i>
ED 5.1.d – Address the Cost of Education as a Barrier to Pursuing a Certification, License or Degree. Offer education workshops to provide parents and youth with information regarding applying for scholarships and managing education debt as an investment.	<i>Community Organizations School Districts Financial Institutions</i>	<i>Short</i>
ED 5.1.e – Promote and Expand Local Employment Opportunities. Collaborate with local employers to better promote local job openings and encourage local hiring local initiatives.	<i>Education and Training Providers</i>	<i>Immediate</i>
ED 5.1.f – Provide “Gig Economy” Training. Explore providing gig economy training to ensure workers know their rights related to payment and working conditions and gain insights regarding how to maximize their income, safety, and work-life balance. Explore https://www.samaschool.org/essentials to review freelance training that can be a precursor to entrepreneurship.	<i>Education and Training Providers</i>	<i>Short - Medium</i>

ED 5.2 - Encourage Educational Institutions and Workforce Development Programs to Expand and Create New Educational and Training Programming Based on Employer and Industry Needs.

IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
ED 5.2.a – Identify and Develop Programs to Address Workforce Skills and Training Gaps. Work with employers to identify gaps in workforce training so that workforce development programs can better prepare the future worker pipeline and assist with re-training unemployed or underemployed workers.	<i>Employers Workforce Development Board Education and Training Providers Community Organizations</i>	<i>Short - Medium</i>
ED 5.2.b – Develop Incubator Spaces. Encourage local colleges and universities to establish Ag Tech and other incubator type programs and provide entrepreneurship co-working/incubator space.	<i>Hartnell College</i>	<i>Short - Medium</i>
ED 5.2.c – Establish an Innovation and Technical Training Center. Develop a robust regional Innovation and Technical Training Center to provide centralized workforce development services for at-risk-youth, mid-career adults, and ex-offenders. Support joint-use of public-school facilities for these types of training programs.	<i>Workforce Development Board Education and Training Providers Community Organizations</i>	<i>Medium</i>

ED 5.3 - Integrate Adult Learning Programming, Such as General Education Development (GED) Courses and English as a Second Language Classes, Into Vocational Training and Workforce Development Programs.

IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
ED 5.3.a - Develop Adult Career Pathways. Create career pathways that help adults obtain a GED and develop the language skills required to enter into post-secondary and vocational training.	<i>School Districts</i>	<i>Ongoing</i>
5.3.b - Expand Adult Learning Opportunities. Collaborate with Workforce Development Board and service providers to expand adult learning opportunities including workforce development training at recreation centers, libraries, and employment sites.	<i>Workforce Development Board School Districts</i>	<i>Ongoing</i>
ED 5.3.c – Expand Childcare Professional Development Opportunities. Expand pathways for residents to become licensed childcare providers, including advocating for Hartnell Community College to add state-required childcare certification courses.	<i>Hartnell College</i>	<i>Ongoing</i>

ED 5.4 - Support Youth with the Skills and Resources to Obtain High-Quality Careers.

IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
<p>ED 5.4.a – Support Community-Based Youth Programs. Continue support of organizations working with youth programs, particularly those focused on career exploration and job readiness (e.g., Girls Inc., Girl and Boy Scouts, Rancho Cielo).</p>	<p>Community Development Foundations</p>	<p>Ongoing</p>
<p>ED 5.4.b – Establish a Youth Opportunity Center. Establish a resource hub for mentoring, employment training, and career opportunity exploration.</p>	<p>Salinas Union High School District Palma High School Notre Dame High School Hartnell College CSUMB's Service Learning Institute</p>	<p>Short - Medium</p>
<p>ED 5.4.c – Develop Youth Internships. Work with local high schools, Hartnell College and employers to continue to create additional intern and mentorship programs for youth to develop skill sets and increase experience levels.</p>	<p>Community Organizations School Districts Employers</p>	<p>Ongoing</p>
<p>ED 5.4.d – Create New Vocational Programs. Encourage robust regional vocational programs, such as the Mission Trails Regional Occupational Program, to provide employment training for high school juniors and seniors. Offer classes and programs based on student interest and industry demand.</p>	<p>Education and Training Providers Community Organizations Employers</p>	<p>Medium</p>
<p>ED 5.4.e – Develop Health Career Pathways. Support and expand the Health Careers Pathways program to strengthen the pipeline of medical and mental health professionals, allowing local students to continue their careers here.</p>	<p>Salinas Union High School District Hartnell College / CSUMB Employers</p>	<p>Ongoing - Short</p>
<p>ED 5.4.f – Establish Public Safety Career Pathways. Work with the SPD, SFD, and local educational/vocational program to develop programs that steer youth to public safety employment, in order to increase the number of police, fire, and EMS workers that come directly from the Alisal community.</p>	<p>Police Department Fire Department Local Educational Organizations</p>	<p>Medium - Long</p>

<p>ED 5.4.g – Increase the Number of Career Counselors to Local Schools. Add more career counselors in schools to assist with identifying career pathways and skills that are in demand.</p>	<p><i>Local School Districts</i></p>	<p><i>Medium - Long</i></p>
<p>ED 5.4.h – Make “The Promise” Real. Encourage Hartnell College’s continuation of ‘The Promise’ (first year tuition free, plus other benefits for first time college entrants within the Hartnell Community College District).</p>	<p><i>Hartnell College</i></p>	<p><i>Ongoing - Short</i></p>
<p>ED 5.5 - Provide Marginalized Populations with Paths to Employment.</p>		
<p>IMPLEMENTATION ACTION</p>	<p>DEPARTMENT/ORG</p>	<p>TIMEFRAME</p>
<p>ED 5.5.a – Create Employment Pathways for Formerly Incarcerated Individuals. Develop integrated education and vocational training programs that lead to employment for the formerly incarcerated re-entering the workforce.</p>	<p><i>Catholic Charities</i> <i>Dreamers Academy</i> <i>El Pajaro CDC</i> <i>Alba</i></p>	<p><i>Long</i></p>
<p>ED 5.5.b – Encourage Small Business Development as an Employment Opportunity for Undocumented Individuals. Create a safe space to discuss and provide education and training and resources related to entrepreneurial/self-employment opportunities, education about employment laws, and job opportunities and training.</p>	<p><i>Catholic Charities</i> <i>Dreamers Academy</i> <i>El Pajaro CDC</i> <i>Alba</i></p>	<p><i>Long</i></p>
<p>ED 5.5.c – Remove Barriers to Job Entry and Re-entry. Raise awareness about implicit bias in hiring practices and encourage culturally-relevant hiring.</p>	<p><i>City</i> <i>Employers</i></p>	<p><i>Ongoing</i></p>

GOAL ED 6. EXPAND AVAILABILITY OF AND ACCESS TO HIGH-QUALITY CHILDCARE SERVICES

ED 6.1 - Lessen the Burden of Licensing and Certification on New Childcare Providers.		
IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
ED 6.1.a – Allow Installment Plans. Allow City permitting fees to be paid in monthly installments, and/or provide hardship reductions.	City	Immediate
ED 6.1.b – Expand the Housing Services Program. Promote Salinas' Housing Services Program which allows childcare providers to apply for loans to make physical improvements that enhance the child-friendliness of to their home-based childcare facilities.	City	Short
ED 6.1.c – Connect Childcare Operators with Business and Financial Education. Provide small business and financial management classes to support providers with establishing, managing and expanding their business operations.	City Business Education and Training Providers	Ongoing
ED 6.1.d – Assist with Navigating Child Care Licensing Process. Collaborate with child development organizations to provide educational workshops and materials to assist potential childcare providers with understanding and complying with state regulatory processes.	Mexican American Opportunity Foundation	Short
ED 6.1.e – Assist with ensuring quality workforce development for childcare providers. Collaborate with child development organizations to provide educational workshops and materials to assist potential childcare providers with improving early childhood knowledge and quality.	First 5 Monterey County MCOE – Quality Matters Hartnell	Medium - Long

ED 6.2 - Increase Access to Childcare by Facilitating the Development of a Wide Range of Childcare Facilities.

IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
ED 6.2.a – Distribute Information on Care Providers. Develop and distribute a map of licensed childcare providers and centers in the Alisal that is updated annually. Post online and distribute paper copies at parks, churches, and schools.	<i>Community Organizations Mexican American Opportunity Foundation</i>	<i>Immediate</i>
ED 6.2.b – Expand Home-Based Care. Review zoning regulations regarding home-based early childhood education facilities for possible improvements. To the extent possible, identify opportunities to support applicants in obtaining state licensing.	<i>City</i>	<i>Short- Medium</i>
ED 6.2.c – Include Childcare at City Events. Incorporate childcare into City-sponsored recreation, workshops and community engagement activities, wherever feasible.	<i>City Community Organizations</i>	<i>Immediate- Short</i>
ED 6.2.d – Connect Residents to Subsidized Childcare Programs. Promote voucher-based childcare through CalWORKs and Alternative Payment Programs, which provide vouchers for families to obtain care in licensed childcare centers, licensed family childcare homes, or license-exempt care.	<i>Community Based Organizations Department of Social Services</i>	<i>Ongoing - Immediate</i>
ED 6.2.e – Work with Agricultural Growers to Develop Daycare Solutions. Acknowledge and work to address the challenges of providing childcare for farmworkers, especially given the seasonal nature of the work. Look to ag growers to assist as a potential funding source.	<i>Community Based Organizations Growers United Way of Monterey County Bright Beginnings</i>	<i>Medium</i>
ED 6.2.f – Extend Childcare Hours. Advocate for childcare centers to have extended hours, especially on nights and weekends for children of farmworkers and other around the clock professions such as nursing and manufacturing.	<i>Community Based Organizations</i>	<i>Short</i>

ED 6.3 - Formalize and Maintain Partnerships to Improve Childcare Services.

IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
<p>ED 6.3.a – Assist with ensuring quality workforce development for childcare providers. Support partnerships with local health service providers, the County Public Health Department, schools, and other community-based organizations, such as FIRST 5, to support childcare providers, families, and others who take care of children in playgroups, educational workshops on nutrition, and child development classes through well integrated programming.</p>	<p><i>Community Based Organizations</i> <i>County Public Health Department</i> <i>First 5 Monterey County</i> <i>Monterey County Office of Education – Quality Matters</i> <i>Hartnell College</i> <i>Monterey Peninsula College</i></p>	<p><i>Ongoing - Short</i></p>
<p>ED 6.3.b – Promote the Local Childcare Resource and Referral Agency: Monterey County Child Care Resource & Referral. Connect low-income and non-English-speaking residents with these vital resources.</p>	<p><i>Community Based Organizations</i></p>	<p><i>Short</i></p>
<p>ED 6.3.c – Conduct Childcare Needs Assessment. Complete a childcare nexus study to determine the extent of need for early childhood education and care programs within the community and expenses related to expansion of quality programs.</p> <p>Explore avenues to implement a systematic way to monitor and evaluate this on a periodic basis, developing mechanisms for gathering regular feedback from families on all aspects of programming and using those findings to inform. This can potentially be done with the Monterey County Health Department among other local institutions.</p>	<p><i>Community Based Organizations</i> <i>Monterey County Health Department</i></p>	<p><i>Short</i></p>
<p>ED 6.3.d – Expand Childcare Options in Multi-Family Housing. Distribute information to residents of apartment complexes regarding their rights to provide childcare in rental units and explore why individuals are not allowed to offer childcare on site. Seek solutions to providing childcare in common areas of apartment complexes.</p>	<p><i>Community Based Organizations</i></p>	<p><i>Short</i></p>

ED 6.3 - Formalize and Maintain Partnerships to Improve Childcare Services.

IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
<p>ED 6.3.e – Expand Childcare Programs at Churches. Encourage churches to establish or expand childcare programs.</p>	<p><i>City</i> <i>Churches</i> <i>First 5 Monterey County</i></p>	<p><i>Short</i></p>
<p>ED 6.3.f – Future Development. Encourage developers and larger commercial employers to provide on-site childcare or to cluster public uses such as schools, early education centers, parks, libraries, and community activity centers around sites of development.</p>	<p><i>City</i></p>	<p><i>Ongoing</i></p>
<p>ED 6.3.g – Inclusion of Childcare Facilities in New Developments. New developments having more than 50 housing units or 50,000 square feet of commercial or industrial space shall prepare a Child Care Facilities Needs Assessment. The purpose is to assess new childcare demand created by new residents and employees against available community resources.</p>	<p><i>City</i></p>	<p><i>Medium</i></p>

6.5 EMERGING PRIORITIES

The Alisal is a strong, thriving community that can work collaboratively to transform neighborhoods and improve opportunities for all. This chapter contains dozens of important goals, policies, and actions, most of which were community-generated, however they cannot all be accomplished at once. In the Spring of 2019, Steering Committee and Working Group members engaged in discussions and activities to prioritize the draft policies and actions from the Economic Development chapter. Next, those priorities were presented to the public at the Draft Plan Open House on April 23, 2019, where Alisal residents further prioritized the recommended policies and actions. Based on this community-driven process, three key Economic Development priorities emerged. Chapter 10 Implementation outlines potential funding sources, next steps that can be accomplished over the next 1 to 2 years.

Support small businesses.

Expand and build on existing small business support programs and services, including coaching/mentoring, and educational workshops. Assist businesses in the Alisal in creating a web presence and use social media to promote branding, as well as district identity and pride.

Create a business navigator position.

Dedicate resources to creating a City staff position in the Permit Center that can help business owners understand and navigate regulatory processes. This person should be bilingual and experienced with City regulations and working with multicultural businesses.

Increase access to microloans.

Collaborate with community organizations to provide the financial literacy and education to be competitive for access to capital, and assist entrepreneurs and business owners with identifying and applying for appropriate loan products. Explore ways to expand funding like the Grow Salinas Fund that is available to small businesses.





SALINAS
PUBLIC
LIBRARY

CHILDREN'S DEPARTMENT

SALINAS
PUBLIC
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Community Health & Safety

A Healthy and Safe Alisal for All

Residents envision an Alisal that has safe and healthy neighborhoods, well-lit and well-used streets and parks, welcoming public spaces to socialize, more farmers markets and community gardens to purchase and grow healthy, affordable produce, and access to culturally-competent mental and medical services.

During the planning process, the desire and need for a safe community was a top priority expressed in all working groups and is a theme running throughout multiple Plan chapters. Discussions centered around building resident capacity through education, access to resources, and increased opportunities to develop deeper, more transparent and trusting relationships between residents and public safety officers in an effort to collaboratively address safety issues.



7.1 INTRODUCTION

The Alisal Vibrancy Plan recognizes that the means to a healthy and safe community goes beyond the common, limited definition of public safety. For this reason it is woven throughout the topic chapters, from safe housing in Chapters 4 and 5, to active transportation in Chapter 8, to a robust system of Community Based Organizations and programs for youth in Chapter 9.

The aspects this chapter in particular focuses on include building safer neighborhoods, promoting healthy lifestyles and improving access to health programs and services. Goals and policies focus on collaborating with and supporting resident leadership to take ownership of their neighborhoods, strengthening City-community relations and increasing access to healthy food and affordable culturally appropriate healthcare to improve health and safety for all.

Guiding Principle Icon Key



Economic Prosperity, Equity and Diversity



Collaborative, Inclusive, and Engaged Decision-Making



Housing Opportunities for All



Liveable and Sustainable Community



Healthy and Safe Community



Connectivity, Access and Mobility



Youth Are the Future



A Community to Celebrate

Goal Summary

GOAL HS 1. Ensure that Streets, Parks, and Public Spaces in the Alisal are Safe.



A safe environment is necessary for fostering a physically active and social community. Well-lit neighborhoods and public spaces support increased community activity that results in more individuals on the street deterring unwanted and unlawful behaviors.

GOAL HS 2. Create Beautiful and Active Public Spaces that Support Social Interaction, Active Lifestyles, and Cultural Celebration.



Safe, clean, and appealing public spaces serve as venues for the community to gather, recreate, and celebrate the culture of the Alisal. Fostering opportunities for social interaction, activity and engagement supports healthy lifestyles and behaviors.

GOAL HS 3. Improve Community Safety and Health Through Civic Engagement, Education, and Capacity and Relationship Building.



The City, community-based organizations, business owners and residents must work in collaboration to develop and implement preventative programming for the Alisal. These partnerships need to be centered around building resident capacity and deepening positive relationships based on trust, transparency, and dialogue that identifies residents as experts in understanding the needs of the community, and provides them with resources, information and opportunities to work collaboratively with City staff to identify issues and develop solutions to improve the health and safety of their community.

GOAL HS 4. Expand Access to Affordable, Healthy, Culturally-Relevant, and Sustainable Food.



While the Alisal has many healthy food assets, these foods are often expensive and inconvenient to purchase and cook. Raising awareness around the importance of healthy food, including creating more community gardens, educational materials, incentives, and campaigns can expand residents' access and consumption of healthy food.

GOAL HS 5. Expand Access to Culturally Competent Medical and Mental Health Services.



A community's ability to access comprehensive, quality health care services is vital to promoting health, preventing disease, and improving overall quality of life. Removal of barriers such as lack of insurance coverage, limited locations and hours of medical services and bilingual language services, will increase residents access to affordable, culturally-appropriate mental and physical health services.

Guiding Principles Connection

Economic Prosperity, Equity and Diversity



Food, shelter, and a safe environment are critical foundations of health. Low-income populations and system-impacted residents living in unsafe housing and neighborhood conditions face economic disadvantages due to poor housing conditions and food insecurity. In the Alisal residents are working multiple low paying jobs to survive. Taking measures to improve housing, and neighborhood conditions will in turn improve equitable access to economic prosperity in the Alisal.

Housing Opportunities for All



Healthy and safe neighborhoods and housing strengthen the community one block at a time through the elimination of blight and environmental hazards. Elements of a strong neighborhood include resident safety, provides beautiful and active spaces, and meets basic needs, including shelter and access to healthy food and medical services.

Healthy and Safe Community



Safety is one of the most important issues for Alisal residents and visitors. During the engagement process, residents expressed concerns related to collisions involving pedestrians and vehicles (particularly along East Alisal Street), the lack of bicycle facilities, addressing root causes of violence, and the lack of access to safe and healthy foods in some neighborhoods. Improving the quality of the physical environment is a key component of a healthy community. Building resident capacity will empower residents to take a leadership role in the future of their community.

Youth are the Future



Achieving economic advancement is challenging for those who had unhealthy and unsafe childhoods, as extreme childhood stress has lasting effects on health and well-being. Efforts to support youth will focus on increasing education, enrichment and leadership development activities and opportunities, address restorative justice models, safe learning spaces, and healthy eating. Creating and enhancing spaces that promote positive youth development in the community builds trust, strengthens relationships, increases opportunities, and supports health and safety in the Alisal.

Collaborative, Inclusive and Engaged Decision-Making



Providing residents with a range of civic engagement and leadership opportunities ensures transparent decision-making and a collaborative approach between the City, residents, and community-based organizations as they work to build safe neighborhoods and promote individual physical and mental health.

Connectivity, Access and Mobility



Promoting physical activity in the community is critical to maintaining a healthy lifestyle. Strategies that foster activity include increasing connectivity and safe routes to schools, parks and recreational facilities, using greenways, paths, bike lanes, and trails. Program-based strategies, include eliminating financial barriers to access by developing free or low-cost transportation to health services and programs that promote health and encourage community participation. Both of these types of strategies can contribute to the improved health and safety of all residents

Livable and Sustainable Community



Livable and sustainable neighborhoods and community spaces support health and safety while improving the quality and long-term sustainability of the environment. Trees in parks and public spaces improve neighborhood attractiveness and improve air and water quality. Active streets that provide for multiple safe modes of transportation encourage healthy activity and increase access to services while reducing vehicular traffic congestion and emissions. Residents also prioritized community gardens as a way to increase access to affordable and sustainable healthy food.

A Community to Celebrate



Public spaces that serve the entire community, including youth, adults, families, and seniors, instill a sense of pride and neighborhood character. Creating spaces that encourage community gathering, healthy activities, and celebration promote wellness for all. Additionally, these investments help build community partnerships and enhance public safety.

7.2 COMMUNITY ASSETS & CHALLENGES

Assets

Diverse food resources. There are wonderful diverse restaurants and culturally relevant grocery stores in the Alisal. The Alisal is also a community with vast local knowledge on growing food; many of the farmworkers and families who work in the agricultural industry live in the Alisal. The ability to nurture knowledge about farming and agriculture is a valuable resource for the community and future generations.

Healthy food assets are also available within the Alisal. A large community garden exists at the Natividad Creek Park, which is collectively managed and offers a platform to provide education to community members on sustainability, healthy food, and gardening. A smaller garden, Rescate Verde, is located at 669 East Market Street, behind the Morelia's 99 Cent Store. Additionally, a well-attended seasonal, certified farmer's market exists in the parking lot between the Women, Infants and Children (WIC) office and the Indoor Swap meet on East Alisal Street. The Alisal also has several strong

community-based organizations that support food access, including the Food Bank for Monterey County, Champions for Change, Women, Infants and Children, and Community Homeless Solutions. Finally, the farmer's market accepts EBT/WIC and participates in Market Match, an incentive-based program that doubles food dollars for EBT customers to encourage eating fruits and vegetables. Change Women, Infants and Children, and Community Homeless Solutions.

Social services, assistance, and resident leadership training. There are several excellent health service agencies and medical and dental clinics in the Alisal, including local Clinica de Salud and WIC. Community-based organizations also provide an important health resource for community members in the Alisal, offering low-cost access and referral to resources in the community, including medical care, healthy food, mental health services and tenant protections/advocacy and housing resources. A few examples of community-based organizations that provide resident leadership to give people the tools to navigate systems to access these services

are the Center for Community Advocacy (CCA), Mujeres en Acción, Communities Organized for Relational Power in Action (COPA), Building Healthy Communities (BHC), Community Housing Improvement Systems and Planning Association, Inc. (CHISPA), Urban Arts Collaborative (UAC), Community Alliance for Safety and Peace (CASP), and Alisal Family Resource Center (AFRC) and Motivating Individual Leadership for Public Advancement (MILPA).



Clinica de Salud on North Sanborn Rd.

CLINICA DE SALUD AND WIC

Clinica de Salud del Valle de Salinas is an important anchor for health services in the community, offering comprehensive health care for children and adults, in addition to serving the specific needs of farmworker families and the agricultural community. Another important resource is WIC, a nutrition education and supplemental food program that supports mothers, in addition to infants and children under 5, and encourages healthy eating and living. Program services include nutrition education and counseling, breastfeeding education and support, vouchers for healthy foods, and referrals to health and community resources.

Challenges

Unsafe public spaces. A major contributor to negative perceptions of safety in the Alisal is the lack of well-lit and safe public spaces, especially at night. Open spaces and parks (including those at local schools) in the Alisal are typically dark and closed at night, which invites unlawful/undesired activities.

Unsafe pedestrian environment. Street infrastructure in the Alisal poses safety concerns for pedestrians and cyclists. Many streets in the Alisal are fairly wide with intersections that encourage fast turns and have insufficiently marked crosswalks or pedestrian signals. In commercial areas, sidewalks are generally wide, but they are frequently disrupted by entrances to off-street parking areas, creating an unwelcome and unsafe pedestrian environment with multiple opportunities for conflicts with drivers. This is also an issue in residential neighborhoods, where many blocks contain multiple driveways spaced closely together. Another challenge is that most street lighting is very tall and vehicle-oriented, rather than at the pedestrian scale. Together, these factors create a pedestrian environment that is uninviting to walking.

Disconnect between community and police department. During the community engagement process, some residents expressed varying levels of distrust and fear of the police. This may be due to any number of reasons such as language barriers, immigration concerns, or unfamiliarity or past experience with law enforcement. These fears can lead to community members avoiding the use of law enforcement to address safety concerns. This lack of trust, among other factors, can also negatively impact crime investigations in the Alisal, as residents may choose not to share tips with the police, which impedes case progress.

Inadequate health care. Overall, Alisal residents between the age of 18 and 64 are significantly more likely to report having fair or poor health compared to adults in the rest of Salinas, Monterey County, or California. This is compounded by a lack of health care coverage as 61% of working unauthorized immigrant adults (aged 18 to 64) in the Alisal did not have health insurance in 2014, the most recent year for which data was available. While there are several excellent health services agencies and clinics in the Alisal, it is still medically underserved given the density of the population. The lack of health care

professionals can have particularly negative impacts on the elderly, and non-English speaking, low income communities of color.

Inaccessible mental health services.

The federal government has designated the Alisal as a Mental Health Professional Shortage Area and, as such, residents find it difficult to access mental health services. Additional barriers include lack of information, language barriers, cost, and confusion about how to obtain the desired treatments or therapies. Further, cultural stigmas can also pose a barrier to accessing

mental health care.

Exposure to environmental

contaminants. Alisal residents are exposed to higher than average levels of airborne agricultural pesticides and waterborne contamination in drinking water. The agricultural areas surrounding the southern and eastern borders of the Alisal are in the State’s 75th percentile for pesticide use. Similarly, two of the census tracts in the Alisal are among the highest level for waterborne pollutants in the State, reflecting relatively high levels of contaminants in the drinking water.



Alisal residents may be exposed to contaminants by fieldwork or because of neighborhood proximity to farms.

7.3 GOALS & POLICIES

The content within each of the Vibrancy Plan's topical chapters was developed through an intensive community process. Each topic was explored in depth by a Working Group of residents and stakeholders, presented at a series of public open houses, and then vetted and refined by an overall Steering Committee into a topical matrix. This matrix and the related Steering Committee discussions then evolved into the Goals, Policies and Actions found in this Community Health and Safety chapter.

This section contains two parts. Immediately below is a narrative describing each of the Community Health and Safety goals and policies – providing context, rationale, and framing for why certain policies or programs are important. The matrix that follows the narrative includes actions necessary to implement the Goals and Policies along with other, more detailed recommendations including the responsible entity or organization and the timeframe.



Improving lighting in public spaces is important to Alisal residents.

GOAL HS 1. Ensure that Streets, Parks, and Public Spaces in the Alisal are Safe.

A healthy community is one that is safe and secure. Feeling unsafe outside in public places leads Alisal residents to: avoid walking, biking, or taking public transportation; have fewer interactions with neighbors; keep their children from playing outside; and stay indoors especially at night. Community members often refer to 'dangerous' spaces at night, which is a deterrent to social activity and interaction.

Improving community safety in the Alisal means making physical investments in new lighting (and related pedestrian amenities) in key places to reduce or eliminate dark spots, enforcing transparency and visibility in ground-floor storefronts, expanding community partnerships that support safety, and promoting programs that support youth to be healthy and thriving.

HS 1.1 – Increase Lighting in Public Spaces to Improve Safety.

Better lighting is a clear priority in the Alisal, as poor lighting in public spaces creates danger and stress for residents walking through their own neighborhoods. Major Alisal commercial streets are generally well-lit for vehicular traffic, however neighborhood streets, sidewalks, parks, and transit stops, are considered by many residents to be unsafe at night due to poor lighting. In particular, lack of lighting was identified as a concern in Cesar Chavez Park and other parks with similarly dense vegetation. A poorly lit physical environment often invites crime, but it is challenging to adequately light parks that are closed at night. By installing key lighting upgrades such as solar lighting or motion sensor lights to parks, streets, and bus stops, the community can reclaim its night-time spaces and have more opportunities to go outside and enjoy the Alisal.



Activities that get people outside increase eyes on the street.

'EYES ON THE STREET'

The phrase of 'eyes on the street' refers to a street that feels safer to users thanks to the physical design and activity on the street. This can include shoppers, residents and shopkeepers who can see the street and sidewalk, mobile/street vendors, public gathering spaces as simple as a street bench or bus stop, and pedestrians interacting with each other. To increase eyes on the street home and business entrances should face the street (and not the back or side of the building), with windows opening to the street, there should be a mix of uses to encourage activity throughout the day, and public spaces should feel inviting and well-lit. This activity and passive natural surveillance can deter potential crimes from occurring.

HS 1.2 – Increase Safety in the Alisal by Requiring Good Storefront Visibility and Encouraging Ground Floor Activity.

Feeling unsafe can negatively impact the viability of local businesses or institutions and the vibrancy of commercial corridors. Many buildings along North Sanborn Street, Williams Street, and East Market Street prioritize convenient automobile access over an inviting pedestrian experience. A pedestrian friendly corridor integrates pedestrian scale design, improved façades, and pedestrian activity on the ground level. Similarly, certain shops and corner stores have windows that are covered with advertisements or other impediments which reduce visibility into the business from the street and vice versa. One way to make a street feel safer is to encourage high levels of human interaction and visibility, or “eyes on the street”. Finally, partnership across businesses, community-based organizations, the City, and residents can develop and implement effective strategies to improve neighborhood safety.



A lack of windows or posting over them with advertisements makes it hard to see into some stores.



Increasing visibility discourages unwanted activity and makes stores feel safer.

GOAL HS 2. Create Beautiful and Active Public Spaces that Support Social Interaction, Active Lifestyles, and Cultural Celebration.

The Alisal is a community with lively businesses, large families, and a rich history, but the community has a shortage of active public spaces centered around people. There are 83.6 acres of park land within the Alisal serving over 45,000 residents. This equates to a ratio of 1.85 acres per 1,000 residents, well-below the recommended level of service of 3 acres per 1,000. Just over half of Alisal residents (62%) live within a quarter mile walk of a park or recreation facility. Existing overcrowded housing conditions increases the need and demand for public spaces to serve as the community's living room.

Fostering social interaction, activity, and opportunities to celebrate community and culture supports healthy lifestyles. Community members have articulated a strong desire to create culturally relevant community spaces, paying close attention to opportunities to preserve and celebrate the culture of the Alisal. The community also desires additional city-sponsored activities that are free and promote healthy

and positive development, including events or ongoing programming to promote wellness, exercise, and education.

HS 2.1 – Provide Programs, Actions, and Opportunities for all Community Residents to be Physically Active.

Physical activity – whether for transportation, exercise, or recreation – is a key ingredient to maintaining health and preventing disease. The built environment in the Alisal currently has many barriers to physical activity that could be removed through better accessibility to parks, complete sidewalks, and an increased number of parks and open spaces. Through the Parks, Recreation and Libraries Master Plan and Alisal Vibrancy Plan preparation, residents identified the desire for the addition of exercise equipment or outdoor gyms into local parks, new multi-use trails or greenways that connect residences, neighborhoods, schools, and parks, and programming that promotes active living as important to cultivating a healthy lifestyle in the community. Examples include regular community events that promote health and active lifestyles throughout the year, and organized, free to low cost Zumba classes, sports programs, and walking

groups. These types of amenities and programs have the benefit of contributing to the improved health and well-being of all residents, especially those who live in overcrowded conditions.



Alisal youth participating in community programming.

HS 2.2 – Provide Safe, Accessible, and Active Public Spaces Reflective of the Community’s Culture and History for all Members of the Alisal Community to Enjoy.

Attractive public spaces that celebrate the culture in the community and provide a central location for people to gather create a sense of trust, support community neighborhoods and community cohesion and build neighborhood character. Thoughtful design of public spaces supports a safe community and enhances visibility,

social comfort, and safety in a community. To promote social interaction and vibrancy, the Alisal needs well-designed and accessible gathering spaces at all scales: within buildings (shared porches/patios, courtyards, and community gardens), blocks (mini-parks, local playgrounds, and linear parks), and neighborhoods (larger plazas, parks, and public squares or regional open space). Design-based strategies are not enough – these should be complemented with programs

and initiatives that build community relationships and enhance public safety. Major public events, such as El Grito, Ciclovía Salinas, or collective painting of murals and other public art, will help to reclaim public spaces during the day and nighttime, providing more opportunities for residents to go outside and enjoy their neighborhood.



Examples of exercise equipment in a public park.

GOAL HS 3. Improve Community Safety and Health Through Civic Engagement, Education, and Capacity and Relationship Building.

It is the City's responsibility to provide police, fire, and code enforcement services to protect the community and built environment. This includes prevention of, and response to, unlawful activities, and emergencies, including; enforcement of existing building, land use and zoning regulations to ensure safe and healthy housing and neighborhood conditions, emergency and disaster preparedness to facilitate community resiliency, and building resident capacity by providing opportunities and resources to empower active engagement in promoting safety in their neighborhoods.

Through the community engagement process, several residents and community stakeholders identified a lack of trust and transparency between the community and public safety officers as a barrier to addressing community safety issues. Strengthening relationships with public safety officers is just one piece of supporting community members in navigating and influencing issues

around safety, and it is not the only way residents can participate in engagement and have influence in this topic area. The City and its health and safety partners, community-based organizations (CBOs), business owners and residents must work in collaboration to develop and implement relevant programming and solutions for the Alisal. These partnerships need to be centered around building resident capacity through providing residents with resources, information and opportunities to work collaboratively with City staff to identify issues and develop solutions to improve the health and safety of their community.

HS 3.1 – Promote Resident Leadership as a Strategy to Build Safer Neighborhoods in the Alisal.

Communities are safer when residents feel empowered to take action to address unsafe housing and neighborhood conditions, be it working with City staff or through neighborhood groups, community organizations and educational institutions. Community cohesion and collaboration has been shown to be predictive of a reduction in violent victimization, a reduction in homicide, and a reduced fear of crime. Community empowerment is more than involvement or participation in an activity. Empowerment is providing community members with the tools, education and resources that increase their ability to work collaboratively as neighborhoods to change the health of their social and physical environment. A strong network of CBOs is also critical to empowering residents through leadership training and system navigation. For more on CBOs, see Chapter 9, Policy 1.2 and Goal 3.

During the planning process, community members advocated for a program that allows residents to be leaders in addressing unlawful/undesired behaviors and



Joven Noble graduation centering space.

LA CULTURA CURA

According to the National Compadres Network (NCN):

“La Cultura Cura is a transformative health and healing philosophy that recognizes that within an individual’s, families and community’s authentic cultural values, traditions and indigenous practices exist the pathway to healthy development, restoration and life long well being.” (<https://www.nationalcompadresnetwork.org/training/lcc-overview/>)

Community-based organizations in East Salinas have used La Cultura Cura to build a supportive sense of community for Alisal youth, heal emotional trauma, and help them make positive decisions for their futures. It is one example of a successful strategy for resident empowerment that prevents violence and creates a safer community.

activities. Giving residents an opportunity to take charge of their own spaces will build resident capacity and a more inclusive Alisal.

HS 3.2 – Develop Partnerships and Neighborhood Efforts that Strengthen Community Safety, Inclusion, and Engagement.

Residents want to be engaged in the identification of safety issues and solutions early on and part of forming partnerships to leverage community resources, volunteers and educational programs and facilities to address community health and safety issues. Alisal residents and community stakeholders expressed the need for enhanced coordination with local partners, such as schools, neighborhood groups, community organizations and public agencies to expand and improve community-based safety efforts through services, programs and initiatives that foster safety, inclusion, prevention, intervention and leadership.

HS 3.3 – Develop Opportunities to Build More Trusting and Transparent Relationships Between the Community and Public Safety Officers in Order to Collaborate More Effectively to Address Issues Related to Community Health and Safety.

Police, Fire, and Code Enforcement officers are charged with keeping the community safe. The Police maintain the peace by enforcing laws and preventing violence. Fire is often the first to respond to medical and fire emergencies and natural disasters. Code Enforcement uses land use and zoning regulations to ensure the safety of buildings and the physical environment. Through community conversations residents and community indicated that while there are existing opportunities for direct interaction with public safety officers (National Night Out, block parties, and various neighborhood meetings and workshops), there is a desire for more opportunities for deeper two-way conversations to learn from each other and to breakdown the barrier of lack of trust between residents and public safety. Residents want to be heard and recognized as experts in identifying and understanding neighborhood issues and work collaboratively with public safety to develop solutions.



Salinas Officer meeting youth at El Grito.

COMMUNITY-BASED POLICING IN SALINAS

Community-based policing is a law enforcement strategy intended to create positive relationships between residents and officers by dedicating officers to continuously operating in the same area and to pro-actively engaging with local citizens through positive daily interactions. The Salinas Police Department has increased its commitment to community-policing in recent years, revitalizing the bilingual Community Police Academy, holding frequent “Coffee with a Cop” events, and concentrating on recruitment of new officers from Salinas.

HS 3.4 – Improve Community Safety and Emergency Preparedness and Response.

Protecting people’s lives and minimizing property damage during and after an emergency or natural disaster is an important component of community safety. In the near term, emergency preparedness education, training and the distribution of smoke and carbon monoxide detectors for both businesses and residents will improve community safety, as residents and public safety providers are more prepared and able to respond to emergencies. The Alisal’s built environment also needs to facilitate easier access for emergency vehicles. This will require addressing illegal parking and other issues to improve response times in the Alisal. Over the long term, the development and retrofitting of buildings and infrastructure needs to be more fire and earthquake resistant.

HS 3.5 – Strengthen and Increase Enforcement of Existing Regulations (Including Building, Land Use, and Zoning) to Improve Neighborhood Appearance, Health and Safety.

During community conversations, residents prioritized improving the appearance and safety of their neighborhoods through increased enforcement of existing regulations to address the most dangerous properties. This includes the enforcement of building and safety codes when there is a threat of harm to individuals or the environment. The community also wants to ensure that existing and future residents live in an environment that encourages healthy behaviors and limits access to unhealthy lifestyles. Minimizing the overconcentration of liquor stores, enforcing the illegal sale of alcohol and tobacco to minors, limiting access to unhealthy food, and enhancing visibility into local corner stores are key priorities for protecting public health in the Alisal.

GOAL HS 4. Expand Access to Affordable, Healthy, Culturally-Relevant, and Sustainable Food.

A healthy community provides regular, year-round access to affordable, fresh produce at grocery stores, corner stores, community gardens, and farmers' markets. While the City has important existing healthy food assets, including community gardens, a farmers' market, and three supermarkets, these assets are more concentrated along East Alisal street, leaving parts of the East Salinas community underserved. Community members would like to see greater variety and better access to healthier options, including more local, organic, and culturally-relevant foods. Raising awareness around the importance of healthy food, including creating more community gardens, educational materials, incentives and campaigns can expand residents' access and consumption. Expanding CalFresh and WIC enrollment can also help increase low-income families' access to and promote consumption of healthy food. Finally, the creation of a community kitchen can support many community-based efforts to improve access to healthy food, including cooking classes and educational workshops.

HS 4.1 – Promote Year-Round Access to and Consumption of Healthy Food and Beverages in the Alisal.

Unfortunately, too many homes in the Alisal lack basic access to healthy foods. Only 18% of Alisal residents live within a half-mile walk of a full-service grocery store. Where healthy, high-quality organic foods do exist, they are often significantly more expensive than unhealthy foods. A healthy food environment should include a diversity of affordable options, including supermarkets, farmers' markets, community gardens while limiting high concentrations of liquor stores and fast food establishments. Increasing the quality and quantity of affordable healthy food available to Alisal residents will necessitate partnerships between the City and Monterey County Health Department, local food vendors, farmers, agricultural employers, schools, food-oriented non-profits, and community organizations such as Monterey County Food Bank.

GOAL HS 5. Expand Access to Culturally Competent Medical and Mental Health Services.

A community's ability to access comprehensive, quality health care services is vital to promoting health, preventing disease, and improving overall quality of life. Access to a wide variety of health care professionals is especially critical for low-income individuals and families, who comprise most of the Alisal's population. The City is not a health care provider, but can advocate for barrier removal and potentially support related efforts. Barriers include lack of health insurance, undocumented status, chronic conditions related to agricultural work, lack of bilingual services, lack of transportation to health services, lack of human-centered healthcare and unfamiliarity with the current system, cost of services, and conflicts between working hours and clinic hours. Community recommendations to expand access include building partnerships between community groups, the Monterey County Health Department, health care providers and local transportation providers to conduct awareness campaigns to advertise the types of health and mental health services available to residents (especially those

in multiple languages). This will better connect Alisal residents to physical and mental health care services, improve health promotion and disease prevention efforts, ensure access to culturally-competent providers, and promote better transit access to facilities.

HS 5.1 – Commit to a Health Approach that Integrates Both Mental and Physical Health.

Cultural awareness, responsiveness, and understanding are essential to increasing access and improving the standard of health care for children, families, and undocumented workers in the Alisal. Due to the history of violence and gangs in the Alisal, holistic and culturally relevant

mental health services should be available to neighborhood residents; it is the community's goal to increase access to whole person care that takes into account many of the past traumas Alisal residents have experienced. Racism, social injustice, poverty, environmental injustice, economic inequities and historical underinvestment are all propagators of trauma in the community. Eliminating inequities in trauma services requires culturally-competent responses to reduce barriers, address social adversities, strengthen families, and encourage positive identity. All Alisal residents need greater access to culturally-competent, trauma informed, physical and mental health services.

TRAUMA-INFORMED HEALTH CARE

Trauma-informed care means treating a whole person, considering past trauma, and the resulting coping mechanisms, when attempting to understand behaviors and treat the patient. Trauma-informed health care acknowledges the compounding impact of structural racism and historical inequities and is responsive to the unique needs of diverse communities.



Produce in Cardenas.

FOOD SWAP

A food swap is a recurring event where members of a community share homemade, homegrown, or foraged foods with each other. Swaps allow direct trades to take place between attendees, for example trading homemade tortillas for backyard eggs. Swap events often include a potluck as an immediate food-sharing and item-sampling component. These events are an innovative way to diversify the homemade foods in one's own pantry, while getting to know members of the local food community.

7.4 COMMUNITY HEALTH & SAFETY IMPLEMENTATION MATRIX

GOAL HS 1. Ensure that Streets, Parks, and Public Spaces in the Alisal are Safe.

HS 1.1 - Increase Lighting in Public Spaces to Improve Safety.		
IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
HS 1.1.a – Complete a Lighting Needs Survey. Conduct a mapping survey to identify locations with a severe lack of street lighting or poor visibility. Prioritize high traffic areas. The survey would also identify dark spots and other lighting inconsistencies.	City Residents Community-Based Organizations	Short
HS 1.1.b – Remove “Dark Spots.” Based on the lighting needs assessment, develop a plan to eliminate “dark spots” in and around parks (especially active recreation areas), and at bus stops. Determine whether relying on motion sensors is appropriate for key dark spots. Align installation with other street improvements to reduce costs.	City Residents Community-Based Organizations	Medium
HS 1.1.c – Install Light Poles. Identify broken or missing light poles needing repair and ensure consistent installation of light poles across neighborhoods and public places. Ensure that all street posts have contact information to report any needed repairs to streets and sidewalks.	City Residents Community-Based Organizations	Short - Medium
HS 1.1.d – Improve Park Lighting. Prioritize park lighting, including along paths, parking lots, and perimeter, and in parks with dense vegetation, such as Cesar Chavez Park.	City Residents Community-Based Organizations	Medium
HS 1.1.e – Utilize New Efficient and Sustainable Technology. Promote energy efficiency and safety by using solar powered lighting in new/repared light poles. Install bright LEDs to tackle tough dark spots (while shielding away from shining directly on residential properties). Set usage goals or metrics for incorporating new technology into the Alisal’s lighting infrastructure.	City	Ongoing
HS 1.1.f – Improve Lighting and Safety Features at Bus Stops on Major Corridors. Advocate for MST to upgrade lighting and other safety features at frequently used bus stops along the major commercial corridors of East Alisal and East Market Streets, North Sanborn, and Williams Roads.	City Monterey Salinas Transit (MST)	Medium

HS 1.2 - Increase Safety in the Alisal by Requiring Good Storefront Visibility and Encouraging Ground Floor Activity.

Related actions include organizing and encouraging activity in public spaces (HS 2.2d), supporting pedestrian-friendly infrastructure improvements (LU/TI), and allowing a mix of land uses that generates foot traffic throughout the day (LU).

IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
<p>HS 1.2.a - Encourage Activity and Transparency in Building Ground Floors. Through discretionary project design review, ensure that new or modified storefront projects create interesting and lively ground floors by providing frequent entrances, large clear windows, and active uses such as retail, lobbies, gyms, residential stoops/balconies, or similar. This will advance the “eyes on the street” concept.</p>	<p>City</p>	<p>Ongoing</p>
<p>HS 1.2.b Coordinate Crime Prevention through Environmental Design (CPTED) Trainings. Working with the County, BHC, and the other partners, conduct regular CPTED training for residents and businesses in the Alisal.</p>	<p>City Monterey County Health Department</p>	<p>Medium - Long</p>

GOAL HS 2. Create Beautiful and Active Public Spaces that Support Social Interaction, Active Lifestyles, and Cultural Celebration.

HS 2.1 – Provide Programs, Activities, and Opportunities for all Community Residents to be Physically Active.

IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
HS 2.1.a – Improve Non-Motorized Connectivity to Recreational Activities. Create new connections (greenways, multiuse paths, and trails) to provide non-automobile access throughout the Alisal and to nearby hiking opportunities. Ensure existing trails and paths are safe and well-maintained.	City	Medium - Long
HS 2.1.b – Establish Group Recreational Activities. Organize free walking groups and activity contests to encourage residents to participate in active recreation and promote active living.	City	Short - Medium
HS 2.1.c – Increase Ciclovía Salinas Events. Promote regular Ciclovía events throughout the year, including opportunities for youth to be more involved. Rotate the location to be through different neighborhoods to maximize exposure.	City Community Groups	Ongoing - Immediate
HS 2.1.d – Construct Exercise Equipment in Public Parks. Identify locations in public parks where gym equipment can be installed for free, year-round community use.	City	Ongoing
HS 2.1.e – Invest in Local Recreation and Sports Programs. Increase offerings of Zumba classes (or other similar exercise classes), sports programs at local recreation centers and the Salinas Regional Soccer Complex.	City	Short
HS 2.1.f – Offer Active Living Classes. Provide exercise and nutrition classes to promote active and healthy living around neighborhoods and in open public spaces, including farmer’s markets and parks. Promote these classes through an Annual Community Calendar or through news outlets.	City	Ongoing - Immediate

HS 2.2 - Provide Safe, Accessible, and Active Public Spaces Reflective of the Community's Culture and History for all Members of the Alisal Community to Enjoy.

IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
<p>HS 2.2.a – Set Standards for Great Public Spaces. Through development review, require that any new major public spaces are designed appropriately to serve the community by:</p> <ul style="list-style-type: none"> • Using CPTED principles and maximizing high visibility. • Designing the space to be flexible enough to accommodate a variety of community gatherings and events. • Including shade or cooling elements. • Incorporating both indoor and outdoor spaces, if feasible. • Including top-quality amenities, such as trash cans, recycling bins, benches, and light poles. • Creating a distinct design from nearby public spaces (different surfaces, different art/theme, etc.). • Striving for the design and programming to be culturally relevant. • Prohibiting tobacco use and vaping. 	<p>City Residents Business and property owners Community-Based Organizations</p>	<p>Immediate - Short</p>
<p>HS 2.2.b – Construct New Plazas on Commercial Corridors. Identify parcels along major corridors with sufficient size and dimensions to accommodate new urban open space. Consider requiring that key parcels that redevelop along East Alisal Street, Market Street, Sanborn Street or Williams Street include a public plaza with a minimum size of 2,500 sf that can be used as a space for community gatherings. One potential location for a temporary/pop up plaza is the parking lot on the east side of the Swap Meet at 625 East Alisal Street.</p>	<p>City Residents Business and Property owners Community-Based Organizations Developers</p>	<p>Immediate</p>
<p>HS 2.2.c – Create an Annual Community Events and Activities Calendar. Publish an annual calendar to increase awareness and attendance at community events. Connect and collaborate with existing providers and organizations to increase promotion and reach for major events, for example through newsletters and email blasts.</p>	<p>City City Residents Business and Property owners Community-Based Organizations</p>	<p>Short</p>
<p>HS 2.2.d – Activate Existing Public Spaces. Encourage more activities in public parks by having the City sponsor and organize events, and by facilitating and simplifying the application/approval process for community-driven events, such as Ciclovía Salinas, bicycle and scooter parades, food events, music concerts, and other expositions.</p>	<p>City Residents Business and Property owners Community-Based Organizations</p>	<p>Ongoing - Immediate</p>

HS 2.2 - Provide Accessible Public Spaces that all Members of the Alisal Community can Enjoy.

IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
<p>HS 2.2.e – Expand Community Programming. Evaluate existing community programs and develop more programming to fill gaps or shortcomings in content and scheduling. Add more programming in parks and open spaces to improve community safety and sense of ownership, especially programming that is culturally relevant.</p>	<p><i>City</i> <i>Residents</i> <i>Community-Based Organizations</i></p>	<p><i>Ongoing</i></p>
<p>HS 2.2.f – Expand Partnerships to Increase Public Programming. Partner and work closely with schools and non-profits to create more programs and more diverse types of local events. Activate public spaces at these facilities for programming. Support these partnerships with regular meetings and formal communication.</p>	<p><i>Alisal School Districts</i> <i>Community Based Organizations</i> <i>City</i></p>	<p><i>Ongoing - Immediate</i></p>

GOAL HS 3. Improve Community Safety and Health Civic Through Engagement, Education, and Capacity and Relationship Building.

HS 3.1 – Promote Resident Leadership as a Strategy for Building Safer Neighborhoods in the Alisal.

IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
<p>HS 3.1.a – Create a Community Safety Resource Toolkit. Create a toolkit in English and Spanish that community members can use to promote safety and positively impact their community and link the toolkit to the Salinas Connect App and/or on the City’s website. The toolkit should include neighborhood-based prevention strategies, non-emergency city numbers, block party recommendations, ideas for relationship building with neighbors, CPTED and community maintenance best practices, potential funding mechanisms, and other resources such as community-based organizations.</p>	<p>Police Department Community Groups City Fire Department Library and Community Services</p>	<p>Short - Medium</p>
<p>HS 3.1.b – Develop Safe Learning Spaces. Collaborate with schools and other workforce partners to create safe places for youth to learn skills and gain job experience, including summer jobs for youth/teens. Work with organizations that emphasize leadership development of youth and young adults.</p>	<p>City School Districts</p>	<p>Ongoing - Immediate</p>
<p>HS 3.1.c – Encourage Recruitment of Culturally Competent Teachers. Encourage ESL providers to ensure that ESL students can access English classes with teachers from a similar background as part of new cultural learning experiences, especially for Indigenous and Asian speakers.</p>	<p>School Districts Hartnell College South County City</p>	<p>Short</p>
<p>HS 3.1.d – Launch an “I Heart Salinas” Campaign. Launch an “I Heart Salinas” campaign that is relevant and fun, supports greater community pride and ownership, and sends a message that residents are proud to take care of and maintain their community. Provide incentives for community-led organization of events, including clean-ups, neighborhood pride, and other free events.</p>	<p>City</p>	<p>Short</p>

HS 3.2 - Develop Partnerships and Neighborhood Efforts that Strengthen Community Safety, Inclusion, and Engagement.

IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
<p>HS 3.2.a – Establish a Neighborhood-Based Program that Fosters Community Cohesion, Inclusion and Leadership. Focus community building efforts on getting residents to be out in the neighborhoods together at night. Collaborate with local community-based organizations to fully develop this program and create a locally relevant Salinas logo and name.</p>	<p>City Police Department Community-Based Organizations</p>	<p>Short</p>
<p>HS 3.2.b - Expand Community Conflict/Mediation Services. Invest in conflict and mediation services led by community members to settle disputes between residents in order to stop violence before it happens.</p>	<p>City Community-Based Organizations</p>	<p>Short - Medium</p>
<p>HS 3.2.c – Invest in Prevention and Restorative Justice Programs. Invest in prevention and leadership programs that provide youth with pathways to avoid incarceration. Through partnerships, promote after school programs, volunteer programs, and other innovative programs, such as harm reduction, prison re-entry programs, and restorative justice models.</p>	<p>City Council Police Department City Community Safety/Libraries and Community Services Community-Based Organizations</p>	<p>Short - Ongoing</p>
<p>HS 3.2.d – Build a Neighborhood-Based Intervention Network. Promote prevention efforts that build a neighborhood-based network, including mentors, school counselors, teachers, and police officers to enhance conversations with youth.</p>	<p>Police Department City School Districts Community-Based Organizations</p>	<p>Short</p>
<p>HS 3.2.e – Expand Community Safety Partnerships. Partner with community organizations and the Monterey County Health Department to improve perceived and actual neighborhood safety. Encourage the development and operation of community and recreational facilities and programs as youth prevention strategies.</p>	<p>City Monterey County Health Department</p>	<p>Ongoing</p>

HS 3.3 – Develop Opportunities to Build More Trusting and Transparent Relationships Between the Community and Public Safety Officers in Order to Collaborate More Effectively to Address Issues Related to Community Health and Safety.

IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
<p>HS 3.3.a – Create a Neighborhood Safety Plan Focused on Prevention. Engage residents, community stakeholders, public safety officers and other city staff in developing a safety plan based on best practices and a community review of past programs, including the place-based policing initiative that ended in 2015 and Department of Justice Report, in order to determine what worked and what did not.</p>	<p><i>Police Department</i> <i>City</i> <i>Community Safety</i></p>	<p><i>Short</i></p>
<p>HS 3.3.b – Develop more opportunities for positive engagement between public safety officers and the Alisal Community. Identify opportunities to build positive relationships based on two-way dialogue, transparency and mutual respect through deeper engagement between public safety and the Alisal community.</p>	<p><i>Police Department</i></p>	<p><i>Ongoing</i></p>
<p>HS 3.3.c – Add a Language Liaison. Provide a language liaison for languages other than Spanish such as Mixtec, Zapotec, and Triqui to effectively communicate with city employees, including public safety officials. Continue to support the growing number of Spanish-speaking officers and encourage Spanish proficiency for new public safety hires</p>	<p><i>City</i> <i>South County</i></p>	<p><i>Immediate</i></p>
<p>HS 3.3.d – Conduct a series of community and neighborhood meetings. Create a forum for residents and public safety officers to build relationships and to learn from one another.</p>	<p><i>Police Department</i> <i>Fire Department</i> <i>City</i></p>	<p><i>Short</i></p>
<p>HS 3.3.e – Provide Opportunities for Reciprocal Learning between Community about Public Safety Procedures. Encourage two-way dialogue that identifies residents as experts in understanding the needs of the community, reflects on how they experience public safety and increases education about public safety procedures and policies through public workshop sessions, pamphlets or online videos.</p>	<p><i>Police Department</i> <i>Residents</i></p>	<p><i>Short</i></p>

HS 3.3 - Develop Opportunities to Build More Trusting and Transparent Relationships Between the Community and Public Safety Officers in Order to Collaborate More Effectively to Address Issues Related to Community Health and Safety.

IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
<p>HS 3.3.f – Improve Police Emergency Response Effectiveness. Pursue a multipronged approach to improve the relevance and helpfulness of emergency responders:</p> <ul style="list-style-type: none"> • Improve response times for high priority calls in East Salinas to levels that are comparable to the rest of the City. • Advocate for creation of an innovative “crisis team” to include members from community-based organizations and mental health professionals. • Increase training for public safety officers in behavioral health and mental health, to help when responding to conflicts/incidents involving residents dealing with these issues. • Continue to provide training to public safety officers in cultural humility and strive to hire more officers (especially bilingual) from the Alisal. 	<p><i>Police Department Monterey County</i></p>	<p><i>Short - Medium</i></p>
<p>HS 3.3.g – Increase Street Outreach. Promote street outreach programs that bring together community organizations with police officers to promote alternatives to serving residents with misdemeanors, minor infractions, or incarceration. Outreach would include prevention programs, mentorship, and referrals to provider networks.</p>	<p><i>Police Department Community Safety</i></p>	<p><i>Short</i></p>
<p>HS 3.3.h – Require Training in Governing for Racial Equity. Ensure that all City staff, including public safety officers complete trainings on racial equity, cultural competency, informed trauma & healing strategies, best practices for community engagement, and other relevant skills. Engage with the community to determine the desired types of training.</p>	<p><i>City</i></p>	<p><i>Immediate - Ongoing</i></p>
<p>HS 3.3.i – Share Success Stories with Community. Raise awareness of successful partnerships with City staff, including programs, initiatives, and success stories of completed investigations.</p>	<p><i>City</i></p>	<p><i>Short</i></p>
<p>HS 3.3.j – Improve Tip Line. Encourage the Police to create a campaign with residents in the Alisal to establish an approach to report crimes anonymously and address fear of retribution.</p>	<p><i>Police Department City</i></p>	<p><i>Short - Ongoing</i></p>

HS 3.4 - Improve Community Safety and Emergency Preparedness and Response.

IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
<p>HS 3.4.a – Train Residents and Businesses. Increase fire prevention training for Alisal businesses and residents and provide free smoke and carbon monoxide detectors.</p> <p>Develop a training program for Alisal businesses, particularly for automotive uses on appropriate disposal of hazardous materials.</p>	<p><i>Fire Department</i></p>	<p><i>Short - Medium</i></p>
<p>HS 3.4.b – Help Fund Fire Prevention Upgrades. Assist businesses to secure funding to make building improvements such as installation of fire sprinklers to facilitate fire prevention in the older commercial districts of the Alisal.</p>	<p><i>Fire Department City</i></p>	<p><i>Short - Medium</i></p>
<p>HS 3.4.c - Improve Access for Emergency Vehicles. Work with neighborhoods to remove obstacles to emergency vehicle (fire trucks, ambulances, etc.) access such as illegal parking in the red zone to improve response times.</p>	<p><i>Fire Department Police Department</i></p>	<p><i>Short - Medium</i></p>
<p>HS 3.4.d - Free or Subsidized CPR Training. Prepare residents to recognize and assist someone with CPR in an emergency. Classes should emphasize recognition of cardiac arrest, steps to take in an emergency, and familiarization with a defibrillator.</p>	<p><i>Fire Department</i></p>	<p><i>Short - Medium</i></p>
<p>HS 3.4.e– Create Safe Assembly Point for Youth. Work with schools, governmental agencies, and non-profit organizations to create safe places for youth to go in the Alisal in case of an emergency (ie: threat of violence/harm, natural disaster, etc). Consider fire houses as 24-hour assembly points.</p>	<p><i>Police Department Fire Department Local Educational Organizations Community-Based Organizations</i></p>	<p><i>Short</i></p>
<p>HS 3.4.f – Install Defibrillators in Public Buildings. Install defibrillators inside public buildings in the Alisal such as the Fire House and train staff and interested community members on how to use the equipment.</p>	<p><i>City</i></p>	<p><i>Short- Medium</i></p>

HS 3.5 - Strengthen and Increase Enforcement of Existing Regulations (Including Building, Land Use, and Zoning) to Improve Neighborhood Appearance, Health and Safety.

IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
<p>HS 3.5.a – Increase Nuisance Abatement of Dangerous Properties. Working with the Police, Fire and Code Enforcement, increase the number of nuisance abatement cases in the Alisal to target the most dangerous properties.</p>	<p><i>Police Department</i> <i>Fire Department</i> <i>City</i></p>	<p><i>Ongoing</i></p>
<p>HS 3.5.b – Minimize Number of New Liquor Stores. Minimize the number of new Conditional Use Permits (CUPs) issued for liquor stores in the Alisal due to the current overconcentration of these uses.</p>	<p><i>City</i></p>	<p><i>Short - Medium</i></p>
<p>HS 3.5.c – Improve Visibility into Corner Stores and Liquor Stores. Work with CDD to institute a standard visibility condition into a Conditional Use Permit that requires at least 75 percent of window area must be uncovered to improve “eyes on the street.” Encourage the installation of internal and exterior security cameras, and improved outdoor lighting.</p>	<p><i>City</i></p>	<p><i>Short - Medium</i></p>
<p>HS 3.5.d - Decrease illegal sales to minors. Monitor and address the illegal sale of tobacco and alcohol to minors.</p>	<p><i>City</i></p>	<p><i>Short - Medium</i></p>

GOAL HS 4. Expand Access to Affordable, Healthy, Culturally-Relevant, and Sustainable Food.

HS 4.1 – Promote Year-Round Access to and Consumption of Healthy Food and Beverages in the Alisal.

IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
<p>HS 4.1.a – Create More Community Gardens. Seek spaces for urban farms and community gardens in the Alisal at parks, community centers, vacant lots, public spaces, apartment complexes, and especially local schools. Promote existing community gardens at the City Library and Community Services facilities, online, and in newsletters or annual calendars.</p>	<p>City</p>	<p>Short</p>
<p>HS 4.1.b – Provide Education on Private and Community Gardening, and Urban Agriculture for Healthy Produce. Fund organizations, partnerships, and workshops that have educational programs related to developing and sustaining a private and/or community garden, including step-by-step methods for planting, growing, fertilizing, and harvesting trees and vegetables in apartments, houses, and public places. Recruit local farmworkers who are experts in this field to create and teach the courses and provide opportunities for intergenerational teaching.</p> <p>Develop a manual for apartment resident organizations that provides step by step methods to planting fruit trees, growing vegetables, fertilizing them, and when to harvest them, species and seasonal recommendations, and other vital instructions.</p>	<p>City Community-Based Organizations Everyone’s Harvest</p>	<p>Short - Medium</p>
<p>HS 4.1.c – Partner with School Districts to Improve Youth Eating Habits. Collaborate with school districts to build healthy habits for our youth, including healthy eating and lifestyle workshops and healthier food options in schools. Collaborate with schools to sponsor year-round farmers’ markets. Encourage schools to collaborate with agricultural businesses to create a pipeline of fresh produce into school kitchens.</p>	<p>City School Districts Agricultural Employers</p>	<p>Short</p>
<p>HS 4.1.d – Expand CalFresh and WIC Enrollment. Expand enrollment in the CalFresh and WIC programs so lower-income residents can purchase fresh groceries. Collaborate with County and schools to promote WIC enrollment. Identify programs that use incentives to promote consumption of healthy food such as fresh produce.</p>	<p>Monterey County Social Services Monterey County Health Department</p>	<p>Short</p>

HS 4.1 – Promote Year-Round Access to and Consumption of Healthy Food and Beverages in the Alisal.

IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
HS 4.1.f – Improve Access to Fresh Produce. Conduct a study to analyze the distribution and access to fresh produce throughout the Alisal. Work to close gaps by creating opportunities to have fruit and vegetable <i>paleteros</i> , school-based farmer’s markets, local markets, targeted subsidies for vendors in underserved areas, and a mobile fruit and vegetable truck.	City	Short - Medium
HS 4.1.g – Initiate a Year-Round Farmer’s Market. Take advantage of the location behind Alisal Elementary School, and hold the WIC farmer’s market throughout the year, not just during the summer.	City	Short - Medium
HS 4.1.h – Increase Healthy Food Incentives. Develop or expand programs (county, state, or federal) that provide financial incentives (subsidies or stipends) for residents to buy healthy food throughout the year.	Community Based Organizations Monterey County Health Department	Short
HS 4.1.i – Increase Healthy Food Options at Grocery and Corner Stores. Take advantage of Statewide legislation and funding (e.g. refrigeration legislation for corner markets) to provide incentives for small mini-marts and liquor stores to carry fresh produce and healthy foods. Require businesses to position healthy foods in the front of the store, and work with grocery stores to increase marketing of healthy food.	City Monterey County Environmental Health	Short - Medium
HS 4.1.j – Launch a Healthy Food Campaign. Develop a youth-led healthy food campaign to discourage the consumption of processed junk food and encourage eating healthier options. Connect youth with healthy food incentives and subsidies.	City Monterey County Environmental Health School Districts	Short - Medium
HS 4.1.k – Create an Accessible Community Kitchen. Work with community partners to build a community kitchen that can incubate food businesses, host cooking and business development classes, and organize food swaps.	City Monterey County Environmental Health Community groups	Medium

HS 4.1 – Promote Year-Round Access to and Consumption of Healthy Food and Beverages in the Alisal.

IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
<p>HS 4.1.l – Provide Nutrition and Cooking Education to Residents. Partner with non-profits, culinary schools, and local restaurants to host free classes and cooking class demonstrations that will educate residents about cooking healthy, affordable and culturally relevant food.</p>	<p>City Community Based Organizations/ Non-Profits Local restaurants</p>	<p>Short</p>
<p>HS 4.1.m – Build Healthy Eating Collaborations. Build collaborative programs between health providers, clinics, grocery stores, and schools to promote healthy eating and living. Collaborate with Farmers’ Markets to expand the number of vendors that accept WIC/CalFresh. Have vendors at the Ciclovía Salinas event promote healthy foods.</p>	<p>City Monterey County Health Department Building Healthy Communities</p>	<p>Short</p>
<p>HS 4.1.n – Train Mobile Vendors on Safety and Regulations. Proactively train mobile vendors on regulations and security measures to minimize complaints and ensure vendor compliance with food safety regulations.</p>	<p>City Monterey County Health Department</p>	<p>Ongoing</p>

GOAL HS 5. Expand Access to Culturally Competent Medical and Mental Health Services.

HS 5.1 – Commit to a Whole Health Approach that Integrates Both Mental, Emotional and Physical Health.

IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
<p>HS 5.1.a – Provide Improved Physical Access to Local Mental Health Providers. Employ a variety of explicit actions to better connect Alisal residents to mental health care:</p> <ul style="list-style-type: none"> • Encourage housing developers to include clinic space in projects. • Provide clear guidance and instruction to facilitate the permitting process for new mental health care businesses. • Use City-owned facilities for health fairs, health information dissemination, and doctor and mental health consultations. • Create a directory of local providers. • Encourage large providers to offer expanded hours of service. • Facilitate mobile health service providers through online promotion and streamlined approval processes. Designate safe areas for mobile providers to park. 	<p>Community Hospitals Monterey County Health Department</p>	<p>Ongoing</p>
<p>HS 5.1.b – Expand Free Health Clinic Services. Partner with a community group and the Monterey County Health Department to increase free clinic services that offer preventative services and programs for low-income populations, including the agricultural community.</p>	<p>Monterey County Health Department</p>	<p>Medium</p>
<p>HS 5.1.c – Promote Culturally Competent Health Services. In partnership with community groups and the Monterey County Health Department, conduct awareness campaigns to advertise the types of health and mental health services available to residents (especially those in multiple languages). Connect families with trauma informed care, pre-natal programs, and parenting skills classes.</p>	<p>Monterey County Health Department Community Based Organizations</p>	<p>Short</p>
<p>HS 5.1.d – Increase Mental Health Resources. Establish partnerships that help provide free or low-cost mental health resources, including referrals to existing resources at local schools or physical health clinics. Prioritize investments that support mental health resources in schools, including more child psychologists for emotional support. Increase mental health resources to undocumented residents by creating safe spaces with affordable services.</p>	<p>City Monterey County Health Department Community Based Organizations</p>	<p>Short</p>

HS 5.1 - Commit to a Whole Health Approach that Integrates Both Mental, Emotional and Physical Health.

IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
<p>HS 5.1e – Support Mental Health Oriented Specifically Towards the Alisal Community. Collaborate with the County Health Department, CSUMB, Hartnell College, and other educational institutions to:</p> <ul style="list-style-type: none"> • Support and expand the Health Careers Pathways program to strengthen the pipeline of medical and mental health professionals, allowing local students to continue their careers here. • Establish local recruitment programs to widen the pool of available health providers. • Accept and train more bilingual and bicultural health professionals (multiple languages). • Support and expand the promotoras concept. • Create fields of study in complementary/whole care approaches. • Finance student education that focuses in mental health with loan forgiveness programs. • Offer specialties on substance abuse and intervention. • Seek out traveling and per-diem nurses who are culturally appropriate for the Alisal. 	<p>Hartnell College Monterey County Health Department Cal State University - Monterey Bay (CSUMB)</p>	<p>Ongoing</p>
<p>HS 5.1.f – Create Local Practicums. Create partnerships with local medical clinics that provide mental health professionals with an opportunity to fulfill practicum requirements in the Alisal.</p>	<p>Hartnell College Local Health Clinics/ Agencies Other college + university medical provider programs Residents</p>	<p>Ongoing - Short</p>
<p>HS 5.1.g – Promote Mindfulness-Related Care. Advocate for CSUMB, Hartnell College, and other educational institutions to invest in non-Western, mindfulness programs that are culturally relevant and provide mental health benefits (such as yoga, meditation, tai-chi, breathing).</p>	<p>City</p>	<p>Immediate</p>
<p>HS 5.1.h - Collaborate with the Monterey County Health Department on the Construction of a New Mental Health Clinic in the Alisal. Collaborate with the Monterey County Health Department to facilitate the rapid construction of a new clinic at 331 N. Sanborn to bring vital services online as soon as possible.</p>	<p>Monterey County Health Department City</p>	<p>Medium - Long</p>

HS 5.1 - Commit to a Whole Health Approach that Integrates Both Mental, Emotional and Physical Health.

IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
HS 5.1.i Encourage MST to Increase Transit Access for Alisal Residents to Mental Health Services. Advocate for MST to connect Alisal residents with transit to mental health clinics by encouraging subsidized passes or other resources.	<i>MST</i>	<i>Short - Medium</i>
HS 5.1.j – Increase Sexual Education Resources. Encourage schools and youth organizations in the Alisal to increase awareness about STIs and expand access to contraception.	<i>Local School Districts County City</i>	<i>Short - Medium</i>
5.1.k - Increase Culturally Competent Domestic Violence Programming and Resources in the Alisal. Encourage service providers to increase support and training to public safety officers confronting domestic violence situations in the Alisal in an appropriate cultural context. Support programs that prevent domestic violence as well as pathways out for victims.	<i>County Community Based Organizations</i>	<i>Short - Medium</i>
5.1.l - Partner with Local Service Providers and County Behavioral Health Department to Increase the Number of Substance Abuse Programming in the Alisal. Work with local service providers and the County to fund and provide substance abuse programming for the community.	<i>County Community Based Organizations</i>	<i>Short - Medium</i>
5.1.m - Establish a Safe Location in the Alisal for Detoxification. Work with the Salinas Police Department and health providers to create a safe place in the Alisal for detoxification of alcohol or drug users instead of sending them to jail.	<i>Police Department County</i>	<i>Short</i>
5.1.n - Reduce Exposure to Pesticides and Mitigate Health Effects. Support programs and organizations that decrease pesticide exposure and provide education to agricultural workers and other residents. Consider how natural barriers, such as trees could reduce exposure in neighborhoods near fields. Make pesticide use and health solutions a central part of the Environmental Justice Element of the General Plan Update.	<i>City Monterey County Agricultural Commissioner California Department of Food and Agriculture Growers Californians for Pesticide Reform</i>	<i>Short - Medium</i>

7.5 EMERGING PRIORITIES

The Alisal is a strong, thriving community that can work collaboratively to transform neighborhoods and improve opportunities for all. This chapter contains dozens of important goals, policies, and actions, most of which were community-generated, however they cannot all be accomplished at once. In the Spring of 2019, Steering Committee and Working Group members engaged in discussions and activities to prioritize the draft policies and actions from the Community Health and Safety chapter. Next, those priorities were presented to the public at the Draft Plan Open House on April 23, 2019, where Alisal residents further prioritized the recommended policies and actions. Based on this community-driven process, three key Community Health and Safety priorities emerged. Chapter 10 Implementation outlines potential funding sources, next steps that can be accomplished over the next 1 to 2 years.

Improve pedestrian-scale lighting in neighborhoods, parks and streets.

Residents want to feel safe in outside public spaces during the day and night. Investment in sustainable, pedestrian-scale lighting infrastructure can reduce “dark spots” and increase residents’ feeling of safety, leading to more activity on streets and parks, which also promotes a safe environment.

Focus on public safety engagement with the Alisal community.

Continued dialogue, collaboration, transparency, and accountability around public safety policies and procedures are key to building the relationship between public safety and residents. Governing for Racial Equity training, ongoing street outreach, and adding a language liaison that speaks native languages in addition to Spanish are some of the recommendations that would contribute to inclusion and mutual respect.

Increase mental health resources.

While the City does not directly provide these services, it can advocate for other government, school, and community partners to increase their focus on mental health. The City can provide limited funding to organizations through CDBG funds and is a potential partner in seeking grant opportunities.







Transportation & Infrastructure

A Connected Alisal for All

The Alisal will create safe, livable, and inviting environments for pedestrians, bicyclists, motorists, and public transit users of all ages and abilities. Directing investments to improve sidewalks and bicycle facilities will increase the mobility of residents, including youth and people without cars. These investments will also contribute to the development of active and healthy commercial areas. Coordination with local transportation agencies to improve bus routes and service will make public transit a viable and appealing option.

An integrated and sustainable approach to developing our infrastructure network will mitigate the impacts of floods and droughts, enhance water quality, and increase energy efficiency, waste management, transportation, and telecommunication systems. Additionally, upgrading aging infrastructure systems under and above ground will foster future private investment in the community.



8.1 INTRODUCTION

This chapter focuses on creating healthy, safe, and sustainable transportation and infrastructure systems in East Salinas. There are opportunities to build on the walkability of the area, and existing transit ridership along major corridors, by providing sidewalk amenities and collaborating with other transportation agencies. Goals, policies, and actions address pedestrian and cyclist safety; providing quality stormwater, sewer, internet, and lighting infrastructure; and addressing parking for residents and businesses.

This chapter draws from the East Alisal Street Corridor Plan (ACP), which was accepted as a strategic planning document by Salinas' City Council in January of 2019. While the ACP is focused on transforming one corridor into a more complete street, many of its recommendations and best practices could also apply throughout East Salinas.

Guiding Principle Icon Key



Economic Prosperity, Equity and Diversity



Collaborative, Inclusive, and Engaged Decision-Making



Housing Opportunities for All



Liveable and Sustainable Community



Healthy and Safe Community



Connectivity, Access and Mobility



Youth Are the Future



A Community to Celebrate

Goal Summary

GOAL TI 1: Design and Maintain Safe Streets.



Transportation safety in the Alisal can be improved through better street and intersection design and maintenance. Well-marked crosswalks in addition to sidewalk connections and extensions can make neighborhood streets safer and more welcoming to pedestrians. Bike facilities will allow another way for residents to get around safely and easily. New curb and street designs will be used to decrease traffic speed in neighborhoods and around schools.

Goal TI 2: Establish a Connected and Equitable Multimodal Transportation Network.



Matching bus schedules and routes to community needs and creating a robust network of bike lanes can increase transit ridership and encourage many Alisal residents to use alternative forms of transportation. Encouraging carpooling

and public transportation can reduce the number of cars on the road and provide suitable options for residents without cars.

Goal TI 3: Provide High Functioning Infrastructure and Attractive Streets with Pedestrian Amenities.



In order for the Alisal to be a safe, healthy, and thriving community, sewers, stormwater systems, internet services, and other utilities must be upgraded to serve its population now and in the future. Green infrastructure, street furniture, and pedestrian design are also essential considerations for sustaining and supporting neighborhood activity.

Goal TI 4: Improve Parking Management for Both Residents and Businesses.



Demand for parking is exacerbated by the high residential density of the Alisal and lack of controls in commercial areas. By applying and effectively enforcing a parking management program, availability in commercial and residential zones can be increased. Efforts to promote alternative transportation can reduce parking demand and free up parking spaces by decreasing the amount of individual car trips.

Guiding Principles Connection

Economic Prosperity, Equity and Diversity



Quality infrastructure and beautiful streets create lively shopping experiences, position the Alisal for future investment and economic growth, and improve mobility and access to employment and educational opportunities. High-speed internet connections and fiber-optic communications are important infrastructure enhancements to help businesses meet the needs of existing and future customers.

Healthy and Safe Community



Complete and well-maintained sidewalks, protected bike facilities and paths, and traffic calming measures reduce crashes and promote healthy activities. Creating an environment that encourages residents to walk and bicycle to access daily needs, including recreational opportunities, health services, and healthy food, is a key step to supporting a healthy lifestyle.

Housing Opportunities for All



Expanding public and private transit along major corridors supports links between housing and employment centers. Quality transit and transportation alternatives promote access to community programming, park and recreation facilities, and mitigate the need for excessive parking in residential and commercial development.

Youth are the Future



The Alisal has a higher proportion of children and young families than the rest of Salinas. Most are too young to drive, and may not have access to a vehicle, so alternative transportation options are key to mobility and independence for youth. Affordable, convenient, efficient and safe alternative modes help youth access educational and recreational programming and opportunities that improve their well-being.

Collaborative, Inclusive and Engaged Decision-Making



The City is committed to transparent communication and engagement in all phases of street and infrastructure planning, design and construction. Education will help the community understand the rationale for safety and infrastructure improvements. Construction can be disruptive to small businesses and everyday life, so it is crucial that the City's communication is timely, consistent, and clear at every stage of the process.

Livable and Sustainable Community



Using public transit, instead of driving alone, reduces carbon emissions. Incorporating green infrastructure into our sidewalks and stormwater management systems also improves water quality, the food we eat, and incorporates nature and green space into the community. A livable and sustainable community also integrates green infrastructure to improve the pedestrian experience and exposure to nature in the Alisal.

Connectivity, Access and Mobility



Improving connectivity, access, and mobility for the Alisal means creating access to equitable, safe, and efficient transportation, regardless of mode choice. A well connected and integrated network of streets, sidewalks, transit routes, and transportation corridors is important to ensuring that residents have multiple means of accessing their daily needs.

A Community to Celebrate



The Alisal's streets host important community celebrations, such as El Grito and Ciclovía Salinas. Each year these events close a large portion of East Alisal Street to vehicular traffic, as residents from the Alisal and beyond come together to share their culture and heritage. Promoting more of these type of events supports the street as a place for people and not just cars.

8.2 COMMUNITY ASSETS & CHALLENGES

Assets

High levels of pedestrian activity.

Commercial activity on the Alisal's major corridors, including East Alisal Street, East Market Street, Sanborn Road and Williams Road, contributes to a vibrant street environment. Residential streets to the north and south of East Alisal Street connect to schools, neighborhood parks, and secondary commercial corridors. Additionally, the Alisal's mostly flat topography and mild weather provide for walkability and appealing bike connections.



Pedestrians on East Alisal Street.

High transit ridership. The Alisal has high rates of transit use in the city, including the Monterey-Salinas Transit bus route with highest ridership in Salinas. Most transit service is concentrated on East Alisal Street, East Market Street, and North Sanborn Road, and connects to local Salinas destinations. Routes 41, 47, and 48 provide direct service along East Alisal Street, arriving every 30 to 90 minutes. Route 45 along North Sanborn Road and East Market Street buses arrive every 15 minutes during weekday commute hours.



A bus picks up a passenger by the Cesar Chavez Library.

Informal transit provides access to agricultural employment for many Alisal residents. Over 50 percent of Alisal residents work in the agriculture industry, far more than any other industry. Agricultural jobs are spread out on farms throughout the region and gas is expensive. Many agricultural workers in the Alisal often rely on private transportation services, including buses, vans, or rides provided by labor contractors, to fill gaps in the transit network.

Recent infrastructure and street investments. Recent investments have already improved street design throughout the neighborhood, and more projects are in development. For instance, the East Market Safe Routes to School Project between Towt and Eucalyptus Streets reallocated the right of way to accommodate two vehicle lanes and bicycle lanes in both directions and includes improvements at intersections. There is another Safe Routes to School project in the planning stages looking at



ACP pop-up activity.

EAST ALISAL STREET CORRIDOR PLAN (ACP)

The ACP is a roadmap to future improvements and investments in East Alisal Street. Developed at the same time as the broader Alisal Vibrancy Plan, it was accepted as a strategic planning document by the Salinas City Council in January of 2019. The ACP calls for an East Alisal Street that is safe and usable by pedestrians, bicyclists, transit riders, and automobiles. Its principal recommendations and best practices are woven into this Chapter, and the entire ACP can be found in the online appendices on the City's webpage, <https://bit.ly/2kf0PcA>.

the area around Bardin Elementary and Hartnell's East Campus at East Alisal Street and Bardin Road. The City also added bike lanes on John Street from Wood Street to East Alisal Street and recently received funds to make safety improvements at Sanborn Road, between East Alisal Street and Freedom Parkway. These updates, which seek to reduce fatalities and serious injuries on public roads, includes signals that track traffic in real time to adjust timing and protected left turn signals at several intersections.

There is also a Williams Road Improvement Project, designs for which include curb bulb-outs, pedestrian refuge islands, and a raised median, in addition to putting utilities underground.



This concept for a Safe Routes to School project adjacent to Bardin Elementary includes roundabouts and a dedicated dropoff zone.



The recent Safe Routes to School project on East Market Street added traffic calming elements, bike lanes, and high-visibility crosswalks.

Challenges

Street design is vehicle-oriented. Gaps in the pedestrian and bicycle network make it difficult to encourage active transportation choices. Large parking lots, wide intersections, and many other barriers to walking, biking, and taking transit often make driving the most appealing option. The streets in the Alisal are wide, intersection designs encourage fast turns, and most intersections do not have marked crosswalks or pedestrian signals. Additionally, many blocks in the commercial core include several driveways within a few hundred feet. The combination of all these elements reinforces the dominance of cars and creates uninviting walking conditions, especially at street and driveway crossings.



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Number of severe injuries involving bicyclist and pedestrians from 2011-2016

Sidewalks are narrow or interrupted by driveways and utility poles. While most sidewalks in the Alisal are in good condition, many are not wide enough to accommodate existing pedestrian volumes and activity. Sidewalks in commercial areas, such as East Alisal Street, are typically wider than those on residential streets, but in these locations, light posts, utility poles, occasional trees, and street signs reduce the useable space, so the continuous pedestrian pathway is much narrower than the total sidewalk width. Along with frequent driveways and slopes at curb cuts, these sidewalk interruptions require people to walk single file, and make walking



Sidewalks in commercial areas are frequently interrupted by long driveways .

with a stroller and/or young children especially difficult. In locations with the highest pedestrian volumes, food trucks and mobile vendors present additional constraints, where queues often block the already narrow path of travel on sidewalks, and sometimes even spill over to block driveways.

Pedestrian crossing distances are long and expose pedestrians to vehicle traffic.

In cases where there are multiple vehicle lanes in each direction, or where the large curb radius is designed for fast right turns, pedestrians must travel long distances across the vehicle right-of-way. The more time a person spends in the vehicle right-



Many pedestrian crossings lack high-visibility markings.

of-way, the greater their risk of injury by vehicle collision. For example, East Alisal Street is 80 feet wide with six lanes at North Sanborn Road, while North Sanborn Road at Garner Avenue is 70 feet wide with five lanes. Most neighborhood connector streets are 40 feet wide with wide travel lanes and parking on both sides.

Many intersections do not have marked crosswalks or pedestrian signals. From the commercial core of East Alisal Street to smaller residential streets, there are intersections throughout the Alisal that are only partially marked with crosswalks, poorly maintained crosswalk markings that are faded and no longer clearly visible, or no marked crosswalks at all. Marked crosswalks provide important pedestrian network connectivity between sidewalks, and alert drivers to the potential presence of pedestrians. Signals provide countdown timers and reinforce the pedestrian right of way to drivers.

Missing pedestrian amenities. Most streets are missing pedestrian amenities, such as street trees, benches, trashcans, etc. Even in the commercial core, along East Alisal street, trees are sparse, benches are present only at a few bus stops, and public

trashcans do not exist. Without shelter from trees and comfortable places to rest, walking and waiting for transit connections is not a comfortable experience. Additionally, without public trashcans, trash piles up in gutters and contributes to an uninviting and vehicle-dominated environment.

Bicycle facilities are scattered and disconnected. There are few dedicated bicycle lanes in the Alisal, and many bicycle routes do not provide physical separation from vehicle traffic.



There are few dedicated bike lanes in the Alisal.

Parking is very constrained on both residential and commercial streets.

On-street parking in the Alisal is virtually unregulated, with few time restrictions or fees. This encourages drivers to park for long periods, even in the highest demand commercial core areas, where employees or commuters can occupy the most valuable parking spaces throughout the day. This is a challenge for customers and visitors, who are often forced to search for other parking options. There is also no residential permit program in place in the Alisal. Because housing costs often force multiple families to live together in single house or unit, there is a greater demand for parking. This results in a constrained on-street, which best serves the people who are able to secure a parking space first and stay the longest.



Even during the day it can be challenging to find neighborhood parking.

8.3 GOALS & POLICIES

The content within each of the Alisal Vibrancy Plan’s topic chapters was developed through an intensive community process. Each topic was explored in depth by a Working Group of residents and stakeholders, presented at a series of public open houses, and then vetted and refined by an overall Steering Committee into a series of priority items. These results and the related Steering Committee discussions then evolved into the Goals, Policies and Actions found in this Transportation and Infrastructure chapter.

This section contains two parts. Immediately below is a narrative describing each of the Transportation and Infrastructure goals and policies – providing context, rationale, and framing for why certain policies or programs are important. The matrix that follows the narrative includes actions necessary to implement the Goals and Policies along with other, more detailed recommendations including the responsible entity or organization and the timeframe.

Goal TI 1. Design and Maintain Safe Streets.

Vehicle collisions have occurred at most intersections throughout the Alisal, including large signalized intersections on primary corridors and smaller intersections on residential connector streets. Between 2011 and 2016, there were five fatalities and 23 severe injuries involving people walking and bicycling in the Alisal. The same conditions that make the largest arterial intersections challenging for drivers – such as wide lanes, large curb radii, faded or missing lane markings – also present safety concerns for people walking and bicycling. The condition of streets poses safety threats and creates an environment that is both intimidating and dangerous for families.

In order to make Alisal streets safer, investment in pedestrian safety measures, pedestrian scale lighting, and dedicated bicycle facilities is necessary. Finally, the developing traffic calming strategies to reduce vehicle speeds in the Alisal is also critical.

TI 1.1 – Improve Pedestrian Safety at Crosswalks, Intersections, and Key Crossing Points.

When streets are built for fast-moving vehicles, people do not feel safe or comfortable walking, and cannot access their destinations by foot. Shorter crossing distances, better pedestrian visibility, and more pedestrian-scale design is necessary to support an inviting walking environment, and to provide residents with the connections they need to move

comfortably through the neighborhood. Development of more bulb-outs, sidewalk extensions, and vertical traffic calming elements, such as raised intersections and crosswalks, especially at unsignalized intersections would improve pedestrian safety. These elements can work on residential streets and commercial corridors alike. Specific dimensions and vertical elements should be designed to balance the needs of traffic patterns, and transit and emergency response vehicles.



Examples of pedestrian-scale lighting.

TI 1.2 – Improve Pedestrian Safety on Sidewalks and Neighborhood Streets.

Pedestrian and bicycle collisions with vehicles occur throughout the Alisal neighborhood (see figures 8.1 and 8.2), including residential streets, and many sidewalks require repair. Better visibility, continuous sidewalk networks in good condition, and greater awareness about yielding and safe driving are essential to maintain safe neighborhood streets. Particularly on arterial streets with a lot of businesses, pedestrians experience frequent interruption on the sidewalk from traffic entering and exiting the high volume of curb cuts. Strategies from the East Alisal Street Corridor Plan to improve safety and comfortable walking should be prioritized. Decreasing the number of curb cuts, and adding pedestrian-scale lighting in the commercial core of East Alisal Street and Market Street to improve visibility for pedestrians at night are critical to creating a safer walking environment.

TI 1.3 – Improve Bicyclist Safety.

The bicycle network in the Alisal is mostly made up of streets shared with drivers and very few streets in the Alisal have designated bike lanes. During community workshops, residents noted that they want to bike to neighborhood parks but would not allow their children to ride in the street because of traffic speeds and dangerous driving. Dedicated bike facilities that are designed to provide safety and comfort for all skill levels will encourage more people to bike within the Alisal and beyond. To improve bicycle comfort and provide direct bike access on the East Alisal Street corridor, the Alisal Corridor Plan calls for a variety of bike lanes, including a parking protected bike lane, separated paths connecting the commercial core, and a buffered bike lane. Connected bicycle networks and greater awareness, through education, about yielding and safe driving are essential to maintain safe neighborhood streets.



Protected bike lanes put physical barriers between cars and cyclists.

TI 1.4 – Reduce Vehicle Traffic Speeds, Especially in Residential Neighborhoods and Around Schools.

Roadways throughout the Alisal have wide intersections, vehicle lanes, and curb radii at the corners, both in the commercial core and residential areas. This vehicle-centered design encourages drivers to turn at higher speeds – and combined with long crossing distances for pedestrians – increases the potential for more pedestrian-vehicle collisions. Traffic calming strategies in residential areas and around schools will make the streets more comfortable and inviting for pedestrians of all ages. Street design improvements may include smaller curb radii, narrower vehicle lanes, and pedestrian-oriented intersections. These improvements will encourage drivers to travel at slower speeds, while calling attention to pedestrians on sidewalks and crossing streets.



Sidewalk extensions also help calm traffic and provide room for additional pedestrian amenities.

Figure 8.1 Pedestrian Collisions in the Alisal

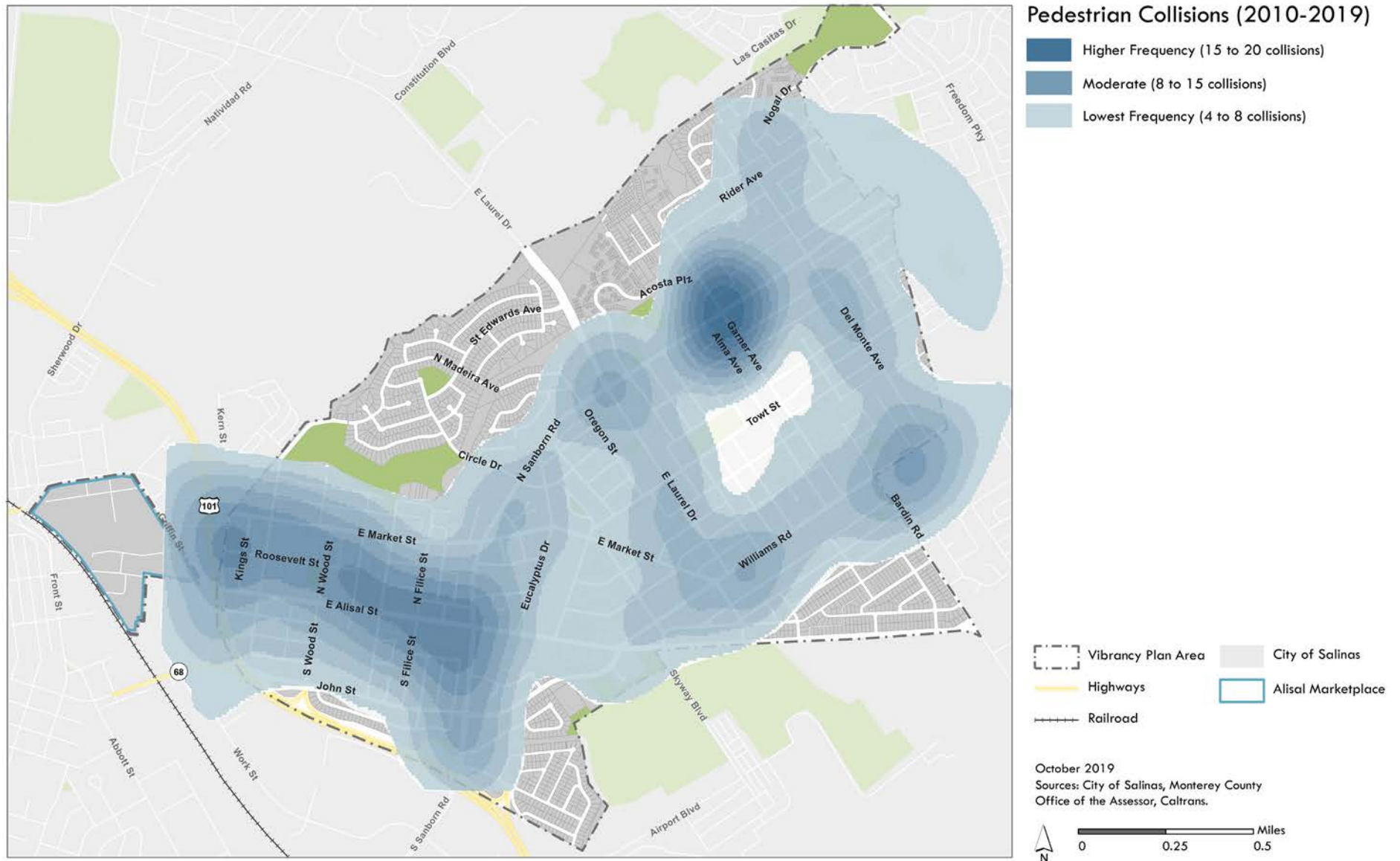
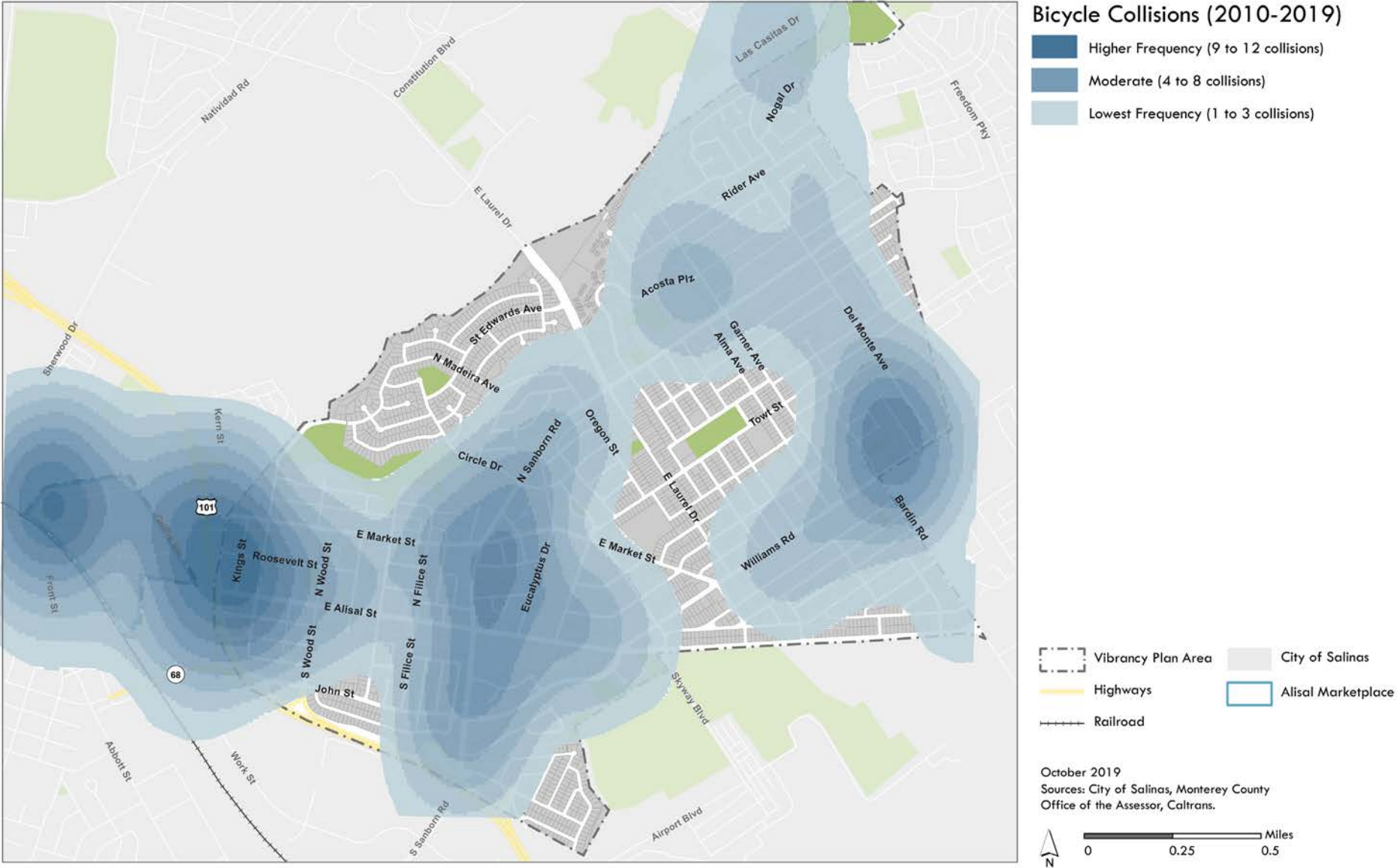


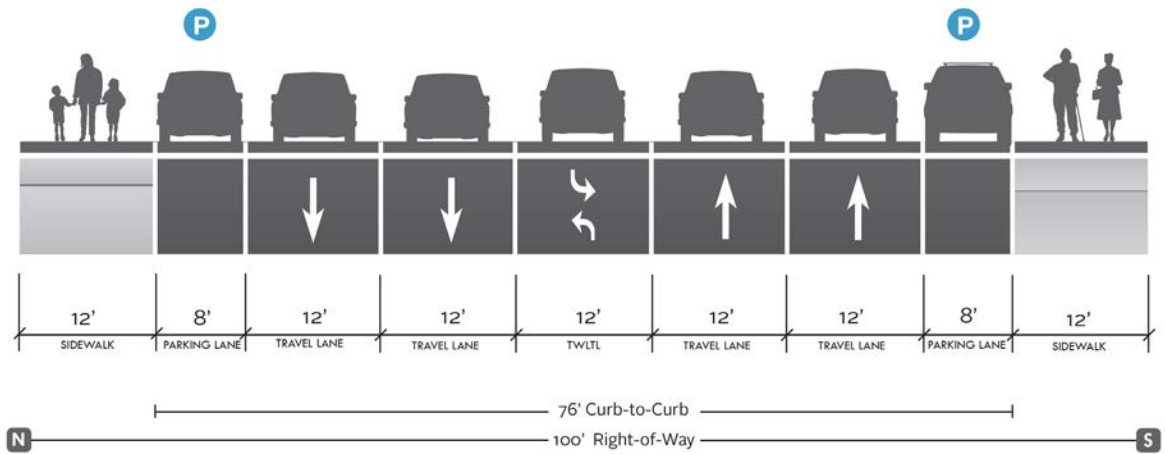
Figure 8.2 Bicycle Collisions in the Alisal



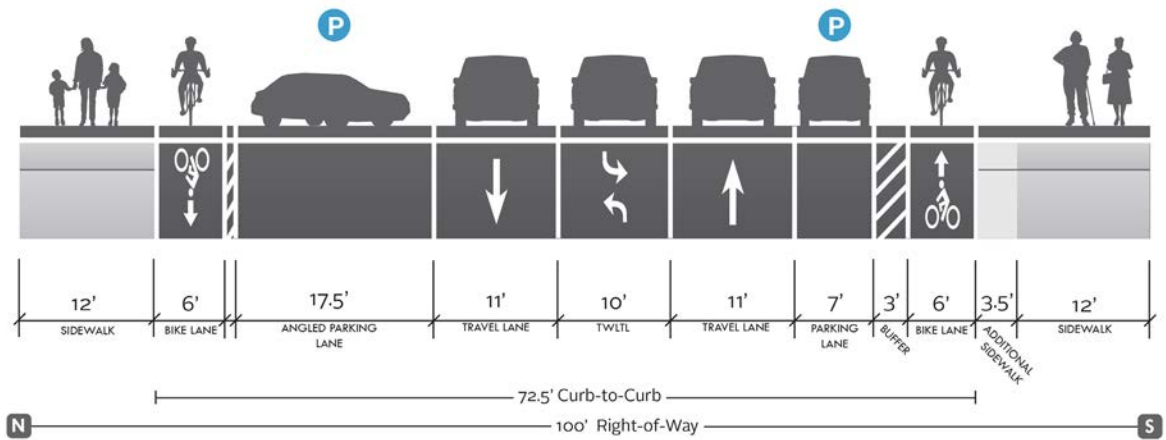
COMPLETE STREETS AND ACP RECOMMENDATIONS

Complete Streets are streets for everyone. They are designed for safe access for all users, including pedestrians, bicyclists, motorists, and transit riders of all ages and abilities. Every complete street looks different and may prioritize some modes over others, based on context, community needs and preferences.

Figure 8.3 from the ACP shows how East Alisal Street could be enhanced with safety features such as protected bike lanes and curb extensions, adding amenities such as street trees, all while maintaining a similar amount of on-street parking. Funding for detailed design and construction of East Alisal Street improvements should be sought through California Active Transportation Program (ATP) grants.

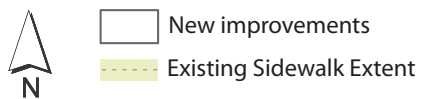
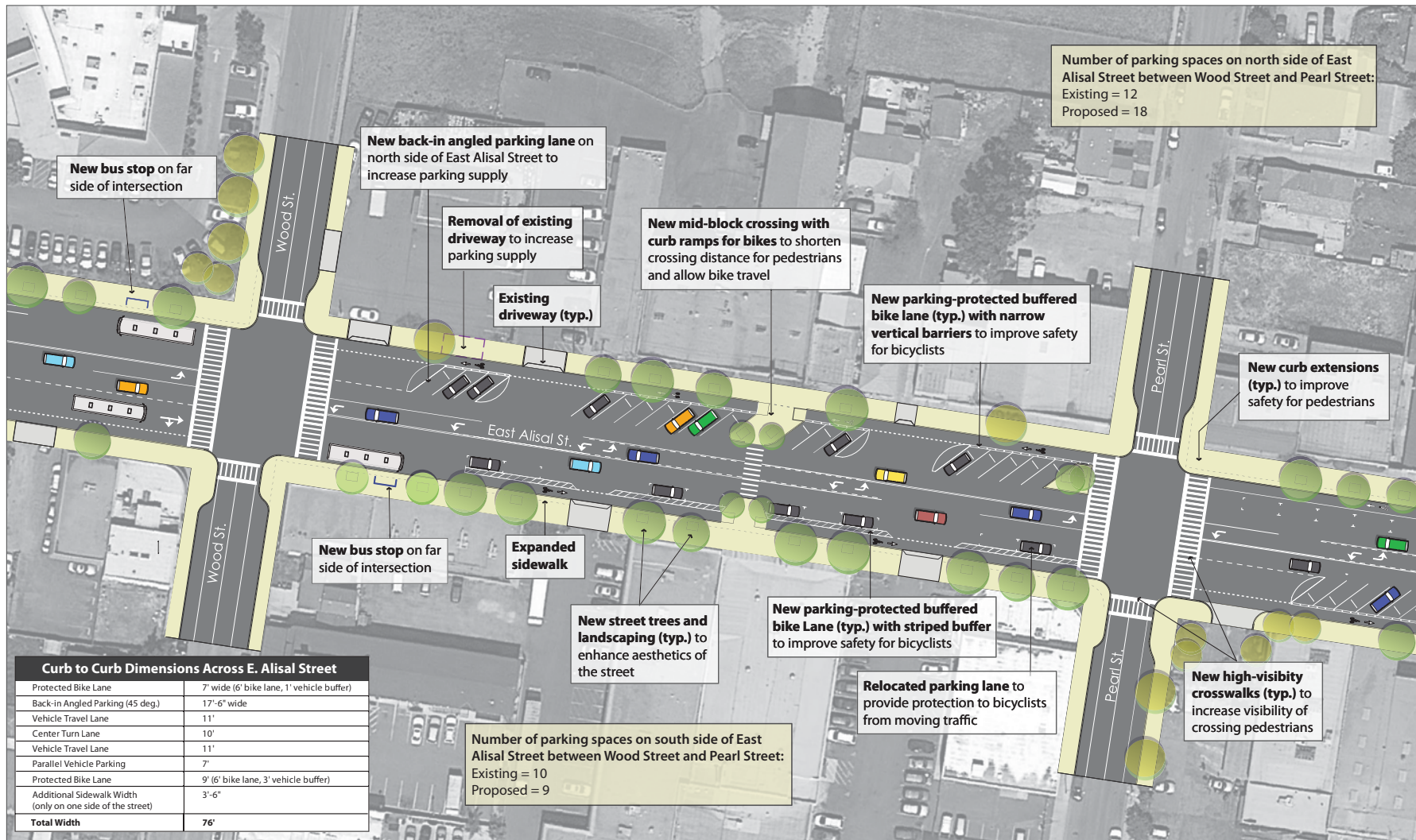


Existing East Alisal Street configuration between 101 and Sanborn Road.



Conceptual reconfiguration of East Alisal Street between 101 and Sanborn Road.

Figure 8.3 Conceptual East Alisal Street Improvements



GOAL TI 2. Establish a Connected and Equitable Multimodal Transportation Network.

Gaps in the network of bike paths and designated bike lanes can discourage all but the most fearless from bicycling, especially where there are missing links between important destinations such as schools, parks, commercial corridors, and downtown Salinas. The bicycle network coverage in the Alisal is limited and very few streets in the Alisal have designated bike lanes. Additional challenges include public bus service that is not frequent enough and routes with limited coverage, thus, residents face a transit gap. To address these challenges, the community needs to advocate for more transit focus and resources, connected and safe bicycle routes, and other expanded mobility choices for getting around without a car. Providing convenient and comfortable transportation options also helps improve traffic congestion and decreases carbon emissions by reducing the number of cars on the road.

TI 2.1 – Expand Choices for Getting Around Without a Car to Meet the Needs of Alisal Residents.

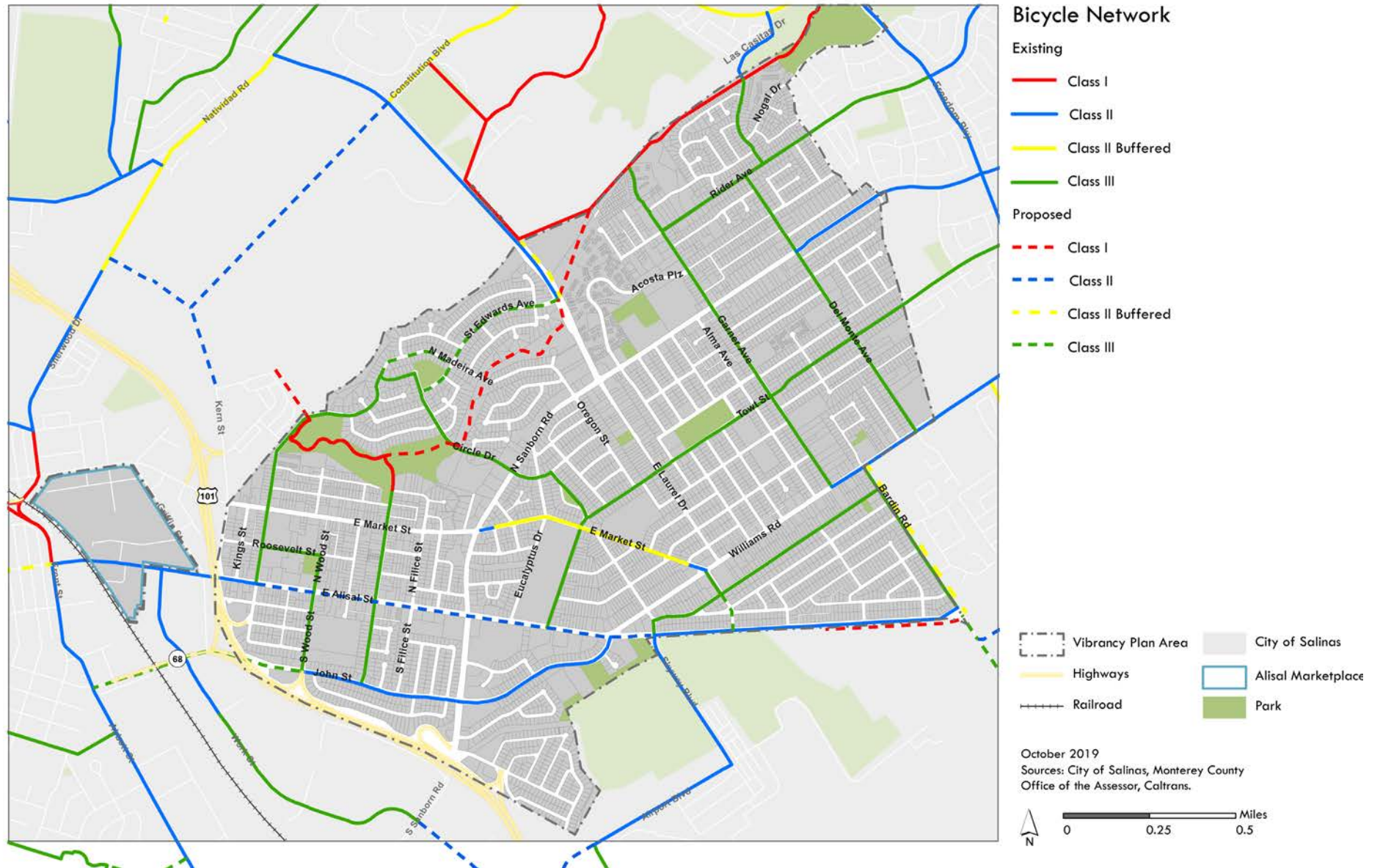
Despite the presence of some of Monterey-Salinas Transit's (MST) most used Salinas bus routes, only about 1% of Alisal residents take public transportation to work, which is comparable to public transit usage in Salinas overall (0.5%). Transit use in the Alisal and Salinas is lower than that of Monterey County overall, where approximately 2% of residents take public transportation to work. Alisal residents need better options to commute and make local trips without a car. The low transit ridership rates indicates that local bus service does not meet user needs for commutes. Part of the challenge here is due to the high employment numbers in agriculture. This often means residents must travel to different farm fields outside of Salinas, which are difficult to serve with the model of local transit. To address this gap, transit options and amenities should be improved, with support from, MST, the City, the Transportation Authority for Monterey County (TAMC), and other agencies. Advocacy is necessary to ensure these agencies devote more focus and resources to transit in the Alisal. Additionally, these agencies will need to

collaborate on strategies to promote car sharing models, including identifying new designated pick-up/drop-off spaces and carpool-supportive programs that meet the existing needs of the community. They should also work together with agriculture and labor companies to create transit options that meets workforce needs. Future designs of major corridors, such as East Alisal Street, should accommodate service upgrades, such as signal prioritization and Bus Rapid Transit (BRT). BRT is faster and more convenient than traditional bus service thanks to features such as dedicated lanes and paying before boarding.

TI 2.2 – Expand the Network of Bicycle Facilities to Create Connected Routes Throughout the Neighborhood and Connect to Other Parts of Salinas.

A continuous network of bicycle facilities allows each bike lane or path segment to function as part of a connected whole, linking destinations to key routes, and making trips by bicycle a more appealing and practical option for people of all ages and skill levels. When people feel confident that they can travel on a comfortable route from start to end, there is incentive to shift modes, take more vehicle trips

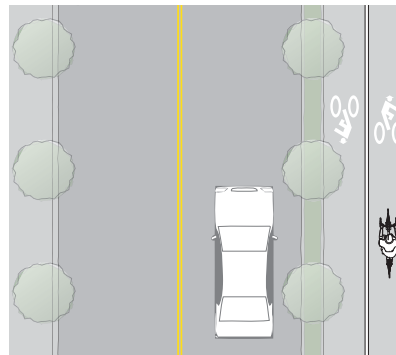
Figure 8.4 Current Bicycle Network



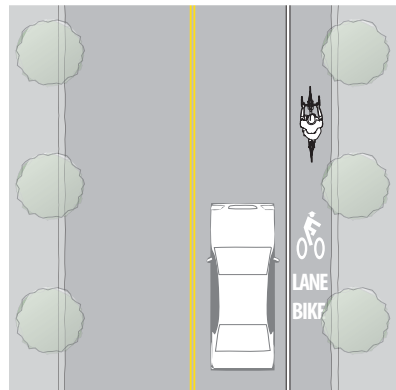
off the streets, and adopt the affordable and healthy option of traveling by bike. To promote bicycle use, high comfort bicycle facilities are essential, especially for families, who will often only consider traveling by bike if they can stay on paths that are low-speed, low-volume, and safe for children and adults alike. Finally, the City needs to implement the Alisal Corridor Plan, which calls for bike lanes on East Alisal Street that would connect to planned bike lanes on West Alisal Street, and provide direct east/west bike access through the heart of the Alisal and Salinas.

TI 2.3 – Incorporate Bike Paths Into the Local Bicycle and Pedestrian Plans.

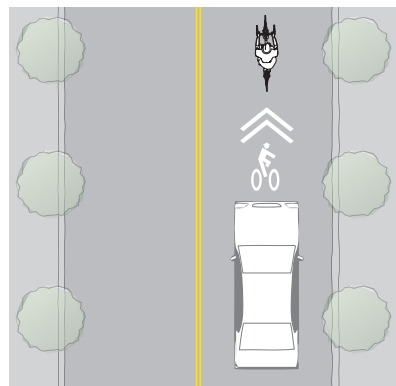
Trails are the most comfortable type of bicycle facility for people of all skill levels, as they provide the greatest degree of separation from vehicle traffic. A network of trails in the Alisal will not only expand the local recreational infrastructure, it will connect people to parks and open spaces. This is also an opportunity to promote practical, non-recreational trips, where people can build confidence in their biking skills, teach children how to bike in a safe setting, and avoid interacting with vehicles. To coordinate these efforts, the City will need work with Alisal residents to prioritize bicycle and pedestrian trails improvements identified in the Alisal



*Class I
Bike Path*



*Class II
Bike Lane*



*Class III
Shared Bike
Route*

Bike lane types.

BIKE LANES IN THE ALISAL

There are three types of bike lanes in the Alisal:

Class I bike paths (completely separated right of way for exclusive use of people bicycling and walking) are present only in Cesar Chavez Community Park and Natividad Creek Park;

Class II bike lanes (striped lanes for one-way bike travel on a street) are present on a few segments of East Alisal Street and Williams Road; and

Class III (designated bicycle routes for bicyclists and drivers to share the street) and present throughout the Alisal. Class III routes are often marked with signs, which may raise drivers' awareness of people riding bikes.

However, these routes do not provide a designated right-of-way and are often not comfortable or inviting for bicyclists of all skill levels and ages, unless they are on low volume, low speed streets.

GOAL TI 3. Provide High Functioning Infrastructure and Attractive Streets with Pedestrian Amenities.

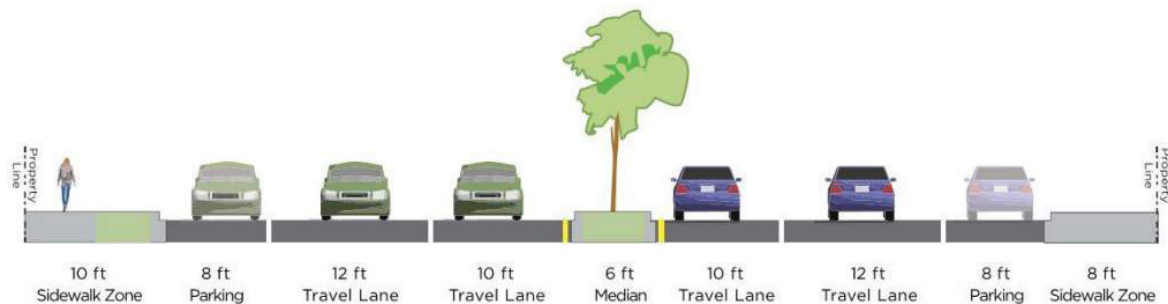
Much of the infrastructure and its poor quality in the Alisal is a legacy of its early development, prior to annexation into the City of Salinas. A lack of investment, a history of relaxed development standards in unincorporated Monterey County, and patterns of discrimination left the Alisal with sub-par sewer and underground systems, an inconsistent network of sidewalks, and a lack of street trees. For example, many sidewalks on residential streets in the Alisal are not wide enough to accommodate side-by-side travel or able to provide passing space for a person pushing a stroller. To improve infrastructure and streets in the Alisal, the City needs to ensure that local streets match and support the level of activity and status of the Alisal as a cultural center. A vibrant, pedestrian oriented neighborhood requires infrastructure that is built for pedestrians, attractive amenities to make community streets comfortable, and coordinated investments.

TI 3.1 – Improve Above and Below Ground Infrastructure in the Alisal.

Upgrading legacy underground infrastructure is vital for residents and businesses in the Alisal to receive high-quality sewer and stormwater services that protect health and property, especially when planning for increases in development. Businesses and students struggle with current slow internet speeds. Providing modern internet connections facilitates easier access to telecommunication, education, and economic growth. It is critical to work with utility providers to improve internet service now and to build the infrastructure to support future capacity. Given that infrastructure construction is a lengthy process that disrupts daily life, the City recognizes the importance of actively

coordinating with other providers and street projects, aiming to “dig once” to complete multiple upgrades at the same time.

Other opportunities also exist to reallocate space for pedestrian amenities and incorporate public space in new street design. One example of this is underway with the Williams Road Improvement Project, which was initiated when Pacific Gas and Electric (PGE) approached the City about undergrounding its utilities along Williams Road, from East Alisal Street to Grandhaven Street. The City coordinated street and utility improvements and incorporated a design (see drawing below and Figure 8.5) informed by resident priorities identified in a community engagement process.



Section drawing showing potential improvements to Williams Road.

Figure 8.5 Potential Williams Road Improvements



TI 3.2 – Make Sidewalks More Inviting for Pedestrians.

Places with inviting sidewalks generate more pedestrian activity and add to the local vibrancy, while also making the streets feel safer and more secure for people passing through. Wide sidewalks that can accommodate steady pedestrian volumes, street furniture, amenities for local businesses, and green infrastructure reinforce the human scale of the neighborhood, encourage more walking and local economic activity, and support the residents who already walk throughout the neighborhood with their families. To achieve this, the City will focus on improving the pedestrian experience and ensure consistency with Alisal Corridor Plan recommendations, which call for more greenspace, sidewalk furniture and pedestrian-friendly urban design elements.

TI 3.3 – Build Infrastructure Systems that Advance Sustainability.

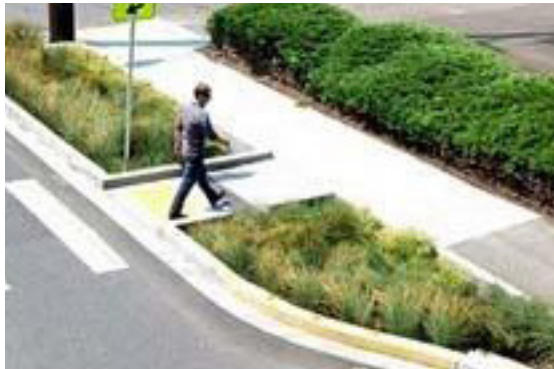
Incorporating green technology and renewable energy into our infrastructure systems will make the Alisal more sustainable and protect the health of people and the environment. Examples include developing a robust urban tree canopy and green infrastructure to improve air and water quality, using energy efficient streetlights (see HS 1.1.e), and transitioning public facilities to solar or other power alternatives. A strong urban canopy of street trees offers shade and a sense of protective enclosure on pedestrian streets while capturing carbon emissions. Trees and other green infrastructure elements (see photos and sidebar) can also provide natural spaces in areas where local residents do not have easy access to parks. The City has started converting streetlights to LED in the Alisal and should continue this retrofitting. Renovating, rebuilding, or constructing new public facilities provides opportunities to use green building techniques and renewable energy sources to decrease their environmental footprint while providing improved services for the Alisal community.



Trees, landscaping, and street furniture improve the pedestrian experience.



Filtration planter boxes with street trees help treat runoff.



Bioswales in curb extensions are another example of green infrastructure.

GREEN INFRASTRUCTURE

Green infrastructure is a cost-effective, resilient approach to managing wet weather impacts. Conventional piped drainage and water treatment systems (gray infrastructure) is designed to move urban stormwater away from the built environment, green infrastructure reduces and treats stormwater at its source while delivering environmental, social, and economic benefits.

Stormwater runoff is a major cause of water pollution in developed areas. Runoff carries trash, bacteria, heavy metals, and pollutants from the urban landscape into our water supplies.

With green infrastructure, the water is absorbed and filtered by soil and plants. Stormwater runoff is cleaner and less of a problem. Elements such as planter boxes and bioswales create more visually appealing streets and add trees and green space to neighborhoods while protecting the environment.

SOURCE: US EPA. "What is Green Infrastructure?" <https://www.epa.gov/green-infrastructure/what-green-infrastructure>

GOAL TI 4. Improve Parking Management for Both Residents and Businesses.

There is a significant amount of both on-street and off-street parking in the Alisal. However, off-street parking is concentrated in commercial areas, such as along the East Alisal corridor, while residential streets include much of the on-street parking. While many houses have driveways wide enough for three or more vehicles, or other off-street paved areas for storing vehicles, many Alisal residents and workers experience a parking shortage. This is especially an issue in commercial areas and areas with multi-family housing, where high residential densities lead to greater parking demands. As parking in the Alisal is not restricted, drivers park for long periods, even in the highest demand areas. To address this issue, the City will need to implement a parking management program that regulates availability in commercial and residential areas of the Alisal.

TI 4.1 – Improve Parking Availability for Residents.

Due to the very high residential density in the Alisal, there are many multi-family and multi-car households, creating significant parking constraints in residential areas. There is currently no residential parking permit program in the Alisal. On-street parking may be further constrained by a lack of enforcement and extended visitors parking during the day. To address this gap, the City could create a parking management program, coupled with better alternatives to driving alone, in order to support better parking availability and eventual reduction in car dependency for residents in the Alisal. Because permitting, ticketing, and towing fees can have a significant negative impact in low-income communities, the decision to create this kind of program should involve close collaboration and discussion with residents, with implementation focused on education before punitive actions.

TI 4.2 – Improve Parking Availability for Customers at Local Businesses.

Parking options in the commercial core of the Alisal includes commercial parking lots, perpendicular off-street parking, and parallel on-street parking. While parking is readily available to early arrivers, employees or commuters that remain parked for hours at a time negatively impact potential customers. This contributes to a sense of parking scarcity, despite the large supply of both on- and off-street parking in the commercial core. In order to address this issue, the City will need to create strategies to ensure that parking is more readily available when and where people need it. Additionally, the City will conduct a parking study to identify additional opportunities to reduce parking demand. Strategies may include consolidating park and ride areas, preserving on street parking, adding and enforcing time restrictions to increase spot turnover and availability, and implementing demand-based pricing incentives.

8.4 TRANSPORTATION & INFRASTRUCTURE IMPLEMENTATION MATRIX

GOAL TI 1. Design and Maintain Safe Streets.

TI 1.1 - Improve Pedestrian Safety at Crosswalks, Intersections, and Key Crossing Points.		
IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
<p>TI 1.1.a – Reduce Crossing Distances. Install bulb-outs and pedestrian refuges at appropriate intersections.</p> <p>Work with residents to help identify high-priority improvements. Ensure improvements are compatible with the necessary turning requirements for safety and transit vehicles.</p>	<p>City</p> <p>Community Groups</p>	<p>Medium - Long</p>
<p>TI 1.1.b – Improve Pedestrian Visibility at Intersections. Update busy crosswalks with high visibility markings and pedestrian-scale lighting. Continue to add flashing warning sign systems to key unsignalized crosswalks on East Market and Sanborn Road, and at the intersection of Towt Street and East Alisal Street, according to the City crosswalk policy.</p>	<p>City</p> <p>Local Businesses</p>	<p>ongoing</p>
<p>TI 1.1.c – Provide Pedestrian-Oriented Signals. Update signal timing at intersections to accommodate pedestrians and include countdown signals.</p>	<p>City</p>	<p>Short - Medium</p>
<p>TI 1.1.d – Design for Better Driver Yielding Behavior and Traffic Calming. Install more bulb-outs, sidewalk extensions. In residential areas add vertical traffic calming elements such as raised intersections and raised crosswalks, especially at unsignalized intersections. Consider bulb-outs at the intersection of East Alisal Street and Sanborn Road.</p>	<p>City</p>	<p>Short - Long</p>
<p>TI 1.1.e – Provide More Frequent Signalized Crossings and Evaluate Midblock Crossings in High Demand Locations. Implement more frequent controlled crossings at existing intersections and identify locations where midblock crossings would provide important links for the pedestrian network. Build infrastructure to maximize pedestrian visibility and driver yielding, including bulbouts, and vertical design details such as raised crosswalks where appropriate.</p>	<p>City</p>	<p>Medium - Long</p>

TI 1.2 - Improve Pedestrian Safety on Sidewalks and Neighborhood Streets.

IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
<p>TI 1.2.a – Improve Pedestrian Visibility and Lighting on Neighborhood and Commercial Streets. Install pedestrian-scale lighting on commercial streets, such as East Market, Sanborn, East Alisal, Williams, and Towt to illuminate sidewalks, and at intersections on residential streets so pedestrians can cross streets in lighted areas.</p> <p>Use solar power for new lighting to improve efficient energy use.</p>	City	Medium - Long
<p>TI 1.2.b – Complete Sidewalk Network and Keep Sidewalks in Good Repair. Prioritize repairs and new sidewalks where they are missing. Specifically, complete the Laurel sidewalk extension, and replace the missing sidewalk on Sanborn. Prioritize immediate repairs in areas with a lot of pedestrian traffic and create a long-term repair and maintenance plan.</p>	City The California Endowment (TCE) (for the Laurel sidewalk extension) Private Property Owners	Short - Medium
<p>TI 1.2.c – Educate Drivers on Pedestrian Safety. Create outreach resources that provide education to drivers about pedestrian safety and rules of the road.</p>	City	Medium
<p>TI 1.2.d – Reduce the Number of Driveway Entrances. Particularly along arterial streets, update ordinances to require fewer driveway entrances and encourage existing developments to consolidate curb cuts when possible.</p>	City Property/Business Owners	Medium

TI 1.3 - Improve Bicyclist Safety.

IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
<p>TI 1.3.a – Prioritize Protected or Separated bikeways, Paths Shared with Pedestrians, and Buffered Bike Lanes. Expand the bicycle network with facilities that minimize exposure to vehicle traffic with physical separation on streets that have high volumes and a significant speed differential between cars and bikes. Only use shared space on streets with very low speeds and low vehicle volumes, where people driving will be traveling at nearly the same speed as people riding bikes.</p>	City	Short - Long
<p>TI 1.3.b – Educate Both Drivers and Bicyclists About Safe Behavior and Road Rules. Ensure that all users of the road understand traffic rules, and positioning and yielding requirements, especially for using new street design elements such as parking protected bike lanes, neighborhood traffic circles, and shared lanes.</p>	Salinas Union High School District Police Department	Short - Medium

TI 1.4 - Reduce Vehicle Traffic Speeds, Especially in Residential Neighborhoods and Around Schools.

IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
<p>TI 1.4.a – Design Street Improvements to Encourage Safe Vehicle Speeds and Calm Traffic. Use vertical and horizontal design elements where appropriate to calm vehicle traffic and reduce the design speed of the street. This includes narrower lanes, tighter turning radii, traffic circles at neighborhood street intersections, speed humps, raised crosswalks and raised intersections.</p>	<p>City</p>	<p>Short - Long</p>
<p>TI 1.4.b – Educate All Users About New Traffic Infrastructure and Associated Enforcement. Work with the County, school districts, and others to implement Safer Routes to Schools projects and expand traffic safety education at more Alisal schools. Introduce driving for bicycle safety in driver training/driver education curriculum at local high schools. Include an education campaign when constructing street improvement projects with new elements, including roundabouts.</p>	<p>Salinas Union High School District County Safe Routes to School program</p>	<p>Short - Medium</p>
<p>TI 1.4.c – Enforce Traffic Safety Regulations and Driver Yielding to People Walking and Bicycling. Allocate more resources for enforcement. Consider automated ticketing and enforcement cameras at intersections for violations as allowed under California state law. Expand school crossing guard program at Alisal schools.</p>	<p>Police Department Transportation Agency for Monterey County (TAMC) or other crossing guard funding agency</p>	<p>Short - Medium</p>
<p>TI 1.4.d – Ensure Traffic and Fire Lanes are Properly Marked. Maintain visible stripe markings of traffic and fire lanes, as well as crosswalks, to improve vehicular and pedestrian safety.</p>	<p>City</p>	<p>Ongoing</p>

GOAL TI 2. Establish a Connected and Equitable Multimodal Transportation Network.

TI 2.1 - Expand Choices for Getting Around Without a Car to Meet the Needs of Alisal Residents.

IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
<p>TI 2.1.a – Update Routes, Schedules, and Facilities to Make Bus Transit Work for More Residents. Work with MST to identify primary challenges for current and potential transit riders, improve bus routes and schedules, increase the frequency of buses, add stops where appropriate, and lower riding costs with programs such as student discounts. Add shelters, seating, and lights to stops where possible. Explore the potential for Bus Rapid Transit along East Alisal Street.</p>	<p>Monterey-Salinas Transit (MST) City</p>	<p>Short - Long</p>
<p>TI 2.1.b – Support Transit and Land Use Alignment in Long-Range Plans. Support MST planning efforts and encourage alignment with the City of Salinas General Plan Update. Advocate for more transit resources dedicated to the Alisal.</p>	<p>City MST Transportation Agency for Monterey County (TAMC) Community Based Organizations</p>	
<p>TI 2.1.c – Promote Affordable and Accessible Carpool/Rideshare Programs to the Alisal Community. Work with the Transportation Agency for Monterey County (TAMC), other agencies, and private companies to explore opportunities to establish and frequently promote carpool and rideshare programs such as RideAmigos. Ensure these programs are accessible and usable by the Alisal community, addressing potential cost barriers. These programs should maximize vehicle capacity and focus on addressing gaps in the transit network to make taking transit and getting around without a personal vehicle a more attractive option for Alisal residents. Work with riders to see how apps can be updated to more closely meet the needs of the local population.</p>	<p>TAMC City</p>	<p>Ongoing</p>
<p>TI 2.1.d – Dedicate Curb Space for Rideshare and On Demand Transportation. In commercial areas, consider designating some curb space for safe access to transportation network companies (Lyft, Uber, etc.) and carpool services.</p>	<p>City</p>	<p>Short - Medium</p>
<p>TI 2.1.e – Identify Opportunities to Provide Public Transit to Farmworker Employment Locations or Encourage Private Buses and Shuttles to Use Existing Bus Stops. Work with MST and farm employers to overcome barriers to providing public transit connections to rural/farm employment locations. Update transit operations schedules to address early morning commute needs.</p>	<p>MST City Local Agricultural Employers and Bus Operators</p>	<p>Short - Medium</p>

TI 2.1 – Expand Choices for Getting Around Without A Car to Meet the Needs of Alisal Residents.

IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
TI 2.1.f – Implement Complete Streets Improvements. Adopt Complete Street improvements outlined in this chapter and the Alisal Corridor Plan that promote public safety.	City	Ongoing
TI 2.1.g – Collaborate on Grants to Fund Complete Street Improvements. Collaborate with other public agencies to apply for Active Transportation Program (ATP) and other relevant grants that promote public safety and align with recommendations in the Corridor and Vibrancy Plans.	City TAMC MST	Ongoing
TI 2.1.h – Encourage Active Transportation. Expand programs such as walk/bike to school day. Invest in pedestrian and bicycle facilities that offer safe recreational opportunities while improving access to youth programming facilities.	City School Districts TAMC	Ongoing

TI 2.2 – Expand the Network of Bicycle Facilities to Create Connected Routes Throughout the Neighborhood and Connect to Other Parts of Salinas.

IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
TI 2.2.a – Create a Network of Dedicated Bike Lanes Connecting Important Parts of the Alisal and the Rest of Salinas. Fill gaps in the existing bicycle network and establish a more robust network of dedicated bike lanes on local streets, to make biking safe and comfortable for people of all ages and skill levels. Add bike lanes to East Alisal Street.	City	Short - Long Term
TI 2.2.b – Provide Bike and Micro-Mobility Parking at Destinations. Provide bike parking in front of businesses and community activity hubs such as schools, libraries, and recreation centers. Create docking/parking areas that can be used for bicycles and other personal transportation devices, such as scooters.	City Local Businesses School Districts	Short - Medium

TI 2.2 - Expand the Network of Bicycle Facilities to Create Connected Routes Throughout the Neighborhood and Connect to Other Parts of Salinas.

IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
TI 2.2.c – Launch a Pilot Bike Sharing Program. Partner with established companies (such as GoBike, Lime, JumpBike, Spin, etc.) to pilot a bike sharing service that promotes an active lifestyle and non-motorized access around the City. Prioritize vendors that can provide free or reduced cost services.	City	Short - Medium
TI 2.2.d – Promote the Bike Share Program. Work with businesses and activity hubs to identify priority locations for bike share and incentives for community members to use bike share. Emphasize opportunities to connect to areas of interest via the bike network, especially as additional dedicated bicycle facilities provide more connectivity and comfortable routes linking within the Alisal and to other destinations. Encourage parking in designated bike parking locations whenever possible, even if using a dockless bike share system.	City Local Businesses	Short - Medium

TI 2.3 - Incorporate Trails into the Local Bicycle and Pedestrian Plans.

IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
TI 2.3.a – Include the Alisal in the Current/Ongoing Plans for Local and Regional Trail Networks. Engage Alisal residents in the planning process for the local Active Transportation Plan, which will update plans for bicycle and pedestrian routes and trails. Focus on opportunities to connect the Alisal to existing parks and other nearby trail networks. Consider links between Cesar Chavez Park and nearby neighborhoods through Carr Lake to the Constitution Soccer Complex Area and Natividad Creek Park, as well as schools and businesses. Actively promote existing and future routes.	City Active Transportation Plan Team	Ongoing

GOAL TI 3. Provide High Functioning Infrastructure and Attractive Streets with Pedestrian Amenities.

TI 3.1 - Improve Above and Below Ground Infrastructure in the Alisal.

IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
TI 3.1.a – Continue to Retrofit Legacy Sewer and Stormwater Systems. Upgrade or replace legacy systems that remain from prior to the annexation of the Alisal into Salinas.	City	Long Term
TI 3.1.b – Strive to “Dig Once” When Completing Infrastructure Improvements. Along with notifying telecommunication companies when doing major excavations, consider infrastructure improvements holistically to avoid unnecessary construction.	City Utility Providers	Ongoing
TI 3.1.c – Improve Internet Capabilities. Work with internet service and utility providers to improve broadband internet connectivity and speeds in the Alisal. Partner with non-profits or similar groups to provide reduced cost or free access to low-income residents and businesses.	Utility/Internet Service Providers City Non-Profits	Medium-Long
TI 3.1.d - Promote and expand free wifi zones. Improve wireless internet speed and free accessibility at City facilities and schools.	City School Districts	Short-Medium
TI 3.1.e – Install Dark Fiber. After completing the fiber network from Hartnell College to the new Public Safety Building along West Alisal Street, continue installing the network along East Alisal Street to the Hartnell College Alisal Campus.	City Utility Providers Hartnell College	Medium - Long
TI 3.1.f – Continue Undergrounding Electrical Utilities. Continue to work with PGE and other utility providers to encourage undergrounding to create more space for beautification and transportation improvements.	City Utility Providers	Ongoing

TI 3.2 - Make Sidewalks More Inviting for Pedestrians.

IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
TI 3.2.a – Increase Space for Outdoor Seating, Dining and Greenery. Partner with East Alisal Street businesses to pilot temporary demonstration parklets and find the best locations for permanent parklets. Where on-street parking must be relocated or reduced to improve visibility and sight lines for pedestrian crossings and bike lanes, consider sidewalk expansions to formally allocate the space for pedestrians or street furniture.	<i>City Businesses</i>	<i>Short - Medium</i>
TI 3.2.b – Incorporate Green Infrastructure Into Pedestrian Improvements. When designing pedestrian amenities, incorporate green infrastructure elements such as filtration planters, to add vegetation to the sidewalk while sustainably managing stormwater.	<i>City</i>	<i>Short - Long</i>

TI 3.3 - Build Infrastructure Systems that Advance Sustainability.

IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
TI 3.3.a – Plant Street Trees. Focus on gaps in the tree canopy network and underserved areas, especially blocks where local residents do not have greenspace. Create a program for businesses or families to adopt a nearby street tree.	<i>City Businesses Residents</i>	<i>Short - Long</i>
TI 3.3.b – Incorporate Green Infrastructure in Parks and Open Space. Design parks and open space features that require less irrigation and maintenance while capturing and treating stormwater.	<i>City Residents Community-Based Organizations</i>	<i>Medium - Long</i>
TI 3.3.c – Increase Use of Renewable Energy in Public Facilities. Use energy-efficient lighting and appliances, as well as passive heating and cooling strategies when renovating community centers, libraries, and other public facilities. When designing new facilities, maximize their potential to use renewable energy from solar panels or other sources.	<i>City Monterey County Utility Companies</i>	<i>Ongoing</i>

GOAL TI 4. Improve Parking Management for Both Residents and Businesses.

TI 4.1 - Improve Parking Availability for Residents.

IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
<p>TI 4.1.a – Consider a Residential Parking Permit (RPP) Program. Work with local community groups to identify unique RPP registration needs and number of permits per household. Explore local registration requirements to accommodate temporary residents and migrant farm workers who have no reason to register their vehicle locally and/or are weary of formally tracking their vehicle location.</p> <p>Conduct a study to determine enforcement pricing levels that balance necessary demand management but avoid unduly burdening residents. When implementing the program, include a significant grace period and education program. Consider warning tickets for first-time offenders.</p>	<p>City Residents</p>	<p>Medium</p>
<p>TI 4.1.b – Improve Alternatives to Driving Alone. If it is easier to get around the neighborhood and to other parts of Salinas without a car, households in the Alisal will be able to rely on fewer vehicles and the demand for residential parking will decrease as vehicle ownership rates go down. Alternatives to driving alone may include transit, ride sharing programs, carpool incentives, comfortable bike facilities, and more inviting sidewalks for short trips.</p>	<p>MST City Transportation Agency for Monterey County</p>	<p>Short - Long Term/Future</p>

TI 4.2 - Improve Parking Availability for Customers at Local Businesses.

IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
<p>TI 4.2.a – Implement a Parking Management System on Commercial Streets in the Alisal. Consider time limits for on-street parking to increase turnover in high demand areas and incentivize longer-term parking in low demand areas. Over the long-term, consider demand-based pricing as an alternative to time limits as the local business environment allows (understanding that there is a preference for time limits right now). Demand-based pricing incentivizes shorter parking in the highest demand/higher price locations, and longer parking in the low demand/lower price locations.</p>	<p>City Businesses Residents</p>	<p>Short - Medium</p>

TI 4.2 - Improve Parking Availability for Customers at Local Businesses.

IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
<p>TI 4.2.b – Preserve Existing Parking Supply as Possible. When considering other street design improvements, explore options that preserve existing on-street parking supply while allowing the necessary space for non-automobile amenities.</p>	<p><i>City</i></p>	<p><i>Short - Medium</i></p>
<p>TI 4.2.c – Consolidate Park-and-Ride Parking for Farmworker Shuttles in Low Demand Locations. Coordinate with farmworker employers and shuttle operators to identify opportunities for parking consolidation so pickup locations function as informal park-and-ride facilities. This will pull some all-day parkers away from the commercial core where on-street parking spaces are in high demand, to locations where they will not displace would-be customers.</p>	<p><i>City</i> <i>Local Agricultural Employers and Bus Operators</i></p>	<p><i>Short - Medium</i></p>
<p>TI 4.2.d – Conduct a Parking Study. Conduct a detailed parking study, including supply and occupancy data collection, to identify opportunities for shared parking, and variations in demand.</p>	<p><i>City</i></p>	<p><i>Short</i></p>

8.5 EMERGING PRIORITIES

The Alisal is a strong, thriving community that can work collaboratively to transform neighborhoods and improve opportunities for all. This chapter contains dozens of important goals, policies, and actions, most of which were community-generated, however they cannot all be accomplished at once. In the Spring of 2019, Steering Committee and Working Group members engaged in discussions and activities to prioritize the draft policies and actions from the Transportation and Infrastructure chapter. Next, those priorities were presented to the public at the Draft Plan Open House on April 23, 2019, where Alisal residents further prioritized the recommended policies and actions. Based on this community-driven process, three key Transportation and Infrastructure priorities emerged. Chapter 10 includes details on the steps the City and community can take over the next one to two years to advance these priorities.

Support sidewalk maintenance and Connectivity.

A safe and complete sidewalk network is necessary to support a walkable community. Filling in missing portions of this network on North Sanborn Road, completing an extension along East Laurel Drive north of St. Edwards Avenue, and repairing existing sidewalks are all key to improving pedestrian connectivity. Often these actions will require working with adjacent property owners to undertake and fund the work.

Improve transit services.

Collaboration with MST, TAMC, and agricultural companies is necessary to provide options that can reduce reliance on private vehicles for commuting and daily transportation. Improvements could include: working with MST on schedules and route alignment planning, increasing seating and shelter at bus stops, encouraging carpooling, and coordinating private transit with growers.

Plant street trees.

Planting street trees has been demonstrated to have environmental and mental health benefits, and increase property values. Major corridors in East Salinas typically have the right-of-way space to include trees and other green infrastructure already, or could include them as part of right-sizing efforts, like the plans for Williams Road. Increasing street trees on the area's narrow residential could be accomplished through integrating them into traffic calming features, such as curb extensions.





Youth, Art, Parks, Recreation & Enrichment

An Enhanced Quality of Life for All

The Alisal is a strong, diverse, and unified community. Residents enjoy a variety of cultural programming and services, opportunities for creative expression, and recreational activities. The Alisal is a community where residents take active steps to improve quality of life.

This vision is defined by intentional strategies to address barriers to access, including language, location, and a lack of information. Efforts to promote an improved quality of life for residents also support a thriving community for businesses, residents, and visitors to enjoy. The cornerstone of these improvements are community-based partnerships that support a better Alisal today and for future generations.



9.1 INTRODUCTION

This chapter addresses issues related to the need for increased education, enrichment and job training programs and leadership opportunities for youth, building community empowerment and capacity through the provision of training and resources, and removal of existing barriers to civic participation, and the maintenance, program offerings and ease of access to community facilities and programs. The goals and policies focus on improving publication of programming offerings, removing participation barriers of transportation and cost, increasing the safety and improving the maintenance of parks and facilities, and forming partnerships to centralize youth programs.

Guiding Principle Icon Key



Economic Prosperity, Equity and Diversity



Collaborative, Inclusive, and Engaged Decision-Making



Housing Opportunities for All



Liveable and Sustainable Community



Healthy and Safe Community



Connectivity, Access and Mobility



Youth Are the Future



A Community to Celebrate

Goal Summary

GOAL YAP 1. Support Youth Leadership and Development by Investing in Healthy and Nurturing Programs.



Youth are the future of the Alisal. With half of the population under 25 years old, it is critical to create opportunities for them to engage in and lead civic processes, and participate in leadership training and career development programs.

GOAL YAP 2. Encourage Robust Civic Engagement and the Development of Resident Leaders Committed to Shaping the Alisal's Future.



Culturally effective engagement strategies and a commitment to removing barriers to participation will empower more East Salinas residents to share their voice and guide local government decision making and projects for the betterment of the community.

GOAL YAP 3. Strengthen the Capacity and Sustainability of Community-Based Organizations in the Alisal to Provide Critical Services.



Providing community-based organizations with training and technical assistance, as well as funding and collaboration opportunities, will grow the capabilities and increase the longevity of these groups in East Salinas, and bolster the multitude of services they provide to the community.

GOAL YAP 4. Prioritize Arts and Culture Investments to Support Creativity, Expression, and Beauty for the Alisal Community.



The Alisal community takes tremendous pride in its creative culture, and sees the value of investing in education and programming to create more opportunities to experience visual and performance art, as well as developing the resources to allow artists to live and work in the Alisal.

GOAL YAP 5. Support the Recreational, Educational, and Social Needs of Residents Through New and Existing Community Facilities.



The Alisal's recreation centers and other facilities need investment and refurbishment to continue serving the many community members that use them daily. Expanding educational partnerships and developing joint-use agreements with school districts will help increase access to enriching programming and activities for residents of all ages.

GOAL YAP 6. Create and Support a Diverse, Well Maintained, and Culturally Relevant Network of Parks and Gathering Spaces.



Providing amenities, such as picnic areas, fitness equipment and improved playgrounds, as well as increasing parks maintenance, will help increase activity levels and make Alisal parks family-friendly and safe for the community.

Guiding Principles Connection

Economic Prosperity, Equity and Diversity



Art, cultural, and recreational programming, activities and events are economic drivers that generate commercial activity and provide creative entrepreneurial opportunities across the region. Ultimately, the quality of life in the Alisal can be enhanced through investment in educational, enrichment and leadership programs and opportunities that lead to living-wage jobs, and a diverse local economy that provides equal opportunity for all.

Healthy and Safe Community



A community with quality community facilities and robust programs provides residents with access to education and enrichment, physical and emotional well-being, formal or self-directed exercise, and places to meditate or socialize with friends and family.

Housing Opportunities for All



Arts, culture, and community facilities and programs build strong communities. Increasing access to these amenities throughout the Alisal improves the neighborhood's overall quality life. Encouraging the development of live/work housing diversifies housing options and provides needed workspace for Alisal artists.

Youth are the Future



Youth need a seat at the table in making decisions about the future of their community. Programs and services targeted toward the youth in the Alisal should include leadership development, internship, and civic opportunities to prepare them to lead Salinas into the future.

Collaborative, Inclusive and Engaged Decision-Making



Culturally effective engagement strategies and a commitment to removing barriers to participation will empower more Alisal residents to share their voice and guide local government decision making and projects for the betterment of the community. Providing community-based organizations with training, technical assistance, as well as funding and collaboration opportunities supports increased resident access to resources and engagement in more collaborative, inclusive and engaged decision-making.

Livable and Sustainable Community



The Alisal's parks, schools, recreation centers, and libraries support a diversity of programs including annual community events and recreational opportunities that create liveable and sustainable neighborhoods. Ensuring that parks and other community facilities are clean, safe, and family-friendly supports quality of life by encouraging residents to socialize and participate in healthy physical, educational and enrichment activities.

Connectivity, Access and Mobility



Providing access to quality and affordable transportation options is crucial to increasing residents' ability to enjoy and benefit from the Alisal's parks, open space, trails, arts and cultural activities, and community facilities.

A Community to Celebrate



Promoting visual art, dance, music and theater supports the culture and creative expression of the community. The City will collaborate with individual artists, collectives, and art-based community organizations to create and improve access to public spaces, facilities and resources needed to elevate arts and cultural programming in the Alisal.

9.2 COMMUNITY ASSETS & CHALLENGES

Assets

Culturally rich community. Community members envision the Alisal as a valuable regional cultural hub that can foster community pride, attract tourists and visitors, and enhance overall quality of life. Residents take pride in opportunities to tell stories about East Salinas, a historically working-class community. The Alisal is also home to a variety of public art, including beautiful murals depicting community history. Additionally, numerous formal and informal spaces exist for dance, music, theater, and visual arts for people of all ages.

Strong community involvement despite extensive work and family commitments. Alisal residents work long, hard hours at their jobs and then return home to care for their families. Residents still find time to participate in community meetings and cultural events because they care deeply about improving the Alisal and fighting for equity and a better standard of living. This level of active engagement on the part of the residents has resulted in the City giving the Alisal increased attention and resources

for community processes and projects in the last few years.

Community programs and spaces. The Alisal is home to a variety of wonderful programs and spaces that support youth and families. Facilities include local schools, the Bread Box Recreation Center, Alisal Center for the Fine Arts, Firehouse

Recreation Center, Cesar Chavez Library, Girl Scouts Center, and Hebron Family Center. Alisal's diversity of local parks offer a variety of youth sports and recreational programs year-round and a diversity of park types. The Alisal is home to three family resource centers to support parents in raising healthy and happy children.



Mariachi Juvenil de Alisal performs under an Alisal mural.

Community based organizations. The Alisal has a number of strong community-based organizations. For example, Building Healthy Communities - East Salinas (BHC) is an important institutional anchor in the community focused on developing youth and resident leadership through various issue areas and diverse engagement strategies, including and annual youth-led Ciclovía Salinas, community participatory action research, resident centered organizing, and youth planning processes. The Center for Community Advocacy is another important anchor that provides education, orientation and legal support to farm workers and other low-income working families who want to establish neighborhood committees to improve housing and health conditions.



UAC booth at Ciclovía Salinas 2016.

COMMUNITY SPACES FOR THE ARTS

- The Alisal Center for Fine Arts in the Bread Box Recreation Center offers theater, visual arts, and music programs.
- The Urban Arts Collaborative is a group of young artists who support each other's artistic development and healing and positive community transformation.
- Baktun 12 is a local theater company that produces original plays that reflect history and life in the Alisal.
- Tunas de Nopal Art Collective is a group of multiple media artists.
- Artists Ink is a collaborative of creative professionals that offer mentoring in visual arts, music theater, graphic design, computer programming and more.
- Hijos del Sol Arts Productions is a non-profit visual arts organization working with and advocating for the advancement of arts practitioners.
- Tonatiuh Danzantes del Quinto Sol is a folklorico group sharing Mexico's culture through dance supporting adults and young children in the Alisal Union School district.

FAMILY RESOURCE CENTERS

As part of the elementary school campuses in the Alisal community, the Alisal Union School District operates three family resource centers (FRC) and the Salinas City Elementary School District operates one. The types of services offered at the centers include identifying and supporting qualified homeless and foster children; helping families with housing needs; providing English classes and early childhood education classes for parents; ensuring students have school supplies; organizing a Christmas toy drive; developing relational partnership between home, school, and community; providing technology access/support for parents to create resumes, conduct job searches, and prepare legal records; referring parents to county services; and hosting a health fair, health services, and support groups.

Challenges

Lack of transparency. Alisal community members point to a persistent lack of information from government institutions, including schools, City staff, and decisionmakers. Language and cultural barriers are cited as one of the primary factors that hinder relationship building and generate mistrust in the community. Opportunities exist to continue building on community engagement efforts of the Parks, Recreation and Library Master Plan, the Alisal Vibrancy Plan, and the continued use of the spectrum of community engagement adopted by the AVP. For instance, existing communication strategies can be improved to promote greater dialogue between the City and the community, supporting a better sense of transparency in governance.

Barriers to civic participation. Residents want to identify and remove barriers to civic participation in the Alisal, including cost, location of events and meetings, and lack of access. While the City has taken many important steps to integrate community members in planning processes, opportunities exist to celebrate the strengths of the community and

explore new partnerships that enhance and improve quality of life for residents of the Alisal. Alisal community needs include better support programs for parents, clear information about community events, additional cultural events, and all-inclusive multicultural investments

Need to keep youth engaged. The Alisal has a high proportion of youth and many working parents. While there are several excellent youth programs that serve the Alisal, there are not nearly enough to serve all the youth who would be interested in participating. Additionally, youth have limited access to existing formal programs and spaces and lack safe formal spaces to hang out after school and on weekends. The Community Alliance for Safety and Peace (CASP) is an important network of partners working to address crime prevention, intervention, enforcement, and opportunities for the formally incarcerated. There is opportunity for collaboration with youth serving institutions (i.e. school districts) and organizations. The Alisal could benefit from additional support of this work, in addition to changes to the physical environment, including additional cafes, parks, and teen centers.

Lack of access to parks and recreational facilities. Just over half of Alisal residents (62.7%) live within a quarter mile walk of a public park or recreation facility; areas that lack park access are generally located just north of Highway 101 and around Del Monte Avenue. Residents want a variety of quality community spaces, which can include small neighborhood parks, plazas, recreational facilities, and open spaces. The Alisal could benefit from investments in the promotion of improved access to parks, recreational facilities, and other green spaces that improve quality of life for residents.

Quality of park and recreational facilities. The Alisal is home to 14 well-loved park and recreational facilities. However, concerns about safety, limited features and programming, maintenance conditions, and accessibility impact the use and perception of parks. Key concerns include maintaining landscaping and facilities, improving lighting, removing trash, and need for additional cultural programming. The Hebronn Family Center, which is a vital community resource, is in serious disrepair and is listed on the Parks, Rec and Libraries Master Plan (July 2019) as a top priority for replacement.

9.3 GOALS & POLICIES

The content within each of the Vibrancy Plan's topical chapters was developed through an intensive community process. Each topic was explored in depth by a Working Group of residents and stakeholders, presented at a series of public open houses, and then vetted and refined by an overall Steering Committee into a series of priority items. These results and the related Steering Committee discussions then evolved into the Goals, Policies and Actions found in this chapter.

This section contains two parts. Immediately below is a narrative describing each of the Quality of Life goals and policies – providing context, rationale, and framing for why certain policies or programs are important. The matrix that follows the narrative includes actions necessary to implement the Goals and Policies along with other, more detailed recommendations including the responsible entity or organization and the timeframe.

GOAL YAP 1. Support Youth Leadership and Development by Investing in Healthy and Nurturing Programs.

Youth and community development go hand in hand in the Alisal, given that half of all residents are under 25 years of age. For youth to thrive as leaders, the City, schools, and local community organizations, supported by public and private funding, must invest in education, enrichment, recreational and leadership programs, activities and opportunities for youth. Youth investment expands beyond youth programs, and includes promoting healthy families through parenting classes, family resources and increased opportunities for interaction between youth and

caring adults mentors. This may include supporting existing youth groups and programs, developing intergenerational programming, and removing barriers to participation.

YAP 1.1 – Promote and Formalize Youth Participation in City and Community Decision-Making.

Youth engagement in the community is an important component of youth development that fosters interpersonal and leadership skills, stronger connections to residents of all ages, and new ideas for governing and improving the Alisal. To achieve this, youth need space to take on concrete roles and responsibilities in both identifying issues and developing ideas for solutions. The City can work

with community organizations to explore partnerships with existing youth programs that build advocacy, community organizing, leadership, and civic engagement skills to create these opportunities. Examples of programs and initiatives may include: See Our Youth initiative, Youth and Government Institute, and BHC's CPTED internships and Ciclovía Salinas. The City and community organizations can also work closely to develop centers or hubs that provide services for youth, including internships, mentorship and other opportunities for advancement.

YAP 1.2 – Promote Healthy Youth and Family Development Through Intentional Investment in support and Resources in the Alisal.

Youth are the future of the Alisal. In today's society, youth face daily pressures and negative influences including living in overcrowded, and often temporary housing, lack of well-balanced meals, bullying, and peer pressure to experiment with illegal substances (vaping, drugs, alcohol) at school. Investment in programs and resources that support their educational, social, and emotional development and physical and mental well-being will result in a stronger, healthier Alisal. Parents, as a child's first teacher and mentor directly influence their child's development. Parents need centralized resources to develop parenting skills and access other education, food and nutrition, and housing programs and services to support them in providing a healthy and safe environment for their child to grow and prosper.

YAP 1.3 – Continue to Reduce Youth and Gang-Related Violence Through Prevention, Intervention, Suppression, and Re-Entry Strategies.

Activities that are not specifically described as youth violence prevention can make a difference in the lives of young people. All community members can use their experiences, skills, time, and talents to help guide youth. Opportunities can vary from being a trained mentor to volunteering at an afterschool program or joining with other community residents and youth to assist with community activities. These connections should be made with at-risk youth as well as young people who do not show obvious signs of difficulties. Scheduling these opportunities immediately after school and during school breaks—when young people's time is less structured and unsupervised—can be a powerful youth violence prevention approach. A stable relationship with a caring adult who models nonviolence is a key strategy towards helping youth make better decisions in their lives, including their involvement in violence, and ensuring that they feel safe and supported in their community.

VIOLENCE PREVENTION AND THE CENTERS FOR DISEASE CONTROL AND PREVENTION (CDC)

Recognizing that violence has a lasting community impact by reducing productivity, decreasing property values, and disrupting social services, the U.S. Surgeon General identified violent behavior as a key public health priority in 1979. In response, the CDC began studying patterns of violence, eventually establishing the National Center for Injury Prevention and Control. The CDC offers significant information and community resources on violence prevention at their website at <https://www.cdc.gov/violenceprevention/youthviolence/index.html>. This information inspired many recommended actions in the Alisal Vibrancy Plan.

COMMUNITY ALLIANCE FOR SAFETY AND PEACE

Community Alliance for Safety and Peace (CASP), led by the Community Safety Division, is a prime example of a community-based partnership that targets at-risk youth with crime prevention strategies, including giving youth a chance to lead and develop activities. CASP's public health approach to violence prevention is ingrained into all members which span the local schools, law enforcement, government, non-profits, the faith community and engaged community members. Major grants have focused on innovative programming in the Alisal, including: violence interrupters, street outreach workers, placed-based police officers, hospital-based violence prevention, teen night programming, community and youth leadership academies, and more. Over 5 million dollars in state grants has been invested in these programs over the last decade. Thanks in large part to this and the work of other dedicated CBOs in the community, reports of aggravated assaults involving youths have fallen by about 63 percent since 2007, while arrests of youths in Salinas are about half 1998's level, according to public safety data.



Engagement activity at Ciclovía Salinas 2017.



Youth Leadership Academy Participants.

YAP 2. Encourage Robust Civic Engagement and the Development of Resident Leaders Committed to Shaping the Alisal's Future.

The success of the Alisal Vibrancy Plan depends on widespread "buy in" from community-based organizations, religious institutions, businesses, and most importantly residents. City government alone cannot transform the Alisal. For this reason, the Alisal Vibrancy Plan was actually developed by residents and community stakeholders who spent hundreds of hours detailing their vision for City staff to capture into writing. This level of empowerment required the City to let go of the typical power dynamic where staff leads and instead trust the community to create its own vision and determine how to solve local challenges. The result was a much better plan.

As the City turns to implementation, it is even more important that residents are at the forefront, driving the plan. Throughout the planning process, the City and its vital community-based partners trained residents to build leadership capacity. This work not only needs to continue, but resources must be invested into growing

and expanding the corps of resident leaders capable of taking on the hundreds of actions in the plan. A new standard has been set that insists upon culturally competent engagement with the goal of evolving from informing to empowering residents.

YAP 2.1 – Create a Welcoming Environment to Nurture Effective Engagement.

Before establishing a steering committee for the planning process, the City reached out to trusted community organizations to help design an effective engagement process. These organizations helped guide the City in creating a culturally appropriate engagement process with meetings that were largely conducted in Spanish and included childcare. The resident-led Steering Committee also made recommendations to fine tune engagement, incorporating various ways to reach out to more residents who do not necessarily have time to attend workshops. As a result, the City and Steering Committee created a welcoming environment that significantly broadened participation in the process. All future engagement in the Alisal and City of Salinas needs to follow this as a model.

YAP 2.2 – Build the Capacity of Resident Leaders to Fully Participate in City and Community Decision-Making.

Despite how busy Alisal residents are, they are committed to improving their community. Whether it is establishing sports leagues or organizing parent associations, Alisal residents are involved. Unfortunately, the City has not always made it easy for residents to participate in policy making or even volunteering. Creating an official civic academy similar to the Youth in Government Program can train upcoming resident leaders. There is potential to help transform the City's boards and commission with newly engaged and trained leadership.

Connectedness with neighbors, associations, and networks is a kind of social cohesion that is a pre-cursor to deeper civic engagement. To build a truly empowered citizenry, social cohesion must be fostered. A good way to do this is by encouraging neighborhood block parties or organizing a National Night Out. Ciclovía Salinas is a great example of an event that cultivates cohesion leading to youth engagement and volunteerism. Although the City has improved its efforts

in sponsoring neighborhood events and recruiting volunteers, more must be done to take advantage of those engaged through the Alisal Vibrancy Plan process. This means letting go of control over neighborhood improvement efforts and allowing residents to lead.

YAP 2.3 – Ensure that Civic Engagement is Meaningful and Worthwhile.

Maintaining resident enthusiasm during an engagement process, especially if lengthy, requires meaning and purpose. Residents in the Alisal are already so busy, if an engagement process nets no real outcomes, no one will want to waste precious time in meetings. Thus, it is critical to ensure future engagement efforts establish clear goals, embrace transparency by always thoroughly documenting input, and continuously evaluated the process to make sure activities are effective. As the plan shifts to implementation, this level of engagement must become second nature and integrated within all of the actions. Participants also must feel appreciated and therefore *formal* recognition is a must!

GOAL YAP 3. Strengthen the Capacity and Sustainability of Community-Based Organizations (CBOs) in the Alisal to Provide Critical Services.

Every organization benefits from training and support that expands its capacity. Community-based organizations seldom have the resources for such efforts. Investing in building the capacity of your community-based organization service providers will pay dividends in the long run. Services will improve, the trust between agencies and the community will improve, and you will be able to get more done with fewer resources once skills are enhanced.

A community development infrastructure containing strong intermediary organizations (financial, technical assistance, and training) is central to the continued growth and impact of community-based development. As leadership organizations vested with the trust and financial resources of resource providers, intermediaries have a special responsibility to be custodians and bellwethers of needed change in community development. Such groups

must scan the external environment and move beyond short-term self-interest to focus on the long-term health of community-based development.

YAP 3.1 – Offer Capacity Building Training and Technical Assistance to Existing Community-Based Organizations.

Much of the implementation of the Alisal Vibrancy Plan will depend upon three sectors government, business, and non-profits. Of particular importance are local community-based organizations. As governmental resources have shrunk, community-based organizations in the Alisal stepped up attempting to fill the void. The growing demand on these non-profit entities has stretched many organizations very thin and left them organizationally frail. For the long-term health of these organizations and the promise of the Alisal Vibrancy Plan, it is absolutely critical to invest in capacity building now.

Before offering training and technical assistance to community-based organizations, it will be important to thoroughly map the type of non-profits that already exist in the Alisal. Once these organizations have been identified, an assessment of their needs should be

conducted. Reaching out to philanthropy, governmental agencies, and businesses to discuss and identify infrastructure that already is in place will help accelerate capacity building activities. Philanthropic organizations like the Community Foundation for Monterey County are already focused on building the capacity of local nonprofits and would be a good resource to lead this effort.

YAP 3.2 – Promote Collaboration Among Community-Based Organizations to Effectively Leverage Resources.

Sometimes community-based organizations view each other as competitors for scarce resources. To build a strong non-profit sector, it is critical to change this perspective and instead incentivize collaboration. In today's sharing economy, community-based organizations should consider how to leverage resources and expertise such as sharing office space or accounting services. Implementation of the Alisal Vibrancy Plan provides an ideal opportunity to convene community-based organizations and other stakeholders to discuss how to work together, leverage resources and possibly seek funding as a much stronger coalition.

YAP 3.3 - Facilitate The Creation Of New Or Expanded Community-Based Organizations In The Alisal.

Strengthening existing community-based organizations in the Alisal is essential, however, it may not be enough. Inevitably, it will become clear that certain service gaps exist and will require the establishment of new or expanded community-based organizations. As a result, it may be necessary to help transition grassroots movements into more structured organizations, assist new organizations form their boards of directors, and/or mentor new leaders. Securing financial resources for organizations without a financial history will be especially challenging. This will require convincing philanthropy, companies, and other stakeholders to take a risk and invest in growing these fledgling organizations.

GRANTS AND SUPPORT TO ADVANCE CIVIC ENGAGEMENT AND LEADERSHIP IN SALINAS

The James Irvine Foundation and the Community Foundation for Monterey County have partnered to strengthen local nonprofit organizations and develop local leaders to help low-income workers advance economically. Ten organizations have been chosen to participate in this 18-month project which includes grant support, organizational coaching, youth leaderships development, and peer learning and training opportunities. Since December 2018, nine organization received \$35,000 grants to start their work. Grants will be awarded in 2019 and again in 2020 for a total of \$1 million.

GOAL YAP 4. Prioritize Arts and Culture Investments to Support Creativity Expression, and Beauty for the Alisal Community.

Spaces that promote the creation and expression of art and culture are vital to the Alisal. The community's deeply embedded history, arts and cultural practices, and diversity positively shape quality of life and generate a sense of pride. In the future, through dedicated arts and cultural programs and facilities, the Alisal will promote creative expression in the community and showcase the work of local artists. New places to gather for performances, family-based activities, entertainment, and street activities will be created. Additionally, identifying grants and other sources of funding can support the transformation of the Alisal into an arts and culture destination.

YAP 4.1 – Support the Development Of New and Existing Arts and Cultural Programming and Community Events.

Supporting public art and cultural experiences that are interactive, engaging, and inclusive of all ages benefits everyone in the Alisal. Although community organizations have played a critical role in promoting arts and cultural activities in the Alisal, it is important to expand existing partnerships to generate new opportunities for programs and events. These may include partnerships with businesses, schools, and community groups to fund and support educational programs, public art, and events. To achieve this, the City should work closely with local and regional partners to apply for funding to ensure consistent provision of programs and services over the long term.

YAP 4.2 – Support Culturally Relevant Public Art and Events that Offer all Alisal Residents the Opportunity to Experience Art.

Many residents firmly believe in the power of reflecting cultural identity in public spaces, buildings, and infrastructure. In 2017, the Salinas City Council approved the Public Art Program Ordinance, establishing a Public Art Commission (PAC) and a permanent funding stream for public art¹. This funding can be used to support visual and performing arts through the placement of visual art and enhancement of spaces for public art and to support the performing arts by engaging artists to create works art which contribute culturally to the City. This is also an opportunity to support the Public Arts Commission and the broad vision identified in the Public Art Master Plan (final plan expected 2020). In order to support these initiatives, the City will need to work closely with arts and cultural organizations, schools, private developers, and community members to enhance the experience of art in the Alisal. This includes identifying a variety of spaces to train, perform and display art.



Residents would like to see more family programming and events.

¹ The City Council has determined that 0.5% of the total cost of certain capital improvement program projects are to be set aside in a Municipal Art Fund for public art. Based on the capital projects approved for FY 18/19, an additional \$100,000 will be funded in FY 18/19 for a total of \$123,158.91 available for use.



Community art by Bryan Lustre (above) and Gabriel Melendrez (Below) submitted for the Plan Celebration.



YAP 4.3 – Provide Resources to Allow Artists to Live and Work in the Alisal.

Artists are the story-tellers of the community, their work reflects on the past, documents the present, and envisions the future of the community. As entrepreneurs, artists need space and resources to allow them to create, display and sell their works of art. Providing creative maker spaces and vending opportunities, small business education and technical assistance, and affordable live/work housing options furthers the development of artists and strengthens the cultural fabric and quality of life in the Alisal.

YAP 4.4 – Promote the Alisal as Salinas’ Arts and Culture District.

The visual and performing arts are a rich part of Alisal’s history and identity. The Alisal is home to a variety of public art, including beautiful murals depicting community history. Additionally, numerous formal and informal spaces exist for dance, music, theater, and visual arts for people of all ages. Community members envision the Alisal as a valuable regional cultural hub that can foster community pride, attract tourists and visitors, and enhance overall quality of life. As stated in policies under Economic Development Goal 3, the Alisal is a secret cultural treasure that many people in the region have never experienced due to fear or ignorance. The unique savor or “flavor” of the Alisal is recognized by some, but not always well publicized. There is an opportunity to better market the Alisal through a comprehensive community branding and promotional campaign. More intentional promotion of the Alisal as an Arts and Culture District should include the marketing of public art displays and performances and formal recognition of local Alisal artists.

GOAL YAP 5. Support the Recreational, Educational, and Social Needs of Residents Through New and Existing Community Facilities.

Successful community facilities and programs meet the needs of a diverse community, regardless of age, abilities, and language skills. While there are various programs, services, facilities (see Figure 9.1), and events that exist for the benefit of Alisal residents, these resources are not being leveraged to the fullest extent as the community is either unaware of, or unable to access due to cost, location, etc. In the Alisal, community programs and services are provided by a network of organizations, including non-profits, government collaboratively with local partners to better communicate offerings, including the use of social media, youth led marketing, and culturally effective engagement. In addition, the community should be engaged in identifying strategies to expand existing reach of programs and services.

YAP 5.1 – Cultivate Partnerships to Expand Access to Community Facilities and Education and Recreation Programming.

Community-based partnerships are an important opportunity to leverage resources in support of improved quality of life in the Alisal. While schools already serve as important community centers for youth education, there is a missed opportunity to transform schools into places that promote civic engagement and wellness for all residents. Together with schools and other community partners, the city can advance partnerships that support civic engagement and leadership for youth, programming



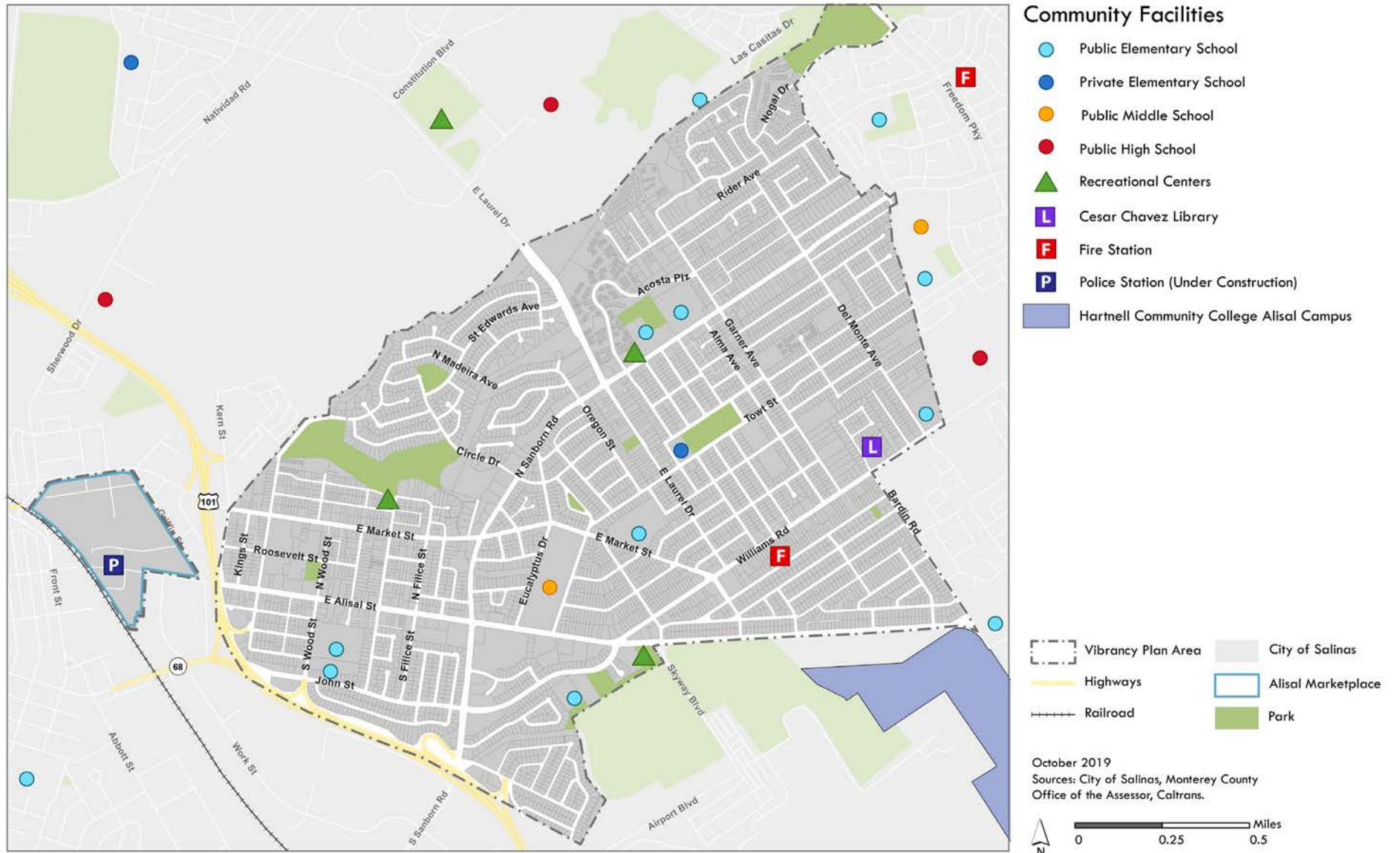
Youth theater at the Bread Box.

that supports arts and play, and joint-use opportunities that promote health. Developing culturally responsive facilities that are hubs for flexible community use and community celebration and that foster social connection, learning, health and well-being.

YAP 5.2 – Increase Use of Community Facilities and Programming by Removing Barriers to Participation.

Low-income families in the Alisal experience significant challenges that impact their ability to pay for housing, childcare, food, education, and health services. Alisal residence shared that even though many support services are available to them, too often the services and programs are difficult to access because the service is not close to the Alisal or because it is too costly to participate. Ensuring that cost and transportation are not barriers to accessing services and facilities is an important benefit for residents and will help improve quality of life. To achieve this, the City can partner with local organizations, including churches, to bring programs and services to neighborhoods. The City can also advocate for transportation agencies and organizations to increase transportation

Figure 9.1 Community Facilities Map



options - walking, biking, and transit - to ensure that residents have safe and efficient access to programming in and around the Alisal, including parks. Finally, the City and community organizations can take steps, such as seeking grant funding, to increase scholarships offered to offset the costs of participating in fee-based programs and services. Together, these and other actions can reduce the physical and financial barriers to services and facilities.

YAP 5.3 – Develop New and Rehabilitate Existing Community Facilities to House Vital Recreation and Enrichment Programming.

The Alisal is home to 14 well-loved park and recreational facilities. The Parks, Rec and Libraries Master Plan July 2019 identified that community centers are generally not well configured or may be lacking the space needed to enhance programming offerings. In the Alisal, this is especially true of the Hebbron Family Center and the Breadbox. Both centers were adapted from other uses; Hebbron a former church, and the Breadbox, a former bakery. The Hebbron Family Center is in serious disrepair and is listed in the Park, Recreation, and Library Master Plan as a top priority for replacement. A second-tier

priority is to make improvements to the Firehouse Recreation Center to make it more functional for recreation activities. Residents expressed that their concerns about safety, limited amenities, and programming, and accessibility impact the use and perception of community facilities, and the need for additional cultural and arts programming.



A new Hebbron Family Center is a top community priority.

YAP 5.4 – Implement Regular Maintenance of Community Facilities in the Alisal.

Investing in routine maintenance of community facilities will improve the appearance and perception of Alisal's community centers. Key resident concerns include maintaining landscaping and facilities, improving lighting, and trash removal. Organized volunteer efforts that engage the City, businesses, community and faith-based organizations, and residents in conducting additional clean ups and other minor facility beautification efforts will lead to greater community ownership and instill a sense of pride and ownership of community facilities.

GOAL YAP 6. Create and Support a Diverse, Well-Maintained, and Culturally Relevant Network of Parks and Gathering Spaces.

Quality, well maintained parks and open spaces (see Figure 9.2 for a map of current parks) generate a sense of community pride and value. They provide a sense of identity for the community and are designed to meet the educational, recreational and social needs of people of all ages. Residents prioritized maintaining and improving existing parks and the desire for new community gathering spaces (such as plazas). The utility of current facilities must be maximized through maintenance, upgrades, and a wide diversity of culturally relevant community-driven programming. The programs should promote community safety, health and wellness, and recreation in a family-friendly environment. As stated in Economic and Workforce Development policy 3.2 (Chapter 5) residents also want to have a central plaza along East Alisal Street, similar to plazas prevalent throughout Latin America. Residents recommended that plaza amenities and programming include food vendors, music, attractive lighting, and a water fountain. They further

recommend the incorporation of arts, culture, and community identity in public spaces.

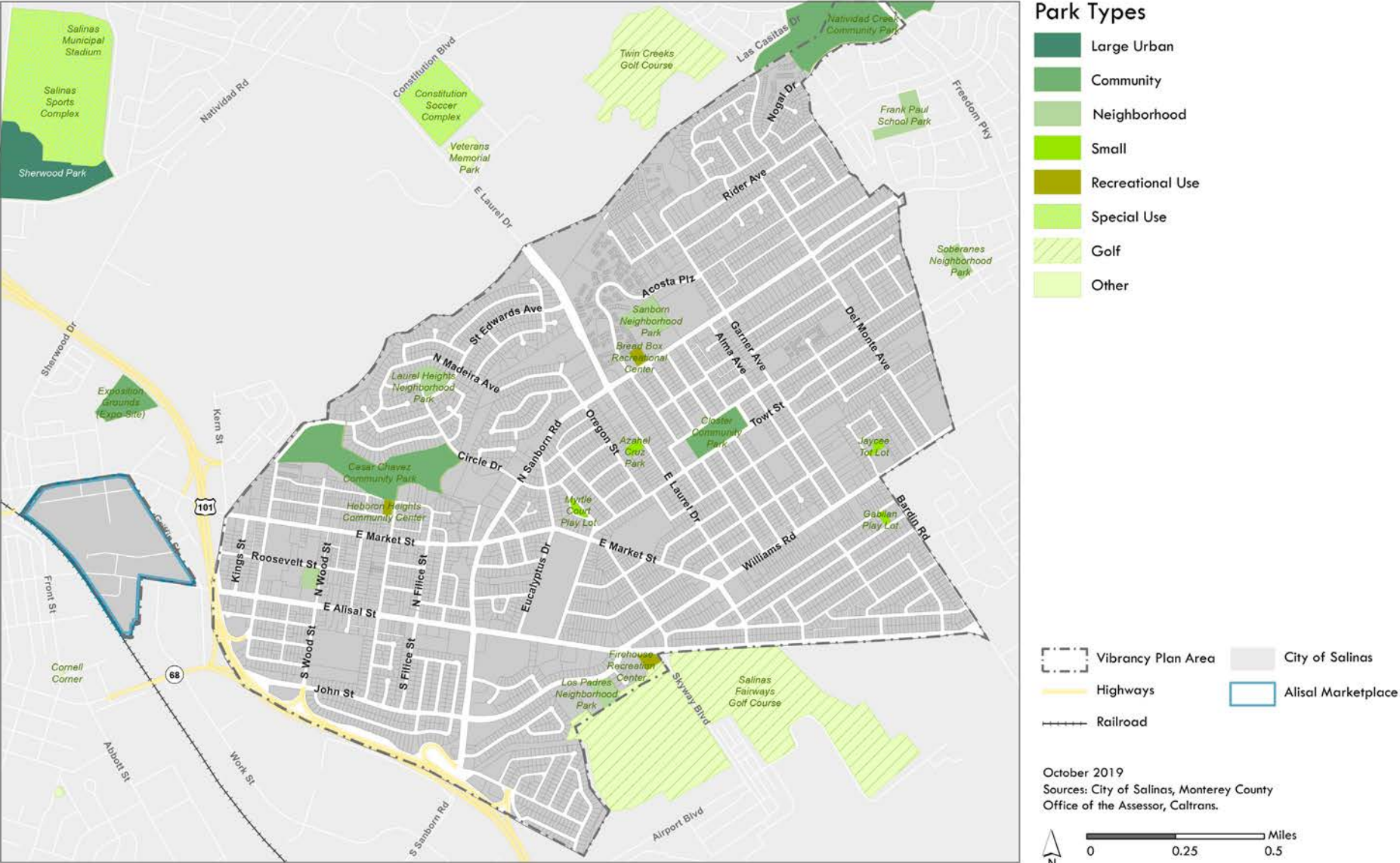
YAP 6.1 – Develop Parks and Gathering Spaces that are Family-Friendly and Safe for the Community.

Parks provide opportunities for recreation, interaction, and social connection for people of all ages and cultures. Over half of Alisal residents (62.7%) live within a quarter mile walk of a public park or recreation facility. However, many residents feel that park design and programming does not meet the needs of the community. To address this gap, the City needs to provide parks that are family-friendly and feel safe. This includes park features that promote play and gatherings, activating parks with a variety of programming, and extended park hours to promote use after dark. Residents expressed a need for improved safety in parks by using poured-in-place surfacing, shade structures, and lighting. Finally, the City can explore policies to incorporate community gardens into parks and explore their potential in high-density residential zones.



More family-friendly programming will help activate Alisal gathering spaces.

Figure 9.2 Parks Map



YAP 6.2 – Promote Diverse Opportunities for Wellness and Exercise in the Alisal’s Parks and Gathering Spaces.

Parks and recreation facilities can also serve as important centers for the provision of healthy food, including farmer’s markets. Instead of taxing unhealthy food, many residents want to improve access to healthy food. An important strategy for promoting access to quality food within community facilities is introducing healthier foods and drinks into recreational spaces. This may include developing guidelines for healthy food options on city-owned property and requiring healthy vending machine snacks. New park fitness equipment and other amenities, including bilingual signage and running paths can promote increased physical activity and overall use of park facilities. Finally, residents communicated the desire for more community kiosks to provide easy access to neighborhood information and promote community activities.



Adding exercise machines in parks is one way to promote activity and wellness.



The community garden in Natividad Creek Park provides residents with the opportunity to grow their own healthy food.

YAP 6.3 – Implement Regular Maintenance of Parks and Gathering Spaces in the Alisal.

High quality parks and public gathering spaces generate a sense of pride and encourage active use of facilities. While these facilities exist in the Alisal, residents feel that the lack of regular maintenance demonstrates the City's lack of investment and interest in the community. As with community facilities, regularly maintained and well-staffed parks contribute to a higher quality of life. Maintenance should include prompt clean-up of graffiti, litter, and vandalism, in addition to maintaining paths, healthy vegetation, planting, and facilities and staffing levels match park programming needs. Resident prioritized investing in existing parks and programming before adding new parks and programming. In addition, the City should establish a streamlined process for Alisal residents who want to volunteer, serve as park docents, and adopt parks to promote community stewardship.



Regular parks maintenance will keep equipment safe and improve longevity.

9.4 YOUTH, ART, PARKS, RECREATION AND ENRICHMENT IMPLEMENTATION MATRIX

GOAL YAP 1. Support Youth Leadership and Development by Investing in Healthy and Nurturing Programs.

YAP 1.1 - Promote and Formalize Youth Participation in City and Community Decision-Making.		
IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
YAP 1.1.a – Increase Opportunities for Youth to Engage with and Lead Civic Processes. Support efforts to identify barriers to youth participation in City and community decision-making, including hours, age limits, cost, and access. Incorporate youth engagement in planning processes, and when possible, recruit youth representatives for advisory groups, such as plan steering committees.	City Community-Based Organizations	Short
YAP 1.1.b - Advocate for Development of Youth Master Plan. Encourage the City to develop a Youth Master Plan in conjunction with the General Plan Update that is entirely led by youth. Involve youth leaders in the Alisal in the development of the Youth Master Plan.	City School Districts Community-Based Organizations	Immediate
YAP 1.1.c – Support Youth Leadership Programs. Partner with community-based organizations to develop and support existing youth leadership groups and programs, such as the See Our Youth initiative, Youth and Government Institute, and Ciclovía Salinas, and ensure positive models for youth participation in City and community decision-making.	City Community-Based Organizations	Ongoing
YAP 1.1.d - Develop Youth Led Social Media Marketing Programs. Support youth-led promotions of programs and services through creation of paid and volunteer (community service hours) internships with local social media marketing organizations and business.	City Digital Nest Community-Based Organizations	Short-Medium
YAP 1.1.e – Conduct an Annual Youth Survey on Recreational and Enrichment Programming. Organize youth leaders to design and conduct an annual youth survey to help shape City recreational and enrichment programming.	City School Districts Community-Based Organizations	Short - Medium
YAP 1.1.f – Remove Barriers and Support Promotion of Program Participation. Encourage MST to provide free bus passes to high school students and partner with school districts and other agencies to provide free transportation, and scholarships in order to remove barriers to participating in community decision making. Make community decision-making more youth friendly with activities to encourage participation.	City MST Community-Based Organizations	Ongoing-Medium

YAP 1.2 – Promote Healthy Youth and Family Development Through Intentional Investment in Support and Resources in the Alisal.

IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
<p>YAP 1.2.a – Expand Access to High-Quality, Early Childhood Education and Literacy Programming. Convene a coalition of schools, childcare providers, recreation centers/ library, and service providers to focus on increasing early childhood education and literacy opportunities. Refer to Goal 6 in the Economic & Workforce Development Chapter for more specific action.</p>	<p>First 5 Monterey County Monterey County Office of Education School Districts County Public Health Department Hartnell Monterey Peninsula College Community-Based Organizations</p>	<p>Ongoing</p>
<p>YAP 1.2.b – Provide Early Resources to Expectant Families and New Parents. Increase access to programs like Women, Infants, and Children (WIC) to provide health care and nutrition resources to expectant mothers and offer early education training geared towards caregivers who are a child’s first teacher.</p>	<p>First 5 Monterey County Women, Infants and Children Monterey County Office of Education School Districts County Public Health Department Community-Based Organizations</p>	<p>Medium</p>
<p>YAP 1.2.c – Increase Parenting and Caregiver Programs. Offer caregivers and parents training on how to effectively communicate with their children, use discipline, and manage problems and reinforce positive behavior.</p>	<p>City Monterey County Office of Education School Districts First 5 Monterey County Community-Based Organizations Caregivers</p>	<p>Short-Medium</p>
<p>YAP 1.2.d – Foster Parental Involvement. Promote various tools such as social media, home visits, and family nights to encourage parent/caregiver involvement in schools, sports, and recreation activities. Remove barriers to parental involvement including childcare, transportation, entrance fees, and language and ensure culturally competent programming.</p>	<p>City Monterey County Office of Education School Districts First 5 Monterey County Community-Based Organizations Caregivers</p>	<p>Short-Medium</p>

YAP 1.2 – Promote Healthy Youth and Family Development Through Intentional Investment in Support and Resources in the Alisal.

IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
<p>YAP 1.2.e – Assist Families in Accessing Support Programs. Assist Alisal’s low-income families access safety net programs such as Section 8 Vouchers, Supplemental Nutrition Assistance Program (SNAP), and Temporary Assistance for Needy Families (TANF). Work with churches, businesses, philanthropy, and community- based organization to establish a similar “safety net” for undocumented residents.</p>	<p>City Monterey County Departments of Social Services and Public Health Monterey County Office of Education School Districts Community-Based Organizations</p>	<p>Medium</p>
<p>YAP 1.2.f – Establish a Centralized System for Family Resources. Identify obstacles that prevent families from learning about community resources and develop a single source of information. Information should be accessible in multiple media forms and address potential language barriers.</p>	<p>City Monterey County Office of Education Monterey County Departments of Social Services and Public Health School Districts First 5 Monterey County Community-Based Organizations</p>	<p>Medium</p>
<p>YAP 1.2.g – Increase Interactions Between Youth and Caring Adults. Promote opportunities for community residents to mentor, tutor, or volunteer at schools, youth-serving organizations, the library, and recreation centers. Expand afterschool programs that involve adults as positive role models for youth.</p>	<p>City Monterey County Office of Education School Districts Community-Based Organizations</p>	<p>Short- Medium</p>
<p>YAP 1.2.h – Support Authentic Intergenerational Collaboration. Develop intergenerational programming between seniors and youth. This could include mentorship programs, youth and adults coming together to collaborate on a community improvement project, joint sports and wellness activities, or other ideas.</p>	<p>City School Districts Community-Based Organizations</p>	<p>Short- Medium</p>

YAP 1.2 – Promote Healthy Youth and Family Development Through Intentional Investment in Support and Resources in the Alisal.

IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
<p>YAP 1.2.i – Continue to Grow Nutrition Programs at School and Youth Serving Organizations. Explore grants and other funding opportunities to expand free meal programs for youth and develop complementary programming around health eating.</p>	<p>City Monterey County Office of Education Monterey County Departments of Social Services and Public Health School Districts First 5 Monterey County Community-Based Organizations</p>	<p>Short-Medium</p>
<p>YAP 1.2.j – Build Youth Self-Esteem and Prevent Bullying. Work with youth to develop a campaign to build self-esteem and stop harassment and bullying including hate speech targeted at ethnic and racial minorities and gay, lesbian, and transgender youth.</p>	<p>City Monterey County Office of Education Monterey County Departments of Social Services and Public Health School Districts Community-Based Organizations</p>	<p>Short-Medium</p>
<p>YAP 1.2.k – Increase Substance Abuse Prevention and Treatment Programs for Youth. Leverage existing resources and pursue grants to create substance abuse prevention (including vaping) and treatment programs in the Alisal. Work with community-based organization to host support groups like Alcoholics Anonymous specifically geared toward youth.</p>	<p>City Monterey County Office of Education Monterey County Departments of Social Services and Public Health School Districts Community-Based Organizations</p>	<p>Short-Medium</p>
<p>YAP 1.2.l – Identify and Develop a Plan on Eliminating Environmental Factors Affecting Health Development. Convene a coalition of various community stakeholders to identify factors in the physical environment that impact healthy development of Alisal’s youth. Create a plan to address these negative influences such as excessive signage promoting alcohol sales.</p>	<p>City Monterey County Office of Education Monterey County Department of Public Health School Districts Community-Based Organizations</p>	<p>Medium</p>

YAP 1.2 – Promote Healthy Youth and Family Development Through Intentional Investment in Support and Resources in the Alisal.

IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
<p>YAP 1.2.m – Encourage Development of Youth Serving Businesses and Services. Train local businesses on how to expand products and services that appeal to youth. Connect local businesses with youth as employees or interns to help market products or services to a younger demographic.</p>	<p><i>City Small Business Administration (SBA) Business Associations Monterey County Department of Public Health School Districts Community-Based Organizations</i></p>	<p><i>Medium</i></p>
<p>YAP 1.2.n – Construct “Safe Routes to School” Improvements. Apply for funding to install pedestrian and bicycle improvements in the Alisal through the Safe Routes to School Program. Facilitate programming like the “walking school bus” where parents and volunteers walk groups of students to and from school to address pedestrian safety as an alternative to capital improvements.</p>	<p><i>City Monterey County Office of Education Monterey County Departments of Social Services and Public Health School Districts First 5 Monterey County Community-Based Organizations</i></p>	<p><i>Short</i></p>

YAP 1.3 - Continue to Reduce Youth and Gang-Related Violence Through Prevention, Intervention, Suppression, and Re-Entry Strategies.

IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
<p>YAP 1.3.a – Prioritize and Invest in Effective Prevention Activities. Provide meaningful youth activities that develop their interests, skills, and talents particularly afterschool and during holiday break. Investing significantly in prevention programs, including culturally relevant and healing-informed practices, is the most effective way to reduce violence among youth.</p>	<p>City Community Alliance for Safety and Peace (CASP) School Districts Community-Based Organizations</p>	<p>Ongoing</p>
<p>YAP 1.3.b – Teach Nonviolent Skills to Resolve Disputes. Expand violence prevention training at schools and within other youth programs so youth have skills to manage anger and resolve conflicts.</p>	<p>City School Districts Community-Based Organizations</p>	<p>Short</p>
<p>YAP 1.3.c – Increase Intensive Family-Focused Approaches. Provide therapeutic services for high-risk, chronic youth offenders and their families to address individual, family, school, and community factors that contribute to violence.</p>	<p>City School Districts Criminal Justice Agencies Community-Based Organizations Caregivers</p>	<p>Short</p>
<p>YAP 1.3.d - Increase Street Outreach and Community Mobilization. Connect trained staff with at-risk youth to conduct conflict mediation, make service referrals, and change beliefs about the acceptability of violence.</p>	<p>City Monterey County Office of Education Monterey County Departments of Social Services and Public Health School Districts First 5 Monterey County Community-Based Organizations</p>	<p>Ongoing</p>

GOAL YAP 2. Encourage Robust Civic Engagement and Development of Resident Leaders Committed to Shaping the Alisal's Future.

YAP 2.1 - Create a Welcoming Environment to Nurture Effective Engagement.

IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
YAP 2.1.a – Implement Culturally Effective Engagement. Design engagement activities that are culturally relevant and resonate with the Alisal's residents. Use culturally appropriate language and clear written communications in multiple media forms.	City Community-Based Organizations	Ongoing
YAP 2.1.b – Incorporate Trusted Community Organizations in Civic Engagement. Pursue guidance from community-based organizations on how to design effective engagement activities and request assistance recruiting participants. Hold meetings in spaces where participants feel most comfortable. Continue the use of the spectrum of community engagement.	City Community-Based Organizations	Ongoing
YAP 2.1.c – Offer Various Forms of Engagement Opportunities. Provide a spectrum of engagement activities to allow people with different lifestyles and experiences to participate, which could range from simple online surveys to ongoing working groups.	City Community-Based Organizations	Ongoing

YAP 2.2 - Build the Capacity of Resident Leaders to Fully Participate in City and Community Decision-Making.

IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
YAP 2.2.a – Establish Civic Academies to Develop Capacity of Residents. Develop the knowledge base of residents about local government to support true involvement in decision making. Encourage training to help residents facilitate community meetings and lead neighborhood projects.	City Public Health Department Community-Based Organizations	Ongoing
YAP 2.2.b – Promote Social Cohesion as an Approach to Civic Engagement. Sponsor neighborhood events in the Alisal such as block parties to foster social cohesion. Forms of social organization like networks, norms, and trust build an environment that supports coordination and cooperation.	City Monterey County School Districts Community-Based Organizations	Short

YAP 2.2 - Build the Capacity of Resident Leaders to Fully Participate in City and Community Decision-Making.

IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
YAP 2.2.c – Facilitate Volunteerism. Make it easy for residents to volunteer by streamlining the application process and advertising a variety of opportunities to improve the Alisal. Empower volunteers to lead neighborhood improvement projects by eliminating regulatory barriers to “getting things done”.	City School Districts Community-Based Organizations	Short

YAP 2.3 - Ensure that Civic Engagement is Meaningful and Worthwhile.

IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
YAP 2.3.a – Create a Transparent Engagement Process. Ensure produced materials are easily available and allow for recording of engagement activities. Always provide clear and comprehensive summaries of public input and share them throughout the process.	City Community-Based Organizations	Ongoing
YAP 2.3.b – Encourage Goal Setting for Effective Engagement. Establish a clear purpose for engagement so that participants feel their time was well spent. Always report on how input during engagement influenced decisions or policies.	City Community-Based Organizations	Ongoing
YAP 2.3.c – Evaluate Engagement Activities to Determine Ways to Improve. Include an evaluation process after engagement efforts to analyze what worked, what could be improved, and determine whether participants are representative of the Alisal.	City Community-Based Organizations	Short
YAP 2.3.d – Formalize Engagement and Celebrate Participation. Ensure that civic engagement is a natural and consistent practice in implementation of the Alisal Vibrancy Plan. Officially recognize the contributions of participants such as hosting an appreciation event.	City Community-Based Organizations	Short-Medium

GOAL YAP 3. Strengthen the Capacity and Sustainability of Community-Based Organizations (CBOs) in the Alisal to Provide Critical Services.

YAP 3.1 - Offer Capacity Building Training and Technical Assistance to Existing Community-Based Organizations.

IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
YAP 3.1.a – Survey CBOs on Training Needs. Conduct an assessment to identify needs of CBOs and devise tailored training and technical assistance.	City Foundations Community-Based Organizations	Short- Medium
YAP 3.1.b – Partner with Philanthropy to Support CBOs. Request resources from philanthropy for CBO training and technical assistance in the Alisal. Foundations often invest in these services.	City Foundations Community-Based Organizations	Short- Medium
YAP 3.1.c – Conduct Training on Applying for CDBG Funding. Provide training in the Alisal on how to apply for HUD grants such as CDBG. Encourage housing developers to become a HUD designated Community Based Development Organization (CBDO) to allow greater funding flexibility with these grant dollars.	City Community-Based Organizations	Short
YAP 3.1.d – Invite CBOs to Governmental Agency Training. Encourage CBOs to attend City training opportunities for staff on issues such as time management. Recruit City staff experts to conduct training to CBOs on topics such as Finance.	City Monterey County Office of Education Monterey County Departments of Social Services and Public Health School Districts Community-Based Organizations	Immediate
YAP 3.1.e – Make Data Easily Available for Grants and Evaluation. Instruct CBOs where valuable data is located on the website to assist with demographic information for grant writing purposes and to measure success.	City Monterey County Office of Education Monterey County Departments of Social Services and Public Health School Districts Community-Based Organizations	Short

YAP 3.2 - Promote Collaboration Among CBOs to Effectively Leverage Resources.

IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
<p>YAP 3.2.a – Regularly Assemble CBOs in the Alisal to Share Resources. Convene a quarterly meeting of Alisal CBOs to discuss how to collaborate and leverage resources to implement the Alisal Vibrancy Plan.</p>	<p>City Community-Based Organizations</p>	<p>Short</p>
<p>YAP 3.2.b – Incentivize CBO Partnerships. Promote grant-making that rewards collaborative partnerships over individual organization projects.</p>	<p>City Foundations Monterey County Office of Education Monterey County School Districts Community-Based Organizations</p>	<p>Medium</p>
<p>YAP 3.2.c – Foster Shared Use of Facilities and Staffing. Encourage CBOs to share office space, equipment, supplies, and even staffing to reduce organization overhead and promote efficiency.</p>	<p>City Philanthropy Monterey County Office of Education Monterey County School Districts Community-Based Organizations</p>	<p>Medium</p>

YAP 3.3 - Facilitate the Creation of New or Expanded CBOs in the Alisal.

IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
<p>YAP 3.3.a – Help Transition Programs for Grassroots to CBOs. Conduct an assessment to identify service gaps in the Alisal and intentionally recruit grassroots programs that have the potential to address these needs.</p>	<p>City Foundations Monterey County Office of Education Monterey County School Districts Community-Based Organizations</p>	<p>Medium-Long</p>
<p>YAP 3.3.b – Encourage Mentorship of New Leaders. Connect experienced leaders of strong CBOs leaders of new or growing organizations to serve as an advisor.</p>	<p>City Foundations Monterey County Office of Education Monterey County School Districts Community-Based Organizations Businesses</p>	<p>Medium</p>
<p>YAP 3.3.c – Persuade Community Leaders to Serve on New Non-Profit Boards. Assist organizations in assembling a good board of directors that can ably accelerate their growth.</p>	<p>City Foundations Monterey County School Districts Community-Based Organizations Businesses</p>	<p>Medium</p>
<p>YAP 3.3.d – Advocate for Investment in New Organizations. Encourage foundations and other philanthropic organizations to fund new organizations necessary to implement the Alisal Vibrancy Plan.</p>	<p>City Foundations Monterey County Office of Education Monterey County School Districts Community-Based Organizations Businesses School Districts First 5 Monterey County</p>	<p>Medium</p>

GOAL YAP 4. Prioritize Arts and Culture Investments to Support Creativity, Expression, and Beauty for the Alisal Community.

YAP 4.1 - Support the Development of New and Existing Arts and Cultural Programming and Community Events.

IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
YAP 4.1.a – Create the Alisal Arts Action Plan. Work with community stakeholders and the Public Art Commission to develop a tailored action plan for the Alisal to implement the overall goals of the Citywide Public Art Master Plan.	City Businesses Government/Educational Institutions Faith Based Community Community-Based Organizations Public Art Commission	Short
YAP 4.1.b – Expand Arts-Based Partnerships. Build partnerships with businesses, community groups, and public agencies to promote new and existing arts programs and events.	City Businesses Government/Educational Institutions Faith Based Community Community-Based Organizations Public Art Commission	Ongoing
YAP 4.1.c – Increase Arts and Culture Funding. Identify reliable sources of funding to support public art and arts and cultural programming including grants and other funding opportunities. Advocate for Public Art Commission funding to be used within the Alisal.	City Businesses Government/Educational Institutions Faith Based Community Community-Based Organizations Public Art Commission	Short - Medium
YAP 4.1.d – Expand Art Education Opportunities. Invite artists to give lectures, demonstrations, and classes at community facilities and other public gathering places.	City Foundations Government/Educational Institutions Community-Based Organizations Public Art Commission	Short - Medium

YAP 4.1 - Support the Development of New and Existing Arts and Cultural Programming.

IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
YAP 4.1.e – Expand Art Programs in Schools. Increase school art programs during and after school.	<i>School Districts Foundations Community-Based Organizations Public Art Commission</i>	<i>Long</i>

YAP 4.2 - Support Culturally Relevant Public Art and Events that Offer all Alisal Residents the Opportunity to Experience Art.

IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
YAP 4.2.a – Commission Culturally-Relevant Art in Public Spaces. Adopt more colorful and culturally relevant art in the design of public spaces especially along the Alisal Corridor. Encourage businesses to host art murals on their buildings and promote community pride of ownership to reduce vandalism. Advocate for the Public Arts Commission to invest in funding public art in the Alisal.	<i>City Businesses Government/Educational Institutions Faith Based Community Community-Based Organizations Public Art Commission</i>	<i>Short</i>
YAP 4.2.b – Create a Network of Arts Groups and Public Institutions. Encourage local art organizations and government and educational institutions to work together to fund and install public art projects including murals, statues, and art displays on walls, trash cans, utility boxes, and other public infrastructure.	<i>City Government/Educational Institutions Community-Based Organizations Public Art Commission</i>	<i>Short</i>
YAP 4.2.c – Remove Barriers to Participation in the Arts. Provide transportation, childcare, and free/reduced fees to ensure all residents can participate regardless of income or other circumstances. Ensure exhibits and programming are bilingual (Spanish/English) and whenever possible in other languages representative of Alisal's residents.	<i>City Businesses Government/Educational Institutions Faith Based Community Community-Based Organizations Public Art Commission</i>	<i>Short</i>

YAP 4.2 - Support Culturally Relevant Public Art and Events that Offer all Alisal Residents the Opportunity to Experience Art.

IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
YAP 4.2.d – Identify and Develop a Variety of Art Spaces for Training, Display, and Performance. Identify public and private spaces that can be used for arts and cultural exhibitions, programs, and services. Publish this list for event organizers. Repurpose or renovate existing community facilities to create new spaces for art and cultural programming.	City Businesses Government/Educational Institutions Faith Based Community Community-Based Organizations Public Art Commission	Immediate - Long
YAP 4.2.e – Support the Public Art Commission. Continue to support the City's Public Art Commission to identify, promote and facilitate key arts opportunities and events. Focus on local artists and art that tells the story of the individuals who have contributed to the Alisal and City.	City Community-Based Organizations Public Art Commission	Ongoing
YAP 4.2.f – Establish Public Art Maintenance Plan. Ensure that community stakeholders can assist in helping protect and maintain public art.	City Community Stakeholders Community-Based Organizations Public Art Commission	Ongoing

YAP 4.3 - Provide Resources to Allow Local Artists to Live and Work in the Alisal.

IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
YAP 4.3.a – Create Art Internships for Youth. Enable students to gain hands on experience with local artists and arts and cultural organizations.	City Businesses Government/Educational Institutions Faith Based Community Community-Based Organizations Public Art Commission	Short

YAP 4.3 - Provide Resources to Allow Local Artists to Live and Work in the Alisal.

IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
<p>YAP 4.3.b – Develop Vendor Opportunities for Artists. Develop an online marketplace for artist products. Work with local businesses and other organizations to display artist products for sale.</p>	<p>City Businesses Government/Educational Institutions Faith Based Community Community-Based Organizations Public Art Commission</p>	<p>Short-Medium</p>
<p>YAP 4.3.c – Create Artist Maker Spaces. Develop new creative maker spaces within community facilities that provide tools and other equipment for burgeoning artists to produce art for sale.</p>	<p>City Government/Educational Institutions Foundations Community-Based Organizations Public Art Commission</p>	<p>Medium-Long</p>
<p>YAP 4.3.d – Provide Information to Artists on Small Business Development. Develop a resource guide specifically for artists in developing a small business.</p>	<p>City Government/Educational Institutions Community-Based Organizations Public Art Commission</p>	<p>Short-Medium</p>
<p>YAP 4.3.e – Encourage the Development of Artist Housing. Work with affordable housing developers to incorporate live/work housing for artists in the Alisal.</p>	<p>City Housing Developers Community-Based Organizations Public Art Commission</p>	<p>Medium-Long</p>

YAP 4.4 - Promote the Alisal as Salinas' Art and Culture District.

IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
<p>YAP 4.4.a – Promote Alisal’s Public Art Installations. Highlight Alisal’s public art assets through the development of a brochure and map. Install appropriate public and directional signage for the art.</p>	<p>City Community-Based Organizations Public Art Commission</p>	<p>Short</p>
<p>YAP 4.4.b – Brand Alisal as an Arts and Cultural Hub. Work with the business association, merchants, and arts organization to develop a branding campaign and associated material to brand Alisal as art/cultural destination in the region. Hire local artists to design branding and other marketing materials. Use social media and other tools to advertise arts and cultural programming.</p>	<p>City Businesses Business Association Community-Based Organizations Public Art Commission</p>	<p>Short</p>
<p>YAP 4.4.c – Establish an Annual Arts Award. Highlight the Alisal as an arts/cultural destination by creating an annual arts award program.</p>	<p>City Businesses Business Association Community-Based Organizations Public Art Commission</p>	<p>Short-Medium</p>

GOAL YAP 5. Support the Recreational, Educational, and Social Needs of Residents Through New and Existing Community Facilities.

YAP 5.1 - Cultivate Partnerships to Expand Access to Community Facilities, and Education and Recreation Programming.

IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
YAP 5.1.a – Expand Educational Partnerships. Establish and strengthen partnerships with schools, school districts and community partners to offer new and expanded enrichment programming at school sites such as age-specific curriculum for civic engagement and leadership.	City Monterey County Monterey County Office of Education School Districts Community-Based Organizations	Short
YAP 5.1.b – Continue and Expand Tutoring Centers in the Alisal. Continue the City's partnerships with schools to offer after school tutoring. Explore funding opportunities to expand tutoring programs throughout the Alisal.	City Monterey County Monterey County Office of Education School Districts Community-Based Organizations	Medium
YAP 5.1.c – Develop Joint-Use Agreements. Develop joint-use agreements between the City and School Districts to establish school as community centers with expanded after school programming that promotes arts, play, and health and wellness for residents of all ages.	City Monterey County Office of Education School Districts Sport Clubs Community-Based Organizations	Short-Medium
YAP 5.1.d – Partner with Community Based Organizations to Increase Programming at Community Facilities. Facilitate agreements between the City and non-profit groups to provide new and expanded programming at the recreation centers and Cesar Chavez Library and other community spaces, such as the future Sanborn House.	City Community-Based Organizations	Ongoing
YAP 5.1.e – Develop Community Hubs. Support flexible community spaces that can accommodate and support the needs of different programs and community uses. Designate spaces that have less stringent noise requirements so celebrations with music can be hosted.	City Parks Commission	Immediate-Long

YAP 5.2 - Increase Use of Community Facilities and Programming by Removing Barriers to Participation.

IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
<p>YAP 5.2.a – Increase Transportation Options to Access Programs and Community Facilities. Ensure residents have safe, efficient, and affordable access to community facilities whether biking, walking, taking transit, or driving a car.</p>	<p>City Monterey-Salinas Transit Transportation Agency for Monterey County Community-Based Organizations</p>	<p>Short-Long</p>
<p>YAP 5.2.b – Increase Affordability of Programming. Provide scholarship opportunities or free programming to allow full participation from the community.</p>	<p>City Sport Clubs Community-Based Organizations</p>	<p>Short-Medium</p>
<p>YAP 5.2.c – Create Culturally Responsive Facilities. Staff facilities with bilingual and bicultural staff. To ensure that new and existing recreation centers and other community facilities support and strengthen community needs for programming, and access.</p>	<p>City Businesses Foundations Community-Based Organizations Parks Commission</p>	<p>Short-Medium</p>
<p>YAP 5.2.d – Host More Events at Community Facilities. Organize free activities like “family movie night” to introduce residents to community facilities and hopefully encourage future participation in programming.</p>	<p>City Businesses Foundations Community-Based Organizations Parks Commission</p>	<p>Ongoing</p>
<p>YAP 5.2.e – Evaluate Responsiveness of Operations to Community Needs. Review overall operations at existing recreation centers and library in the Alisal and determine if changes should be made to hours, technology, atmosphere, physical layout, and programming to increase use.</p>	<p>City Businesses Foundations Community-Based Organizations Parks Commission</p>	<p>Medium</p>

YAP 5.2 - Increase Use of Community Facilities and Programming by Removing Barriers to Participation.

IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
YAP 5.2.f – Promote Use of Library Cards. Encourage more families in the Alisal to obtain library cards and conduct training on use of online library resources. Allow residents to sign up for cards and promote their use during other City events and programming.	City Businesses Foundations Community-Based Organizations Parks Commission	Immediate
YAP 5.2.g – Consider Establishing Temporary Library Satellites in Underserved Areas of the Alisal. Explore locations for temporary locations for library services expanding on the concept of the Paletteria mobile book cart.	City Businesses Foundations Community-Based Organizations Parks Commission	Short-medium

YAP 5.3 - Develop New and Rehabilitate Existing Community Facilities to House Vital Recreation and Enrichment Programming.

IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
YAP 5.3.a – Improve and Refurbish Recreational Facilities consistent with the adopted Parks and Sports Facility Standards. Pursue funding to undertake priority recreational facilities improvements and/or additions needed in the Alisal identified in the Parks, Recreation and Library Master Plan.	City	Ongoing
YAP 5.3.b – Re-construct a Larger Hebron Family Center. Pursue funding to re-build Hebron Family Center, which is in desperate need of rehabilitation and is too small for its current use.	City Businesses Foundations Community-Based Organizations Parks Commission	Medium-Long

YAP 5.3 - Develop New and Rehabilitate Existing Community Facilities to House Vital Recreation and Enrichment Programming.

IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
YAP 5.3.c. - Develop 'One-Stop Shops'. Work with community organizations to identify funding to develop new Youth Centers/Hubs that provide educational support, enrichment activities, and career exploration resources, and youth internship opportunities.	City Community-Based Organizations	Medium
YAP 5.3.d. – Construct Americans with Disabilities Act (ADA) Improvements. Seek funding sources to incorporate ADA improvements to bring older community facilities up to new compliance standards. Install an elevator at the Firehouse Recreation Center.	City Businesses Foundations Community-Based Organizations Parks Commission	Medium-Long

YAP 5.4 - Implement Regular Maintenance of Community Facilities in the Alisal.

IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
YAP 5.4.a – Improve Facility Maintenance. Develop an annual community facilities maintenance plan for the Bread Box, Firehouse, Hebron Family Center, and Cesar Chavez Library. Ensure consistent and quality janitorial services are provided.	City	Short-Medium
YAP 5.4.b. – Install Green Building Improvements. Identify and incorporate low-cost building improvements that are sustainable and help reduce long-term maintenance costs.	City Businesses Foundations Community-Based Organizations Parks Commission	Short-Long
YAP 5.4.c – Organize Community Beautification Events and Ongoing Volunteer Stewardship. Coordinate community facility clean-up days that could also include minor maintenance items such as painting. Consider developing a Facility Stewardship Program in tandem with the Park Stewardship to recruit volunteers to provide additional maintenance assistance.	City Neighborhood Groups Community-Based Organizations Parks Commission	Short-Medium

GOAL YAP 6. Create and Support a Diverse, Well-Maintained, and Culturally Relevant Network of Parks and Gathering Spaces.

YAP 6.1 - Develop Parks and Gathering Spaces that are Family-Friendly and Safe for the Community.

IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
YAP 6.1.a – Implement Family Friendly Design. Building off of the Parks, Recreations, and Libraries Master Plan, collaborate with Alisal children and families to refine key features of “family-friendly” park spaces for play and gathering. Review regulations to consider allowing amenities such as bounce houses, barbecue pits and other park improvements.	City	Short
YAP 6.1.b – Improve Park Safety through Programming. Increase activity in Alisal’s parks through additional programming and events that will improve safety.	City Sport Clubs Community-Based Organizations	Short-Medium
YAP 6.1.c – Increase Park Funding. Apply for grants and other funding opportunities to support park improvements and programming that keep Alisal’s parks safe and active. Focus on improvements to address real or perceived safety concerns.	City Businesses Foundations Community-Based Organizations Parks Commission	Ongoing
YAP 6.1.d – Review Park Hours of Operation. Explore the possibility of expanding park hours with supervised activities and consider adjusting any ordinance related to hours or lighting if necessary.	City Parks Commission	Immediate
YAP 6.1.e – Develop a Parks After Dark Program. Provide more opportunities for teens and adults to exercise and socialize “after dark” by allowing programmed and supervised activities.	City Parks Commission Monterey County Health Department	Short-Medium
YAP 6.1.f – Develop a Park Ranger Pilot Program in the Alisal. Instead of relying on expensive security contracts, create a pilot program using park rangers to offer both programming and security for the parks.	City Businesses Foundations Community-Based Organizations Parks Commission	Short-Medium

YAP 6.1 - Develop Parks and Gathering Spaces that are Family-Friendly and Safe for the Community.

IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
<p>YAP 6.1.g – Improve Park Playgrounds. Move toward poured in place surfacing for playgrounds where appropriate for increase safety and sustainability. Explore replacing old playground equipment that may present safety hazards.</p>	<p>City Businesses Foundations Community-Based Organizations Parks Commission</p>	<p>Short-Medium</p>
<p>YAP 6.1.h – Build Park Shade Structures. Identify the hottest areas in Alisal’s parks and prioritize planting trees and building shade structures. Cesar Chavez Park is a top priority for this treatment.</p>	<p>City Businesses Foundations Community-Based Organizations Parks Commission</p>	<p>Short-Long</p>
<p>YAP 6.1.i – Create Space for Community Gardens. Incorporate community gardens in parks and consider planning fruit trees and other edible plants. If necessary, revise the zoning code to allow community gardens throughout the Alisal.</p>	<p>City Businesses Foundations Community-Based Organizations Parks Commission</p>	<p>Short</p>

YAP 6.2 - Promote Diverse Opportunities for Wellness and Exercise in Alisal's Parks and Other Gathering Spaces.

IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
<p>YAP 6.2.a – Offer Health Food and Beverage Options at City Properties. Work with the Monterey County Health Department to develop health food and beverage guidelines for city-controlled food and beverage vending machines and snacks served at recreation programs. Using the new guidelines, the City should implement healthier food and beverage options. The guidelines should also promote health snack options (not requirements) for youth sports leagues and mobile food vendors in the park.</p>	<p><i>City Monterey County Health Department</i></p>	<p><i>Short</i></p>
<p>YAP 6.2.b – Install Park Fitness Equipment and Amenities. Building off the Parks, Recreation, and Libraries Master Plan, pursue grants and other funding opportunities to install equipment and amenities in Alisal's parks to support resident physical activity. Examples could include outdoor gym equipment with bilingual instructional signage and walking paths around the park perimeter.</p>	<p><i>City Foundations Parks Commission</i></p>	<p><i>Short- Medium</i></p>
<p>YAP 6.2.c – Install More Community Kiosks in Parks. Partner with local neighborhood and community groups to install community kiosks that specifically promote exercise, the use of fitness equipment, and recreation programs.</p>	<p><i>City Neighborhood Groups Community-Based Organizations Parks Commission</i></p>	<p><i>Short- Medium</i></p>

YAP 6.3 - Implement Regular Maintenance of Parks and Gathering Places in the Alisal.

IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
<p>YAP 6.3.a – Improve Park Maintenance. Develop an annual park maintenance plan for Alisal’s parks and advocate for the increased park maintenance staffing. Focus on expanded staffing in the most heavily used parks with the most maintenance issues. Maintenance should focus on lighting, water fountains, restrooms, and expanding trash and recycling receptacles.</p>	<p>City</p>	<p>Short- Medium</p>
<p>YAP 6.3.b – Increase Park Maintenance Funding. Dedicate funding resources for existing park maintenance and improvements that reduce maintenance costs overtime.</p>	<p>City</p>	<p>Ongoing</p>
<p>YAP 6.3.c – Encourage Community Park Stewardship. Develop a Park Stewardship Program (“Adopt a Park”) to promote opportunities for resident, neighborhood group, or community-based organization ownership and stewardship of the parks.</p>	<p>City Neighborhood Groups Community-Based Organizations Parks Commission</p>	<p>Short- Medium</p>

9.5 EMERGING PRIORITIES

The Alisal is a strong, thriving community that can work collaboratively to transform neighborhoods and improve opportunities for all. This chapter contains dozens of important goals, policies, and actions, most of which were community-generated, however they cannot all be accomplished at once. In early Spring 2019, Steering Committee and Working Group members engaged in discussions and activities to prioritize the draft policies and actions from the Quality of Life chapter. Next, those priorities were presented to the public at the Draft Plan Open House in April 2019, where Alisal residents further prioritized the recommended policies and actions. Based on this community-driven process, three key Youth, Art, Parks, Recreation, and Enrichment priorities emerged and are listed below. Chapter 10 Implementation outlines potential funding sources, next steps that can be accomplished over the next 1 to 2 years.

Support youth leadership programs.

Continue to promote and expand programs that build youth capacity, such as See Our Youth, the Youth and Government Institute, and Ciclovía Salinas. Partner with businesses to create internship opportunities to develop professionalism and explore career pathways. These experiences develop the confidence and skills for youth to make a difference in the community and create bright futures.

Improve park and recreation center safety.

Increase park maintenance resources and refurbish or replace aging equipment and facilities. Add appropriate lighting and activation through programming, as well as implementing other Crime Prevention Through Environmental Design Principles.

Expand arts-based partnerships and programming.

Create new opportunities for the Alisal community to participate in and experience art by expanding partnerships with public agencies, businesses, and community groups. Encourage public art and create more spaces for making and performing art.







Next Steps & Plan Implementation

10.1 INTRODUCTION

The Alisal Vibrancy Plan is an action-driven framework for improving the Alisal. The AVP is the first City plan to focus on the neighborhoods of East Salinas and its recommendations will inform the first comprehensive General Plan update since 2002. With input and collaboration from over 2,000 participants, the Alisal Vibrancy Plan is designed as a plan for community use, not just as a City document, and requires broad community participation for successful implementation.

All of the actions within the Plan are important to creating a thriving Alisal, yet many fall beyond the authority, discretion, or fiscal abilities of city government alone. The City recognizes its lead role, but it will take strong partnerships to fully implement the plan. City, County, other local government agency staff, residents, and other stakeholders working with East Salinas should use this plan daily to guide their projects, funding applications, and other improvements in alignment with the community's vision. Lead agencies and funding sources are identified where possible for specific tasks, and each implementation matrix represents a good-faith effort to identify primary related organizations, but it does not commit agencies to specific projects nor preclude additional partnerships with unmentioned groups.

While the AVP contains efforts that could span 10-15 years, this Chapter focuses on next steps that capitalize on current strengths and opportunities to move the Plan forward over the next one-to-two years.

10.2 PLANNING & CEQA CONTEXT

The City will start its General Plan update process in 2020, which will incorporate policies and recommendations from the Alisal Vibrancy Plan, and other recent planning efforts around Salinas. The update will likely take several years to complete. In the meantime, the Alisal Vibrancy Plan is being accepted by Salinas City Council as a strategic planning document, with no formal California Environmental Quality Act (CEQA) review.

Many of the projects and actions within the AVP will not require environmental review and can be completed without CEQA evaluation. This Plan will be included in the General Plan Update Environmental Impact Report (EIR) analysis. Prior to the preparation of the General Plan EIR, projects coming forward from Alisal Vibrancy Plan recommendations that do require CEQA review would be required to undertake the appropriate level of analysis based on individual project CEQA requirements.

10.3 PRIORITY LAND USE CHANGES

While the Place Type framework and most land use recommendations of Chapter 4 will be incorporated in the General Plan through the Visión Salinas process, there are interim changes to the City's Zoning Code that would encourage development in near term. The City is applying for grant funding under California SB 2, the Building Homes and Jobs Act, for consulting services to revise housing regulations (as of the time of writing, the City has been notified they will receive SB 2 funding). This application seeks assistance in multiple areas, including performing

due diligence on sites in commercial areas to upzone to mixed-use, and adding residential uses in Public/Semipublic zones. Opportunity Sites identified in Chapter Four, as well as other sites with unrealized capacity such as the Foods Co on East Alisal Street, would be part of the due diligence process and candidates for upzoning, lot consolidation, or other changes to prepare them for development.

Along with interim zoning changes, there are other land use and housing policies that the City could implement before a new General Plan is adopted. These include tenant protections, such as just cause eviction ordinances and rental inspections, and affordability measures such as rent stabilization.



10.4 SHORT-TERM PRIORITY TASKS

Each Topic Chapter (Chapters 4 through 9) in this plan contains a set of Emerging Priorities identified by the community. This section aligns these Emerging Priorities with existing opportunities and resources to effectively implement, or make significant progress on, related projects in the next one to two years. Every action in this plan is important, and many short-term items will be implemented in the near future even if they are not included in this matrix.

Land Use & Urban Design

Priority: Update regulations to create more housing that is affordable to Alisal Residents.		
RELATED POLICIES OR ACTIONS	NEXT TASKS	LEAD DEPARTMENT/ORGANIZATION
LU 1.4 - Continue to Promote Second Units on Single-Family Lots and Evaluate and Remove Regulatory Barriers to Encourage Accessory Dwelling Unit (ADU) Construction.	<p><i>Explore options for further reducing fees or delaying until occupancy</i></p> <p><i>Eliminate conflicting parking requirements for ADUs</i></p>	City of Salinas – Community Development
LU 3.7 - Locate High-Density Housing with Increased Height in Mixed-Use Areas and Near Primary Commercial Corridors with Capacity for Transit and Alternative Modes of Transportation.	<p><i>Implement SB 2 grant for services to review regulations and identify suitable parcels to upzone</i></p> <p><i>Upzone identified parcels to current Mixed-Use zoning code designation</i></p>	City of Salinas – Community Development
Priority: Maximize affordable housing on City-owned sites.		
RELATED POLICIES OR ACTIONS	NEXT TASKS	LEAD DEPARTMENT/ORGANIZATION
LU 4.4 - Develop a Detailed Vision for the Opportunity Site with the Community.	<p><i>Collaborate with community members on developing RFPs/RFQs for East Alisal Street Marketplace Opportunity Site</i></p> <p><i>Include community in design process of each development</i></p>	City of Salinas – Public Works/Community Development

Priority: Proactively acquire underutilized sites.

RELATED POLICIES OR ACTIONS	NEXT TASKS	LEAD DEPARTMENT/ORGANIZATION
LU 4.3 - Acquire Remaining Parcels for Opportunity Site Next to the Police Services Headquarters.	<p>Acquire the remaining parcels for the East Alisal Street Marketplace Opportunity Site and assist businesses in relocating.</p> <p>Seek out additional opportunities to purchase properties, or work with developers to facilitate the purchase and redevelopment of underutilized properties.</p>	<p>City of Salinas – Public Works</p> <p>City of Salinas – Public Works/Community Development</p>

Housing & Neighborhoods

Priority: Advance housing affordability.

RELATED POLICIES OR ACTIONS	NEXT TASKS	LEAD DEPARTMENT/ORGANIZATION
<p>HN 4.1.a – Consider a Moratorium on Rent Increases.</p> <p>HN 4.1.b – Develop a Rent Stabilization Ordinance.</p>	<p>Research best practices and outcomes in California cities that have enacted rent stabilization.</p> <p>Start community discussions and education at the citywide level.</p> <p>Start developing an enforcement framework for AB 1842 with the new Housing TAC.</p>	<p>City of Salinas – Community Development</p>
HN 4.4.b – Notify Residents of Inclusionary Housing Lotteries.	<p>Work with community partners to create an outreach strategy to increase awareness in the Alisal when there are inclusionary lottery opportunities, and includes education material on how to qualify/apply.</p> <p>Promote the notification list so residents can pre-register to make sure they are contacted.</p>	<p>City of Salinas – Community Development</p>

Priority: Increase housing options.

RELATED POLICIES OR ACTIONS	NEXT TASKS	LEAD DEPARTMENT/ORGANIZATION
<p>HN 1.3.b – Provide ADU Loans.</p> <p>HN 1.4.e – Create a Housing Tour.</p>	<p><i>Working with MBEP and the Housing Trust Silicon Valley, explore modifying the types of housing loans available through the Monterey Bay Housing Trust to fund additional forms of affordable housing.</i></p> <p><i>Establish an ADU loan pilot program.</i></p> <p><i>Create a list of housing sites in Salinas and the local region that demonstrates various community benefits and housing styles.</i></p> <p><i>Poll interested residents and stakeholders on what kind of housing features they want to see in-person.</i></p>	<p><i>Monterey Bay Economic Partnership (MBEP)/ City of Salinas – Community Development</i></p> <p><i>City of Salinas – Community Development</i></p>

Priority: Develop tenant protections.

RELATED POLICIES OR ACTIONS	NEXT TASKS	LEAD DEPARTMENT/ORGANIZATION
<p>HN 2.2.b – Adopt a Just Cause Eviction Ordinance.</p> <p>HN 3.1.a – Develop a Rental Registration and Inspection Program.</p>	<p><i>Explore best practices and existing ordinances for both Just Cause Eviction and Rental Registration/ Inspection.</i></p> <p><i>Examine Just Cause provisions in AB 1482 with the Housing TAC and determine if there are stronger protections that could be put in place locally.</i></p> <p><i>Identify ways to mitigate displacement and establish measures before implementing registration and inspection.</i></p> <p><i>Work with non-profit partners to discuss options with the Alisal community.</i></p> <p><i>Reach out to landlords to start dialogues.</i></p>	<p><i>City of Salinas – Community Development</i></p>

Economic & Workforce Development

Priority: Support small businesses.

RELATED POLICIES OR ACTIONS	NEXT TASKS	LEAD DEPARTMENT/ORGANIZATION
ED 2.1.d – Provide Relevant, Bilingual Business Assistance Workshops.	<i>Continue to support Dia Del Empresario Latino, an annual all-day event offering a variety of business and financial education workshops in Spanish.</i>	<i>El Pajaro CDC/ City of Salinas – Community Development</i>
ED 2.1.f – Hold Annual Business Assistance Event.	<i>Promote existing small business support services (through El Pajaro CDC, Cal Coastal SBDC, etc.) to Alisal entrepreneurs and businesses.</i>	
ED 2.1.g – Promote Available Business Assistance Services.	<i>Partner with community based organizations and business associations to promote Alisal businesses online and provide social media training.</i>	
ED 3.1.c – Promote Alisal Businesses.		

Priority: Create a Business Navigator position.

RELATED POLICIES OR ACTIONS	NEXT TASKS	LEAD DEPARTMENT/ORGANIZATION
ED 4.2.a – Create a Business Navigator Position.	<i>Refine the role and duties of this position. Dedicate staffing to this position.</i>	<i>City of Salinas – Community Development</i>

Priority: Increase access to microloans.

RELATED POLICIES OR ACTIONS	NEXT TASKS	LEAD DEPARTMENT/ORGANIZATION
ED 2.2.b – Increase Access to Capital for All Stages of Business Growth.	<i>Recapitalize the Grow Salinas Fund. Work with the National Development Corporation (NDC) to find institutions and foundations to contribute to recapitalization.</i>	<i>City of Salinas – Community Development</i>
ED 2.2.c – Activate Existing Loan Programs and Identify Funding Gaps. Establish a Microloan Program.	<i>Expand marketing to increase Alisal business participation in existing microloan programs, such as Cal Coastal's.</i>	<i>CalCoastal/ City of Salinas – Community Development</i>
	<i>Use El Pajaro CDC to provide education to local businesses on how to create successful loan applications.</i>	<i>El Pajaro CDC</i>

Community Health & Safety

Priority: Improve pedestrian level lighting in neighborhoods, parks and streets.

RELATED POLICIES OR ACTIONS	NEXT TASKS	LEAD DEPARTMENT/ORGANIZATION
HS 1.1.a - Complete a lighting needs survey.	<i>Determine how to complete the survey and involve the community.</i>	<i>City of Salinas – Public Works Department</i>

Priority: Focus on public safety engagement with the Alisal community.

RELATED POLICIES OR ACTIONS	NEXT TASKS	LEAD DEPARTMENT/ORGANIZATION
HS 3.3.b - Develop more opportunities for positive engagement between public safety officers and the Alisal community.	<i>Collaborate with Alisal residents on programming and activation of the Police Services Headquarters' community room and flex plaza. Use this process to improve communication and trust with police by creating a community benefit together.</i>	<i>City of Salinas – Police Department</i>
HS 3.3.e – Conduct a series of community and neighborhood meetings.	<i>Continue education and outreach initiatives that promote two-way dialogue with residents, including Coffee with a Cop, meetings and other community-oriented best practices.</i>	

Priority: Increase mental health resources.

RELATED POLICIES OR ACTIONS	NEXT TASKS	LEAD DEPARTMENT/ORGANIZATION
HS 5.1.h - Collaborate with the Monterey County Health Department on the Construction of a New Mental Health Clinic in the Alisal.	<i>Support construction of the new County mental health clinic at Sanborn and Circle Drive.</i>	<i>Monterey County Health Department</i>
HS 5.1.i Encourage MST to Increase Transit Access for Alisal Residents to Mental Health Services.	<i>Collaborate with MST to increase transit access to this facility and other mental health services.</i>	<i>Monterey-Salinas Transit</i>

Transportation & Infrastructure

Priority: Support sidewalk maintenance and connectivity.

RELATED POLICIES OR ACTIONS	NEXT TASKS	LEAD DEPARTMENT/ORGANIZATION
<p>TI 1.2.b – Complete Sidewalk Network and Keep Sidewalks in Good Repair.</p> <p>TI 2.1.e – Implement Complete Streets Improvements.</p>	<p><i>Secure funding and complete design of new sidewalks on East Laurel Drive to provide pedestrian access up to Constitution Boulevard and the soccer fields.</i></p> <p><i>Promote the 50/50 Sidewalk Repair Program to Alisal homeowners and businesses. Explore grants or other resources to cover low-income residences.</i></p> <p><i>Apply for funding for full design and implementation of Complete Streets on East Alisal Street .</i></p>	<p>City of Salinas – Public Works</p>

Priority: Improve transit services.

RELATED POLICIES OR ACTIONS	NEXT TASKS	LEAD DEPARTMENT/ORGANIZATION
<p>TI 2.1.a – Update Transit Routes and Schedules to Make Bus Transit Work for More Residents.</p> <p>TI 2.1.d – Identify Opportunities to Provide Public Transit to Farmworker Employment Locations or Encourage Private Buses and Shuttles to Use Existing Bus Stops.</p>	<p><i>Start a dialogue with MST about updating routes and schedules in conjunction with the General Plan update.</i></p> <p><i>Collaborate with MST on Bus Rapid Transit for East Alisal Street.</i></p> <p><i>Look for opportunities to add shelters, benches, and other quick improvements to existing bus stops. Collaborate with MST and neighborhood groups to identify suitable stops.</i></p>	<p>MST/City of Salinas – Public Works and Community Development</p>

Priority: Plant street trees.

RELATED POLICIES OR ACTIONS	NEXT TASKS	LEAD DEPARTMENT/ORGANIZATION
TI 3.3 – Increase Street Tree Coverage Throughout The Alisal.	<p>Ensure major street improvement plans, such as those for East Alisal Street and Williams Road, include increasing street tree numbers and other vegetation.</p> <p>Partner with residents and businesses to replace street trees in areas where previously located.</p> <p>Develop additional temporary parklet projects to demonstrate the positive effects of greening streets.</p>	City of Salinas – Public Works Department

Youth, Art, Parks, Recreation & Enrichment

Priority: Support youth leadership programs.

RELATED POLICIES OR ACTIONS	NEXT TASKS	LEAD DEPARTMENT/ORGANIZATION
<p>YAP 1.1.a – Increase Opportunities for Youth to Engage with and Lead Civic Processes.</p> <p>YAP 1.1.f – Remove Barriers and Support Promotion of Program Participation.</p>	<p>Continue to fund and promote events and programs like the See Our Youth Summit (SYS), the Youth and Government Initiative (YAGI), and the Youth Leadership Academy (YLA). These programs provide internships, mentors, experiences with businesses and government, and other valuable educational services.</p> <p>Collaborate with MST and school district to use a combination of City vans, school buses/vans, and public transit to provide free transportation to leadership opportunities.</p> <p>Support the annual Ciclovía to continue to give dozens of youth leadership and organizational experience.</p>	<p>City of Salinas – Library and Community Services</p> <p>City of Salinas – Library and Community Services/MST/Alisal school districts</p> <p>Building Healthy Communities – East Salinas</p>

Priority: Improve park and recreation center safety.

RELATED POLICIES OR ACTIONS	NEXT TASKS	LEAD DEPARTMENT/ORGANIZATION
<p>YAP 5.3.b - Re-construct a larger Hebbron Family Center</p> <p>YAP 5.3.a - Improve and refurbish recreational facilities consistent with the adopted Parks and Sports Facility Standards.</p>	<p><i>Rebuild the Hebbron Family Center. The City has already applied for California Proposition 68 funding for this project.</i></p> <p><i>Engage the community in the design of the new facility, similar to the process of the new El Gabilan Library.</i></p> <p><i>Develop program schedules to keep parks active and use CPTED principles when designing new features and facilities, such as improved lighting and lines of sight.</i></p> <p><i>Renovate restroom facilities in Closter Park and Natividad Creek Park using CDBG funding.</i></p>	<p>City of Salinas – Library and Community Services</p>

Priority: Expand arts-based partnerships and programming.

RELATED POLICIES OR ACTIONS	NEXT TASKS	LEAD DEPARTMENT/ORGANIZATION
<p>YAP 4.1.a - Create the Alisal Arts Action Plan.</p> <p>YAP 4.1.c Increase arts and culture funding.</p>	<p><i>Reach out to community-based organizations and artists in the Alisal to gather support to advocate for plan to the Public Arts Commission and City Council.</i></p> <p><i>Advocate to the Public Arts Commission and City Council to direct arts budget resources to the Alisal and for staff to actively pursue relevant grants.</i></p>	<p>City of Salinas - Library and Community Services/Community Development</p>

10.5 FUNDING STRATEGY & CONTEXT

Successful implementation of the Alisal Vibrancy Plan requires funding of parks and infrastructure projects, affordable housing, street upgrades, as well as new and existing programming. No local government can fund all of these initiatives on its own and Salinas needs contributions from its partners to realize the vision of the AVP. With these limitations in mind this section identifies some of the primary government funding opportunities and mechanisms that could be used for AVP activities and recommendations.

Government Funding Opportunities

Active Transportation Program (ATP).

This program is administered by Caltrans. The purpose of the ATP is to encourage increased use of active modes of transportation, biking and walking. The ATP consolidates existing federal and state transportation programs, including the Transportation Alternatives Program (TAP), Bicycle Transportation Account (BTA) and State Safe Routes to School into a single program with a focus to make California a national leader in active transportation.

Opportunity Zones (OZ). Introduced into the tax code by the Tax Cuts and Jobs Act in December 2017, Opportunity Zones are federally designated census tracts that are intended to stimulate private investment in economically distressed communities by reducing taxes on capital gains for investments made in those communities and held for a minimum of five years. There are five census tracts in Salinas that have been designated a part of the Salinas OZ: Tracts 4, 5.02, 13, 18.02, and 145. Part of the Plan Area falls within the OZ.

Community Development Block Grants (CDBG). Through the CDBG program, HUD provides funds to local governments for a range of community development activities. The eligible activities include, but are not limited to: acquisition and/or disposition of real estate or property, public facilities and improvements, rehabilitation and construction (under certain limitations) of housing, and public services. In addition, these funds can be used to acquire or subsidize at-risk units. The City of Salinas receives approximately \$2 million annually in CDBG funds. The City has more flexibility in CDBG fund use in the Alisal, because of its designation as a Neighborhood Revitalization Strategy Area. This designation reduces administrative burdens on businesses receiving CDBG funds for job creation/retention by not requiring them to track certain requirements. It also allows the City to treat housing units in the Area for which CDBG funds were obligated as a single structure, allowing for fund use in more households rather than qualifying each on a per unit basis.

HOME Investment Partnership Act.

Salinas also receives an annual entitlement under the HOME program. HOME funds can be used for activities that promote affordable rental housing and homeownership, including but not limited to: building acquisition, new construction, reconstruction, moderate or substantial rehabilitation, first-time homebuyer assistance, and tenant-based assistance. Currently, the City receives approximately half a million dollars annually in HOME funds.

Low-Income Tax Credits. The Low-Income Housing Tax Credit (LIHTC) is an incentive to build or rehabilitate rental housing for low-income households. Created at the Federal level through the 1986 Tax Reform Act, these credits are awarded on a competitive basis through state agencies, including the California Tax Credit Allocation Committee.

Monterey Bay Housing Trust. The County maintains a robust housing fund that has been critical for recent affordable housing projects in Salinas, including the Chinatown revitalization efforts. The Trust was established in 2016 as a \$10 million loan fund for the development of affordable housing projects in the counties of Monterey, San Benito and Santa Cruz. If not spent within five years this money can be spent regionally, making this a priority funding source.

City-Owned Property. The Land Use and Design Chapter includes a more detailed discussion about options to leverage land owned by the City towards community goals (see Chapter 4 for a map of opportunity sites). The City (mostly through its former redevelopment agency) owns several vacant parcels which are potential locations for new affordable housing. However, the City does not have the expertise or finances to develop on its own, and needs partners or private investment. When a public agency or entity provides free or discounted land for an affordable housing project it significantly reduces the project's need for cash subsidy by reducing the overall cost.

10.6 PLAN TRACKING, UPDATES, & ACCOUNTABILITY

Tracking and measuring plan progress are critical to plan implementation and ensuring accountability. A successful monitoring and evaluation process requires regular data collection, data analysis, community outreach and input and the willingness to revise the City's priorities as needed. The City will establish an annual community meeting to review progress, successes, and challenges with Alisal residents and partners. As the AVP is meant to be a living document, this process would allow the community to request modifications to actions or changes in priorities. Following this meeting, City staff will provide a progress report to City Council, which if necessary, will include recommended updates to Plan actions or priorities.

10.7 CONTINUING COMMUNITY ENGAGEMENT

Successful implementation of the AVP requires continuing and strengthening the robust engagement process that created this plan. This includes careful coordination between all levels of government, partners and residents. The City is committed to continuing engagement through Plan implementation on the overall plan, as well as individual projects in the Alisal.

In addition to annual update meetings, City staff and community partners should regularly collaborate on improvement projects and policy development. Examples include working with a neighborhood Beautification grant, conducting meetings and focus groups on housing ordinances, and ensuring Alisal participation in annual budget prioritization events. Throughout the next phases of the Alisal Vibrancy Plan, the City will continue to strive for community-driven processes that empowers the Alisal.



