

City of Salinas
General Plan

ECONOMIC DEVELOPMENT ELEMENT



...Building a United, Safe, Prosperous, and Healthy Community.

DRAFT
VOLUME I: ELEMENT



City of Salinas
Community and Economic Development Department
65 West Alisal Street, 2nd Floor
Salinas, CA 93901

CITY OF SALINAS GENERAL PLAN

ECONOMIC DEVELOPMENT ELEMENT

DRAFT
VOLUME 1: ELEMENT

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IN ASSOCIATION WITH SPARC AND BHC



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ECONOMIC DEVELOPMENT ELEMENT

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1.0 INTRODUCTION

This Economic Development Element is organized as two volumes. Volume I contains the major content of the Element, including the document purpose, goals, policies, and action items, and a five-year action plan. Volume II contains supporting material and studies to the main Economic Development Element, and is organized as multiple appendices.

1.1 Purpose of the Economic Development Element

Economic development is more than the sum total of actions needed for a community to create and jobs and generate revenue. Economic development is fundamental to the prosperity of a community. In this context, prosperity is



defined as the well-being of a community's residents and businesses that accrues from the availability of jobs and investment that provide economic livelihood, educational opportunities, and a safe and healthy environment. Prosperity also comes from the generation of revenue to improve infrastructure and to sustain growth and to fund public services that support the functions and fabric of the community.

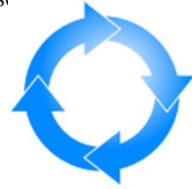
The *2002 City of Salinas General Plan* (General Plan) addresses economic development in a somewhat limited manner. The City has since recognized that a comprehensive Economic Development Element is needed as a tool to focus and direct its economic development strategy to implement the vision of a united, prosperous, healthy, and environmentally sustainable community. The purpose of this Economic Development Element, therefore, is to guide future decisions of the City Council and the community in all aspects of City policy to proactively promote responsible economic development to achieve this vision. The goals, strategies, policies, and actions included herein are the underpinning of that guidance. To proactively promote economic development the term “action” is used in place of the General Plan term “implementation measure” to implement policy.



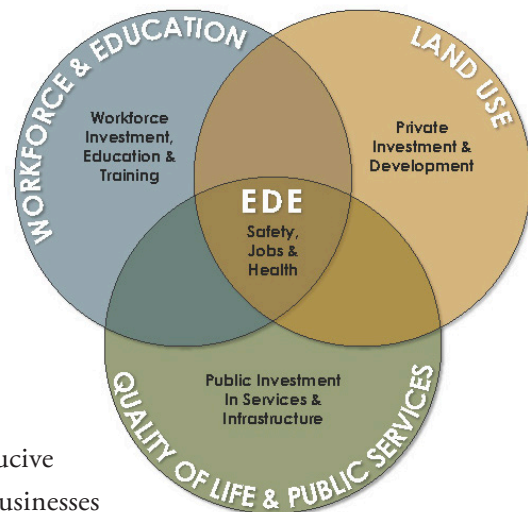
"We are seeking sustainable prosperity, based on our natural strengths and future opportunities to ensure a healthy and safe community"
 - Economic Development Element Fact Sheet,
 Fall 2013

The goals, policies and actions have been directly informed by significant community participation, City Council and City staff involvement, the City's broad on-going economic development efforts and programs, analysis of projected long-term market conditions, and analysis of land demand for future economic development. The City's past and on-going economic development efforts range from targeted use of its resources, to marketing the City as a destination for investment, to facilitating transactions that incentivize development, to developing strategic partnerships, to facilitating approval of specific development projects.

As part of its guidance function, this Economic Development Element is intended to align economic development strategies and actions identified by the community with the City's on-going economic development efforts and with resources available through public and private sector strategic partners. These partners include, but are not limited to: educational institutions, non-profit business development organizations, development and infrastructure funding and financing institutions and agencies, business promotion organizations, the development community, and community service organizations. While the City must provide proactive leadership in promoting economic development, its success will in part be realized through leveraging external resources.

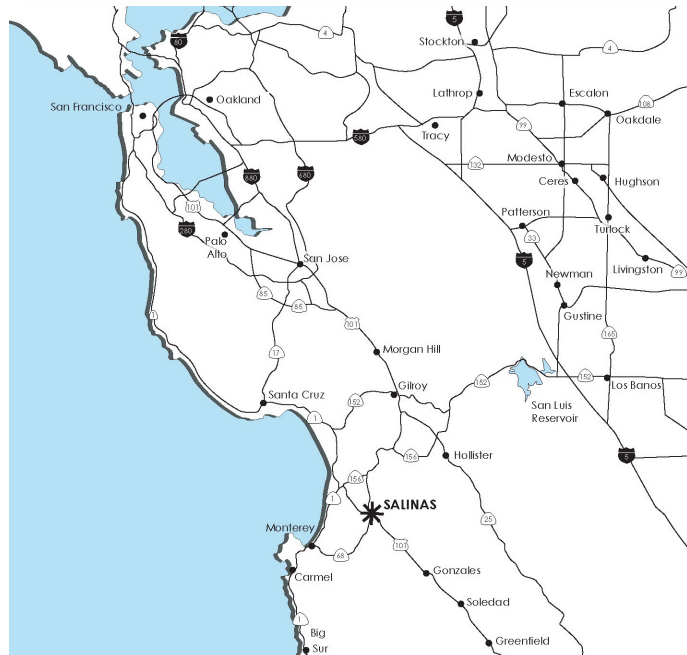


Time is needed to create sustained economic development that becomes self-reinforcing through its associated benefits.. This process is incremental and will benefit from the City's ability to market itself as a desirable destination for businesses to invest and to grow. The attractiveness of the City as an investment destination is in turn contingent on a number of key factors. These include: availability of land at a competitive price, availability and cost-effectiveness of infrastructure needed to support development, availability of resources for and a business environment conducive to retaining and expanding existing businesses and promoting innovation and entrepreneurship, creation of conditions for attracting new businesses, availability of a workforce with the education and skills that match the needs of existing and new businesses,



and a quality of life that attracts businesses and fosters the health and safety of residents. The goals, policies, and actions in this Economic Development Element are targeted precisely at these foundational needs for successful economic development. These factors have a synergistic relationship whose common intersection is economic growth that expands employment opportunities, advances economic well-being, and enhances community safety and health.

The City's potential to grow and sustain the local economy is critically tied to its ability to leverage competitive advantages and find new opportunities to overcome current constraints. The City is the geographic epicenter of one of the most valuable agricultural economies in the United States. The City must be primed to capitalize on its position not only to sustain traditional agricultural industry, but to transform Salinas into a regional and global center for business innovation and development in agricultural technology related sectors such as energy, precision agriculture, technology research and deployment, waste processing and reuse, food analysis and testing, and "smart farming". Goals, policies, and actions in this Economic Development Element are targeted to capitalize on the City's competitive advantages by firmly placing the City in the path of these opportunities, and by leveraging existing unique resources such as the Steinbeck Innovation Cluster to catalyze the City's leadership in this critical economic development sector.



Lack of available vacant land within the city limits and within the City's Sphere of Influence is a key constraint to economic development. The Sphere of Influence is defined as the territory outside the city limits which the Monterey County Local Area Formation Commission recognizes as the appropriate and probable future jurisdictional boundary and service area of the City. Vacant land is needed to accommodate expansion of existing businesses and to attract new businesses to meet future employment needs and promote a healthy jobs and housing balance. The City has repeatedly lost desirable



*“Development guidance for
a timeframe of 30-35 years”
- Economic Development
Element Project Team*

opportunities for private investment for lack of sufficient developable land that met the needs of prospective businesses. A significant feature of this Economic Development Element is its policy direction for substantially expanding the City’s land supply for job generating land uses in a responsible manner that balances infill development and redevelopment with new growth, primarily at the north and eastern edges of the City.

Existing and new economic development opportunity areas are identified not only to meet projected land demands for new development over the next 20 years, but also to ensure that the City’s inventory of land is sufficient to encourage competition and balance land acquisition costs, provide flexibility to respond to business location needs, and accommodate complementary development types such as executive and mixed-use housing, open space, recreational uses, and entertainment uses that are lifestyle and amenity attractors for new business investment. Substantial expansion of land supply is also needed because this Economic Development Element provides development guidance for a timeframe of 30 to 35 years; well beyond a typical 20-year general plan planning horizon.

*“Vision without action is a
daydream; action without
vision is a nightmare”
- Japanese Proverb*

This Economic Development Element is intended to be a living, evolving guide for City Council decision making. Its effectiveness will be dramatically enhanced to the extent that economic development action priorities are defined, and the implementation of actions is regularly monitored and reported. Towards this end, a set of priority actions is proposed for the first five years following adoption of this element. The Five-Year Action Plan is further discussed in Section 2.3, and a Five-Year Action Plan is contained in Attachment A. Progress towards implementing priority actions will be monitored and reported semi-annually as discussed in Section 3.0, Monitoring and Evaluation Program. The monitoring program will enable the City Council to annually adjust its economic development priority policies and actions in response to and in anticipation of new opportunities, potential constraints, and available resources. The monitoring program will also include review and analysis of a series of key economic development indicators. Illustrative economic development indicators include unemployment rate, median household income, poverty rate, and a variety of factors relating to community the health. The indicators would be measured every two years to provide the City Council and community with insight about the impact of implementing Economic Development Element policies and actions. More information on the economic development indicators is found in Section 3.0, Monitoring and Evaluation Program.

This Economic Development Element is intended to guide and inform the City's next General Plan update, other actions, and day-to-day decision making by defining economic development as key driver of City policy. Prior to adoption of this Economic Development Element, amendments to various General Plan Elements will be needed to ensure that all elements of the General Plan are internally consistency. A full analysis of required amendments will be undertaken following the City Council's acceptance of this document. The environmental impacts of implementing the Economic Development Element must also be evaluated in conformance with the California Environmental Quality Act prior to its formal adoption as an amendment to the General Plan.

This Economic Development Element is unique in that it addresses quality of life issues that are also fundamentally related to economic development. While the quality of life goals and policies are an important component of the City's economic development strategy, a comprehensive review and strategy for achieving the City's health and well-being aspirations is appropriate and anticipated as part of its next General Plan update.

This Economic Development Element is the product of significant public participation, concerted efforts of City staff, the Salinas Planning and Research Corporation (SPARC), Building Healthy Communities (BHC), and a team of consultants retained by the City.



1.2 Current Economic Conditions and Challenges

The Economic Development Element is primarily a tool to help the City overcome a range of fundamental economic challenges and to capture economic opportunities. Critical challenges are illustrated in economic and community profile data that are commonly used as indicators about general economic conditions in cities and counties across California. The following illustrative indicators provide a snapshot of the City's relative economic profile/condition:

- In 2012, about 19.6 percent of the jobs in the City were in the agricultural sector, following closely by the education/health sector at 18.1 percent. These were followed by the retail sector at 12.0 percent and the profession/sciences/technology sector at 8.4 percent;

- During the period 2000 to 2012, the City's unemployment rate was approximately 3.0 to 4.3 percent higher than Monterey County and up to 6.0 percent higher than the state unemployment rate. In 2012, the City's unemployment rate was 15.9 percent, compared to 11.4 percent for Monterey County and 10.5 percent for the state;
- During the period 2000 to 2012, due to the cyclical nature of seasonal jobs in the agricultural sector, the agricultural off-season unemployment rate spiked by up to 12 percent higher than the state unemployment rate (or a high of about 24 percent in 2009);
- In 2012, the City's poverty rate was about 22 percent as compared to 17.4 percent for Monterey County;
- Median household income in the City is substantially lower than households on the Monterey Peninsula and in cities in adjacent counties, such as Gilroy and Hollister;
- The number of workers in primary employment sectors in the City (e.g. industrial and office sectors) is significantly greater than the number of available jobs;
- A significant disparity exists between employment rate and median household income for non-Spanish speaking and Spanish speaking residents;
- Educational attainment levels in the City are correlated to its lower median household income level;
- The City's crime rate averaged about 40 percent higher than the United States average over the period 1999 to 2011;
- The City has not been able to capitalize on potential economic development opportunities due to its constrained supply of land available for new development at costs that are competitive in the economic development marketplace;
- The City's ability to provide its residents with adequate governmental services, public services, community facilities and infrastructure, and social services has been persistently financially constrained. City revenues have consistently been insufficient to fund the level of basic services and functions desired by the City's residents and insufficient to fund and/or leverage resources to facilitate economic development initiatives; and

- The City is experiencing significant leakage to surrounding communities and the region in retail sales and sales tax revenue. As noted in the *Retail Leakage and Surplus Analysis* (Buxton 2008), it is estimated that as much as \$250 million annually in retail sales could be captured back into the City through targeted retail development which offers goods and services now sought from businesses located outside the City.

In light of the above information and other illustrative economic trends, to improve its economic position the City must employ broad economic development strategies that increase investment in property development, increase employment opportunities, reduce crime as a means to improve the perception of Salinas as a safe investment destination and ensure safety of the workforce, match existing worker skills with available jobs, and facilitate workforce training and education that better matches worker qualifications with opportunities in anticipated job growth sectors. Improving the quality of life for the City's residents is important in and of itself, but is also an underpinning of sound economic development strategy. For this reason, targeted strategies and policies to improve quality of life are included in this Economic Development Element. However, as noted previously, it is anticipated that this topic will be comprehensively addressed when the City next updates the General Plan.

Section 2.0, Economic Development Strategy, includes a discussion of opportunities the City of Salinas can capture or seek to improve City-wide economic conditions. Broad strategies identified for this purpose are supported by goals, policies and action items. Given the extent of the economic challenges facing the City and the fact that the Economic Development Element provides policy direction for a period of 30-35 years, the array of strategies, goals, policies and actions is rich and comprehensive.

1.3 Economic Development Element Preparation Process

The City recognizes that a common vision for the economic well-being of the community is important as a basis for identifying actions required to achieve that vision. For this reason, the City conducted a rigorous community outreach and engagement process. The general purpose was to develop a common economic development vision, identify key issues to be addressed, and consider goals and



strategies to address the issues and capture opportunities.

Community input was a key driver for the content of this Economic Development Element and led to the articulation of the economic development vision of a united, prosperous, healthy community. Together, the robust community involvement and extensive review of the Economic Development Element by City staff, the Planning Commission, and City Council marked an unprecedented overall level of participation in the City's economic development strategy and direction-setting process as embodied in this document. This section includes a brief review of that process.



1.3.1 Preliminary Planning and Technical Analyses

With assistance from SPARC, in 2010, the City began planning to prepare a master economic development plan that ultimately culminated in this Economic Development Element. The City's primary interest was to raise economic development priorities to a legislative, General Plan policy level and by doing so, ensure that economic development is considered in all City Council planning and decision making actions. The Economic Development Element process was formally initiated by creating a partnership between the City and SPARC. The City and SPARC then created a plan to prepare the document. A project team was then retained, which then began the process of collecting information, conducting analyses to be used as inputs to the process, and implementing a rigorous community outreach program to solicit participation by and input from a broad range of interests.

Community Resource Group and Technical Analyses

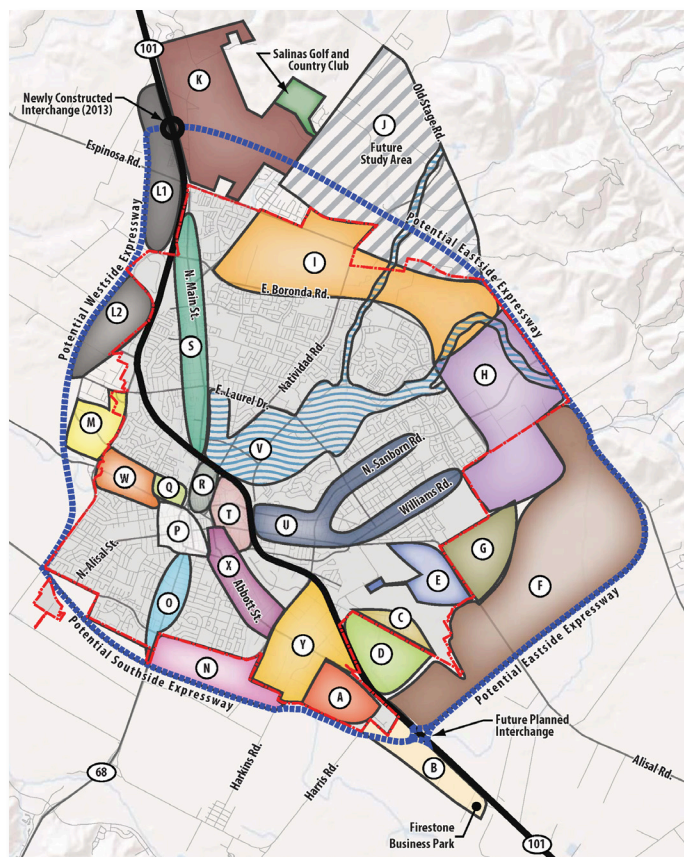
A range of materials were prepared by the Project Team, in some cases with direction by a Community Resource Group, for use in crafting the Economic Development Element and as for use in the community outreach process. The Community Resource Group was comprised of a variety of community members and interests whose participation was solicited through an extensive campaign to a highly diverse cross-section of the community. The number of participants was not limited. The purposes of the Community Resource Group were to help formulate an economic development vision, support identification of key economic development opportunities/constraints, and develop and rank economic development strategies. Outcomes of this effort included:

- Identification of Community-wide Issues:* An issue identification list was developed by the Community Resource Group and the Project Team. The purpose was to identify community-wide issues and concerns that might affect economic development and community well-being. This list served as the catalyst for the Community Resource Group, Project Team, and community outreach efforts to develop solution-oriented policy direction for the City to address the issues and capture opportunities.
- Economic Development Opportunity Areas Map:* A preliminary economic development opportunity areas map was prepared with inputs from the Community Resource Group and the Project Team. The purpose was to identify existing vacant or underutilized land within the city limits, within the City’s Sphere of Influence, and outside but contiguous to the Sphere of Influence, that may represent future economic development opportunity locations (“Economic Opportunity Areas”). Developed and vacant potential infill areas within the city limits were also identified as possible areas for accommodating increased economic development activity and/or for targeted economic development support. The preliminary map served as a basis for discussion throughout the community outreach process and evolved over time in response to stakeholder input.

City of Salinas
Economic Development Element
 POTENTIAL ECONOMIC OPPORTUNITY AREAS

(A) Uni-Kool (A)	(N) Highway 68 Gateway (N)
(B) Abbott Street Extension (B)	(O) Valley Center Corridor (O)
(C) Airport Industrial Park (C)	(P) Vibrancy Plan Area (P)
(D) Airport West (D)	(Q) TOD Rail Infill (Q)
(E) Airport East/Harthell (E)	(R) Chinatown (R)
(F) Eastern Bypass (F)	(S) North Main Street (S)
(G) Alisal/Airport East (G)	(T) Alisal Market Place (T)
(H) East Future Growth Area (H)	(U) East Alisal/East Market (U)
(I) West & Central Future Growth Area (I)	(V) Carr Lake (V)
(J) North Future Growth Area (J)	(W) West Market (W)
(K) North Entrance (K)	(X) Abbott (X)
(L) Westside Bypass (L1) & (L2)	(Y) Lower Abbott (Y)
(M) Boronda South (M)	

The number, location, size, potential end use, and relative merits of individual Economic Opportunity Areas as destinations for investment were further evaluated and modified after the primary community input was received. The additional analyses significantly influenced direction for development of individual Economic Opportunity Areas as directed in the goals, policies, and actions in Section 2.0, Economic Development Strategy. A total of twenty-five (25) Economic Opportunity Areas located within existing city limits, within



portions of the City's existing Sphere of Influence (SOI), and just outside the SOI, were identified and mapped through the refinement process. These EOAs were created to provide policy direction for catalyzing development opportunities. Refer to the Economic Opportunity Areas Map in Section 2.0 for the location of and additional information about the Economic Opportunity Areas. The Economic Opportunity Areas Map is also included as Appendix A of Volume II of this document. The additional detailed technical analyses included the following:

- Preliminary identification of natural resources (e.g. natural hazards, farmland), circulation, and utility infrastructure opportunities and constraints for each of the individual Economic Opportunity Areas. *The Economic Opportunity Areas - Resource/Infrastructure Information* table contained in Volume II, Appendix A, summarizes this information. The information was presented to the community during the outreach process and used by the Project Team to consider relative development costs for specific Economic Development Areas as a key factor for assessing development potential.
- Two reports were prepared to identify anticipated future job growth in the community and to translate that information into an estimate of the baseline minimum acreage of land needed to accommodate businesses that could generate those jobs. The *Salinas Retail Analysis* (Applied Development Economics 2013a) and the *Salinas Economic Development Element Target Industry Analysis* (Applied Development Economics 2013b) were critical to evaluating and screening Economic Opportunity Areas to determine which areas and/or combination of areas are of sufficient acreage to satisfy baseline land demand requirements. These reports are included in Volume II, Appendix B, and Appendix C, respectively.
- The *City of Salinas Economic Development: Site Opportunities and Constraints Analysis* (Economic and Planning Systems 2013), included in Volume II, Appendix D, was prepared for use as an important filter to determine which Economic Opportunity Areas appear favorable as destinations for public and private investment taking into account baseline land demand requirements and the location/site requirements of business types the City would like to attract. The cost feasibility of constructing new infrastructure to support new businesses was a critical criterion in the analysis. Additional factors included whether the areas are within the city limits or its Sphere of Influence (within the City's

#	Area	Acres	Jurisdiction	General Plan Land Use Designation	Zoning Designation	Will /
A	Uni-Kool	244	City	General Industrial	IG	
B	Abbott Street Extension	231	County	Farmland, Industrial	F, HI	Y
C	Airport Industrial Park	102	City	Business Park, Public/Semi	IBP, PS	
D	Airport West	342	County	General Industrial	F, UR	
E	Airport	170	City	Public/Semi	PS	

ability to control land use), relative proximity to existing infrastructure, general infrastructure and natural resource constraints, size sufficient to attract desired industries, and adjacency to complementary land uses.

- A 2014 memo prepared by Applied Development Economics, *Economic Indicators and Outcomes of Interest* presents an analysis of projected economic outcomes/fiscal impacts from development of selected Economic Opportunity Areas based on the 2035 employment projections contained in the previously noted *Salinas Economic Development Target Industry Analysis*. The memo, included in Volume II, Appendix G, and referenced in more detail in Section 2.3, Five-Year Action Plan, contains three primary sections: 1) an overview of selected economic indicators; 2) discussion of economic outcomes from development of the selected Economic Opportunity Areas; and 3) economic characteristics (e.g. job generation and average annual wages) of non-residential land uses by acre.
- A review of existing General Plan policies and programs; other City or City-sponsored plans, programs, and initiatives; and programs of other public and private organizations/institutions related to land use and economic development. The review was conducted in part to identify existing or planned economic development initiatives that could influence development potential of specific Economic Opportunity Areas. This information was also used to identify resources and strategic City partners that can be leveraged to assist with implementation of targeted economic development actions.

Subsequent to the City Council's acceptance of the draft EDE as a strategic planning document in June 2014, a more detailed analysis of the EDE land use direction was conducted. The analysis included refinement of Economic Opportunity Areas, calculation of acreages, assignment of land use designations to the areas located outside the City's existing Sphere of Influence, and calculation of new vacant land development capacity needed to meet projected long-term employment demand. Figure 4 Refined Economic Opportunity Area Boundaries and Figure 5 Refined Economic Opportunity Areas – Proposed Land Use, Section 2.0, Economic Development Strategy, illustrate the identified refinements.

This further analysis of the Economic Opportunity Areas found that only relatively small portions of the subject Economic Opportunity Areas are needed for new land supply as the entire acreage within the boundaries of the Economic Opportunity Areas is much greater than required to support the requisite additional job-generating economic development projected at General Plan buildout. These smaller areas of new land supply were termed "Target Areas". The Target Areas represent locations where additional new job generation development beyond that envisioned in the General Plan could occur in the foreseeable future.

The remainder of each of the subject Economic Opportunity Areas was defined as an “Economic Development Reserve Area”. Reserve Areas are locations where the City might contemplate new growth beyond the General Plan buildout timeframe. Development of the Economic Development Reserve Areas is not reasonably foreseeable and is presented to guide future General Plan Updates. These latter areas, however, do indicate locations where the City might contemplate new growth beyond the General Plan buildout timeframe. Figure 6, Land Use and Circulation Policy Map, identifies both the Target Areas and Reserve Areas, Section 2.0, Economic Development Strategy.



1.3.2 Community Outreach

Economic development is vital to the well-being of all City residents. Because all residents have a stake in their individual economic well-being and the economic well-being of the City, an ambitious community outreach effort was undertaken to elicit the opinions and ideas of community members, interest groups, organizations, and other stakeholders regarding economic development issues and opportunities. The input was the cornerstone for the economic development strategy and goals, policies, and actions described in Section 2.0, Economic Development Strategy.



A detailed summary of the community outreach activities undertaken to gather community input is provided in Volume II, Appendix E. Highlights of the outreach program are as follows:

- Creation of a database of over 750 individuals representing about 350 agencies and interests comprised of, but not limited to: English-speaking and Spanish-speaking City residents, City government committee and board members, local and regional public agencies, businesses and business organizations, business development organizations, community organizations, faith-based organizations, educational institutions, environmental groups, and others;
- Preparation of bi-lingual (English/Spanish) fact sheets describing the purpose, process, participation opportunities and schedule for preparing the Economic Development Element. Bi-lingual herein refers to English and Spanish;
- Extensive media orientation and media coverage, including development and distribution of bi-lingual press releases, media advisories and calendar alerts to



the primary English and Spanish speaking print, television, and radio outlets on the Central Coast;

- Creation of a community engagement web page on the City's economic development website: BusinessinSalinas.com;
- Preparation, circulation, and response tracking of a bi-lingual economic development survey to solicit community input;
- Use of social media to provide bi-lingual notices, promotion of events, and facilitate discussion and cross-posting of information on a multitude of local business organization, community group, and land use committee/interest websites;
- Use of on-line mass email marketing programming to email bi-lingual event newsletters;
- Presentations to and interviews with over 30 stakeholder groups that represented interests ranging from business owners to community organizations to educational institutions to environmental groups to public agencies to property owners;
- Presentations to students at CSUMB and Hartnell College who live in Salinas;
- Creation of materials and interactive activities to solicit input from participants at the Ciclovía event held in the City on October 6, 2013;
- Coordination and implementation of four public meetings of the Community Resource Group, conducted in English with Spanish translation and bi-lingual handout materials. Four different venues dispersed across the City were selected for the meetings. Highlights of each meeting include:
 - Community Resource Group Meeting #1 (August 28, 2013) at the Steinbeck Center

Agenda items included: purpose and content of an economic development element, Project Team introduction, approach to preparing the Economic Development Element, role of the Community Resource Group, community outreach approach, and industry and retail market conditions. A breakout group exercise was conducted to identify community concerns regarding economic development issues and to solicit input to identify potential Economic Opportunity Areas on an aerial map of Salinas. Of the more than 300 people invited to participate, 57 people representing over 30 organizations and interests attended. This meeting resulted in an initial draft of the Economic Opportunity Areas map, which was further





refined during the community outreach process. Refer to the Economic Opportunity Areas map in Section 2.0, Economic Development Strategy.

- Community Resource Group Meeting #2 (September 18, 2013) at the Cesar Chavez Library.

Primary agenda items included: review of Community Resource Group Meeting #1 results, further review of business market conditions for the City, and introduction of economic indicators. A breakout group exercise was conducted with a focus on soliciting input about which areas on the Economic Opportunity Areas map might best contribute to the City's overall economic growth and well-being, strategies that might be used to capitalize on the opportunities provided by each area, and priority areas to which public and/or private investment should be directed. Nearly 400 people were invited to participate. Fifty-four people representing about 35 organizations and interests attended.

- Community Resource Group Meeting #3 (October 16, 2013) at the Salinas Community Center

Primary agenda items included: review of progress to date and further discussion of economic indicators. A breakout group exercise was conducted to solicit ideas and input on issues affecting the City's economic prosperity in terms of several preliminary topic areas identified by consolidating public input provided to date: jobs, workforce development, supporting existing businesses, attracting new businesses, neighborhood and downtown revitalization, retail/entertainment/tourism, and quality of life (e.g. public safety, youth education and programs, transportation, etc.). The activity also focused on considering strategies for addressing issues identified by the participants. Over 450 people were invited to attend; 72 people attended representing about 28 organizations/interests.

- Community Resource Group Meeting #4 (January 16, 2014) at the Northridge Mall Community Meeting Room

Primary agenda items included: review of progress to date, and an "open house" format for Community Resource Group members and the public to review draft goals, policies and action items and comment on the direction and priorities for City Council implementation of the Economic Development Element. Nearly 540 people were invited to attend; 40 people attended representing 20 organization/interests.

- East Salinas Economic Development Element Community Workshop (December 11, 2013) at the Cesar Chavez Library (a summary report can be found in Appendix E).

- East Salinas Building Healthy Communities and Monterey County Health Department co-hosted/co-sponsored workshop. All materials were bilingual and all presentations and activities were in Spanish with English translation. Dinner and childcare were provided.
- Primary agenda items included: Educating East Salinas community members about the connection between economic development and community health; Introducing the Economic Development Element (What is it? Why is it important?); and Discuss barriers to and opportunities for personal and community economic development. East of the 10 small groups generated ideas under the following 5 topic areas: Household Challenges and Solutions; Neighborhood Conditions; Future Job/Economic Opportunities; Neighborhood Businesses; and Entrepreneurship. Fifty-five participants signed in, but more were in attendance. Many youth and adult East Salinas residents attended as well as a number of elected officials and local community-based organizations.
- Development of materials for and small group meetings facilitated in English and Spanish by Communities Organized for Relational Power in Action (COPA) with 10 of its member organizations. More than 100 participants provided input. The organizations represented community advocacy, housing, labor, faith, education, community development, recreation and other local interests. Eight “small group” meetings with a total of approximately 100 participants were held at St. Mary Nativity Catholic Church, Central Coast Center for Independent Living, Hartnell College, and two facilities operated by the Community Housing Improvement Systems and Planning Association (CHISPA);
- Ciclovía Economic Development Element Community Engagement Booth (October 6, 2013). A full Ciclovía Booth Summary Report can be found in Appendix E.
- East Salinas Building Healthy Communities and the City of Salinas co-hosted a community education and interactive engagement activity booth to get input on the Economic Development Element from East Salinas residents.
- The booth consisted of four bilingual activity boards for residents to share input as well as a photo booth. The activities included:
 - ◆ Dot voting board: “Draft Citywide Economic Development Goals”
 - ◆ Comment board: “Small Businesses, Entrepreneurship and Innovation”
 - ◆ Comment board: “Youth Development”

- ◆ Map and comment board: “Eastside Business District”
- ◆ Photo booth: “My vision for economic opportunity in Salinas is: _____”; and
- Public participation at Planning Commission and City Council workshops and public hearings at which the Economic Development Element was discussed by the respective decision making bodies.



1.4 Community Driven Topic Areas

A fundamental purpose of the outreach process was to elicit input about key economic development issues and topics the community felt were important to consider in the Economic Development Element. This question was posed in questionnaires, stakeholder interviews, Community Resource Group meetings, and outreach events conducted by COPA and BHC. The information was reviewed to identify the most common issues raised. The issues were then consolidated into individual topics that reflected the broad themes discussed during the community outreach process. The topics form the backbone of the economic development goals described in Section 2.0, Economic Development Strategy, and provided specific direction about how to achieve the goals.

Broad topics identified through the community outreach process included:

- Land Use, Circulation, and Infrastructure
- Retail, Entertainment, and Tourism
- Job Opportunities
 - Support the Viability and Growth of Existing Businesses
 - Attract New Industry and Investment
 - Create an Environment for Innovation and Entrepreneurship
- Workforce Development
- Neighborhoods and Commercial Areas
- Quality of Life
- Health
- Safety



I.5 Related Plans and Programs

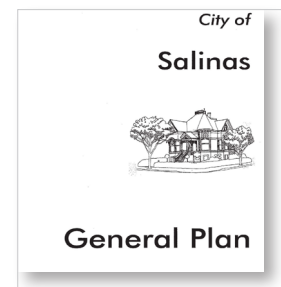
The content of this Economic Development Element was also been informed by a multitude of City plans, programs, and initiatives related to economic development and by those of other organizations and institutions whose collaboration with the City can be an asset to achieving the City's economic development goals. This information was considered primarily in terms of its effect on or support for actions that implement economic development strategies and policies identified in Section 2.0, Economic Development Strategy.

Among this information were technical analyses that identified market related opportunities and constraints to economic development and prior economic development strategies and priorities developed by the City Council to guide economic development decision making. The City intends to utilize existing economic development tools and resources to the extent possible given the reduced cost and time and improved impact that can result from doing so. City plans, programs, and initiatives that are important to the support of overall City economic development goals are described briefly below.

City of Salinas General Plan

As the City's blueprint for growth, the General Plan contains a range of policies that directly or indirectly catalyze and support economic development. The General Plan is composed of seven elements including Land Use, Circulation, Community Design, Conservation/Open Space, Safety, Noise and Housing. The Housing Element was last updated in 2011.

Economic development policies contained in the Land Use Element specifically address key strategies that the City has and continues to pursue for growing the economy. These policies, in part, drive decisions about land use within the community, especially in regards to providing an adequate inventory of land for generating job opportunities, providing adequate housing for workers, and improving workforce readiness. The relationship of the Economic Development Element topic areas to other specific General Plan element goals is identified in [Table 1, Related Goals and Policies by Element](#). The broad land use and circulation planning guidance in the General Plan is illustrated in [Figure 1, General Plan Land Use and Circulation Policy Map](#).



The land use related components of the General Plan described below were specifically considered during the Economic Development Element preparation process given their relationship to economic development issues opportunities.

Focused Growth Overlay Areas. The General Plan identifies five Focused Growth Overlay Areas that, along with the City's Future Growth Area located north of Boronda Road, are designed to accommodate a significant volume of new development capacity. Focused Growth Overlay Areas are areas of existing development that would "benefit from redevelopment or revitalization, change of land uses, and/or the incorporation of mixed-use residential uses." It is assumed that some areas will be redeveloped by private developers while other areas will require investment from the City. Many Economic Opportunity Areas are located specifically in or adjacent to the Focused Growth Areas. [Figure 2, General Plan Focused Growth Overlay Areas](#), shows the locations of the Focused Growth Overlay Areas.

Future Growth Areas. The General Plan defines several Future Growth Areas. Development of the approximately 3,400-acre Future Growth Area located north of Boronda Road will be implemented through policies and regulations contained in specific plans. In August 2013, the City received and began to process two specific plans for development of a significant portion of this area, which includes portions of Economic Opportunity Areas H and I as shown on the Economic Opportunity Areas map in Section 2.0, Economic Development Strategy. This specific Future Growth Area is planned largely for residential and mixed-use

development consistent with Traditional Neighborhood Design and Smart Growth principles. Economic Opportunity Areas D, G and M are within or adjacent to other Future Growth Areas.

Gateway Overlay District. The General Plan includes policy for treatment of gateways to the City. General Plan Figure CD-1, Gateway Overlay Zones, shows the locations of these gateways. These areas are zoned Gateway Overlay District. Gateway Overlay District regulations are designed to enhance the attractiveness of the gateways. While none of the Economic Opportunity Areas are within a designated gateway, policies included in Section 2.0, Economic Development Strategy, direct the City to establish prominent gateways in specific entry locations on the edges of the

City for the purpose of promoting economic development.

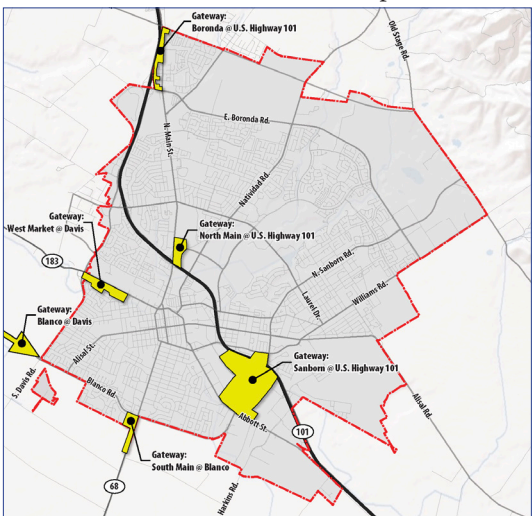
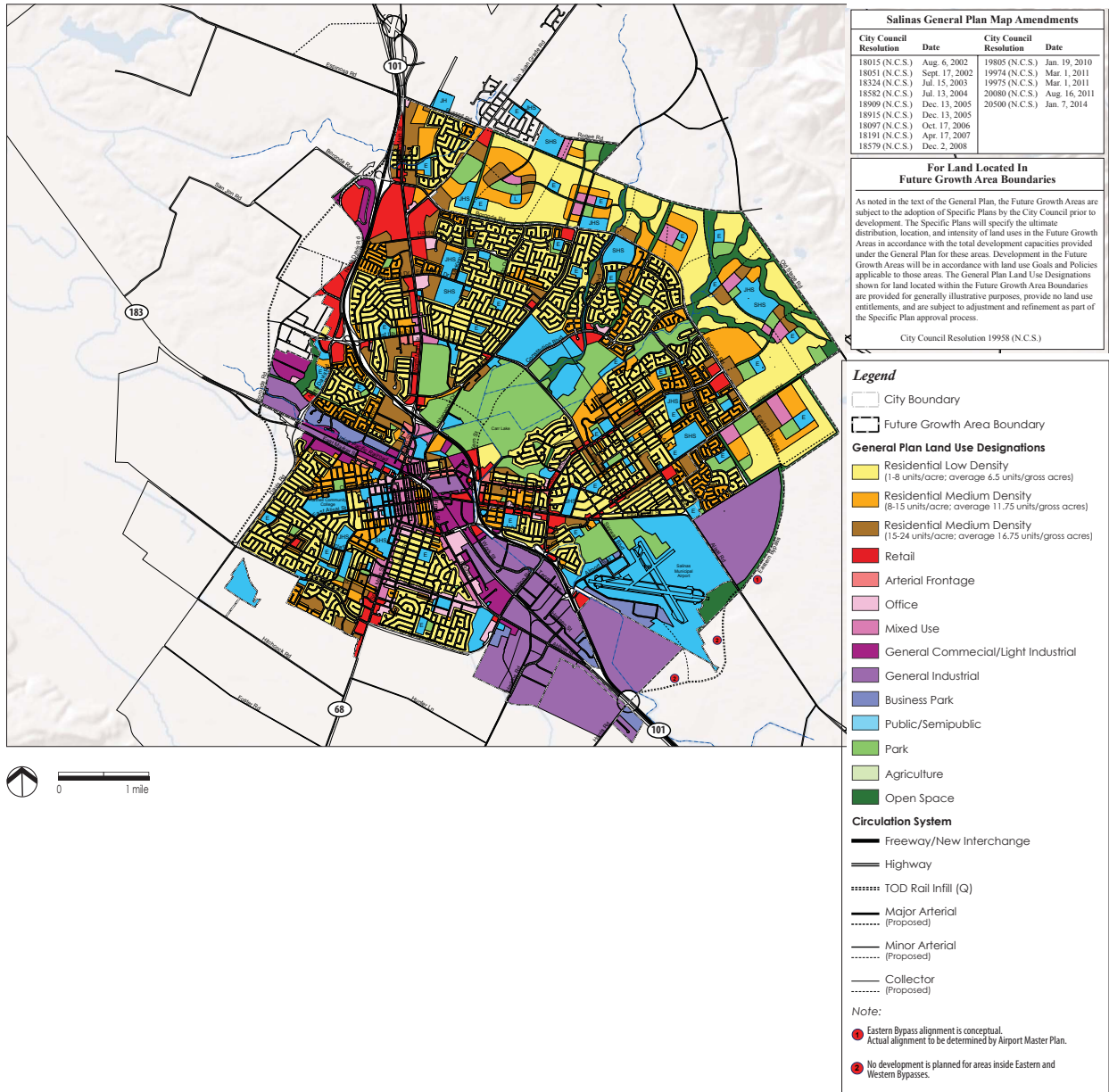


Figure 1, General Plan Land Use and Circulation Policy Map

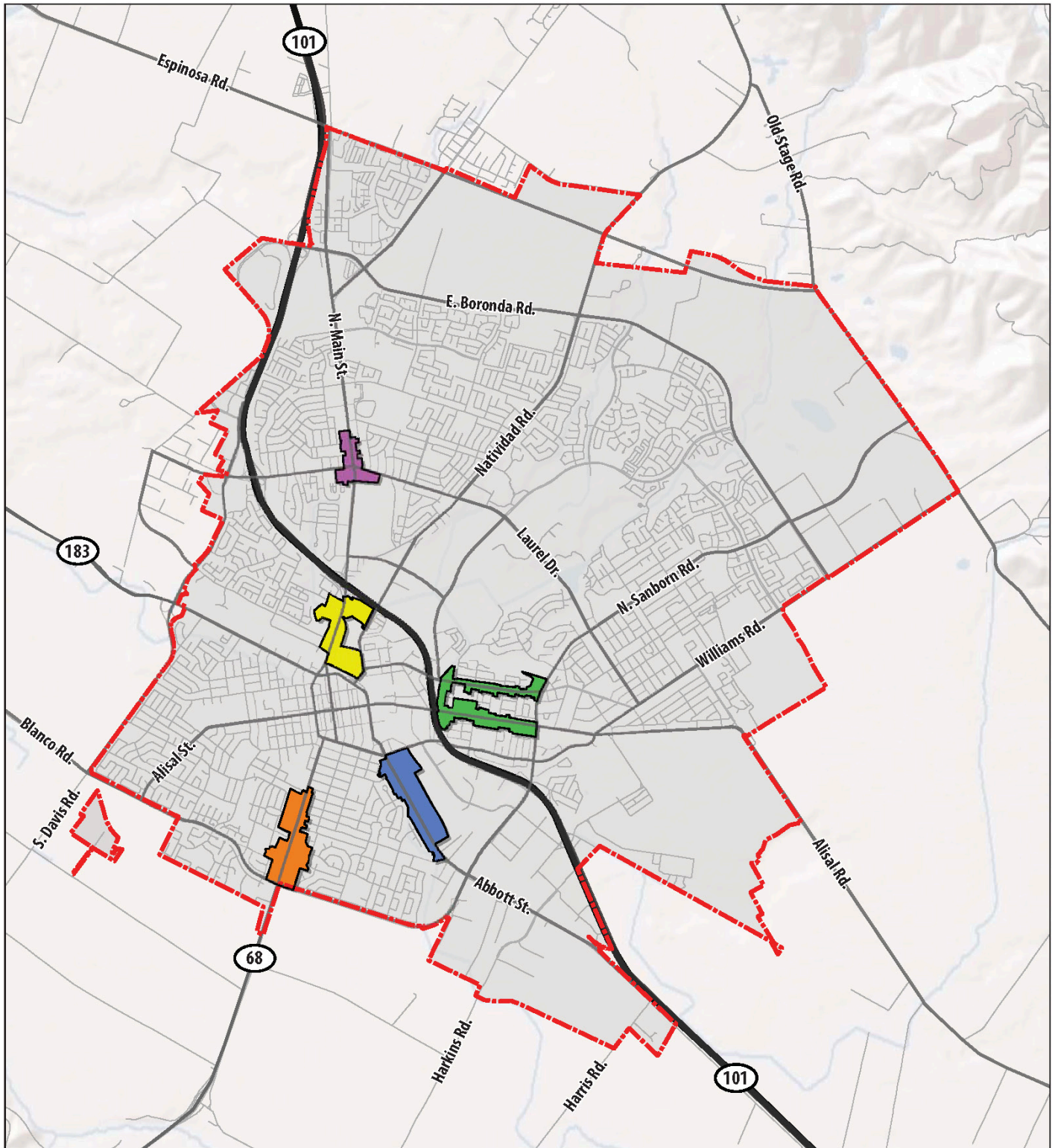


Source: City of Salinas 2014

Introduction

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Figure 2, General Plan Focused Growth Overlay Areas



- Legend**
- City Boundary
 - Laurel Drive/North Main Street
 - South Main Street
 - Alisal Street/Market Street
 - North Main Street/Soledad Street
 - Abbott Street

Introduction

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Table 1 Related Goals and Policies by Element

General Plan Element Topic/Issue Areas	Element Related Goals	ECONOMIC DEVELOPMENT ELEMENT TOPIC/ISSUE AREAS						
		Land Use, Circulation, and Infrastructure	Retail, Entertainment, and Tourism	Job Opportunities	Workforce Development	Neighborhood and Commercial Areas	Quality of Life	
Land Use								
Balance of Land Uses	LU-1	1.1, 1.2, 1.3, 1.4	1.1, 1.4	1.1, 1.4	1.1, 1.4	1.1, 1.2, 1.3, 1.4	1.1, 1.3, 1.4	
Management of Future Growth	LU-2	2.1, 2.2, 2.3, 2.4, 2.5, 2.6, 2.7				2.6, 2.7	2.5	
Economic Development	LU-3	3.1, 3.2, 3.3, 3.4, 3.5, 3.6, 3.7, 3.8	3.6, 3.7	3.1, 3.2, 3.3	3.1, 3.2, 3.3, 3.5	3.6, 3.7, 3.8	3.5, 3.7, 3.8	
Public Facilities and Services	LU-4 to LU-12*	4.1-4.3, 6.1-6.5, 7.1-7.3, 8.1-8.4, 9.1-9.4, 10.1, 10.3, 11.1-11.5, 12.1-12.3	8.4, 12.4	9.3	9.3, 10.3	11.1, 11.2, 11.3	4.1, 5.1, 5.2, 9.3, 10.2, 10.5, 11.2, 11.3, 11.4, 12.5, 12.6	
Community Design								
Image and Identity	CD-1	1.1, 1.2, 1.3, 1.4, 1.5, 1.6, 1.7, 1.8, 1.9, 1.10	1.4, 1.5			1.2, 1.3, 1.4	1.1, 1.2, 1.3, 1.4, 1.5, 1.6, 1.7, 1.8, 1.9, 1.10	
Community Preservation and Enhancement	CD-2	2.1, 2.2, 2.3, 2.4, 2.5, 2.6, 2.7, 2.8, 2.9, 2.10				2.1, 2.2, 2.3, 2.4, 2.5, 2.6, 2.7, 2.8, 2.9, 2.10	2.1, 2.2, 2.3, 2.4, 2.5, 2.6, 2.7, 2.8, 2.9, 2.10	
Community Livability	CD-3	3.1, 3.2, 3.3, 3.4, 3.5, 3.6, 3.7, 3.8, 3.9				3.1, 3.2, 3.3, 3.4, 3.5, 3.6, 3.7, 3.8, 3.9	3.1, 3.2, 3.3, 3.4, 3.5, 3.6, 3.7, 3.8, 3.9	
Housing								
Housing Production, Diversity, and Opportunities	H-1	1.1, 1.2, 1.3, 1.4, 1.5, 1.6, 1.7, 1.8, 1.9, 1.10, 1.11, 1.12				1.1, 1.2, 1.3, 1.4, 1.5, 1.6, 1.7, 1.8, 1.9, 1.10, 1.11, 1.12	1.1, 1.2, 1.3, 1.4, 1.5, 1.6, 1.7, 1.8, 1.9, 1.10, 1.11, 1.12	
Maintenance and Preservation of Housing and Neighborhoods	H-2	2.1, 2.2, 2.3, 2.4, 2.5, 2.6, 2.7, 2.8, 2.9				2.1, 2.2, 2.3, 2.4, 2.5, 2.6, 2.7, 2.8, 2.9	2.1, 2.2, 2.3, 2.4, 2.5, 2.6, 2.7, 2.8, 2.9	
Housing Assistance	H-3	3.1-3.11			3.1, 3.4, 3.9, 3.10	3.1-3.11	3.1-3.11	

General Plan Element Topic/Issue Areas	Element Related Goals	ECONOMIC DEVELOPMENT ELEMENT TOPIC/ISSUE AREAS					Quality of Life
		Land Use, Circulation, and Infrastructure	Retail, Entertainment, and Tourism	Job Opportunities	Workforce Development	Neighborhood and Commercial Areas	
Conservation/Open Space							
Water Supply and Quality	COS-1	1.1, 1.2, 1.3, 1.4, 1.5, 1.6				1.1, 1.2, 1.3, 1.4, 1.5, 1.6	
Water Conservation	COS-2	2.1, 2.2, 2.3, 2.4				2.1, 2.2, 2.3, 2.4	
Agricultural Resources	COS-3	3.1, 3.2, 3.3, 3.4, 3.5				3.1, 3.2, 3.3, 3.4, 3.5	
Cultural Resources	COS-4	4.1, 4.2, 4.3, 4.4	4.3			4.2	
Ecological and Biological Resources	COS-5	5.1, 5.2	5.1, 5.2			5.1, 5.2	
Air Quality	COS-6	6.1, 6.2, 6.3, 6.4				6.1, 6.2, 6.3, 6.4	
Mineral Resources	-	-	-	-	-	-	
Parks, Recreational Facilities and Services	COS-7	7.1- 7.13	7.1, 7.2, 7.4, 7.5, 7.7, 7.10, 7.12			7.1- 7.13	
Energy Conservation	COS-8	8.1-8.6				8.1-8.6	
Circulation							
Roadway System Circulation	C-1	1.1-1.11	1.1-1.11			1.1-1.11	
Regional Transportation	C-2	2.1-2.8	2.1-2.8			2.1-2.8	
Public Transportation Needs	C-3	3.1, 3.2, 3.3, 3.4	3.1, 3.2, 3.3, 3.4			3.1, 3.2, 3.3, 3.4	
Bicycle Access	C-4	4.1-4.7	4.1-4.7			4.1-4.7	
Pedestrian Access	C-5	5.1-5.5	5.1-5.5			5.1-5.5	

General Plan Element Topic/Issue Areas	Element Related Goals	ECONOMIC DEVELOPMENT ELEMENT TOPIC/ISSUE AREAS					
		Land Use, Circulation, and Infrastructure	Retail, Entertainment, and Tourism	Job Opportunities	Workforce Development	Neighborhood and Commercial Areas	Quality of Life
Related Policies							
Safety							
Community Conflict Resolution and Crime Prevention	S-1	1.1, 1.2, 1.4, 1.4				1.1, 1.2, 1.4, 1.4	1.1, 1.2, 1.4, 1.4
Crime Prevention Through Environmental Design	S-2	2.1, 2.2, 2.3				2.1, 2.2, 2.3	2.1, 2.2, 2.3
Human Activity Hazards	S-3	3.1-3.11				3.1-3.11	3.1-3.11
Natural Hazards	S-4	4.1-4.7				4.1-4.7	4.1-4.7
Hazards Response	S-5	5.1, 5.2, 5.3				5.1, 5.2, 5.3	5.1, 5.2, 5.3
Noise							
Noise and Land Use Planning	N-1	1.1, 1.2, 1.3, 1.4				1.1, 1.2, 1.3, 1.4	1.1, 1.2, 1.3, 1.4
Transportation Related Noise	N-2	2.1, 2.2, 2.3				2.1, 2.2, 2.3	2.1, 2.2, 2.3
Non-Transportation Related Noise	N-3	3.1				3.1	3.1

***Notes:** Public Facilities and Services:

- LU-4 Fire Protection, Emergency Services, and Code Compliance
- LU-5 Police Protection
- LU-6 Water Supply, Treatment and Distribution
- LU-7 Sewer Collection and Treatment
- LU-8 Flood Control
- LU-9 Education
- LU-10 Libraries
- LU-11 Community and Institutional
- LU-12 Salinas Municipal Airport

City of Salinas Department of Community Development

The City of Salinas Community Development Department provides professional services related to land use planning, housing, economic development, permitting and development. Specific to economic development, this department provides services for retail enhancement, new industry recruitment, business retention and expansion, management of the Salinas Valley Enterprise Zone, regional business attraction, provision of demographic materials, and other aspects of economic development. The Community Development Department works to attract and facilitate new development by working with prospective businesses to find and secure sites for adaptive reuse or development and to assist, where possible, with affecting the financial feasibility of such development.

Through the Community Development Department, the City provides financial assistance either directly or indirectly to catalyze new economic development.

Examples of assistance tools include:

- Tax reduction incentives for new development;
- Grow Salinas Fund;
- Opportunity Fund loan program;
- Microenterprise loan program; and
- Community Development Block Grants and Section 108 Loan Program funds from the U.S. Department of Housing and Urban Development (HUD).

The City Council directs the Community Development Department's administration of HUD grants of \$2-\$3 million annually to address community development needs and blight in low-moderate income neighborhoods through adoption of a Five Year Consolidated Plan and annual Action Plans. Other non-finance related initiatives include partnership with and funding of the Oldtown Salinas Association and Salinas United Business Association, liaison with the Chamber of Commerce, and partnership with the National Development Council.

In 2013, Citygate Associates LLC completed an Organizational Assessment of the Community Development Department. The analytical, third-party operations analysis, included strategies for improving operations to ensure that the City positions itself to take advantage of development activity and corresponding revenue opportunities. The City Council has acted to implement several of the strategic recommendations, including Permit Center operational improvements.

Current Land Use and Development Plans, Economic Development Strategies, and Related City Strategic Efforts

The following land use plans, development plans, economic development strategies and related programs that are in progress or recently completed have been identified for their role and potential impact for promoting economic development. Several are reflected directly or indirectly in the goals, policies, and action items found in Section 2.0, Economic Development Strategy.

Downtown Vibrancy Plan. In December 2015, the City Council accepted Downtown Vibrancy Plan was initiated by the City in collaboration with the County of Monterey and downtown property owners. The Downtown Vibrancy Plan boundary corresponds to Area P on the Economic Opportunity Areas map shown in Figure 3, Section 2.0, Economic Development Strategy. Its primary purpose is to identify circulation, parking, pedestrian and other improvements that can be made in the downtown area to improve connectivity and enhance vibrancy. Recommendations in the Downtown Vibrancy Plan will serve as implementation action items for economic development in the downtown area. The Downtown Vibrancy Plan effort is directly tied to the Downtown Government Center Memorandum of Understanding approved by the City and County in 2012.

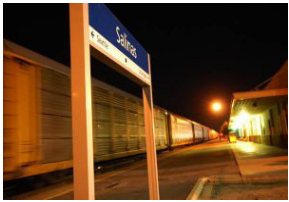
Chinatown Revitalization Plan (2007)/Chinatown Rebound Implementation Strategy (2010). The City-sponsored Chinatown Revitalization Plan/Rebound Strategy addresses issues related to housing densities, connections to the downtown and to the nearby transit station, lack of open space, improvements in social services, and preservation of the cultural heritage of Chinatown. Chinatown is shown as Area R on the Economic Opportunity Areas map shown in Figure 3, Section 2.0, Economic Development Strategy. Soledad Street is the planned “anchor” of development. Retail and business activity is directed to this street, while moving other possibly conflicting uses to other areas. Implementation actions include: 1) creating a specific plan; 2) adopting a form-based (or performance-based) development code (Zoning Code); and 3) establishing Chinatown as a historic district. Visioning for the Alisal Marketplace is part of the Alisal Vibrancy Plan process initiated in 2016.

Alisal Marketplace. As of 2014, this plan has not been approved, but is supported by and a strategic priority of the City. The Alisal Marketplace is located within Economic Opportunity Area T shown on the Economic Opportunity Areas map, Figure 3, Section 2.0, Economic Development Strategy.



Salinas-Ag Industrial Center Specific Plan (Uni-Kool). This specific plan was adopted by the City in 2009. It provides land use, development standards, and design guidance for a 257-acre site located at Abbott Street/Harris Road that has been annexed to the City and is planned for agricultural industrial development. The area is shown as Area A on the Economic Opportunity Areas map shown in Figure 3, Section 2.0, Economic Development Strategy.

Intermodal Transportation Master Plan. In coordination with the City, the Transportation Agency for Monterey County (TAMC) is planning for development of an intermodal transportation center to bring commuter rail service from the Bay Area and Gilroy to Monterey County. The Intermodal Transportation Center would be located at the existing train station on Market Street, within Area Q, as shown on the Economic Opportunity Areas map, in Figure 3, Section 2.0, Economic Development Strategy. In addition to commuter rail facilities, a variety of bus services (e.g. Greyhound, Monterey-Salinas Transit, AMTRAK, etc.), would also be located at this downtown transit hub. The project offers the ability to create transit-oriented development opportunities and improve vitality in the downtown area.



Salinas Municipal Airport Master Plan. The 1995 Salinas Municipal Airport 20-Year Master Plan and the subsequent 2010 Airport Land Use Plan Update and Narrative Report for the Salinas Municipal Airport include long-term recommendations for airport facilities and growth to accommodate future aviation demands. The plans envisage that the airport will continue to be an important general aviation center and economic development asset for the Salinas Valley. The airport contains vacant land designated for development which is included in Area C on the Economic Opportunity Areas map illustrated in Figure 3, Section 2.0, Economic Development Strategy. As of early 2014, the only new development project proposed at the airport includes development of several new aircraft hangers on about four acres of vacant land. Development regulations related to airport operation noise and safety issues could affect development within Economic Opportunity Areas C, D, E, F, G, and U.

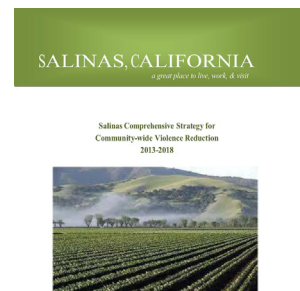
The Carr Lake Project. The Carr Lake Project started as a grassroots effort to convert the 450-acre Carr Lake agricultural basin into a regional multi-use park. A 2007 publication titled *The Carr Lake Project: Potential Biophysical Benefits of Conversion to a Multiple-Use Park* contains conclusions from the effort, including hydrologic, water quality, and biological data. The report concludes that the conversion of the area to recreational uses would provide flood protection, water quality, and wildlife habitat benefits, while also providing additional recreational areas for the community. An informal consortium of interested parties, including the Watershed Institute of California State University Monterey Bay, the City, 1000 Friends of Carr Lake, and the Big Sur Land Trust participated in the project.



In December 2016, the Big Sur Land Trust (BSLT) acquired a 73-acre property within Carr Lake. BSLT has initiated a visioning process for Carr Lake's future use as a park.

Alisal Homeownership and Neighborhood Revitalization Strategy. The Strategy was prepared to supplement other neighborhood improvement efforts by recommending specific actions to increase homeownership, stimulate economic development and improve neighborhoods. Partners and initiatives involved in the Strategy included the Violent Injury Prevention Coalition, the enterprise Community Target Area Strategy Plan, Sunset Redevelopment Area, CHISPA, Housing Authority of the County of Monterey and Alisal Merchants Association.

Salinas Comprehensive Strategy for Community-Wide Violence Reduction 2013-2018. This document identifies goals and policies crafted by the City for reducing violence within the City. It was adopted by the City Council and approved by the U.S. Department of Justice. Improving educational opportunities, increasing participation in job skills training, expanding active and passive recreation opportunities, and facilitating community engagement, are objectives included in the strategy that are directly linked to policies contained in the Economic Development Element.



City of Salinas Traffic Fee Ordinance and Capital Improvements Program. The Traffic Fee Ordinance and Capital Improvements Program are the City's primary circulation improvement and capital facilities funding/programming tools. These will be important implementation tools for directing the City's investments in circulation and other capital facilities to facilitate development of selected Economic Opportunity Areas. New transportation network improvements and new capital facilities infrastructure improvements that catalyze targeted economic development priority projects can be added to these programs to facilitate their implementation.

Salinas Valley Economic Development Strategic Vision and Recommended Action Plan (2009-2010). This City-prepared plan identifies actions for addressing retention and expansion of existing businesses, attraction of new businesses, expanding business diversification, reducing retail leakage, growing local entrepreneurship, and facilitating long-term community sustainability. Actions included in this strategy are directly linked to the policies contained in the Economic Development Element.

City Council Goals 2013-2015. On January 25, 2014, the City Council held a strategic planning session to review progress on goals and initiatives from the 2013-2015 planning horizon that concluded with a consensus goal update. The

goals included economic diversity and prosperity; a safe, livable community; effective, sustainable government; excellent infrastructure; and improved quality of life. The City Council subsequently adopted a resolution confirming the goals and objectives for 2013-2015 and identified several new initiatives. The goals, policies and action items in this Economic Development Element are closely linked to City Council priorities, including the Planning Principles, Goal Areas, and Priority Initiatives/Objectives, as well as to the Economic Diversification Project (as provided in the Salinas City Council Strategic Goals and Objectives 2013-2014, Updated January 25, 2014). The Economic Diversification Project is an Economic Development Administration (EDA) funded effort to strengthen and expand upon the Salinas region's ongoing activities to facilitate business expansion, business attraction, entrepreneurship, training, and local economic diversification in collaboration with regional partners. The components of the project include outreach to financial services providers, diversification strategy development, economic development parking strategy, community control of the vacated Capital One facilities, and an entrepreneurial program. City Council Goals, updated for the planning horizon 2016-2019, continue to prioritize Economic Development Element Strategies and Goals of 1) Economic Diversity and Prosperity; 2) Safe, Livable Community; 3) Excellent Infrastructure, and; 4) Quality of Life.

Fresh Opportunities in the New Economy: Sustainability Initiatives in the Salinas Valley. This 2008 report, prepared by the Rocky Mountain Institute in partnership with the Salinas Valley Enterprise Zone and the City of Salinas, provides observations and recommendations for more sustainable initiatives for communities within the Salinas Valley, with an emphasis on climate change mitigation and related economic development. The report includes a collection of initiatives and recommendations for more innovative ways to consider local problems, issues, and opportunities by examining interrelationships between the community, its economy, and the environment.

City of Salinas Consolidated Plan 2010-2015. This plan was prepared in a collaborative process with a goal of coordinating community development actions of the City over a five-year period (2010-2015). Developed by the City with strategic direction received from the U.S. Department of Housing and Urban Development (HUD), the plan includes a comprehensive analysis of community needs, and development strategies and goals aimed at meeting urgent needs and creating positive changes in the livability of neighborhoods. The plan also includes a housing and homeless needs assessment. The next five year plan (2015-2019) was prepared during fiscal year 2014-2015.

Memoranda of Understanding/Other City Agreements

The City has entered into a number of memoranda of understanding (MOU) and agreements that influence decision making about economic development opportunity areas and specific potential development sites. Important MOU/ agreements are summarized below.

Greater Salinas Area Memorandum of Understanding. The Greater Salinas Area Memorandum of Understanding (GSA MOU) between the City and the County of Monterey is perhaps the City's most important land use related document after the General Plan that relates to economic development opportunities. Its purpose is to assure orderly development in the Greater Salinas Area of the County General Plan, which includes unincorporated land at the margins of the City. The GSA MOU sets forth a framework for cooperation between the County and the City to consider and manage the City's potential growth into these unincorporated areas. It identifies areas for annexation and provides direction for a range of growth related issues including agricultural land preservation and mitigation, traffic impacts, storm drainage impacts, and financing for services and facilities needed to support new development.



Prior to development within Economic Opportunity Areas B, F, N, L1, L2, J, and K, the Sphere of Influence must be amended and the areas annexed to the City. Development of these areas was not anticipated when the GSA MOU was prepared. Consequently, amendments to the GSA MOU will be needed to accommodate the City's economic development strategies that involve these areas.

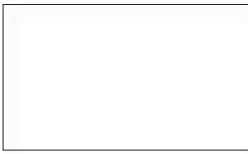
City of Salinas/Hartnell Community College District Memorandum of Understanding. This MOU establishes a cooperative process that guides the City and the College's development of opportunity areas within the Salinas Municipal Airport and Hartnell's College East Campus in a mutually compatible manner. The MOU addresses issues that include the Airport Master Plan, master planning for the College East Campus, land use compatibility between the airport and the College East Campus, infrastructure construction and funding, etc. These areas are represented by Economic Opportunity Areas E and G as shown on Economic Opportunity Areas map in Section 2.0, Economic Development Strategy. Area G is new to this cooperative process, and the MOU may need to be updated to include Area G.



Downtown Government Center Memorandum of Understanding. The Downtown Government Center MOU between the City and County sets forth

the mutual understandings and required actions to develop a Government Center planning and implementation strategy/program in the downtown. It also addresses the desire of the City and County to cooperate and mutually pursue the potential development of a new community safety center (police facility) on County-owned property located at 312 E. Alisal Street, just east of the downtown, in the proposed Alisal Marketplace project area. Also see the previous discussion of the Downtown Vibrancy Plan.

Programs and Initiatives of Other Organizations and Agencies



A list of strategic partners that have been identified during the preparation of this Economic Development Element is included in Volume II, Appendix F. Key programs and initiatives of several of these strategic partners are highlighted below. There are many other current partners and additional partnerships are likely to be created over time.

SPARC. As an important City partner in encouraging and planning for economic growth, SPARC (a non-profit organization) aims to benefit community improvement and capacity building in the City by focusing specifically on research initiatives and public policy programs. In partnering with the City to prepare this Economic Development Element, SPARC assisted with project management, community outreach, defining a vision, policy development, and supporting City staff to facilitate and present information at meetings.

Building Healthy Communities. In 2010, the California Endowment instituted the Building Healthy Communities initiative, a 10-year strategic program with the goal of supporting neighborhoods in disadvantaged areas. The Endowment identified fourteen communities throughout California with which they partnered, including East Salinas. East Salinas is a neighborhood of about 32,000 largely immigrant residents that are primarily employed in agriculture, food processing, and hospitality services. East Salinas struggles with poverty issues, including access to health insurance, employment, and educational opportunities. The community also has the fifth highest percentage of uninsured residents in the state.



In selecting East Salinas, the Endowment focused on the serious social and economic challenges that are balanced by a growing sense of community pride and a desire to improve the social and economic conditions of local residents.

Steinbeck Foundation and Innovation Cluster. The Steinbeck Innovation Foundation, with seed funds from the City and led by private industry, was

established to facilitate the creation of an ‘Industrial Cluster’, including innovation in diversifying the economic drivers of the region (agriculture, tourism, and the military), and economic development support, particularly in the agricultural sector. The Foundation provides four forms of development support: education (including training and advanced research), startup acceleration, investment, and corporate strategic involvement. The Steinbeck Innovation Cluster leverages civic, academic, technological, corporate, and philanthropic partners to help local youth become entrepreneurs, drive innovation in agricultural fields and factories, and bring high tech to the City’s industrial businesses. Work is also being conducted in the areas of energy, infrastructure, governance, and security to support economic development objectives. Refer to Volume II, Appendix F, for additional summary material.

California State University at Monterey Bay. Through its academic curriculum and specific economic development specialized programs, CSUMB is an important partner to the City in fostering innovation, business development, and supporting workforce training. Several university programs have specific linkages to the City’s economic development vision. The CSUMB Center for Innovation and Economic Development works in the areas of smart farms, technology, energy and waste and water conservation, aquaculture, and agriculture/technology convergence. The Monterey Bay Small Business Development Center provides small business start-up and business development assistance, particularly with U.S. Small Business Association lenders. CSUMB’s nursing program and Health and Human Services Department prepares youth for careers in the health sector. The service learning program offers training to prepare students for employment opportunities.



Hartnell Community College/Foundation. Hartnell College is an important City partner, especially for providing workforce education and training programs. Opportunities for both are provided through the Agricultural Business and Technology Institute; Center for Sustainable Design and Construction; Computer Science and Information Technology; Health Professions K-Career Pathway

- Agriculture and Natural Resources
- Arts, Media and Entertainment
- Building Trades and Construction
- Engineering and Design
- Fashion and Design
- Finance and Business
- Health Science and Medical Technology
- Hospitality, Tourism and Recreation
- Manufacturing and Product Development
- Marketing Sales and Services
- Public Services
- Transportation



programs; Science, Technology, Engineering and Mathematics program; and four-year college feeder programs. Hartnell College offers two-year Associates Degrees in a variety of disciplines, many of which prepare students with skills directly related to Salinas industries and employment opportunities. Hartnell College works to connect industry, the community, and the college.



Salinas Union High School District. Salinas Union High School District is an important partner, especially for providing early workforce training to high school students. The District operates with the Mission Trails Regional Occupational Program, a state program designed to provide a variety of vocational programs to students. Training develops marketable skills, successful attitudes, and good work habits. The Regional Occupational Program also prepares students for enrollment in college or university, a trade or technical school, or entry directly into the workforce, with many of the Regional Occupational Programs feeding directly into degrees programs offered at Hartnell and CSUMB. The Regional Occupational Program provides students with the opportunity to develop training skills in 12 subjects:



Salinas City Center Improvement Association. This local property based improvement association will be an important partner with the City in fostering economic development initiatives in the core of the City, including downtown and the intermodal transportation center area. This association links the City directly with local property owners/interests whose support is integral to successful implementation of economic development activities, especially in the core areas of the City. Success of this association often requires close coordination with the City.



Salinas United Business Association (SUBA). This local business association will be an important partner with the City in fostering economic development initiatives in the East Salinas area, including Williams Road and Sanborn Road commercial areas, and within the Alisal Marketplace development. This association links the City directly with local business owners/interests whose support is integral to successful implementation of economic development activities. Success of this association often requires close coordination with the City.

DeepWater Desal LLC. The City has entered into an agreement with DeepWater Desal to explore the purchase of water and wholesale power to be produced from DeepWater Desal's proposed desalination project in Moss Landing. The City and DeepWater Desal have also discussed an investment in dark fiber optic infrastructure

that would dramatically raise the City's profile as a destination for businesses that require access to high capacity, high speed telecommunications infrastructure.

Chamber of Commerce. As a significant City partner in fostering economic growth, the Salinas Valley Chamber of Commerce promotes the community of Salinas and subregion, provides networking opportunities for small business owners, takes political action, and represents the interest of business with government. The Chamber includes more than 600 businesses and organizations that represent thousands of employees and residents of the Salinas Valley. Chamber members and city staff collaborate directly through the Government Relations Committee and the Business Development Taskforce, which addresses City related issues of the development community.

Communities Organized for Relational Power in Action. COPA is a non-profit organization based in Santa Cruz, San Benito, and Monterey Counties. It consists of 27 member institutions that include congregations, schools, non-profits, and labor organizations. COPA works with these institutions to organize a constituency around quality of life issues such as education, health care, safety, housing, immigration and economic development. These issues are formulated through COPA's cycle of organizing, which begins with hundreds of face-to-face relational meetings, and culminates in strategic, disciplined public action.

Key Industry Agencies and Associations

Many key industries are important to the City's economic growth and represent key partners in achieving the City's economic growth goals. Prominent industry agencies and associations include, but are not limited to the following.

Agriculture. Key associations in the agriculture industry include the Grower-Shipper Association of the Central Coast, the Monterey County Farm Bureau, and the Salinas Ag Land Trust.

Health Care. The major hospitals within Salinas, the Salinas Valley Memorial Hospital and the Natividad Medical Center, are key associations. The Monterey County Health Department is also an important City partner.

Tourism. The Monterey County Convention and Visitors Bureau and Salinas Valley Tourism and Visitors Bureau are City partners in the tourism industry. The City hosts a California Welcome Center, which is a project of the California Travel and Tourism Commission.

Transportation/Planning. Regional transportation and planning efforts often play a significant role in long-term economic vitality. There are several associations involved with regional transportation and planning that are key City partners. These include the TAMC, Monterey-Salinas Transit (MST), and the Association of Monterey Bay Area Governments (AMBAG).

Education. Educational institutions and agencies play a key role in economic development by the existing and future workforce with skills that meet needs of employers. Key agencies or associations include the local elementary and secondary school districts, such as Alisal Unified School District, Salinas Union High School District, Hartnell Community College, and CSUMB.

Monterey County Economic Development Department

The Monterey County Economic Development Department is an important City partner in fostering economic growth. The County's Economic Development Strategic Plan guides efforts to support employment growth, and business attraction, retention, creation, and expansion in Monterey County. The Plan identifies potential key economic "pillars" of the County that are identified as eco-recreation, wine and agri-tourism, sustainable construction exports, agribusiness, and marine research.

State and Federal Economic Development Agencies

Many state and federal agencies can be of great benefit to the economic health of Salinas. Several key agencies are described below.

Governor's Office of Business and Economic Development (GO-Biz). This administration was created to serve as California's single point of contact for economic development and job creation efforts. GO-Biz offers services to business owners including: attraction retention and expansion services, site selection, permit streamlining, clearing of regulatory hurdles, small business assistance, international trade development, and assistance with state government.

California Employment Development Department (EDD). EDD provides resources for a variety of issues directly related to economic development, including assistance with unemployment, disability, jobs and training, and payroll tax assistance for businesses. EDD also provides information related to labor market statistics.

U.S. Small Business Administration. The U.S. Small Business Administration runs 900 nationwide Small Business Development Centers (SBDC) that provide technical assistance to small businesses and entrepreneurs. By supporting business growth, sustainability and enhancing the creation of new businesses, SBDCs foster local and regional economic development through job creation and retention. They provide services through professional business advisors such as: development of business plans, manufacturing assistance, financial packaging and lending assistance, export and import support, and various other services.

U.S. Economic Development Administration (EDA). Through strategic investments that foster job creation and attract investment, the EDA supports development in economically distressed areas of the United States. The EDA works directly with local economic development officials to make grant investments that are tied to long-term, sustainable economic development strategies. Innovation is key to global competitiveness, new and better jobs, and a resilient economy. The EDA promotes innovation and prepares regions for growth and success in the worldwide economy.

Property and Business Owners

While the City Council will utilize the Economic Development Element as a key tool to promote job growth and improved prosperity for the City and its residents, its decision-making about economic development policies and actions cannot be conducted in isolation. Land owners that could be affected directly or indirectly by City initiatives will also be key stakeholders. For example, the economic development vision for Carr Lake (Economic Opportunity Area V) can only be realized through direct collaboration with Carr Lake land owners. The City will need to collaborate with potentially affected land owners to refine proposed or craft new economic development implementation strategies that consider the specific interests of affected land owners. Similarly, while the City has made a concerted effort to incorporate input from business associations, individual business owners, chambers of commerce, and other related interests in the agriculture, health care, commercial retail, and other sectors, collaboration with these interests will also be critical to improve the potential that the City's economic development vision will be realized.

I.6 Relationship to Other General Plan Elements

The Economic Development Element is a non-mandatory general plan element that is intended to be consistent with the other General Plan elements. Certain goals and policies of one General Plan element may address issues that are the primary subjects of other elements. Ensuring that policies within all elements of the General Plan are internally consistent improves plan and program implementation efficiency and effectiveness.

The linkages between the Economic Development Element and the General Plan are extensive given that economic development policies and actions address a broad range of issues for which the General Plan also provides policy and implementation direction. Refer back to [Table 1, Related Goals and Policies by Element](#), for reference to goals and policies in the General Plan that are related to the Economic Development Element topic/issue areas.

For example, the Economic Development Element is closely linked to the Land Use Element, which defines the City's future land use and growth management direction. Refer back to [Figure 2, Land Use and Circulation Policy Map](#), for this land use and circulation direction. The land use direction is partially based on new growth that would occur within "Future Growth Areas" and within "Focused Growth Areas", where development intensification is anticipated through redevelopment or revitalization, change of land uses, and/or the incorporation of mixed-use residential uses. A key goal of the Land Use Element is to manage growth to reduce conversion of valuable agricultural land located at the periphery of the City to non-agricultural use. The Economic Development Element is strongly linked to the Land Use Element through policies that address expanding the City's Sphere of Influence and available land supply and through policies regarding economic development within the Future Growth Areas and Focused Growth Areas. This Economic Development Element represents a substantial expansion of the scope and precision of this aspect of the Land Use Element policies.

The Economic Development Element is also linked to the Community Design Element, which focuses on the conservation and enhancement of the City's visual character. The Community Design Element addresses community image and identity, preservation and enhancement of distinct neighborhoods and

older areas, and community livability principles. The Economic Development Element is directly linked to the Community Design Element primarily through policies that address creation of economic development districts, revitalization of neighborhoods and commercial areas, and use of gateways as economic development assets.

Additional housing related policies and implementation actions are described in the Economic Development Element Land Use, Circulation, and Neighborhood and Commercial Areas Sections 2.2.1, and 2.2.5, respectively.

Additional housing related policies and implementation actions are described in the Economic Development Element Land Use, Circulation, and Neighborhood and Commercial Areas Sections 2.2.1, and 2.2.5, respectively.

The Economic Development Element Land Use, Circulation, and Infrastructure; Neighborhood and Commercial Areas, and Quality of Life Sections 2.2.1, 2.2.5, and 2.2.6, respectively, contain policies and implementation actions in support of the Conservation/Open Space Element

Section 2.2.1 of the Economic Development Element includes additional land use, infrastructure, and circulation policies that build on those included in the Circulation Element. The Economic Development Element policies focus on the promotion of alternative transportation modes; improving access to and within the City Center Core; the future planning and study of extending two roadways and adding one roadways already identified in the Circulation Element, and expanding rail and freight service.

Section 2.2.6 of the Economic Development Element includes policies and implementation actions that identify the linkages between economic well-being and safety. It addresses safety issues from community safety through environmental design and addressing root causes of crime to improving the perception of the City as a safe place to live and do business.

1.7 Economic Development Element Team

The Economic Development Element was prepared by a core team of City staff and City consultants. The Project Team consisted of the following primary members:

- Community Resource Group
- City Partners: SPARC, BHC
- Primary City Departments: Community and Economic Development Department (lead) and Public Works Department (support)
- Primary Consultant: EMC Planning Group
- Primary Sub-Consultants: ADE and EPS (economics), City Design Collective (visioning), Farmhouse Communications (community outreach), and COPA (focused community outreach)
- Project Management: Douglas Yount (consultant)

The Project Team worked collaboratively from the inception of the Economic Development Element process in May/June 2013 through to its completion. Over the course of its work, the Project Team solicited broad support from City stakeholders and interest groups, including City residents, City government committee and board members, local and regional public agencies, businesses and business organizations, business development organizations, community organizations, faith-based organizations, educational institutions, environmental groups, and others. The general purpose was to develop a common economic development vision, identify key issues to be addressed, and consider goals and strategies to be implemented to achieve that vision.

1.8 Limitations

It is anticipated that this Economic Development Element will ultimately be adopted as an amendment to the existing General Plan. The City's preparation and adoption of the Economic Development Element is a "project" under the California Environmental Quality Act. Environmental documentation, likely an environmental impact report, will be prepared to assess the environmental effects of implementing the Economic Development Element. The City Council will consider

certification of the environmental impact report prior to final adoption of the Economic Development Element. A future decision will be necessary, therefore, as to when and how the environmental review process will take place, and whether the scope of the review will address impacts of solely implementing the Economic Development Element or whether the scope will address the impact of implementing a future General Plan update of which the Economic Development Element would be a part.

Given its significant scope and impact as a City-wide strategic policy directive, a comprehensive list of documents was reviewed for compatibility with and integration into the Economic Development Element. Based on resource limitations, it is possible that notable strategies or programs may have been unintentionally omitted. Through the extensive community outreach and engagement process, City Council workshops, Planning Commission and City Council public hearings, and public review of the Economic Development Element, additional information may be identified for use to enhance the document.

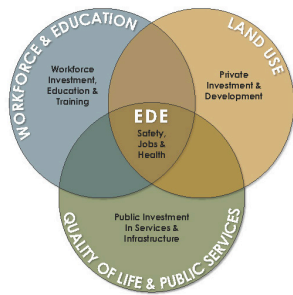
2.0 ECONOMIC DEVELOPMENT STRATEGY

2.1 Vision and Economic Development Strategy

2.1.1 Vision

The City envisions itself as a leader in responsible economic development in Monterey County and on the Central Coast of California. The City intends to lead and provide leadership in creating an environment for innovation that attracts and retains business while maintaining a focus on the health of City residents and the health of the environment. Through so doing, the City's goal is to become a model community for economic development and prosperity.

The community believes that a safe living and working environment, well-paying jobs, good health for its residents, and sound environmental quality are key indicators of a prosperous community. Achieving prosperity requires a well-educated and appropriately trained workforce, a safe community, infrastructure that can support commercial and industrial job growth, available land for economic development opportunities, a business friendly environment, growth of existing job sectors, creation of new job sectors, and community amenities that attract and retain skilled workers.



The community has come together to create a vision for its economic future that is focused on enhancing prosperity through a vision of safety, jobs and health. Realizing the vision will take time due to the depth and breadth of aspirations embodied in that vision. For this reason, the community believes that a typical 20-year general plan planning horizon will be insufficient to achieve the goals included in the Economic Development Element, and that a longer timeframe of 30-35 years or more will be required. The economic development vision has been created and supported by a collaborative, grassroots effort to identify issues and strategies to successfully tackle challenges and capture opportunities. The community-generated strategies are reflected as policies and actions.

Figure 3, Economic Opportunities Area

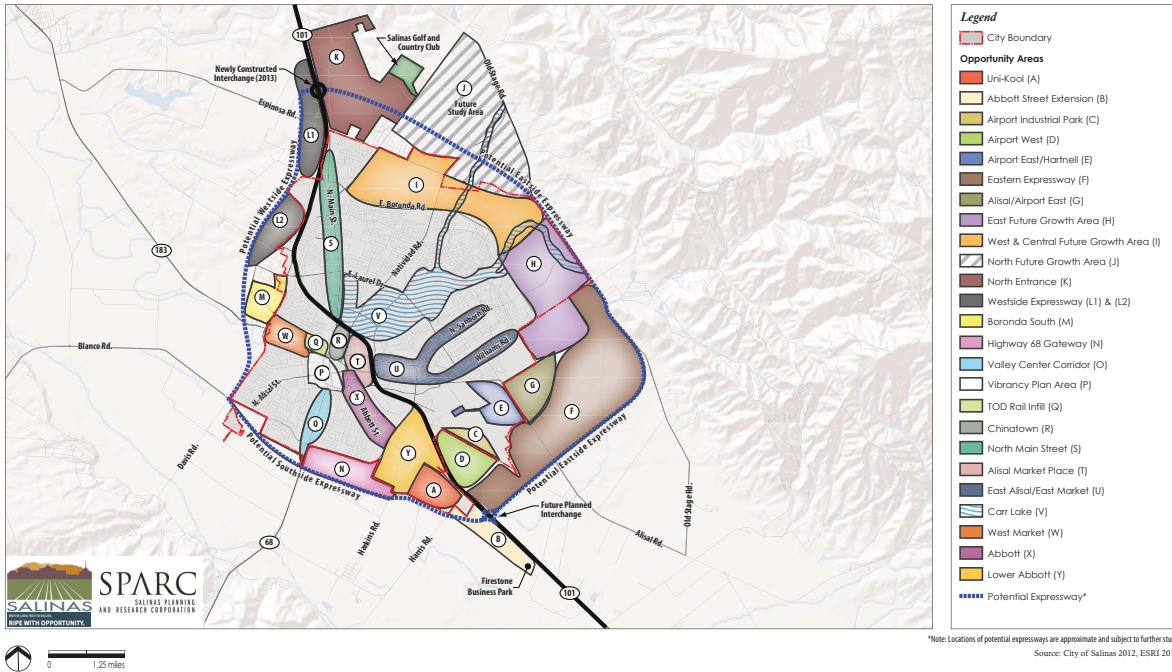
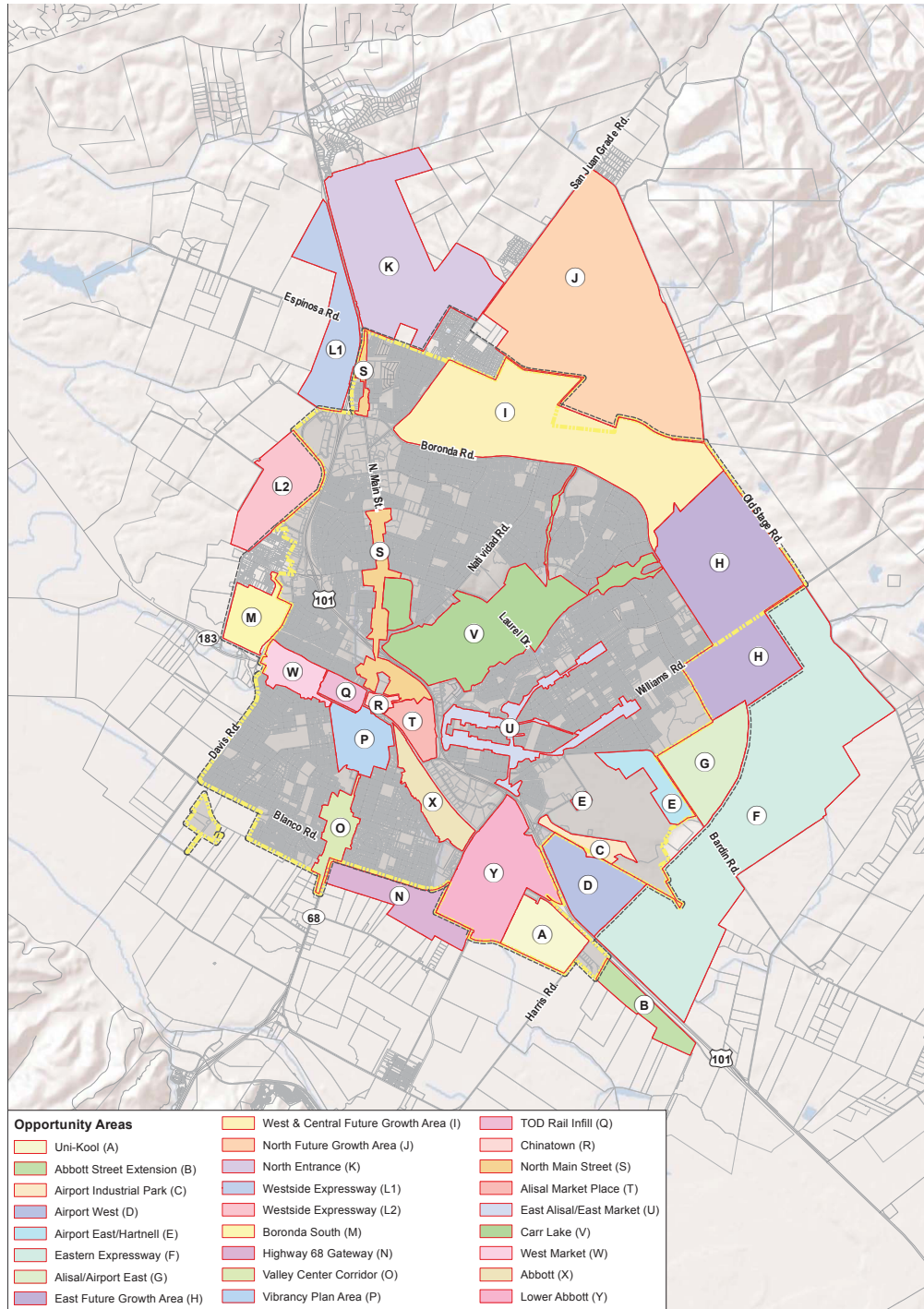


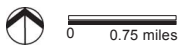
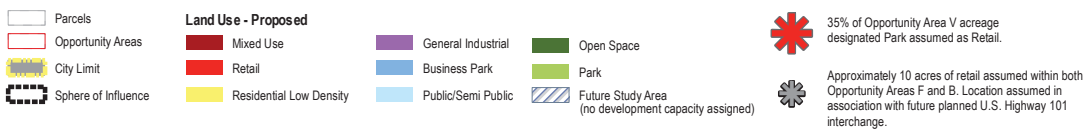
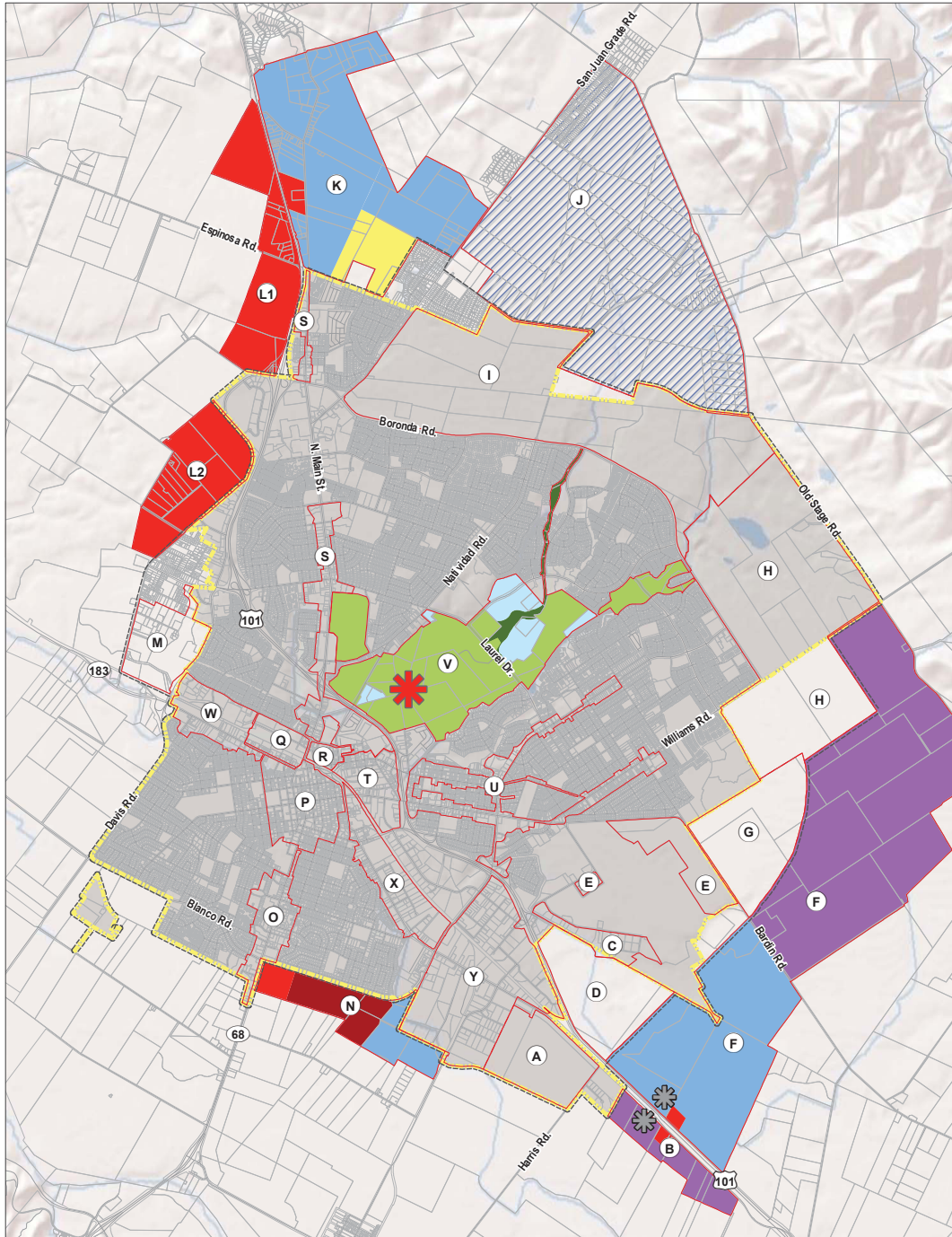
Figure 4, Refined Economic Opportunity Areas Boundaries



Source: City of Salinas 2014, Monterey County GIS Database 2010, Esri 2015

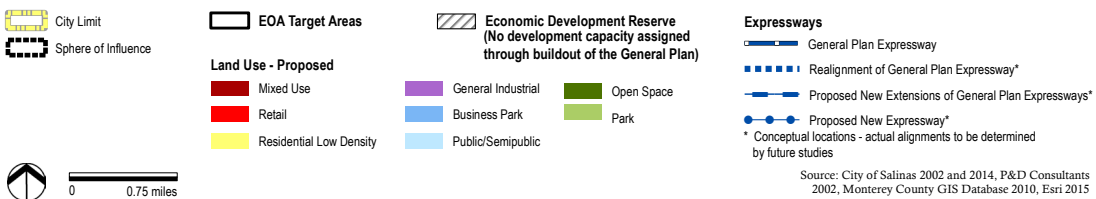
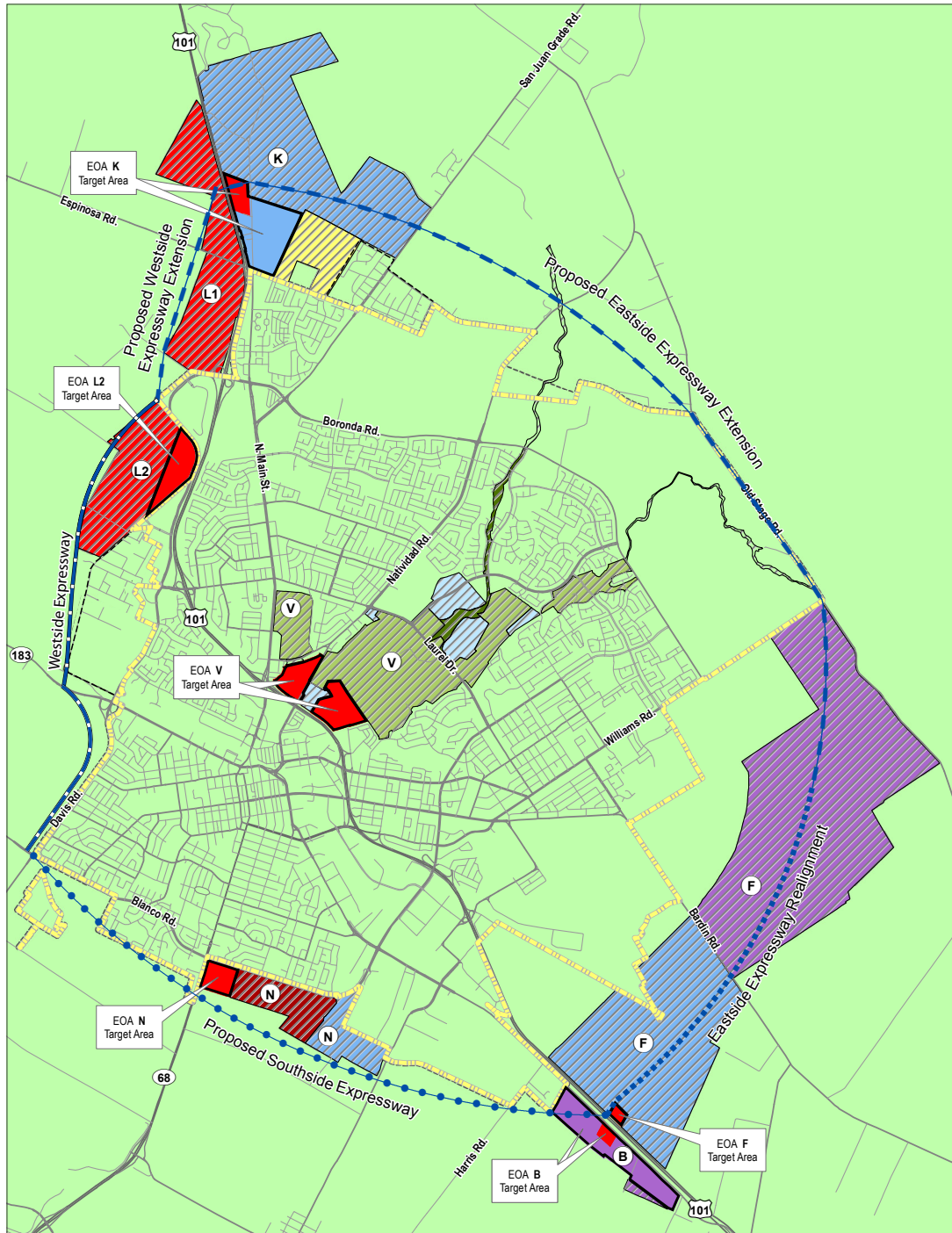
Figure 4

Figure 5, Refined Economic Opportunities Areas - Proposed General Plan Land Use



Source: City of Salinas 2014, Monterey County GIS Database 2010, Esri 2015

Figure 6, Land Use and Circulation Policy Map



Source: City of Salinas 2002 and 2014, P&D Consultants 2002, Monterey County GIS Database 2010, Esri 2015

2.1.2 Strategies

The future prosperity of Salinas is dependent on economic development both within and at the edges of the City; in the improvement of workforce skills, training, and educational opportunities; enhancement of community quality of life; and provision of supporting public services and infrastructure. Potential future Economic Opportunity Areas have been identified, and policy direction provided to catalyze their development. [Figure 3, Economic Opportunity Areas](#), illustrates the location of the Economic Opportunity Areas. This map is also included in Volume II, Appendix A, along with a table that summarizes general resource and infrastructure opportunities and constraints for each area. Balancing priorities between infill/revitalization of existing developed areas and development of vacant land is essential. Future prosperity will also be influenced by investments in creating a culture of community unity and at fostering public perception that Salinas is a community focused on safety, jobs, health, and the well-being of its residents and businesses.

Subsequent to the City Council's acceptance of the draft EDE as a strategic planning document in June 2014, a more detailed analysis of the EDE land use direction was conducted. The analysis included refinement of Economic Opportunity Areas, calculation of acreages, assignment of land use designations to the areas located outside the City's existing Sphere of Influence, and calculation of new vacant land development capacity needed to meet projected long-term employment demand. [Figure 4 Refined Economic Opportunity Area Boundaries](#) and [Figure 5 Refined Economic Opportunity Areas – Proposed Land Use](#) illustrate the identified refinements.

This further analysis of the Economic Opportunity Areas found that only relatively small portions of the subject Economic Opportunity Areas are needed for new land supply as the entire acreage within the boundaries of the Economic Opportunity Areas is much greater than required to support the requisite additional job-generating economic development projected at General Plan buildout. These smaller areas of new land supply were termed "Target Areas". The Target Areas represent locations where additional new job generation development beyond that envisioned in the General Plan could occur in the foreseeable future.

The remainder of each of the subject Economic Opportunity Areas was defined as an "Economic Development Reserve Area". Reserve Areas are locations where the City might contemplate new growth beyond the General Plan buildout timeframe.

Development of the Economic Development Reserve Areas is not reasonably foreseeable and is presented to guide future General Plan Updates.

Figure 6: Land Use and Circulation Policy Map illustrates the location, General Plan Land Use considered for the Target Areas and Economic Development Reserve Areas.

To achieve prosperity through executing development strategies and making land use investments, City efforts should generally focus on the following:

- promoting and preparing the Economic Opportunity Areas for private investment and development;
- investing in public infrastructure to improve circulation, connectivity and access;
- creating a sense of arrival for visitors at the City's major entry corridors that is based on themes of agriculture and community safety, jobs, and health;
- linking the City with the regional tourism market (e.g., with wine, agriculture, ag-tourism, recreation, open space, and other local attractions);
- revitalizing and improving economically and aesthetically outdated commercial areas, including disinvested corridors and "strip mall" type commercial centers, to attract new investment in mixed-use developments and districts, increase overall land productivity and revenue generation, and improve access to commercial services;
- updating existing City design standards, as needed, to facilitate development of individual Economic Opportunity Areas, and to improve the appearance of underutilized or degraded residential neighborhoods and commercial areas;
- improving the overall pedestrian character of neighborhoods to increase safety, reduce the potential for crime, reduce vehicle speeds, promote healthier lifestyles, encourage pride of ownership, and encourage personal investment, all of which can positively impact overall property values; and
- supporting the expansion of public transit opportunities by prioritizing and incentivizing the use of alternative transportation modes where feasible.



Major goals of the City include job creation that benefits local residents and businesses and workforce training and education to support local employment. It is important that the local workforce has skills necessary to meet the job requirements of existing businesses, but also to develop skills that will be in demand by emerging, innovative industries. Workforce training must support key industries unique to

the Salinas economy and job market by delivering vocational/trade, technical, and managerial education programs and by providing new training programs in technology and science. Strengthening the City's existing partnerships with education and training institutions and growing new relationships with advanced education and training partners will be critical to meeting the diverse needs of the labor force and industries contemplating making new investments in the City.

To achieve prosperity through investment in workforce training, skill development, and education, City efforts generally should focus on the following strategies:

- ensuring that the local workforce has the skills necessary to meet job requirements of existing and future businesses by forming strong partnerships with local and regional job training and educational institutions;
- fostering continued labor force growth in Salinas by improving economic diversification and expansion, and ensuring site availability and infrastructure capacity to support business growth;
- supporting, prioritizing, and pursuing innovative approaches to grow the City's agricultural industrial base, as well as other key target industries. It is important to utilize a creative cluster development model strategy, where the City focuses specific industry types in one location with the appropriate supporting infrastructure to grow the agricultural sector, and to grow and diversify other key economic sectors including health care, tourism, alternative energy, aqua-culture, clean/green construction, and communications; and
- providing leadership to cultivate an environment of innovation and to connect the City's economic development activities to local resources and assets.

The City's future economic vitality also depends on the quality of life of its residents. A vital local workforce must be supported through programs and resources that promote healthy living. The City must also invest in infrastructure, open space, parks, recreation and cultural activities to attract and support its workers and families, and also maintain a safe, clean and healthy environment. This City must also provide a range of high quality and affordable housing, preserve historic resources, and support arts, culture, recreation, and entertainment.

To achieve prosperity through investment in public services, infrastructure, and enhancement to the basic quality of life, the City generally should focus on the following strategies:

- promoting and valuing the health of the City's residential neighborhoods;





- improving the City’s overall quality of life and image to increase the confidence and pride of existing and potential future business owners, employees and residents;
- promoting Salinas as a desirable place to live and visit by improving the health and safety of the community, creating a sense of place, and enhancing retail, entertainment, and tourism opportunities throughout the City; and
- creating high quality, safe and attractive public and open space areas, streetscapes, and parks and sports facilities to attract and support existing and future residents.

2.2 Goals, Policies, and Action Items

The goals, policies and actions identified in this section provide direction to achieve the City’s economic development vision as expressed through the range of general strategies described above. The goals, policies and action items are based on the community’s current thinking, aspirations, and vision, and on technical information that reflects economic development market conditions. If and as the community’s vision and economic development conditions change over time, it will be important for the City to adjust the content of this Economic Development Element so that it continues to provide targeted direction that addresses community priorities.

The land use goals, policies, and actions promote readiness of specific Economic Opportunity Areas for development whose total acreage is in significant excess of the baseline land demand for a 20-year development horizon. This reflects the City’s vision and priority that economic development opportunities will be enhanced to the extent that a rich land supply is available to meet diverse demands of traditional and emerging economic sectors, to provide substantial flexibility for the location of new businesses, and to accommodate non-job generating land uses such as diverse housing, open space and recreational facilities, cultural venues and destinations, and other amenities that are valuable attractors to businesses and their employees. The land use policies reflect current thoughts about Economic Opportunity Areas and community priorities. It is possible that one or more Economic Opportunity Area not initially targeted could become ripe for development depending on market conditions, future development patterns, and other factors.

2.2.1 Land Use, Circulation, and Infrastructure

The City's future prosperity is dependent on growth within the city limits and within and at the edge of its Sphere of Influence. Significant steps toward connecting the community and promoting economic development from within should include developing Carr Lake as a recreational "centerpiece" of the community, completing key catalyst projects (e.g. the Taylor Farms office building) and other revitalization efforts in the downtown, revitalizing Chinatown, developing/revitalizing the Alisal Marketplace area, developing a transit-oriented development hub at the Intermodal Transportation Center along Market Street; and facilitating development of the north of Boronda Future Growth Area. Other key areas for revitalization are the North Main Street, South Main Street, East Alisal Street, Abbott Street and West and East and West Market Street urban/commercial corridors portions of which are in the City's Focused Growth Overlay Areas.



At the outer edges of the City, it is critical to the City's future to designate sufficient land area to accommodate/attract large users and clusters of users that bring jobs to the community, while still preserving prime agricultural lands to the southwest and west. Industrial growth to the southeast and east within and adjacent to the City should be agricultural industry and related business cluster focused. New development to the north of the City should be research and development and business park type use focused.

The City desires to be better connected, both internally and externally with its roadway systems. Circulation improvements in the City's core areas, which include Carr Lake, the Alisal Marketplace, Chinatown, the Intermodal Transportation Center, and downtown, need to better connect the community's commercial and residential districts. Improvements for vehicular and non-vehicular modes of travel are needed to improve access for business, residents, tourists, and to link the community to existing and future open-space/park resources.

The City must improve access to U.S. Highway 101 for state and regional travel, local commuting, and freight transport. New highway interchanges, including a



newly constructed interchange at the north end of the City at Espinosa Road and a planned interchange at the south end at Harris Road, will support improved access. An interchange at Sherwood Drive, at which an overpass already exists, needs to be studied as an alternative to the existing North Main Street exit. Such an interchange could replace the inadequate interchange at North Main Street, and provide direct access to Carr Lake and open areas that would be attractive to freeway-focused commercial and hospitality development in the vicinity.

The community expressed a strong desire for new roadways to be constructed at the periphery of the City to improve circulation. The Eastside Expressway, Westside Expressway, and a Southside Expressway connection from State Highway 68 west to Davis Road and east to Harris Road and U.S. Highway 101 are chief among these desired roadways and are essential for development of many of the Economic Opportunity Areas. Plans for the Eastside and Westside Expressways are already supported in the General Plan, and by Caltrans, the business community, and agriculture community as an appropriate means for facilitating future growth. The Southside Expressway is a new concept and needs to be included in the General Plan Circulation Element and further discussed with the appropriate agencies. The expressways would provide more efficient routes for traversing the City and connecting to U.S. Highway 101 and State Route 68. The locations of the expressways make logical connections to existing circulation improvements, respect existing land uses, and accommodate future City growth expectations. However, the locations are not fixed and further analysis of expressway corridor locations, financing, and timing is needed.

To enhance economic development, the City will need to invest in making improvements to existing infrastructure systems. Infrastructure development including water supply, wastewater and storm drainage conveyance and disposal facilities is critical to enabling desired job generating economic development. The condition of existing infrastructure in many developed areas of the City needs to be addressed before the City plans for the expansion of infrastructure to accommodate future growth.

Similarly, access to additional water supply, energy, and cutting-edge dark fiber communication infrastructure will be critical to successfully attracting new businesses and jobs to the community. Economic development will be dependent upon the City's ability to provide a continuous supply of water. Ensuring that adequate water is available for job creation in industrial and residential development sectors will be a product of the City developing comprehensive water use and reuse strategies. The City of Salinas Public Works Department is currently

developing a set of policies that will define the future of water use within the City. These involve, but are not limited to: 1) additional domestic water supply from desalinized water; 2) collection, treatment, and reuse of industrial wastewater; and 3) collection, treatment, storage and reuse of existing City storm water.

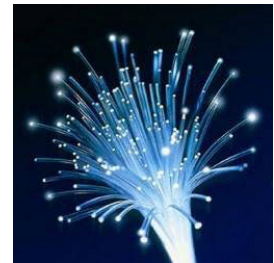
The City is currently working with representatives of DeepWater Desal LLC to develop a municipal power utility that could provide electricity to the City at costs lower than existing utilities. Energy would first be provided by DeepWater Desal LLC to planned “server centers” and desalination operations in Moss Landing. The utility could have the potential to expand energy availability for new development within the City and region when the demand exists.

Capital Funding and Financing Techniques

Development-based funding, including City-wide and area development impact fees, will remain the primary method of paying for new infrastructure required by new development. However, it is important to assure that necessary infrastructure is constructed and maintained, while not simultaneously impeding revitalization and economic development objectives. The following summary of development impact fees and related developer-based funding and financing methods is provided for informational purposes. In addition to these financing tools, the City should continue to expand the use of Federal CDBG Section 108 funds for economic development, as well as seek federal and state funds for infrastructure improvements, hazard mitigation, and fighting blight. With potential replacement of redevelopment programs through new legislation, the City may also have access to new sources of funding, especially for disadvantaged areas.

Development Impact Fees

Development impact fee revenues derived as a fee collected from developers (usually at issuance of a building permit) can be combined with other funding sources to fund infrastructure, particularly where an improvement provides benefit to both existing residents and businesses and to new development. Often times, development impact fees are not sufficient to fund needed infrastructure to support development. To close the funding gap, development fees can be used



in combination with other fee programs, including developer (project-specific) conditions and exactions, development agreements, and developer funding credits and exactions.

While considering alternatives and options for augmenting development impact fees, it is important to assure that the development impact fee ordinances are coordinated so that they contain features that can reduce potential negative economic effects and, thus, not unnecessarily inhibit otherwise desirable development. This can be achieved through fee deferrals, economic incentive and investment policy or other similar measures, developer credits and reimbursements, and short-term fee financing (interest-bearing installment payments).

Land Secured Financing Options

Special Benefit Assessment Districts. Special benefit assessment districts are a way of creating a property-based assessment on properties benefiting from a specific public improvement, and can be a way to fund a wide range of infrastructure improvements, as long as a direct and measureable benefit can be identified for the benefiting properties. Forms of special benefit assessments include the Municipal Improvement Act of 1913, Lighting and Landscaping Maintenance Districts, and others.

Community Facilities District Act. Enabled by the Mello-Roos Community Facilities Act of 1982, a Community Facilities District is formed for the purpose of imposing special taxes on property owners. The resulting special tax revenue can be used to fund capital costs or operations and maintenance expenses directly or to secure a bond issuance, which proceeds are used for funding capital costs. Community Facilities Districts can and are often paired with development impact fee programs as part of area-specific infrastructure financing.

Statewide Community Infrastructure Program (SCIP). The SCIP program is a membership based process through the California Statewide Communities Development Authority that provides funding for development projects situated in cities or counties. SCIP allows developers to obtain low-cost, long-term financing of fees and improvements, which can otherwise entail substantial cash outlays. The City can benefit from SCIP, as it encourages developers to pay fees sooner and in



larger blocks than they would otherwise. The availability of low-cost, long-term financing also softens the burden of rising fee amounts and improvement costs, benefitting both developers and the City.

Municipal Credit and Financing Programs

Revenue Bonds. Cities typically issue revenue bonds when they have access to a stable source of revenue, such as municipal utility rates. Revenue funding is commonly paired with “connection charges” (a form of development impact fee) to new customers as they connect to sewer or water utility service.

Certificates of Participation. Certificates of Participation offer a way to pay capital improvements and assets with a long-term lease-purchase agreement with a third-party leasing entity. The City can enter into operating leases to rent property, such as equipment and office space. Agencies execute lease-purchase agreements, or tax-exempt leases, to finance not only minor equipment procurements, but also the construction and acquisition costs of major capital projects, such as schools and courthouses.

Private Placement. Private Placement is the sale of securities (revenue bonds or Certificates of Participation) to a relatively small number of select investors as a way of raising capital. As several potentially powerful industry groups are involved in Salinas’ economic development, further exploration of this concept may have particular applicability in Salinas.

Infrastructure Financing Districts. The City can establish an Infrastructure Financing District for a given project or geographic area in its jurisdiction. The Infrastructure Financing District “captures” incremental increases of property tax revenues from future development that can be used for funding project-related infrastructure.

State Infrastructure Bank. The California Infrastructure and Economic Development Bank (I-Bank) was created to finance public infrastructure and private development that promote a healthy climate for jobs, contribute to a strong economy, and improve the quality of life in California communities. The I-Bank operates the Infrastructure State Revolving Fund Program, the Industrial Development Bond Program, Small Business Loan Guarantee Program, and Conduit Bond Programs, which provide low-cost loans to municipal governments

and private business for a wide variety of needs, including municipal infrastructure, including infrastructure needed to serve new development.

State, Federal, Foundation Grants and Loans. The City has been very successful in financing infrastructure projects by leveraging its own resources with those of other agencies. Examples include the Intermodal Transportation Center, the Airport Blvd/U.S. Highway 101 interchange, and East Market Street improvements. In all of the cases, City funds were matched or exceeded by funding from other agencies.

Land Use, Circulation, and Infrastructure Issues and Challenges

The following issues have been identified as potential challenges or barriers to successful economic development in this land use, circulation, and infrastructure topic area:

- Lack of pedestrian, bicycle and vehicular connectivity within the City, especially with the core downtown area, Alisal, and North Main Street;
- Lack of well-designed, accessible, walkable and attractive sidewalks;
- Lack of commuter train access to the Bay Area;
- Lack of employment centers with higher wage or living wage jobs;
- Lack of the promotion and development of Carr Lake as a core feature and asset of the community. This asset needs to be viewed as an opportunity and a priority to improving connectivity within the City;
- Underutilized community core;
- Lack of connection between existing and future parks throughout the City, which act as a resource to residents and an amenity to attract economic development;
- Lack of promotion and underutilization of the Intermodal Transportation Center as a catalyst to economic development in the downtown;

- Lack of sufficient land within the city limits and Sphere of Influence for development of job and revenue generating uses;
- Lack of vehicular circulation at the periphery of the City to assist in current circulation deficiencies and future needs from projected growth;
- Inadequate and congested vehicular routes connecting north, east and south areas of City;
- Limited tourism promotion;
- Lack of strategies to address resources and infrastructure constraints to attract/support new development;
- Lack of themed districts within the City to highlight existing attributes, create activity centers, stimulate economic investment, and attract residents and tourists;
- Lack of an intermodal freight facility with statewide/international connections; and
- Potential loss of jobs if aging infrastructure is not upgraded to meet current industrial needs (e.g. industrial wastewater collection system).

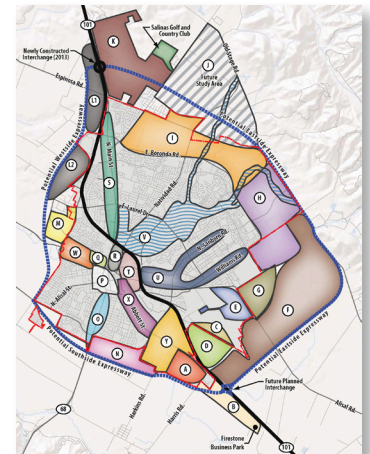
Goals, Policies and Action Items

Following are Land Use (LU), Circulation (C), and Infrastructure (I) goals, policies and action items to address the issues and challenges raised above, and provide related direction to the City as strategies or opportunities for successful economic development.

Goal ED-LU-1 – Promote economic development through focused land use planning, targeted circulation and infrastructure improvements, and expanded resource availability.

Land Use Planning

Policy ED-LU-1.1 – Recognize the Economic Opportunity Areas identified by the community, and prioritize them for short-term, mid-term and long-term development, recognizing that priorities may change over time and the City must



be able to quickly respond to market demands (see Economic Opportunity Areas map).

Action LU-1.1.1 Review and update Economic Opportunity Area development priorities annually, with a short-term focus to promote Economic Opportunity Areas that are either ready for market absorption or private development investment, or whose benefits are significant enough that they warrant immediate interim action to continue toward long-term development (in the market within the next five years), can be absorbed in the market, and/or will produce or result in significant positive economic development impacts either directly or indirectly within the next five years.

Action LU-1.1.2 – Implement the Mayoral Blue Ribbon Committee recommendation to increase the annual Community and Economic Development Department budget (to a sufficient level with periodic re-evaluations) to advance the policies and action items of this Economic Development Element.

Action LU-1.1.3 – Periodically review existing City economic development activities specific to land use and development, determine the optimum form and function for economic development efforts and programming, and coordinate those efforts with the business community as strategic partners.

Action LU-1.1.4 – Facilitate advancement of entitlements (for priority Economic Opportunity Areas through preparation of specific plans, area plans or other planning efforts, engineering analyses, or other technical analyses to potentially reduce development review processing time and costs, if appropriate funding support from partners is available.

Action LU-1.1.5 – Continue to actively engage the type of community outreach utilized in the Economic Development Element process and recommended in the “Blue Ribbon Committee report,” to update the General Plan, develop City policies, prepare applicable Municipal Code and Zoning Code updates, and develop reforms in procedures and practices in the delivery of City services (including permit streamlining).

Action LU-1.1.6 – Maintain an inventory of vacant and under-utilized sites within the Economic Opportunity Areas and target and promote these sites to the investment and development community.

Policy ED-LU-1.2 – Promote redevelopment and revitalization of the existing five General Plan “Focused Growth Overlay Areas” (Laurel Drive at North Main Street, North Main Street/Soledad Street, South Main Street, Abbott Street, and East Alisal Street/East Market Street) to accommodate a significant volume of new development capacity. The existing boundaries of the Focused Growth Overlay Areas include portions of Economic Opportunity Areas O, S, R, U, and X.

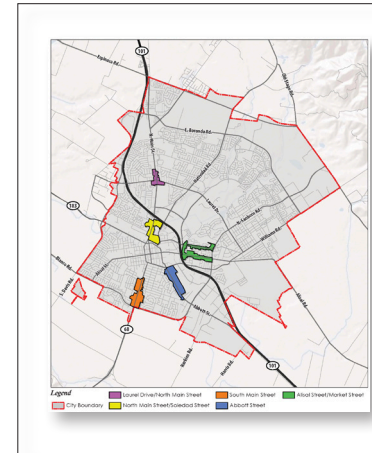
Action LU-1.2.1 – Modify the boundaries of the Focused Growth Overlay Areas as determined appropriate by the City to generally be consistent with the boundaries of the applicable Economic Opportunity Area (O, S, R, U, and X) to promote economic development priorities and infill development.

Action LU-1.2.2 – Develop corridor plans (or other plans as applicable) and an intensification strategy for each Focused Growth Overlay Area as determined by the City, with emphasis on solving parcel assembly and parking issues to maximize efficiency of development, as well as derivation of gap funding resources in-lieu of redevelopment funding. Update existing Focused Growth Overlay District regulations to adopt infill and corridor intensification standards, as needed, that include incentives such as streamlining entitlement and environmental review processes, and fee deferrals, as appropriate.

Action ED-LU-1.2.3 – Evaluate eliminating the City’s inclusionary housing requirements for development within the Focused Growth Areas and other downtown areas.

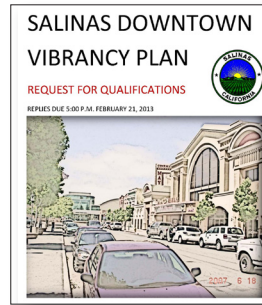
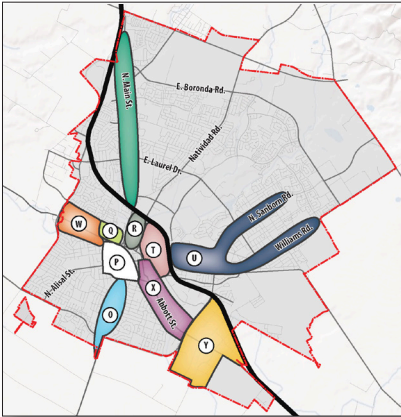
Policy ED-LU-1.3 – Promote and prioritize redevelopment and revitalization of the “community core” areas, consisting of the Central City Overlay, Focused Growth Overlay Areas and Economic Opportunity Areas (some of which include Focused Growth Overlay Areas as noted in Policy ED-LU-1.2). These areas include: O - South Main Street; P - Downtown Vibrancy Plan Q - TOD Rail Infill; R - Chinatown; S - North Main Street Corridor; T - Alisal Marketplace; U - East Alisal, East Market Street, Williams Road, and Sanborn Road; W - West Market Street; X - Abbott Street; and Y - Lower Abbott Street. Prioritizing redevelopment in the “community core” will ensure the efficient use of land and existing infrastructure and services (e.g. roads, transit, water, sewer, schools, etc.).

Action LU-1.3.1 – Utilize the Downtown Vibrancy Plan as a tool to work towards revitalizing the downtown area (Economic



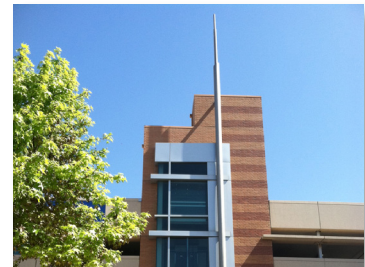
Opportunity Areas P and Q) to create a desired destination for people and businesses. Revise existing City policies and regulations as needed to incorporate the Downtown Vibrancy Plan recommendations and incentivize and streamline new investment (e.g. develop a signage and gateway program, provide pedestrian amenities, create a façade program(s), parking management plan, explore form-based codes etc.).

Action LU-1.3.2 – Support key catalyst development projects in the downtown area (Economic Opportunity Areas P and Q), such as the Taylor Farms Corporate Headquarters and other development projects that bring more people into and help revitalize the downtown. With the implementation of the Downtown Vibrancy Plan and the completion of catalyst projects, the City should also consider



the following action steps for the downtown and as applicable, the adjoining Alisal areas:

- Identify potential opportunities to expand the National Steinbeck Center footprint (e.g., conference room/gallery addition on open corner of Market and Salinas Streets);
- Provide a pedestrian connection from the intermodal center to the downtown;
- Promote and require development of urban plazas, open space areas and pocket parks;
- Prepare and implement a Government Center Plan which consolidates Federal, State, County and City assets with connections to Main Street;



- Consider restoring two-way traffic on Main Street, Salinas Street and Monterey Street and creating a long-term parking plan for downtown that balances the use of street and surface parking, private parking and parking structures;
- Create parking meter zones or parking benefit districts for the area to help finance improvements and structured parking in those districts.
- Encourage development and parking structures on City-owned surface parking lots where surface parking can be replaced by structured parking. Street levels of parking structures should be designed with retail or commercial uses as practical;
- Review increasing or removing building heights limits as long as buildings that face Main Street are stepped back (see Center City Overlay District Regulations) and improve night lighting of buildings (e.g., storefronts, street lights, illuminated signs, feature lighting, etc.) in accordance with CPTED principles for enhanced safety;
- Create gateways, along with a thematic “Salinas” sign program, to direct visitors and residents to the downtown (i.e. Alisal Street, Market Street, South Main Street, North Main Street, etc.) that is consistent with the gateway message portrayed at the City’s edges;
- Encourage a generous display of public art in both public and private places in commercial areas by encouraging artists to display work publically through programs with local arts groups and with an emphasis on Salinas historical roots and future opportunities;
- Make improvements to Bataan Park (fencing, tree trimming, paving, lighting, public art, etc.) while enhancing the tribute to Bataan veterans through adding historic interpretive elements;
- Continue to utilize the City’s Master Sign Plan process. Maintain quality requirements, but consider revisions to sign regulations to enable a broader variation in sign design, type, size, and placement to enable broader variation for downtown businesses;
- Promote live entertainment and distinctive outdoor dining areas on City sidewalks by revising City regulations as needed in the mixed-use and commercial districts in the downtown area;

The problem is not so much the lack of street parking but the plentiful abundance of free or underpriced parking. (C)ities should set prices at a level high enough so that an area’s spots are only 85 percent occupied at any time. Tom Vanderbilt.



- Redesign and prioritize sidewalk improvements as an essential element in creating accessible, walkable, active, and safe environments that will attract people to use them;
- Expand the downtown area east to Front Street to better integrate and connect the residential neighborhoods and potential Economic Opportunity Sites adjacent to the Downtown;
- Enact policies and focus programs to establish a future Homeless Services Center outside of downtown to minimize the negative effects of the homeless population on downtown properties and businesses;
- Explore reducing the minimum parking requirements in downtown and all other central commercial areas; and
- Work with Monterey County to implement the Government Center Plan.



Action LU-1.3.3 – Adopt the Chinatown Plan and Rebound Implementation Strategy to revitalize the area (Economic Opportunity Area R) and connect it to Carr Lake to the north and the Intermodal Transportation Center and downtown to the south. Revise existing policies and regulations as needed to incentivize and streamline new investment (e.g., architectural design standards, signage and gateway program, pedestrian amenities, façade programs, parking management, etc.).

Action LU-1.3.4 – Promote the development of the Alisal Marketplace (Economic Opportunity Area T) and evaluate creating a culturally themed district, for purposes of creating identity, and extending the district from the Alisal Marketplace into East Alisal.

Action LU-1.3.5 – Create and implement a vision and plan for West Market Street (Economic Opportunity Area W) from the rail station to Davis Road, that is triggered by the Transit Oriented Development Rail Plan and the potential for mixed-use infill, reuse of buildings, and a revitalized corridor. Encourage large employers and employment centers to locate in areas conducive to transit use and other alternative

transportation modes, particularly along existing or planned high-capacity regional transit corridors and regional bicycle corridors.

Action LU-1.3.6 – Create and implement a vision and plan to promote redevelopment of the Lower Abbott Street Area (Economic Opportunity Area Y) for agricultural industrial and related uses.



Action LU-1.3.7 – Improve pedestrian, bicycle and vehicular connections from North Main Street to Carr Lake (Economic Opportunity Area S), continue to upgrade and expand the El Gabilan Library, as needed, and amend the Zoning and Zoning Code, as needed, to incentivize investment by landowners.

Action LU-1.3.8 – The City should evaluate reclaiming the right-of-way from Caltrans or seeking approval from Caltrans to allow parking on the street, and catalyze the street corridor by amending the Zoning Code, as appropriate, to incentivize investment by landowners on South Main Street (Economic Opportunity Area O).

Action LU-1.3.9 – On the major Alisal Street corridors (Economic Opportunity Area U), a portion of which includes the East Alisal Street/East Market Street Focused Growth Overlay Area, where feasible, widen sidewalks, install corridor meridians and enhanced crosswalks for pedestrian safety; create plazas, urban spaces and parks and provide landscaping, street furniture, and pedestrian-scale lighting. Create a design aesthetic that reflects the culture of the community and provide enhanced code enforcement to enhance health and safety and create and maintain the character of the community.

Action LU-1.3.10 – Revise the Zoning Code as needed to further promote and encourage the expansion of medical and related uses in Economic Opportunity Area X.

Policy ED-LU-1.4 – Create and implement a vision and plan and encourage development for the Carr Lake area (Economic Opportunity Area V), and the areas within the Carr Lake vicinity, as the “Sports Capitol of the Central Coast” which serves as a recreational/sports/cultural/commercial “centerpiece” for the community that unites and connects all segments of Salinas to the east, north, downtown, and south with a “park centered” design. Focus on development of retail, additional sports complexes, development of joint-use agreements for use of

schools and the Constitution Boulevard regional soccer complex as sports venues, and collaboration with foundations and the private sector, while maintaining Carr Lake's function as a reclamation/flood control facility.



Action LU-1.4.1 – Undertake a visioning process which actively engages the Carr Lake landowners, community, and other stakeholders including federal, state, and regional agencies. Some of the key items to be considered include:

- Utilizing and promoting the natural drainage in Carr Lake as an amenity and opportunity which should be incorporated as a primary feature of any specific plan developed for the area.
- Improving and facilitating pedestrian, bicycle, and vehicular circulation to ensure connections to the community as a whole. Link Carr Lake to an expanded network of open space pedestrian and bicycle trails such as to Natividad Creek Park.
- Analyzing the feasibility of locating a large outdoor concert venue within Carr Lake similar to Shoreline Amphitheater in Mountain View, California.
- Connect Carr Lake to North Main Street, the Salinas Sports Complex, the regional soccer complex at Constitution Boulevard, and commercial uses west of Sherwood Drive.
- Designating the Carr Lake area as a community “Recreation District” to create an identity and a destination, and utilize the Constitution Boulevard regional soccer complex as one of the catalysts for promoting the district.



Action LU-1.4.2 – Support the preparation of a plan, based on the outcomes of the visioning process, for the development of the Carr Lake by the landowners and/or developer(s).

Action LU-1.4.3 – Rezone the Carr Lake area, as applicable, consistent with the adopted Carr Lake Plan.

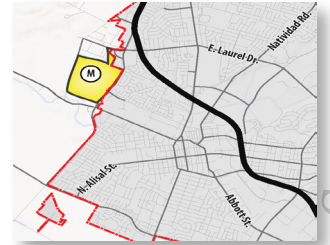
Action LU-1.4.4 – Formulate a financing plan to pay for visioning, planning efforts and Carr Lake public improvements through funds generated by special districts and commercial development opportunities ultimately created by the Carr Lake Plan.

Policy ED-LU-1.5 – Facilitate the future development of South Boronda (Economic Opportunity Area M).

Action LU-1.5.1 – Work with the landowners to promote the future development of Area M and advance Specific Plan entitlements through the City.

Action LU-1.5.2 – Work with the County and Local Agency Formation Commission (LAFCO) to amend the Greater Salinas Area Memorandum of Understanding to facilitate the development of this area within the City.

Action LU-1.5.3 – Future development of Economic Opportunity Area M shall include the extension of Rossi Street within Area M and across the existing drainage channel within Economic Opportunity Area M to connect to points west.



Policy ED-LU-1.6 – Facilitate the review and approval of the North of Boronda Future Growth Area Specific Plans to create high-quality residential and mixed-use housing opportunities to meet the housing needs of an expanding community workforce (Economic Opportunity Area I and a portion of H).

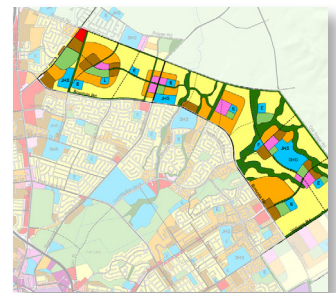
Action LU-1.6.1 – Process Specific Plan entitlements for the North of Boronda Future Growth Area.

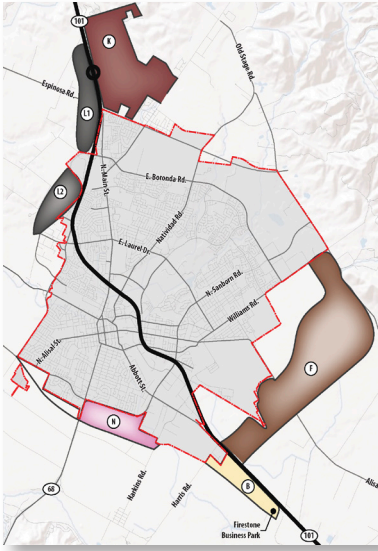
Policy ED-LU-1.7 – Increase the supply of land outside of the existing city limits for targeted economic development by expanding the City’s jurisdictional limits and Sphere of Influence for targeted economic development.

Action LU-1.7.1 – Work with LAFCO, the County of Monterey, the Monterey County Agricultural Land Trust and other affected agencies and stakeholders to *expand* the City’s Sphere of Influence and Urban Service Area, as well as *annex* land areas to the City, for Economic Opportunity Areas B, F, K, L, and N.

Action LU-1.7.2 – Work with LAFCO and other affected agencies and stakeholders to annex Economic Opportunity Areas D, G, H (portion of) and M, which are currently located within the City’s Sphere of Influence, into the City.

Action LU-1.7.3 – Work with Monterey County to revise the Greater Salinas Area Memorandum of Understanding and other related agreements such as tax transfer agreements, to address development





on Economic Opportunity Areas located outside the City's Sphere of Influence as identified in the Economic Opportunity Areas map.

Action LU-1.7.4 – Through a local Agricultural Land Preservation Program, require agricultural conservation easements, where feasible, to protect the most productive agricultural lands such as but not limited to those adjacent to Economic Opportunity Areas B, F and N.

Action LU-1.7.5 - Designate the Economic Opportunity Areas located outside the City's Sphere of Influence as Future Growth Areas and require the preparation of Specific Plans prior to development.

Policy LU-1.8 – Work with the County of Monterey to promote Firestone Business Park (Economic Opportunity Area B), as an economic development asset for the City and region as a whole.

Action LU-1.8.1 – Promote creative and innovative use of the Firestone Business Park site while protecting surrounding agricultural lands.

Policy ED-LU-1.9 – Focus new agricultural industrial business and job growth at the southeast end of the City in Economic Opportunity Areas A, B, C, D, E, F, and G.

"An airport is only as successful as the surrounding community"
-Brett Godown,
Airport Manager

Action LU-1.9.1 – Implement the Salinas Ag Industrial Center Specific Plan with the Uni-Kool Partners.

Action LU-1.9.2 – Implement the Salinas Municipal Airport Master Plan focusing first on the following:

- Core area of Airport Boulevard;
- East side properties through partnering with Hartnell College for enhancement of the ag-tech center, with potential land-swap to provide access to east side of the airport from Alisal Road, and other related opportunities; and redesignate and rezone Hartnell Alisal campus, as appropriate;
- Creation of east side access to the future Eastside Expressway;
- Targeting potential users for commercial or freight service;

- Facilitating development of additional private jet hangars and facilities to further enhance and build on existing hangar development; and
- Continue to enhance and support community destination oriented events, such as the Salinas Airshow “Every Kid Can Fly” program with Rancho Cielo to promote the interest of in careers as pilots or in aviation.

Action LU-1.9.3 – Prepare an economic impact study for the Salinas Airport to assess the benefits of airport development and operations and to position the Salinas Airport for future grants and subsidies.

Policy ED-LU-1.10 – Work with Hartnell College to promote continued development of its East Campus (Economic Opportunity Area E) in a manner that is synergistic between health care, agriculture, technology, education, and emerging industry sectors to address advancing technology in the agricultural industry.

Action LU-1.10.1 – Encourage development of the East Campus with uses that enhance Hartnell College’s ability to reinforce and expand its workforce development programs that include the Agricultural Business and Technology Institute, Center for Sustainable Design and Construction, and Computer Science and Information Technology program.

Action LU-1.10.2 – Implement and promote the City of Salinas-Hartnell College-Memorandum of Understanding to create an industrial cluster connected to educational institutions, including but not limited to Hartnell College.

Action LU-1.10.3 – Ensure land use compatibility between development within the East Campus and the operations of the Salinas Municipal Airport.

Action LU-1.10.4 – Support and enhance the aviation science curriculum and entrepreneurial aviation commercialization opportunities with Hartnell College.

Action LU-1.10.5 – Support expansion of Federal and State agriculture and tech- related services such as the FDA mobile testing labs.

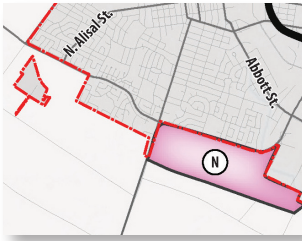


Policy ED-LU-1.11 – Promote and focus new commercial (e.g. retail, office, business park) job growth at the north end of the City in Economic Opportunity Areas K and L.

Action LU-1.11.1 – Work with landowners to create a North Salinas “high-tech” Business Park Plan that focuses on new development adjacent to the new U.S. Highway 101/Russell Road interchange and connects to the current City infrastructure network and City municipal golf course (Economic Opportunity Area K).

Action LU-1.11.2 – Work with landowners to create an extension and expansion of retail and related commercial uses in west Salinas, to facilitate the capturing of retail sales leakage out of Salinas (Economic Opportunity Area L)

Policy ED-LU-1.12 – Work with landowners to fund and develop a plan for future retail commercial development and job growth, and other land uses, as appropriate, at the south end of the City in Economic Opportunity Area N while protecting adjacent productive farmlands and prohibiting additional expansion of urban uses.



Action LU-1.12.1 – Prepare a market study to identify the viability of Economic Opportunity Area N for development with upscale commercial and other land uses that meet the needs of City residents and visitors that travel through or live south of the City.

Action LU-1.12.2 – Work with the County of Monterey to update the Greater Salinas Area Memorandum of Understanding in order to implement the direction of Policy ED-LU-1.12.

Policy ED-LU-1.13 – Designate Economic Opportunity Area J as a long-term future “study area” and determine the appropriate land uses and availability of infrastructure.

Action LU-1.13.1 – Evaluate the appropriate uses, availability of infrastructure, and need for development of this study area as part of the next General Plan update. Work with the County, LAFCO, and other affected agencies in this regard.

Action LU-1.13.2 – Work with landowners in Economic Opportunity Area J to establish the dedication of right-of-way, where appropriate, for the Eastside Expressway through Economic Opportunity Areas J and K to the U.S. Highway 101 interchange at the north end of the City.

Policy ED-LU-1.14 – Promote the creation of destination-based and identifiable place-themed districts within the community for agriculture, business and technology, marketplace/shopping activities, tourism, entertainment, recreation, food and wine, cultural, and historic resources.

Action LU-1.14.1 – Identify place-themed districts and neighborhoods within the City. Promote and market those place-themed districts as hubs for specific themed activities to serve the community, attract complementary development and investment to enhance the City’s economic base, and create community identify and sense of belonging.

Action LU-1.14.2 – For each place-themed district and neighborhood, if appropriate, prepare design standards and develop regulations that identify a desired district development theme vision and a unified design theme for signage, lighting, gateways, landscaping, streetscape, and other features to distinguish and brand each area. The design themes should be integrated with an overall City design/identity theme that may be developed in part for use at the City’s gateways as described in Policy ED-C.2.4.

Policy ED-LU-1.15 – Create a program to “Green Salinas Streets”.

Action LU-1.15.1 – Update the inventory of the City’s street trees.

Action LU-1.15.2 – Create and implement an urban forest management program to add to the City’s current tree stock, monitor tree health, including regular trimming, and maintain tree health with the theme of greening the City. Avoid species and replace specimens that block views of commercial buildings, signage, light from streetlights, views from upper floors and that block daylight to sidewalks and upper building floors. Incorporate the existing City street tree program, as described in the municipal code, with the City’s planned Urban Greening program to ensure consistency of the urban forest management program with existing/planned City greening actions.

Action LU-1.15.3 – Create other strategies, methodologies, and/or programs to green the City (e.g., work with civic groups or other organizations to create a non-profit organization to plant and maintain street trees in the City).

Policy ED-LU-1.16 – Increase the flexibility of Zoning Code standards and regulations to accommodate the types of economic development activity desired by the City and making the locations identified in the Economic Opportunity



Areas more attractive for development. Allow more approvals to be issued at the administrative level.

Action LU-1.16.1 – Revise the Zoning Code and permitting process, as appropriate, to enable variability in development standards and regulations as applied to development within Economic Opportunity Areas. Tailor or modify standards and the development review process as it applies to zoning consistency determinations for the types of activities and uses sought within the respective areas. Consider incorporating form-based or hybrid code for these areas, where appropriate to enable creativity in site design, promote vibrancy, and allow intensification of use as needed to enhance the financial feasibility of new development and revitalization.

Policy ED-LU-1.17 – Identify and promote opportunities for new investment in property and land development.

Action LU-1.17.1 – Establish a City-wide effort to identify economic opportunities that support the community’s goals for new investment. Identify properties, whether publicly or privately owned on which the City desires new investment and are in accordance with the City’s priorities as reflected in the Economic Opportunity Areas and policies and actions related to these areas.

Action LU-1.17.2 – Establish an easily updatable and searchable database of economic development opportunity areas. Communicate economic opportunities to the investment community. Include the entire 93908 zip code area in economic demographics to better represent income and buying power.

Policy ED-LU-1.18 – Adopt land use policies and decisions that improve environmental quality and reduce resident and worker exposure to toxins and pollution.

Action LU-1.18.1 – Encourage employers and worker advocacy groups to work to reduce exposure to agricultural pesticides and other pollutants, and to improve indoor air quality in cooling, packing, and warehouse facilities and other industrial uses.

Action LU-1.18.2 – Stay abreast of the latest research on air pollutants (see California Air Resources Board’s Air Quality and Land Use Handbook). review land use regulations in the General Plan, Zoning Code and Municipal Code, including the City’s Right-to-Farm Ordinance, and, if necessary, modify these regulations to ensure schools, homes, and other sensitive receptors are a safe distance

from agricultural fields, industrial uses, and high capacity roads and highways.

Circulation

Policy ED-C-2.1 – Partner with TAMC, Caltrans and other agencies to realize commuter rail service to Salinas from the San Francisco Bay Area, to focus City actions and investment to implement the Salinas Intermodal Transportation Center Master Plan, including land acquisition and extension of Lincoln Avenue, and to promote transit-oriented, high-density residential, commercial, and office infill within the master plan area.

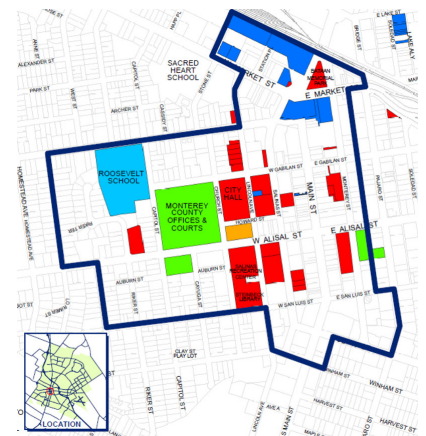
Action C-2.1.1 – Create incentives for large employers and employment centers to locate in areas conducive to transit use and other alternative modes, particularly along existing or planned transit routes, the future Intermodal Transportation Center, and regional bicycle corridors.

Action C-2.1.2 – Adopt tools and standards (e.g., form based codes, design standards, etc.) that can support an efficient and effective City permit review for both City staff and developers to design and build transit-oriented (not merely transit-adjacent) buildings that cultivate an attractive, inviting, and safe pedestrian environment.

Action C-2.1.3 – Require large employers who locate near the new Salinas Intermodal Transportation Center to implement transportation demand management programs that promote carpooling, vanpooling, and transit use as required by the City’s Trip Reduction Plan ordinance. Large employers within a few miles of the new Center should be encouraged to create or contribute to an employee shuttle system.

Policy ED-C-2.2 – Fund and implement the Downtown Vibrancy Plan recommendations and improve broader access to and within the downtown core area.

Action C-2.2.1 – Improve connectivity and vehicular/non-vehicular access within the downtown core area by implementing circulation and other connectivity-focused improvements identified in the Downtown Vibrancy Plan that link the intermodal transportation center, Chinatown, Alisal Marketplace, Carr Lake, and the Market Street



corridor. Use greening, way-finding techniques, and a themed signage program for this purpose.

Action C-2.2.2 – Evaluate a new fully functional U.S. Highway 101 interchange to Sherwood Drive to connect the center of the City with the Carr Lake area, including the downtown. Include extension of Casentini Street to Sherwood Drive and extension of Bridge Street to Casentini Street to provide access and enhance commercial value of vacant land adjacent to, and visible from freeway.

Action C-2.2.3 – Revitalize the streetscape within the downtown core area consistent with recommendations in the Downtown Vibrancy Plan and secure dedicated sources of funding for maintenance.

Action C-2.2.4 – Integrate recommended Downtown Vibrancy Plan actions within the downtown core area with City Pedestrian Plan and Bikeway Plan actions, and include themed way-finding signage and greening to promote safe, non-vehicular access.

Policy ED-C-2.3 – Connect the City’s downtown with the rail station, Chinatown, Alisal Market Place, and Carr Lake.

Action C-2.3.1 – Create a focused plan for circulation improvements (vehicular and non-vehicular) to connect Constitution Boulevard through Carr Lake to Kern Street, Sherwood Drive and Highway 101, and better connect Market Street as a main access route to downtown.

Action C-2.3.2 – Explore creating a vehicular or pedestrian bridge over the railroad tracks to connect East San Luis to Alisal Marketplace.

Policy ED-C-2.4 – Utilize highway gateways to the City, as identified in the General Plan, to welcome and inform travelers about the City’s identity and its commercial and tourism opportunities, as well as create a linkage to the key economic opportunity areas in the City.

Action C-2.4.1 – Include the Blanco Road/Davis Road intersection as a gateway location in the General Plan.

Action C-2.4.2 – Create gateway beautification and signage plans for all gateways to the City. The plans should include distinctive requirements for structures, lighting and landscaping, which shall be maintained, as appropriate, at all times by the City and private adjacent developments. A signage plan shall be developed that includes

a distinctive signage design theme that is consistent across all gateway locations and can be replicated as or integrated into a broader, City-wide signage design themes for distinct districts and neighborhoods. Specify standards for signage content and design for informing travelers of the City's attributes, including commercial services and tourism resources.

Action C-2.4.3 – Modify the City's Gateway Overlay District standards to integrate the gateway beautification and signage plans, as required under Policy ED-C-2.4 and its other implementing actions.

Policy ED-C-2.5 – Promote the Sanborn Road/U.S. Highway 101 and Elvee Drive traffic safety and operation improvements to improve circulation for large trucks, other vehicles, bicyclists, and pedestrians.

Policy ED-C-2.6 – Plan, design, finance and construct an Eastside Expressway to facilitate agricultural business job growth at the southeast end of the City (Economic Opportunity Area F), improve access for East Salinas workers to employment in Salinas and other areas, facilitate Future Growth Area development (Economic Opportunity Areas H and I), and provide a link to business park development (Economic Opportunity Area K) and the U.S. Highway 101/Russell Road interchange at the north end of the City.

Action C-2.6.1 – Conduct a corridor study for the Eastside Expressway to determine options for alignment, design and funding.

Action C-2.6.2 – Partner with the County of Monterey and Caltrans to define the location of the Eastside Expressway interchange with U.S. Highway 101 south of the City and its connection to the U.S. Highway 101/Russell Road interchange at the north end of the City.

Action C-2.6.3 – Partner with land owners and other stakeholders to create a plan line for the Eastside Expressway and purchase or require dedication of right-of-way from future developers, as applicable.

Action C-2.6.4 – Conduct a nexus study to identify an impact fee or other financing method to fund the planning and construction of the Eastside Expressway. Incorporate the Eastside Expressway project into the City's Traffic Fee Ordinance program and Capital Improvement Program.

Action C-2.6.5 – Implement a process to enable the City to become eligible, and seek grant funding from State and Federal sources for planning and construction of the Eastside Expressway.



Policy ED-C-2.7 – Partner with the County and TAMC to support implementation of a Westside Expressway project to facilitate access on the west side of the City and from U.S. Highway 101 and north Salinas.

Action C-2.7.1 – Partner with and support the County and TAMC to implement the Westside Expressway, including connecting it to the U.S. Highway 101/Russell Road interchange, and to prepare a corridor study and facilitate discussions with property owners and developers affected by the construction of this expressway.

Policy ED-C-2.8 – Partner with TAMC and MST to support a future connection between the Salinas Transit Center and the planned Monterey Peninsula light rail transit service, including a direct bus route.

Policy ED-C-2.9 – Plan, design, finance and construct an extension of Blanco Road from Davis Road to State Highway 68 and southeast to the proposed new U.S. Highway 101/Eastside Expressway interchange at the south end of the City to function as a new Southside Expressway.

Action C-2.9.1 – Evaluate the alignment, and scope and cost of extending Blanco Road to function as a new Southside Expressway.

Action C-2.9.2 – Partner with land owners and other stakeholders to create a plan line for the Southside Expressway and purchase or require dedication of right-of-way, as applicable to extend Blanco Road south to the proposed new U.S. Highway 101/Eastside Expressway interchange. Establish the plan line using existing rights-of-way and/or existing roads where possible.

Action C-2.9.3 – Conduct a nexus study to identify an impact fee needed to support planning and construction of the Blanco Road extension and incorporate the project into the City’s Traffic Fee Ordinance program and Capital Improvement Program.

Policy ED-C-2.10 – Partner with the agricultural business community and Monterey County to locate a freight facility adjacent to the City that has statewide, national and international connections and identify a site, freight facility physical and operational needs, funding, and leadership to pursue and develop this facility.

Action C-2.10.1 – Collaborate to implement the recommendations in AMBAG’s multi-regional freight study to identify the Salinas Valley as the key location for an international freight hub and employment opportunity.

Action C-2.10.2 – Participate in State identification of freight corridors and linkages and position the City for potential Cap and Trade funding of 25% for a train/truck freight facility with connections to the Port of Oakland and other key transportation terminus.

Action C-2.10.3 – Analyze the feasibility of implementing a Foreign Trade Zone designation for any intermodal freight facility.

Action C-2.10.4 – If deemed feasible and appropriate, prepare a specific project plan for site acquisition, development, and operation of an intermodal freight facility.

Policy ED-C-2.11 – Partner with TAMC as the lead Monterey County agency in the planning and presentation of any future ballot measure for sales tax dedicated to funding County-wide transportation needs including those which specifically benefit Salinas.

Action C-2.11.1 – Assist TAMC as the lead agency in planning for a transportation sales tax, including coordinating with other jurisdictions, agencies, and the public, and with state and federal legislative and administrative representatives.

Action C-2.11.2 – Assist TAMC as the lead agency in the advocacy for a transportation sales tax, with anticipated presentation to the voters.

Policy ED-C-2.12 – Partner with other Salinas Valley cities, the County of Monterey, and TAMC to evaluate and implement, if feasible, a Salinas Valley Transportation Improvement District to fund critical transportation infrastructure needs throughout the Salinas Valley.

Action C-2.12.1 – Evaluate the feasibility of a Transportation Improvement District for Salinas Valley as an alternative or supplement to TAMC-funded transportation projects.

Action C-2.12.2 – If determined feasible, develop and implement a plan for enacting a Salinas Valley Transportation Improvement District for critical transportation infrastructure needs throughout the Salinas Valley.

Policy ED-C-2.13 – Prioritize the creation and enhancement of transit, bicycle, and pedestrian facilities in areas that will attract users. Such areas should include neighborhoods or corridors with high proportions of one- and zero-vehicle households, areas with high residential and/or employment density, concentrations

of retail, cultural, and civic destinations and/or areas with reduced parking requirements.

Action C-2.13.1 – Delineate priority active transportation investment areas using a transparent analysis process.

Action C-2.13.2 – Target these selected areas when allocating the City’s financial and staff resources. Encourage TAMC and MST to adopt these same priority areas.

Action C-2.13.3 – Annually pursue grant opportunities to fund “active transportation” (e.g. pedestrian and bicycle facility improvements) in the City.

Action C-2.13.4 – Consider the inclusion of multi-modal transportation (i.e. bike routes, transit routes) along future potential expressways (identified in Policies ED-C-2.6, ED-C-2.7 and ED-C-2.9) and include transit stops for connecting to major core areas of Salinas.

Policy ED-C-2.14 – Utilize roundabouts, where feasible, to promote improved traffic operations and to enrich the driving experience. Utilize the center of the roundabouts for special signage, traffic features, and public art.

Infrastructure

Policy ED-I-3.1 – Target public investments in infrastructure to position the Economic Opportunity Areas most likely to be sought by industries and job generating development.



Action I-3.1.1 – Conduct infrastructure costing/cost burden studies for priority economic opportunity areas to identify cost feasibility and strategies for improving cost feasibility as needed, including infrastructure phasing strategies.

Action I-3.1.2 – Analyze the City’s return on investment for commitment of public funding and other resources to extend and/or expand infrastructure for priority economic opportunity areas. Capture life-cycle costs and consider the developed value of various development prototypes in the analyses.

Action I-3.1.3 – For priority economic opportunity areas located outside the City’s Sphere of Influence, in coordination with LAFCO, prepare a Municipal Services Plan to identify the capacity and cost

of City services to meet demand from new development. Prepare a plan for services for addressing service gaps and funding new service requirements. Prepare a fiscal impact study to determine the net cost/revenue to the City from the new developments.

Action I-3.1.4 – Review new development infrastructure service and construction standards to ensure that cost efficiencies in technology and materials are being used to reduce public and private infrastructure investment costs.

Action I-3.1.5 – Consider investing in and requiring development projects to invest in green infrastructure practices for multi-family residential, commercial, and industrial projects, particularly to manage storm water at a local level by using broad municipal level storm water solutions, creating long-term benefits, and reducing life-cycle and maintenance costs.

Action I-3.1.6 – Utilize the vision and planning effort for Carr Lake to direct storm water for capture and reuse within the City or for surrounding communities for recharge or irrigation purposes.

Policy ED-I-3.2 – Redesign existing wastewater and storm drainage infrastructure systems, including broad municipal level wastewater and storm water solutions for water reuse, and ensure that outdated infrastructure is upgraded to accommodate existing and future businesses.

Action I-3.2.1 – Work with Monterey Regional Water Pollution Control Agency (MRWPCA) and the Monterey County Water Resources Agency (MCWRA) to create a viable water source from conversion of industrial wastewater and capture of storm water from the City.

Action I-3.2.2 – Implement development regulations that require new development and redevelopment projects to install ‘purple pipe’ improvements to allow for use of reclaimed water.

Action I-3.2.3 – Design, fund and construct improvements to the Industrial Waste Water Treatment Facility to convert the wastewater into potable water or aquifer recharge water for sale or reuse.

Action I-3.2.4 – Plan, design, fund, and construct improvements to the City’s storm water system to allow direct flow to the Industrial Waste Water Treatment Facility for capture and reuse.

Action I-3.2.5 – Replace and maintain the Industrial Wastewater Treatment Facility pipelines, as needed, serving the agricultural/ industrial processing businesses within the community.

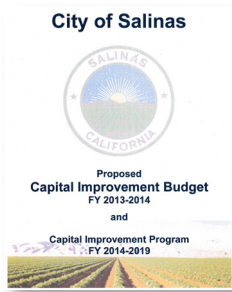
Policy ED-I-3.3 – Develop an infrastructure funding toolkit which describes infrastructure funding options/mechanisms available to the City and for partnerships with the private sector.

Action I-3.3.1 – Inventory and continually update/review current and emerging funding mechanisms that the City has the capacity and capability to utilize for funding public investments in infrastructure and/or for partnering with the private sector.

Action I-3.3.2 – Develop and continually update/review incentives for developer funding/sharing of infrastructure costs.

Action I-3.3.3 – Allocate resources to ensure capacity to identify and continually seek infrastructure funding from state and federal resources, keying on grants and other programs intended to help communities with economic profiles similar to Salinas.

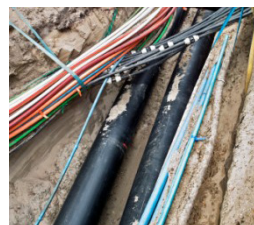
Action I-3.3.4 – Create a pool of funds (e.g., HUD Section 108, etc.) available for investments in infrastructure to rapidly catalyze immediate, time sensitive, priority development project opportunities.



Policy ED-I-3.4 – Incorporate priority infrastructure projects into the Capital Improvement Program to ensure they are programmed for funding and implementation in an appropriate timeframe to meet priority economic development objectives.

Policy ED-I-3.5 – Pursue public-private partnerships to increase access to and potentially fund energy, water, resource recycling and reuse, dark fiber communications, and other infrastructure capacity.

Action I-3.5.1 – Seek new sources of infrastructure funding, through public/private partnerships.



Action I-3.5.2 – Allocate resources to implement the City’s Memorandum of Understanding with DeepWater Desal to bring additional sources of water, energy, and dark fiber communications connectivity to the City.

Policy ED-I-3.6 – Work with local and regional agencies to identify new and expanded infrastructure requirements and costs to ensure adequate service capacity to meet the demands of new development in the Economic Opportunity Areas located outside the existing city limits, but within the Sphere of Influence.

2.2.2 Retail, Entertainment, and Tourism

The City and its strategic partners need to vigorously expand the promotion of Salinas as a safe and healthy community that is desirable to live in and to visit. This promotion starts with the City’s physical entryways and ends with creating a safe community environment that attracts residents and visitors. The City must invest in creating a sense of safety, connection to its history and a sense of place. To enhance retail, entertainment, and tourism opportunities, the City must fulfill this basic need, while highlighting existing and new economic opportunity sites for these uses.

Salinas has long served as a primary commercial center for its residents, but also for residents located throughout the Salinas Valley. The local market has expanded for many years and has gone through multiple transitions as retail trends and consumer preferences have evolved. Regarding tourism, even though the City is close to major tourism destinations on the Central Coast (e.g. Monterey, Santa Cruz), the City struggles to compete as a major entertainment and tourism destination.

Retail, Entertainment, and Tourism Issues and Challenges

The following issues have been identified which represent potential challenges for the City to successful economic development in retail, entertainment and tourism:

- Misperception of Salinas in the region and outside the region based on the media’s focus on crime and the City’s potentially ineffective action in providing an alternative correct and positive message;
- Lack of attractive gateway entries on U.S. Highway 101, State Route 68, State Route 183, and Blanco Road;
- Limited attractions, events, recreation, and facilities (Hotels, Restaurants, Entertainment);

- Reduced attendance at existing cultural and recreational facilities (e.g., National Steinbeck Center, Maya Theater, etc.) in the downtown;
- Underdeveloped and inconsistent tourism marketing;
- Lack of family entertainment options; and
- Competing attractive alternatives nearby and readily available outside the City (i.e. Del Monte Center in Monterey, The Dunes in Marina, and Sand City commercial areas).

Goals, Policies, and Actions

Following are Retail, Entertainment, and Tourism (RET) goals, policies and action items that address the issues and challenges raised above, and provide direction to the City as strategies for successful economic development in this topic area.

Goal ED-RET-1.1 – Enhance retail, entertainment, and tourism opportunities throughout the City.

Policy ED-RET-1.1 – The City will continue to invest in promoting the City’s history, cultural diversity, and positive attributes of the community, focusing on safety, jobs, and health.



Action RET-1.1.1 – Unify the community through City-wide events that promote and bring attention to a unified culture of safety, jobs and health in Salinas.

Action RET-1.1.2 – Market Salinas’ existing attractions (e.g. National Steinbeck Center, Steinbeck House, First Mayor’s House, Railroad Museum), historic resources and events (e.g. Rodeo, Sports Complex, Airshow, etc.) and visitor serving areas (e.g. Kern Street, Laurel/101 and John/101) with regional tourist attractions and events to integrate Salinas into the tourism menu or market place, including agriculture and wine tourism.

Action RET-1.1.3 – Continue to fund and expand the City’s existing City marketing, promotion and economic development efforts and coordinate those efforts with the Chamber of Commerce, the

Salinas Valley 411 marketing project, the Monterey Bay Visitors and Convention Bureau, the Monterey County Business Council Ambassadors Program, and other regional and statewide partners.

Action RET-1.1.4 – Promote existing facilities (e.g., National Steinbeck Center, Sherwood Hall and Community Center, etc.) for cost-effective training and conferences to bring people to Salinas.

Action RET-1.1.5 – Incorporate tourism promotion into the design of City gateways as described in Policy ED-C.2.4 to inform travelers about the City’s tourism opportunities.

Action RET-1.1.6 – Locate new commercial uses in strategic locations to capture tourist/visitor spending (e.g. quality hotels and/or retail commercial at gateways to City, within downtown, within themed districts, or along U.S. Highway 101).

Action RET-1.1.7 – Work with the Salinas Union High School District, Palma High School, Notre Dame High School, Hartnell College, Rancho Cielo and other educational institutions to develop or expand educational training programs for youth to provide trained employees in the retail, entertainment, and tourism sectors (i.e. a hospitality training program for front-line employees).

Action RET-1.1.8 – Support the Historic Resources Board and its efforts to promote heritage tourism in the City. Efforts include the following:

- Preparation of brochures, tours, and other activities promoting the City’s historic resources.
- City staff support for the Historic Resources Board to assist in tourism and historic preservation efforts.
- Development of a list of all historic properties and designation of properties as local historic resources, including the Armory Building, City-owned buildings on the block east of City Hall, amongst others.
- Creation of incentives to help preserve buildings and facilities with significant architectural and local historic merit.

Action RET-1.1.9 – Collaborate with private sector, non-profits and business organizations to create many more special events in downtown and Alisal.



Policy RET 1.2 – Undertake an aggressive marketing program to change the misperception and false image of Salinas as being an unsafe place to visit, live and work.



Action RET 1.2.1 – Hire a Public Information Officer to promote positive images of the City and work with the media. Use social media, positive press releases, etc. to get positive images and messages out to the public on a regular basis.

Action RET 1.2.2 – Hire a public relations firm with demonstrated expertise and experience in developing and executing a positive image campaign.

Action RET 1.2.3 – Work with the Monterey Peninsula and Monterey County area jurisdictions, representatives, organizations and agencies to promote the City as a great place to visit and shop.

Policy ED-RET-2.1 – Utilize the gateways of the City, consistent with Policy ED-C-2.4, to promote the community's positive identity, agricultural theme, create a sense of entry, and convey a community culture of safety, jobs and health.

Action RET-2.1.1 – Create gateway entry features, decorative lighting, landscaping, signage, art in public places, and a mural program to promote community culture and celebrate its diversity.

Action RET-2.1.2 – Create a consistent themed or branded sign program to identify landmarks and help with way-finding.

Policy ED-RET-3.1 – Target sites for attracting diverse retail, entertainment, and tourism destinations.

Action RET-3.1.1 – Identify land resources and fund infrastructure to support the needs of the retail, entertainment and tourism businesses the City wants to retain, grow, and attract.

Action RET-3.1.2 – Revise land use and Zoning Code regulations as needed to better promote retail, entertainment, and tourism uses.

Action RET-3.1.3 – Consistent with Policy LU-1.14, create place-themed districts within the City to help unite the City around various themes that create an identity and attract residents and visitors to place-themed areas. Representative district themes could include:

- Wine/food districts
- Entertainment districts
- Recreation/sports districts
- Cultural districts
- Marketplace districts (e.g., intermodal transportation center, Chinatown, Alisal Marketplace)
- Shopping districts
- Historic district(s)

Action RET-3.1.4 – Create a destination based and identifiable themed cultural district in the East Alisal area through Zoning Code regulations and other land use regulatory policies to encourage and allow open air markets, family activities, entertainment, street activity and outdoor restaurant seating that will focus on Latin cultures.

Action RET-3.1.5 – Promote East Salinas as a destination attraction with investment in public infrastructure such as: wide sidewalks/ pedestrian-oriented enhancements and effective lighting, landscaping, festival plazas, architectural enhancements, and arched theme signs over the streets. Provide appropriate themed architectural treatment requirements for all new buildings, and provide assistance and partnerships for public festivals and events.

Action RET-3.1.6 – Create and promote the downtown and Alisal Marketplace as entertainment and tourism districts. Also refer to Policy ED-LU-1.14.

Action RET-3.1.7 – Work with business organizations such as the Chamber of Commerce, the Oldtown Salinas Association, Hispanic Chamber of Commerce and the Salinas United Business Association (SUBA) to create a shop local initiative and adopt official local preference policies for City procurement of all goods and services.

Action RET-3.1.8 – Beautify and green City streets in key access areas identified for retail, entertainment, and tourism, and form a maintenance district to fund the improvements and long-term maintenance of the beautification improvements. Improvements should include street trees, street furniture, public art, signage, special landscape features (e.g. water, stone, etc.), and other improvements.



Emphasize improvements on streets that lead to retail and tourism destinations.

Action RET-3.1.9 – Create and support year-round farmers markets throughout the City on each day of the week.

Policy ED-RET-4.1 – Attract new retail development that will expand the variety and quality of goods and services for existing residents without harming existing, locally-owned businesses.

Action RET-4.1.1 – Partner with residents, local businesses, and community organizations to encourage the establishment of businesses/places throughout the City that provide cultural, entertainment, and leisure opportunities for residents (e.g. roller-skating rink, boxing gym, yoga studio, performing arts venue, recording studio, multicultural center/museum, juice bars, locally made visual arts and craft shops, and healthy, affordable and family-friendly sit down restaurants).



2.2.3 Job Opportunities

As a predominantly agricultural community, Salinas is subject to high unemployment and seasonal fluctuations in job availability. The agricultural industry is developing new technologies and modes of operation to achieve greater efficiencies, which may reduce job opportunities in agriculture and related food processing industries even as the industry achieves a higher level of competitiveness and market share. This transition to newer technology; however, may also yield new opportunities for job growth.

The City can utilize a cluster development model similar to its efforts in agricultural technology to increase business opportunities in health care, tourism, alternative energy, aqua-culture, communications and other sectors. In order to support economic diversification and expansion, the City also needs to ensure it has a robust inventory of developable land that can be readily entitled to accommodate new and expanding business. Infrastructure capacity to support business growth must be in place and/or capable of being increased without significant delay.

The long-term trend for Salinas has been continued employment decline beyond the point where County employment has started to recover. In 2012, the City's unemployment rate was 15.9 percent higher than the County and the state. The



recession had an early effect in Salinas, as the total number of jobs began to decline in 2006. Employment in agriculture, the City's major industry, remained strong during the recession, while the industrial, manufacturing, construction, retail, and financial sectors experienced declines.

The Salinas Retail Analysis (Applied Development Economics 2013a) and the *Salinas Economic Development Element Target Industry Analysis* (Applied Development Economics 2013b) included in Volume II, Appendices B and C, respectively, were used to project the sectors in which employment generation could be expected to increase by the year 2035 based on anticipated local and regional population and employment trends. The employment projections build on data available from AMBAG and from independent economics consultants. The data were adjusted to target a mix of employment sectors that reflect more of an ideal number and distribution of jobs to represent a mature economy in Salinas with a full range of services and job opportunities.

Relative to employment levels in 2010, the future target increase of 4,921 jobs in the visitor-serving sector (e.g. lodging, tourism, recreation) represents about a 135 percent increase. The target increase of 9,807 jobs in the institutional sector (e.g. local, county, state government) represents a 57 percent increase. Employment in the office sector (e.g. offices and business parks accommodating professional services, technology services, health care services, etc.) is targeted to increase by 1,715 jobs or about 34.5 percent. The agricultural sector is targeted to show an increase of about 3,072 jobs or about 23 percent, while employment in the industrial sector is targeted to by 1,130 jobs, or about 18 percent. Overall approximately 23,000 new jobs are targeted by 2035.

Job Opportunities Issues and Challenges

The following issues have been identified which represent challenges to economic development in job-generating land uses and to improving workforce skills:

- Lack of appropriately educated and trained workforce assets to meet industry needs;
- Lack of available building inventory for larger industrial and business park tenants;
- Lack of job opportunities for the expanding labor force, particularly as the north of Boronda Future Growth Area develops;

- Lack of stable career opportunities with living wages for heads of households;
- Lack of jobs for which college graduates are in demand that encourage local college graduates to remain in or relocate back to Salinas;
- Lack of diversity of industry and job diversity to better match existing labor force skills and attract labor force participants with other skills;
- Lack of infrastructure and incentives for greater export of local products;
- Inadequate inventory of land to attract major employers who seed campus or cluster business park settings;
- Misperception of an unsafe environment for business activity;
- Lack of educated/trained entry-level labor force to meet rising industry demand;
- Lack of entry-level job opportunities for youth;
- Lack of small business development opportunities to create jobs with low barriers to entry; and
- Perception that the development permit, land entitlement, and regulatory processes may not be conducive to the needs of the development and business communities.

Existing Business

The majority of new job creation in Salinas occurs through expansion of existing companies. While agricultural industries evolve to utilize new technologies and increase efficiencies, they remain the economic base of the City. The market for food products from the Salinas Valley continues to increase at a tremendous rate as consumer preferences trend toward fresh foods packaged for convenience. Though direct employment in some traditional agricultural industries may decline, there are numerous other opportunities emerging up and down the supply chain as companies seek to develop and supply the technologies and equipment that will continue to drive evolution of the agricultural sector.

New and emerging technologies address basic needs and City priorities to increase water use efficiency and quality, reduce energy costs, increase energy sustainability, and increase the availability of broadband and communications capabilities. The infrastructure to support these innovations can benefit many existing and new

businesses in Salinas. It is also critical for the City engage the business community and to be prepared to offer direct services and incentives, as well as referrals and access to business services networks, that can help local firms expand and grow quickly to meet market opportunities.

Existing Business Issues and Challenges

The following issues have been identified which represent challenges for successful retention and expansion of existing businesses:

- Reduced access to a variety of services and resources such as working capital, financing, expansion locations, infrastructure, marketing, and management assistance;
- Lack of uniform building, fire, and signage code enforcement due to insufficient City staffing resources;
- Insufficient number of trained and educated workforce to meet industry needs;
- Poor or limited access to transportation for workers;
- Perceived abundance of governmental regulations and restrictions, and lack of a “business friendly” environment at City Hall; and
- Perceived lack of coordinated approach from City departments involved in the permitting process, which results in applicants getting delayed or shuffled back and forth among departments.

Goals, Policies and Actions

Following are Existing Business Growth (EBG) goals, policies and action items that address the issues raised above and provide direction to the City as strategies for economic development in this topic area.

Goal ED-EBG-1 – Maintain and enhance Salinas and the Salinas Valley as the premier center of agricultural productivity and technological advancement in the fresh food/produce sector.

Policy ED-EBG-1.1 – Partner with the County and communities of Monterey County to facilitate growth of the agricultural cluster supply chain in Salinas and the Salinas Valley.

Action EBG-1.1.1 – Ensure sufficient support for planning and permitting operations to provide timely, specialized and targeted development entitlement and building inspection services to align

“Reduced permitting times will encourage economic development. (M)ore efficient permit processes can attract development from other areas. Accelerating permit processes can permanently increase local government revenues.”
PriceWaterhouseCoopers
2005.



with the seasonal scheduling needs of the agricultural industry in the City of Salinas. Establish performance criteria and scalable resource allocation per previous discussions with the Building and Development Task Force.

Action EBG-1.1.2 – Partner with AMBAG and TAMC to evaluate potential sites for a centralized freight facility for agricultural transportation, including loading facilities and coolers, to reduce current traffic between existing facilities and to encourage greater expansion of processing activity (e.g., review the Intelligent Transportation System (ITS). See Policy ED-C-2.10 for addition actions related to this policy.

Action EBG-1.1.3 – Analyze and map the agricultural cluster supply chain, identifying opportunities for public and private investment to improve efficiency and expand business.

Policy ED-EBG-1.2 – Invest in a coordinated program that attracts investment capital and research activity in agricultural technology to Salinas and the Salinas Valley.

Action EBG-1.2.1 – Continue partnerships with the Steinbeck Innovation Cluster and Foundation, the Naval Post Graduate School, CSUMB and Hartnell College to collaborate with agricultural businesses, agricultural research universities, and technology businesses in the Silicon Valley to attract venture capital to businesses in Salinas.

Goal ED-EBG-2 – Ensure that existing businesses have access to the resources and services they need to prosper and expand in Salinas.

Policy ED-EBG-2.1 – Develop and maintain a business retention and expansion program.

Action EGB-2.1.1 – Network regional business resources and provide referral services to new and expanding businesses needing assistance with access to capital, workforce training, marketing development, business management and other entrepreneurial skills.

Action EGB-2.1.2 – Monitor success and calculate the fiscal benefit from business expansion and new business development to create a basis for establishing an ongoing funding stream for economic development. Consider engaging CSUMB to provide annual economic monitoring reports.

Action EBG-2.1.3 – Increase the co-location of cooperative and community based lending institutions (banks, credit unions, etc.) to continue capital generation within the city and region.

Action EBG-2.1.4 – Provide and/or support partner organizations to provide (e.g., Chamber of Commerce) a public website for all local businesses to increase internet presence and attract business.

Action EBG-2.1.5 – Develop a campaign to promote local businesses and products (e.g. “Made in Salinas”). Partner with community organizations and local web developers to create a “Buy Local”/“Made in Salinas” website where businesses can provide information about their location, goods, and services. The website should be searchable by neighborhood and business type and be in both Spanish and English. This will help promote businesses that do not have sufficient resources to create a standalone website.

Action EBG-2.1.6 – Consider development of effective Local Preference policies for all City purchases of goods and services similar to that recently adopted by the County of Monterey and several surrounding jurisdictions.

Policy ED-EBG-2.2 – Maintain a menu of incentives and City services available to existing businesses to help facilitate growth and expansion.

Action EGB-2.2.1 – City should provide or support incentive and services programs including, but not limited to the following:

- Regularly meet with members of the agricultural business community to better understand their concerns about doing business in Salinas, and work together to create collaborative solutions.
- Regularly meet with members of the largest private sector employers to better understand their plans, needs and concerns about doing business in Salinas, and work together to create collaborative solutions and opportunities.
- Continue to provide liaison/support for two Business Improvement Districts (OSA and SUBA), including annual assessments and City funding.
- Develop additional Business Improvement Districts in areas such as Valley Center (South Main Street), North Main Street, Abbott Street and West Market Street.

If the local firm wins the contract, the City (Los Angeles) would have economic benefit in terms of increased jobs and tax revenue. Using standard multiplier analysis, increased local demand would create an additional demand for local goods and services. Professor Charles Swanson, Marshall School of Business. University of Southern California. July 2010.

- Liaison with the Chamber of Commerce, Hispanic Chamber of Commerce, Business Development Task Force, SPARC and other business organizations.
- Tax Sharing or other incentives for new commercial or industrial development that provides jobs or tax revenue.
- Section 108 Loan Program for CDBG-eligible special economic development activities.
- Partnership with National Development Council programs.
- Grow Salinas Fund for SBA-eligible small business expansion.
- Opportunity Fund loan program that could oversee a revolving loan program.
- Exploration of opportunities to leverage public and private resources with other federal programs such as New Markets Tax Credits for job creation and essential community goods and services.
- CDBG grants for eligible economic development activities.
- Microenterprise loan program.
- Outreach to be conducted with business and residences in various commercial areas (with emphasis on bi-lingual) to educate the community on the permit process.

Action EGB-2.2.2 – Coordinate with other agencies on their incentive and services programs such as:

- Steinbeck Innovation Foundation Memoranda of Understanding.
- Monterey Bay Procurement Technical Assistance Council.
- Kauffman FastTrac entrepreneur education program (in partnership with Steinbeck Innovation Foundation) to build an industrial cluster.
- “Destination Salinas” www.Salinas411.org and www.DestinationSalinas.com.
- Cal Coastal loan program.

- CSUMB Center for Innovation and Economic Development.
- California State University, Small Business Development Center.
- America's Job Center.

Policy ED-EBG-2.3 – Support the development and deployment of new technologies to support existing and future industry clusters in the region.

Action EGB-2.3.1 – Leverage new development and infrastructure upgrades to install high capacity broadband facilities at key business locations throughout the City, including the south end industrial cluster, north end business cluster, the downtown, and others.

Action EGB-2.3.2 – Connect with research universities and firms in the field of water resource technologies to create opportunities for product development and testing related to agricultural water use in Salinas.

Action EGB-2.3.3 – Support development of seawater desalination facilities, expanded groundwater recharge, and capture and reuse of storm water and agricultural wash water in Monterey County, if cost effective and feasible, to obtain new water supplies for Salinas.

Action EGB-2.3.4 – Create locations and seek to attract investment in the development of alternative energy sources that benefit Salinas with lower cost and more sustainable energy.

Action EGB-2.3.5 – Market the airport as a location for new flight-related technologies, such as multi-purpose drones and aeronautical robotics.

Action EGB-2.3.6 – Work with Salinas Valley Memorial Healthcare System, Natividad Medical Center, Mee Memorial Hospital (King City) and Hazel Hawkins Hospitals to create a unified regional health care cluster.



New Industry and Investment

Agriculture has historically been the City's most stable, core economic sector. The City must continue to grow this sector and must diversify into other sectors of the economy and create job opportunities in health care, tourism, alternative energy, communications, and others.

Business Attraction Issues and Challenges

The following issues have been identified which represent challenges for successful economic development in the area of business attraction:

- Need to diversify economic sectors;
- Insufficient inventory of land for attracting new large-scale employers;
- Challenging development review and permit review and approval processes; and
- Misperception of unsafe environment for business activity.

Goals, Policies and Actions

Following are New Industry and Investment (II) goals, policies and action items that address the issues raised above and to provide direction to the City as strategies for economic development in this topic area.

Goal ED-II-1 – Attract companies to Salinas that help diversify the local economy and provide jobs that reduce out-commuting and loss of young, highly educated workers from the City.

Policy ED-II-1.1 – Maintain an adequate inventory of sites for a variety of business types and sizes.

Action II-1.1.1 – Partner with the business community to ensure a variety of sites and size of sites, with appropriate visibility, access, zoning and sufficient infrastructure capacity.

Action II-1.1.2 – Locate job centers near population and/or use the “cluster” model to reduce cross-city transportation issues.

Action II-1.1.3 – Utilize newly developing job centers to create attractive gateways at the north and south ends of the City. Establish development regulations and design standards for new business parks that create an attractive business environment competitive with other top end locations in Monterey County.

Action II-1.1.4 – In planning efforts and development agreements, work directly with the business and development community to strategically phase development of new employment generating sites to achieve logical absorption and desired job type outcomes.

Action II-1.1.5 – Target industries that support (e.g. supply chain companies for packing, recycling, industrial refrigeration etc.) and augment (e.g. frozen vegetable products) the Salinas Valley agricultural industry.

Action II-1.1.6 – Target firms that are part of the Silicon Valley buyer/supplier network for innovative technology.

Action II-1.1.7 – Target economic diversification in economic sectors other than agriculture, such as health care, tourism, alternative energy, aqua-culture, communications, and/or others, by creating a business attraction plan for the desired economic sectors.

Action II-1.1.8 – Develop incentives to encourage private redevelopment of outdated agricultural industry facilities.

Policy ED-II-1.2 – Maintain a comprehensive marketing program for business attraction.



Action II-1.2.1 – Maintain an economic development website with a URL, linked to the City’s website, with site data, labor force information, community amenities and other site location data.

Action II-1.2.2 – Collaborate with other jurisdictions in the County to develop a regional economic development website, with links to the City’s website but offering a broader and more in-depth dataset of site location indicators. Coordinate with the “Brand Monterey Bay” efforts.

Action II-1.2.3 – Design and implement a variety of marketing activities including attendance at trade shows, preparation of collateral materials, regular issuance of press releases and promotional articles, and targeted advertising in appropriate industry trade journals.

Action II-1.2.4 – Set-up marketing meetings with prospective end users and developers and identify underutilized or available sites for development, targeting first those sites in the Opportunity Areas.

Action II-1.2.5 – Regularly meet with banking and brokerage firms in the community to foster understanding about business attraction opportunities, and tailor the promotional “message” about Salinas and the industrial cluster, as these firms are typically portraying the market to outside users.

Action II-1.2.6 – Meet with CSUMB, Hartnell College, and Salinas Union High School District representatives regarding incubator, accelerator, and other economic development facilities, as well as continued discussion on STEM curriculum and industry collaboration with the community colleges, high schools and middle schools.

Policy ED-II-1.3 – Seek to increase the number of professional-level jobs that offer family-supportive wages, paid sick days, and health care insurance, and protect worker safety, so college-educated residents can find appropriate jobs in their home city.

Action II-1.3.1 – Convene and facilitate a roundtable of community based organizations, industry associations, and business owners to identify “responsible business practices” for businesses located in Salinas. These practices could include employee benefits, working conditions, and being an engaged community contributor and good neighbor.

Action II-1.3.2 – Distribute and publicize the collaboratively created list of “responsible business practices” along with tools and discussions of the benefits of these economic, social, and health benefits of these practices to inspire existing and potential new businesses to shift their practices.

Policy ED-II-1.4 – Encourage a variety of growing industry clusters in the region to expand by locating in Salinas.

Action II-1.4.1 – Collaborate with regional business and workforce organizations to encourage components of growing clusters in health care, winery and tourism, alternative energy, green building, aquaculture, sports and recreation as a priority focus to create jobs in Salinas.

Action II-1.4.2 – Meet with executives of businesses in growing industry clusters in the region to promote Salinas as an opportunity for business expansion.

Innovation and Entrepreneurship

In addition to expansion of existing companies and attraction of new companies, significant job creation occurs through the entrepreneurial establishment of new firms seeking to meet emerging market opportunities in existing business clusters. The development of new agricultural sector technologies, as well the advent of new

communications and energy systems, creates new business opportunities. Salinas needs to cultivate an environment of innovation and provide a setting in which new businesses can connect with the resources they need to reach the market. Business development also helps to empower well-experienced local workers to create a new level of prosperity for their families and in their neighborhoods.

Innovation and Entrepreneurship Issues and Challenges

The following issues have been identified which represent challenges for the City to successful economic development in the topic area of new business attraction:

- Need low cost, flexible business environment for start-up businesses;
- Perceived lack of entrepreneurial/small business program support and marketing of existing programs;
- Lack of access or lack of solicitation of capital;
- Lack of access or lack of utilization of management counseling services; and
- Lack of access or lack of utilization to regulatory and permit compliance counseling.

Goals, Policies and Actions

Following are Innovation and Entrepreneurship (IE) goals, policies and action items to address the issues raised above and to provide direction to the City as strategies for economic development in this topic area.

Goal ED-IE-1 – Promote entrepreneurship and business innovation in Salinas to support new business development.

Policy ED-IE-1.1 – Promote new business opportunities centered on sustainable agricultural practices, applications of new technologies to agricultural productivity and other technologically-based business opportunities.

Action IE-1.1.1 – Continue the partnership with the Steinbeck Innovation Cluster to ensure that entrepreneurship training opportunities are available and equitably distributed to local business start-ups across Salinas.

Action IE-1.1.2 – Encourage local business start-ups in diverse economic sectors, and work with the Chamber of Commerce and other organizations to promote and support these start-ups.

Action IE-1.1.3 – Establish locations for small business incubation and acceleration that feature low cost, flexible space, with the availability of business support services on-site or through referral. Examples include the Salinas Hot Break Kitchen, which focuses on business development for foreign-born and low-income women and men, the Watsonville El Pájaro Community Development Corporation Plaza Vigil Incubator and Commercial Kitchen Incubator programs, and the Marina Technology Incubator.

Action IE-1.1.4 – Support the development of cooperatives and other worker enterprises in Salinas.

Action IE-1.1.5 – Implement business permitting and approval assistance programs to facilitate timely and expedient processing of business licenses and other approvals needed for business opening and expansion. Consider following each new business/project with one assigned planner and utilizing software such as “open counter” to streamline the tracking process for new business.

Action IE-1.1.6 – Maximize utilization and scope of automated on-line systems and over-the-counter permitting to expedite permit issuance.

Policy ED-IE-1.2 – Increase opportunities for small business development, technical assistance, and access to capital.



Action IE-1.2.1 – Collaborate with local and regional community development financial institutions to promote business development in Salinas. Examples include California FarmLink (Santa Cruz) and Cal Coastal.

Action IE-1.2.2 – Support the development of a Salinas-based small business incubator and co-working hub.

Action IE-1.2.3 – Support the creation of a non-profit community commercial kitchen, where residents can start food businesses in a legal and sanitary manner. The space should also host food-safety, healthy foods, nutrition, and business development classes.

Action IE-1.2.4 – Collaborate with regional organizations such as America’s Job Center and the Small Business Development Center that support small business development and technical assistance training.

Action IE-1.2.5 – Collaborate with Hartnell College to expand and enhance ways for residents to become state-certified childcare providers, so that finding quality childcare is not a barrier to parents seeking employment. Review, and, if necessary, modify Zoning regulations to allow home-based child care centers in more areas.

Action IE-1.2.6 – Promote programs that support low-income entrepreneurs to accumulate start-up capital, such as individual development accounts with the Opportunity Fund.

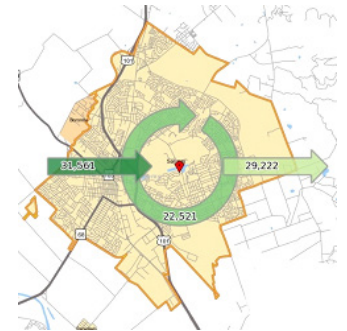
Action IE-1.2.7 – Support and replicate existing informal capital sharing strategies. Such examples include microloans and the *tanda* which is a common strategy among Spanish speaking communities.

Action IE-1.2.8 – Ensure that business support and development services are available to microenterprises as well as larger business start-ups. Explore ways to create a micro-enterprise lending fund.

2.2.4 Workforce Development

Major goals of economic development are often to create jobs that benefit the local workforce and for the local workforce to obtain the skills necessary to meet the job requirements of existing and future businesses. A large number of the City’s residents are employed in professional and technical occupations that typically commute north to larger job centers in Silicon Valley or the Monterey Peninsula. Current trends show that more than half of the workers who live in Salinas commute out of the City to work. These workers tend to be younger than the workers who have jobs in Salinas. They are employed more often in trade and transportation businesses. The workers who both live and work in Salinas tend to be employed more in service industries. Workers that drive into the City for work tend to work in manufacturing industries that are generally concentrated in the downtown, southern industrial areas, and the airport business park.

It is important to make the case to businesses located outside the City that it is a good location for satellite businesses and for new establishments that take advantage of the City’s workforce. The City has forged new connections to businesses and sources of capital in Silicon Valley to support training for young people in coding



and other technical skills. These skills can be applied to new agricultural technologies as well as lay the groundwork to attract firms in other industries.

For the existing workforce, there is also a need to transition agricultural and food processing workers to other occupations as agricultural technology becomes more prevalent. For those without college opportunities, there is a growing market for skilled workers in maintenance occupations requiring mechanical and electrical training, as well as health care occupations that require one to two years of instruction and on-the-job experience. However, in many cases, training needs to also address a lack of work readiness and basic skills such as arithmetic and literacy. The City needs to maintain strong partnerships with all levels of institutions in education and training, from preschool through K-12, to community college, to four-year colleges, and private training organizations. These partnerships are critical to meet the diverse needs of the labor force and the future job base in Salinas.

The City's labor force has experienced shifts in the last ten years, with increasing growth in professional and technical employment, and in health care and education. Total growth in the labor force was about 14.9 percent, but the number of workers employed in higher skilled industries grew nearly twice as fast. Employment in agricultural industries showed substantial growth; however, there was a trending drop in employment in wholesale trade.

Workforce Issues and Challenges

The following issues have been identified which represent challenges to economic development in successful workforce development:

- Potential decline in lower skilled agricultural jobs as the industry adopts more technology and efficient operations;
- Lack of “middle skill” jobs and vocational training for workers to transition out of agriculture into the remaining economy;
- Shortage of worker training for growing job sectors, including health care, agricultural technology, recreation, communications, instruments, alternative energy, water quality and conservation technology;
- Lack of adequate capacity in after school programs and jobs for youth; and
- Lack of basic work readiness, particularly among young people.

Goals, Policies, and Actions

Following are Workforce (WF) Development goals, policies and action items that address the issues raised above, and provide direction to the City as strategies for economic development in this topic area.

Goal ED-WF-1 – Promote the creation of a local economy responsive to the future, featuring jobs that promote environmental sustainability, healthy lifestyle choices and economic equity.

Policy ED-WF-1.1 – Partner with educational and workforce training agencies to facilitate investment in new educational programs to teach 21st century skills.

Action WF-1.1.1 – Continue collaboration with the Steinbeck Innovation Cluster to teach coding and other technology skills to young people. Capitalize on innovation in the agricultural industry through educational institutions and facilities, to become known as the West Coast educational authority in agriculture.

Action WF-1.1.2 – Encourage the collaboration of Salinas Union High School District, Hartnell College, CSUMB, UCSC, SJSU and other higher educational institutions to promote the use of the career pathways approach to a variety of growing clusters in construction, health care, agriculture, eco-tourism, electronic systems for manufacturing, alternative energy, water and wastewater technologies and others.

Action WF-1.1.3 – Partner with the Chamber of Commerce, WIB and business associations to facilitate communications with businesses to ensure a strong connection between the educational courses offered in K-12, community college and university level and the skills needed by existing and prospective employers. Promote internship offerings with larger businesses at both the high school and college levels.

Action WF-1.1.4 – Continue support of non-profit organizations working with youth programs, particularly focused on career exploration and job readiness (e.g., Girls Inc., Girl and Boy Scouts, Rancho Cielo). Consider the benefits of using I-Result LLC, a software community/education performance monitoring and measuring tool, currently in use in other communities in Monterey County.

Action WF-1.1.5 – Consider establishing a “boomerang” program for Salinas natives obtaining college degrees elsewhere to encourage their to return to Salinas to work. Incentives may include tuition



reimbursement, contingency program scholarships, housing assistance and internships that lead to permanent positions through private industry/college collaborations.

Goal ED-WF-2 – Promote community safety and economic security by providing access to economic opportunities for all workers and households in the community.

Policy ED-WF-2.1 – Prioritize employment opportunities for Salinas’ residents.

Action WF-2.1.1 – Encourage the use of “community benefits agreements” to implement local hire goals for new businesses. This type of agreement, between the City or a community group(s) and a developer or end user, provides specific local hire provisions, amenities, and/or mitigation to the local community or neighborhood

Action WF-2.1.2 – Develop a policy whose primary objective is to encourage City contracts with Salinas-based businesses with more than twenty five (25) employees that have potential to offer internships to youths residing in Salinas. This program should be coordinated by the CASP office or some other entity working to employ local youth.

Action WF-2.1.3 – Explore additional employer incentives to encourage outreach to local workers and employer-sponsored workforce training and development programs.

Action WF-2.1.4 – Develop and support formal and effective local preference policies in procurements of all goods and services.

Policy ED-WF-2.2 – Identify and promote the development of job skills that meet the needs of unemployed workers in Salinas.

Action WF-2.2.1 – Coordinate with workforce training agencies, including the WIB, local colleges and private post-secondary schools to ensure that unemployed workers gain the skills needed to access available jobs, particularly middle skill jobs in the economy.

Action WF-2.2.2 – Support the collaboration of the State of California and County of Monterey to facilitate training and hiring programs for released prisoners to help their transition into society.

Action WF-2.2.3 – Encourage and support social service agencies to continue developing rehabilitation and preventive/intervention

work programs for at-risk segments of the workforce, including newly released inmates, the homeless and troubled youth.

Policy ED-WF-2.3 – Support the development of programs to transition displaced agricultural workers to new employment.

Action WF-2.3.1 – Encourage Federal, State and County agencies to provide adult education for farm workers with classes during the non-harvest season.

Action WF-2.3.2 – Encourage Hartnell College to create a new curriculum for engineers and maintenance personnel in the agricultural cooling industry (industrial refrigeration). Utilize the existing diesel training facility and welding lab to educate workers to succeed in the diesel repair and maintenance and welding fields.

Action WF-2.3.3 – Coordinate with Federal, State and County agencies and the Steinbeck Innovation Cluster to identify compatible industry job training programs and utilize Salinas and the Salinas Valley as a pilot program and best practices example.

Policy ED-WF-2.4 – Partner with educational and nonprofit organizations to increase vocational and educational opportunities for Salinas' youth.

Action WF-2.4.1 – Continue to seek funding partners to expand after school programs for youth. Explore potential opportunities for youth to learn and gain school credit and stipends for working in the agricultural industry (e.g., fields, labs, processing, etc.).

Action WF-2.4.2 – The City should collaborate with local businesses, the CASP program, Salinas Union High School District, Palma High School, Notre Dame High School, Hartnell College and CSUMB's Service Learning Institute to develop intern and mentorship programs for youth to develop skill sets and increase experience levels in Salinas based businesses. Support joint-use of public school facilities for this purpose.

Action WF-2.4.3 – Encourage robust regional vocational programs, such as the Mission Trails Regional Occupational Program, to provide employment training for high school juniors and seniors. Lobby at the State level to maintain funding.

Action WF-2.4.4 – Support and give priority to funding for Salinas youth programs that provide direct job skills training for youth.



Action WF-2.4.5 – Consider applying to the National Center for Disease Control’s Youth Violence Prevention Program to create an Academic Center for Excellence when another round of applications is announced.

Action WF-2.4.6 - Partner with local industry leaders, businesses and Hartnell College, Salinas Union High School District, and trade schools to develop a robust regional Technical Training Center. Provide broad curricula of offerings for both new and experienced students to prepare them to meet today’s and future demands for technical good paying jobs to serve agriculture, construction, medical and other industries. Make goal to attract not only local students but both new and established technicians and regulators statewide and from throughout the western states.

Offerings may include technical training and certifications in:

- Industrial refrigeration including ammonia-based systems for technicians, fire fighters and emergency response personnel;
- Mechanics: auto, truck, diesel, aviation, drones and motorcycle;
- Ag services and food safety;
- Healthcare technicians and medical assistants;
- Integrated electronics;
- Construction trades and technology;
- HVAC;
- Inspection services;
- IT, computer support and database administration;
- Graphic arts, computer-aided drafting, rapid-prototyping(3D)and web design;
- Regulatory compliance; and
- Week-end courses, one week courses and longer term programs.

Goal ED-WF-3 – Increase the educational attainment of Salinas’ residents.

Policy ED-WF-3.1 – Encourage local and regional educational institutions to support an increase in the number of high school graduates, literate adults, and completion of GED programs to increase job readiness skills and opportunities.

Action WF-3.1.1 – Strive to foster a system of opportunity for all residents by encouraging support of early childhood education programs that target equipping all children, especially those in low-income communities, with the tools, resources, role models and foundational knowledge needed to succeed later in life.

Action WF-3.1.2 – Continue to expand City library facilities and expand programming beyond traditional library functions (access to books, computers, and literacy/cultural programs) to enhance neighborhoods in a more comprehensive manner (community meeting rooms, trainings/ workshops, etc.). Continue to enter into joint-use agreements with schools to make those public facilities available to the community outside school hours.

Action WF-3.1.3 – Applaud educational institutions, including the Salinas Adult School of the Monterey County Office of Education, that help residents complete the GED and other education. Encourage the provision of childcare services for working adults to complete GED courses.

Action WF-3.1.4 – Encourage Hartnell College to provide programming for students short of college graduation credits.

Action WF-3.1.5 – Partner with CSUMB to increase and sustain entrance and graduation rates from CSUMB by Salinas residents, including facilitating the connection of specific target industries, such as agricultural engineering, ag-business, computer science, marine sciences.

Action WF-3.1.5 – Partner with CSUMB to establish a satellite campus facility in Salinas.



2.2.5 Neighborhood and Commercial Areas

Improve Neighborhoods

Approximately 50 percent of the City is built out with residential neighborhoods. Additional residential and mixed-use development will occur with development in the Focused Growth Overlay Areas and Future Growth Areas, especially the North

of Boronda Future Growth Area. As such, the City regards the value of healthy neighborhoods as an economic priority of the highest order. The City's long-term economic prosperity is dependent on the health of its residential neighborhoods.

Neighborhood Issues and Challenges

The following issues have been identified which represent challenges to successful economic development related to neighborhood improvement and revitalization:

- Lack of reinvestment in existing residential neighborhoods;
- Lack of housing options limits choices for residents;
- Limited access to public transportation;
- Poor appearance in some neighborhoods
- Not enough housing near mixed-use and commercial areas so people cannot easily walk to jobs and shopping;
- Limited bicycle and pedestrian linkages in neighborhoods;
- Lack of safe and attractive parks and open space accessible to some existing neighborhoods;
- Streetscapes are often perceived as not safe and attractive for pedestrians;
- Lack of street trees and sidewalks;
- Overcrowding can be a problem for certain residential areas;
- Perception and reality of crime and safety issues are hurting neighborhood quality;
- Infrastructure in some neighborhoods is substandard;
- Lack of identity, markers or gateways;
- Lack of neighborhood associations; and
- Violation of Defensible Space and Crime Prevention Through Environmental Design principles in public housing, and many multi-family complexes.

Goals, Policies, and Actions

Following are Residential Neighborhood (N) area goals, policies and action items to address the issues raised above and to provide direction to the City as strategies for economic development in this topic area.

Goal ED-N-1 – Incentivize private sector investment in residential neighborhoods to protect and enhance their long-term social, economic, and environmental value for current and future residents.

Policy ED-N-1.1 – Attract a wide range of residential and residentially compatible investment types that support neighborhood character.

Action N-1.1.1 – Modify Zoning Code regulations, as necessary, to permit uses that compliment residential land uses as allowed uses, including live-work (existing City ordinance), home businesses, day care, etc., along neighborhood arterials and where they do not conflict with the character of existing residential neighborhoods. Establish criteria to guide hours of operations, parking requirements, employee hours, etc.

Action N-1.1.2 – Consider adopting environmentally friendly approaches to future new neighborhood development for residential areas that promotes sustainable neighborhood design.

Action N-1.1.3 – Promote investment in expanding the stock of affordable housing by promoting the existing Zoning Code regulations that allow second dwelling units as permitted uses, with no discretion and no affordability requirements. Approve a selection of pre-approved plans. The purpose is to: 1) reduce time and costs associated with approvals required to construct secondary dwelling units on residentially-zoned lots of sufficient size; 2) increase the stock of affordable housing throughout the City; 3) promote infill development to reduce impacts on agricultural land; 4) promote use of public transit by increasing ridership density; 5) reduce environmental impacts of new housing; and 6) enhance family incomes and raise property values.

Action N-1.1.4 – Support a diverse variety of housing types, including farm workers, seniors, multifamily, smaller houses on smaller sites, market-based affordable housing, secondary dwelling units and executive housing on large lots.



Action N-1.1.5 – Partner with CSUMB, Hartnell College, and public service agencies to facilitate innovative solutions for the creation of seasonal workforce housing, such as housing promoted by the Small House Movement.

Action N-1.1.6 – Reduce off-street parking requirements for Transit Oriented Developments.

Action N-1.1.7 – Review and revise residential design standards, as appropriate, to ensure that new investment and modifications to existing historic buildings support a high level of craft and character.

Action N-1.1.8 – Implement programs that further support and promote home ownership opportunities in all neighborhoods.

Action N-1.1.9 – Implement revisions to the Zoning Code, as appropriate, that promote housing of 1,000 square feet or less per the patterns promoted by the Small House Movement.

Policy ED-N-1.2 – Catalyze and guide redevelopment of underutilized and disinvested parcels.

Action N-1.2.1 – Establish and maintain, through City staff or outside services, a publicly accessible database of underutilized and disinvested residential and commercial parcels, including City-owned remainder parcels (consistent with Policy LU-1.17). Identify the barriers to investment. Empower City staff to effectively communicate economic opportunities to the investment community.

Action N-1.2.2 – Support the ability of residents to identify/report underutilized and blighted parcels.

Policy ED-N-1.3 – Evaluate ways to reduce development costs and/or provide incentives to encourage development within existing neighborhoods on underutilized or disinvested properties.

Action N-1.3.1 – Review and revise land use and development regulations and processing procedures within the Zoning Code, as appropriate, for opportunities to lower the cost of development and construction within existing residential neighborhoods, including vacant, underutilized, or disinvested properties.

Goal ED-N-2 – Improve appearance of residential neighborhoods to bolster property values, incentivize private investment, and increase community pride.

Policy ED-N-2.1 – Define and promote the unique identity of residential neighborhoods through use of neighborhood identity and design standards.

Action N-2.1.1 – If feasible and requested by the neighborhood, evaluate and as appropriate, adopt design standards for individual residential neighborhoods that reflect and promote development, landscaping, signage, and streetscape that express the unique identity and desires of individual neighborhoods. Link the residential neighborhood level standards to design themes (e.g. signage, City tag-line, logo, etc.) used for City gateways and individual economic development districts (as described in ED-LU Policy 1.14) to encourage connection to an overall City design identity.

Action N-2.1.2 – Partner with groups and organizations, such as the BHC and Monterey Bay Branch Sustainable Neighborhood Committee (of the U.S. Green Building Council of Northern California), or similar organizations to encourage the transformation of the City’s neighborhoods in neighborhood revitalization or in new master plan communities to create environmentally and socially responsible, healthy and prosperous residential environments.

Policy ED-N-2.2 – Improve neighborhood streetscapes to enhance walkability and support a safe and attractive pedestrian environment through the Community Design Element.

Action N-2.2.1 – Consider establishing pedestrian scaled decorative street lighting throughout residential neighborhoods and maintain to assure adequate safe lighting levels.

Action N-2.2.2 – Increase street tree plantings throughout residential neighborhoods, and look at alternative means of providing long-term maintenance (e.g., City, non-profit organization, private property owners, landscape and lighting maintenance district, etc.).

Action N-2.2.3 – Establish an on-line urban forestry primer through the City’s street tree program to empower residents to appreciate and care for neighborhood trees.



Action N-2.2.4 – Enforce City Municipal Code and California Vehicle Code, as applicable, within existing neighborhoods to improve on-street and off-street residential parking options and ensure a clean, safe, and inviting streetscape is maintained in order to improve property values and residents' quality of life.

Policy ED-N-2.3 – Encourage 'pre-development' active reuse of vacant parcels for short-term community benefits.

Action N-2.3.1 – Establish programs to enable and empower residents to build community gardens, parklets, publicly accessible open spaces, and play areas on vacant parcels.

Policy ED-N-2.4 – Provide resources to address the special needs of neighborhoods that have historically experienced disproportionately less economic investment.



Action N-2.4.1 – Continue to provide training and access to technology to local citizen groups at City libraries.

Action N-2.4.2 – Expand state and federal special area designations for lower income communities, as appropriate.

Policy ED-N-2.5 – Develop and adopt a Property Maintenance Ordinance that provides minimum standards and requirements for building and landscape appearance.

Action N-2.5.1 – Use the City's website and other education outreach methods to make property owners aware of standards.

Action N-2.5.2 – Provide sufficient staffing resources, such as Code Enforcement officers, to actively enforce property maintenance standards and requirements.

Goal ED-N-3 – Empower citizens to take an active role in neighborhood revitalization.

Policy ED-N-3.1 – Promote the establishment of a system of neighborhood-level resident representation to empower/engage local neighborhoods in their own revitalization process.

Action N-3.1.1 – Create and fund a City grant writing position, the responsibility of which is to seek grants and other funding sources for the city to implement the policies and action items contained in this Element.

Action N-3.1.2 – Explore the possibility of re-creating and funding a City Neighborhood Coordinator position, the responsibility of which is to help identify natural neighborhoods, identify leaders, establish governance and organizations, and act as a liaison between neighborhoods and the City to promote revitalization efforts and provide assistance in prioritizing and implementing the objectives for neighborhood. The Coordinator would also:

- Facilitate a City-wide public participation process to define the locations of individual neighborhoods throughout the City.
- Work with and be responsible for encouraging neighborhood organizations to be established in each neighborhood, developing an organizational structure and providing assistance within prioritizing and implementing the neighborhood identified objectives (including, but not limited to, markers and monuments to identify individual neighborhoods, sidewalk repair, graffiti abatement, and other special neighborhood improvement projects).
- In collaboration with neighborhood representatives, and other applicable City staff establish/expand Neighborhood Watch, neighborhood walking clubs, or other mechanisms to identify safety and other needs of individual neighborhoods.

Action N-3.1.3 – Continue to enter into joint-use agreements to allow school facilities such as libraries, gyms, community rooms and classrooms to play important roles as neighborhood centers.

Action N-3.1.4 – Continue to provide planning and funding to support development of multiple neighborhood family resource centers to provide residents a sense of community identity and pride. Provide safe environments for activities, enrichments and delivery of services for all age groups. Include support for programs in existing facilities, including the Steinbeck, Cesar Chavez and El Gabilan libraries; Hebron Recreation Center; Firehouse Recreation Center; and the Bread Box Recreation Center. Include a new center at the site of the vacant church facility at Sanborn Road and Circle Road, if feasible, and support the residents of Acosta Plaza in their efforts to transform the Sanborn Ranch House into a community center. Extend this support to other sites and opportunities as they arise. Examples of potential services and programs include:

- Classes in English, cooking (healthy foods), nutrition and fitness, personal finance, “dress-for-success,” technology, Classes in arts and crafts and art appreciation;



- Entrepreneurial workshops – business plans, permit and regulatory process, financing, tax planning, marketing, networking, etc;
- Access to Massive Open Online Courses;
- Senior services, including social events, senior daycare, wellness, nutrition, flu shots, clinics and exercise;
- Indoor and outdoor recreational opportunities, including organized sports for players, coaches, and tournament organizers;
- Collaboration with YMCA, Scouts, Boys and Girls Clubs, Girls Inc., Big Brother Big Sister, etc;
- Safe afterschool mentoring, counseling, testing and homework help and access to positive role models;
- Neighborhood events, including birthday parties, yard sales, BBQs, movie nights, potlucks, live entertainment and performances, neighborhood improvements and clean-up days, and art displays education; and
- Distribution of food from the County Food Bank.

Action N-3.1.5 – Collaborate with neighborhood-level representatives to engage and inform neighborhood residents through an educational program about City services and programs, and for programs and initiatives that influence neighborhood revitalization

Action N-3.1.6 – Utilize the neighborhood collaboration strategy as a marketing tool to demonstrate community cohesion as part of the City’s effort to attract new businesses.

Action N-3.1.7 – Continue citizen engagement to influence decisions about use of grant funds (e.g., CDBG) for neighborhood revitalization.

Policy ED-N-3.2 – In collaboration with neighborhood representatives and/ or other community groups and organizations, leverage the use of technology to promote low-cost, short-term activities that may lead to long-term economic change.

Action N-3.2.1 – Encourage and support efforts to establish on-line carpool and day care coordination among neighborhood residents.

Action N-3.2.2 – Build shared asset systems including car-share, tool-share, and knowledge-share into the neighborhood culture, promoted and coordinated through the local neighborhood structure

Action N-3.2.3 – Use tools, such as neighborhood meetings or the latest technology for electronic forms of outreach to identify neighborhood improvement needs and inform the City about key neighborhood issues and concerns.

Improve Commercial Areas

The City's commercial areas are among its most valuable and viable for significant new investment and employment growth. These commercial areas range in type from regional malls and power centers (e.g. Northridge Mall) that attract a wide range of residents and visitors, to commercial corridors (e.g. East Market Street, East Alisal Street, North Main Street, Valley Center corridor), to neighborhood centers, and to the City's historic mixed-use downtown. Current commercial corridors and underutilized strip commercial centers have a distinct competitive advantage over other opportunity areas, in that they are primed with existing infrastructure and a captive market of residents who utilize them as part of the City's primary circulation network. The City should make significant efforts to reposition these assets to attract new investment, increase overall land value and land productivity, and increase property and sales tax. Maximizing the productivity of the primary retail and commercial centers is a primary pillar of economic health of the community, on par with new development opportunities in undeveloped areas.

Commercial Area Issues and Challenges

The following issues have been identified by the community, which represent challenges to successful economic development in commercial areas:

- Many commercial corridors including parts of North/South Main Street and East Alisal, East and West Market Street, North Sanborn, and Williams Road, some of which are in Focused Growth Overlay Areas, appear underutilized or dated and make a poor impression on residents and visitors;
- Commercial corridors are perceived as unsafe for pedestrians;



- Neighborhoods are separated from commercial areas which, coupled with the small number of mixed-use developments, means that many residents must drive to meet even their most basic commercial needs;
- Commercial areas should be more walkable, with appealing pedestrian features;
- Downtown has a significant number of vacant properties and could benefit from having more residences within walking distance;
- There is an overwhelming sense of asphalt and concrete in many commercial areas due to a lack adequate landscaping;
- Many commercial areas suffer from high vacancy;
- The City's sign ordinance is often perceived as overly restrictive and sign permit process onerous;
- Street parking has been prohibited from some commercial areas and Caltrans routes, effectively reducing street activity, walkability, and ready access to storefronts facing street, thereby reducing commercial viability, property values and tax revenues;
- Free parking potentially reduces use of parking structures and contributes to perception of a parking problem, while missing potentially significant income for re-investment in the commercial district;
- Presence of panhandlers and homeless can cause some individuals to feel uncomfortable and can create a disincentive to frequent commercial areas; and
- Too many surface parking lots and too few parking structures.

Goals, Policies, and Actions

Following are Commercial Area (CA) goals, policies and action items that address the issues raised above and to provide direction to the City as strategies for economic development in this topic area. They are designed to reorient outdated commercial areas including disinvested corridors and 'strip mall' type commercial centers, where feasible, in favor of mixed-use development districts that increase overall land productivity and revenues, and



improve access to commercial services. Where mixed-use revitalization is not feasible, policies are included to assist in reinvestment and improvement of commercial developments.

Goal ED-CA-1 – Coordinate public and private investment along disinvested commercial corridors.

Policy ED-CA-1.1 – Adopt land use policies and development regulations to attract a wide range of new commercial, workplace, live-work, and compatible land uses to the North Main Street and South Main Street corridors (a portion of which are Focused Growth Overlay Areas) in accordance with investor and consumer preferences (see also policy ED-LU-1.2).

Action CA-1.1.1 – Prepare market-based feasibility studies to identify potential tenants and uses for the North Main Street and South Main Street corridors.

Action CA-1.1.2 – If viable, prepare independent Corridor Plans (or other plans as appropriate) for North Main Street and South Main Street that include a long-term development vision; land use design; and policies, regulations, capital improvements, financing; and infrastructure strategies necessary to incentivize, catalyze and sustain desired development based on the market analyses.

Action CA-1.1.3 – As part of the Corridor Plans (or other plans as appropriate), evaluate the use of and prepare form-based development regulations for the North Main Street and South Main Street corridors as deemed necessary as a tool to provide flexibility to the investment community while ensuring a predictable physical outcome. Prepare regulations for site development, building types, frontage types, landscape, and open space to provide direction to investors and communicate the City’s desired outcome.

Policy ED-CA-1.2 – Reposition East Alisal Street, East and West Market Street, Abbott Street, West Sanborn Road and Williams Road, as appropriate and feasible, as mixed-use neighborhood boulevards (see policies ED-LU-1.2 and ED-LU-1.3). In their current state, these streets contain a significant number of underutilized parcels whose revitalization would improve the appeal and safety of the street for residents of nearby neighborhoods.

Action CA-1.2.1 – Prepare market-based feasibility studies to identify feasible investment types for tenants and uses for these corridors in the East Alisal area of Salinas.



Action CA-1.2.2 – Leverage proximity to historic and culturally significant neighborhoods to “reposition” East Alisal Street, East and West Market Street, Abbott Street, West Sanborn and Williams Road, as appropriate and feasible, as mixed-use boulevards where residents, workers, and visitors have proximity to a wide range of commercial and workplace land uses in support of pedestrian friendly and vibrant neighborhood corridors. Establish land use polices to incentivize property owners to redevelop properties in accordance with market based realities that raise land productivity. Permit new commercial, live-work, lodging and compatible residential development types.

Action CA-1.2.3 – Prepare a long-term vision for each of these corridors, consistent with the themed districts policy (see also policy ED-LU-1.14), that investors can rely upon and contribute to over time. Designs for commercial corridors should be in accordance with “complete streets” methodology to create safe, attractive, and transit supportive environments that support existing and desired development. Draft corridor plans in coordination with anticipated long-term development visions and transportation improvements for these commercial corridors and evaluate the use of form-based development codes for these underutilized commercial corridors. Communicate long-term values to land owners, tenants, and prospective investors. Target retail and job generating uses that gain value by virtue of the proximity of corridors to the local workforce and consumers.

Action CA-1.2.4 – Create financing mechanisms for short and long-term improvements to streetscapes, sidewalks, and public open spaces to help catalyze development of commercial corridors.

Action CA-1.2.5 – Beautify the pedestrian experience and increase safety by enhancing physical separation between pedestrian and automobile traffic. Significantly enhance street tree plantings along primary corridors. Add pedestrian-scaled street lights along corridor segments where enhanced pedestrian activity is desired.

Action CA-1.2.6 – Create property based business improvement districts to finance and maintain character and functional improving elements to districts, particularly for commercial parking, streetscape improvements, and signage.

Action CA-1.2.7 – Evaluate obtaining jurisdiction of South Main Street from Caltrans to enable restoration of on-street parking in Valley Center. Conduct an evaluation of negative impacts on and

opportunities for economic development along other streets under Caltrans jurisdiction and evaluate obtaining jurisdiction of those streets from Caltrans as appropriate.

Policy ED-CA-1.3 – Embrace short-term actions to populate storefront vacancies and vacant parcels.

Action CA-1.3.1 – Establish a business incubation program to populate vacant storefronts along these commercial corridors (e.g., short-term lease subsidies, legal and business support, etc.).

Action CA-1.3.2 – Identify a one or two block area with multiple storefront vacancies, and work with property owners to “activate the block” by offering free or reduced rent to new start-up businesses (see the Pop-up model in Old Oakland).

Action CA-1.3.3 – Identify vacant buildings and parcels in key commercial areas that could help bring life to the corridor. Work with property owners and creative, entrepreneurial residents to create temporary uses or installations such as pop-up parks, small community events, educational community gardens, food truck cluster site, public plaza, outdoor public art gallery, ‘portal galleries’ (art in vacant windows), among other uses.



Policy ED-CA-1.4 – Work with businesses that are not up to code to make improvements that ensure code compliance, health, and safety.

Action CA-1.4.1 – Identify chronically vacant and dilapidated retail locations and provide incentives, as allowable, such as for leasehold improvements, façade renovation, and event phased rent subsidies to help businesses.



Goal ED-CA-2 – Incentivize the retrofit of underperforming neighborhood shopping centers.

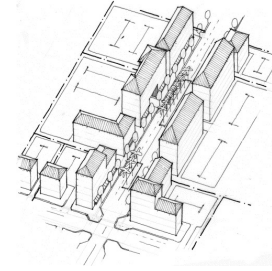
Policy ED-CA-2.1 – Map locations within the City and ensure the Zoning Code accommodates mixed-use zoning in order to transform, where appropriate and feasible, outdated single-use commercial centers into walkable mixed-use neighborhood centers.

Action CA-2.1.1 – Prepare a toolkit of retrofit techniques that address infill properties, including building placement, circulation, parking strategies, and identify a recommended mix of land uses that can

support surrounding neighborhoods and is compatible with site conditions.

Goal ED-CA-3 – Create a network of complementary and mutually beneficial commercial and mixed-use districts.

Policy ED-CA-3.1 – Create a City-wide retail strategy to combat sales tax leakage.



2.2.6 Quality of Life

While cities need revenue from economic development to improve “quality of life” through investments in public facilities, infrastructure, and services, they also must invest in quality of life to attract new and retain existing businesses. Quality of life is often cited as a top reason for the location decisions made by businesses. Business leaders want to live close to work in a great community. A key economic development strategy for the City will be to improve the City’s overall quality of life and image to increase the confidence and pride of existing and potential future business owners, employees and residents.

While promoting quality of life is a key economic development strategy, the issue of quality of life is complex and interdisciplinary. It is anticipated that the City will address quality of life issues in detail as a part of a future General Plan update. This section of the Economic Development Element highlights key economic development related quality of life issues that have been raised by the community.

Quality of life is a broad term that loosely conveys whether most people feel like a community is a great place to live. While numerous measures of quality of life exist, most consider some combination of the following factors as representative of quality of life: high levels of financial security and employment, attractive and functional built environment/urban design, high level of environmental quality and access to nature, good weather, good physical and mental health, access to quality education, access to health care, access to recreation and leisure opportunities, high level of political/civic engagement, and strong sense of social belonging/tolerance.

Quality of Life Issues and Challenges

The following issues have been identified which represent challenges to successful economic development in the area of quality of life:

- Perception of crime and public safety concerns: unsafe in home, parks, streets, in commercial zones, etc., and feeling that children are unsafe participating in after-school activities including organized sports;
- Uneven distribution of basic retail needs across neighborhoods;
- Division of social/cultural norms which impede cooperation or community life (language barriers, racial/ethnic tensions);
- Homelessness for many residents;
- Limited housing options for various life stages (young professionals/workers, multi-generational families, seniors, etc.);
- Overcrowded and poorly designed housing;
- Lack of public spaces for physical activity and socializing (parks and plazas);
- Lack of natural features, green space and trees;
- Poor bicycle and pedestrian-friendly infrastructure – car dependent city;
- Unstable employment (seasonal);
- Mixed quality and performance of schools;
- Formerly incarcerated residents face barriers to jobs, housing and services that help them rehabilitate and fully contribute to society;
- Barriers for undocumented immigrant residents to new training and career opportunities, legal protections, housing, and services;
- Lack of programming and services for vulnerable populations (youth, seniors, re-entry);
- Potential exposure to toxic pesticides and other pollutants for some residents and workers;
- High concentrations of poverty;

- Poor health outcomes and disparities and lack of access to healthcare in some concentrated areas;
- Lack of youth exposure to and mentorship for different career opportunities;
- Lack of good-paying jobs;
- Lack of adequate fire protection services due to economic deficiencies in funding basic fire services for the community; and
- Inability to meet current service demands in the community with current fire facilities, equipment and fire apparatus.

Goals, Policies, and Actions

Following are Quality of Life (QL) goals, policies and action items that address the issues raised above and to provide direction to the City as strategies for economic development in this topic area.

Goal ED-QL-1 – Improve community safety to prevent injury and death and to protect families and neighbors from the negative emotional and financial stress of community violence and to ensure that residents feel safe walking, shopping, bicycling, taking transit, allowing their children to participate in after-school and week-end activities or playing at a park.

Policy ED-QL-1.1 – The City must lead the conversation in the region and take action to improve perceived and actual safety in Salinas, by addressing the root causes of crime and violence in tandem with traditional public safety measures. Root causes of crime include social and economic disadvantage (e.g., poverty and poor educational and employment opportunities), unsupportive social environments (e.g., inequality and discrimination, lack of leaders and mentors, under-resourced neighborhoods, and overlooked mental health issues), and unstable family or support networks (e.g., high-conflict, low communication, low trust, and low responsibility and expectations).

Action QL-1.1.1 – Implement and sustain a comprehensive Group Violence Reduction Strategy. As a part of this strategy, develop creative and innovative partnerships to meet the needs of schools, law enforcement, and other community members. Provide leadership, funding and support for the ongoing implementation of the Salinas Comprehensive Strategy for Community Wide Violence Reduction (2013-2018) and other gang reduction programs throughout the City and expand their capacity to offer safe passage programs and educational and economic training.

Action QL-1.1.2 – Ensure appropriate police staffing ratios based on best practices and workload to ensure sufficient amount of non directed and proactive enforcement.

Action QL-1.1.3 – Coordinate and expand existing public, private, non-profits, and neighborhood/resident groups that help youth develop skills and obtain mentorship and employment while balancing educational commitments. Focus on youth who seek supplemental income to support their family’s basic expenses.

Action QL-1.1.4 – Explore the possibility of creating and funding a City Police Community Relations position, the responsibility of which is to promote crime prevention and safety in the community, and work with the media, develop strong positive messaging. Position would work closely with the proposed Public Information Officer to project the positive image of Salinas to the region and the outside world.

Action QL-1.1.5 – Develop a new state of the art public safety building.

Action QL-1.1.6 – Implement innovative policing programs such as community policing, bike and foot patrol, school resource officers, and cultural humility trainings, etc. Work with school districts and support installation of school resource officers in all schools.

Policy ED-QL-1.2 – Increase safety and reduce crime by regulating the design of the residentially built environment and implementing recommendations put forth in the CASP strategy. Ensure the design of public spaces and private developments are conducive to eyes on the street / natural surveillance while enhancing the aesthetic appeal and usability of a space.

Action QL-1.2.1 – Provide on-going training for City staff in Crime Prevention through Environmental Design (CPTED), and Defensible Space principles so they can evaluate and suggest modifications to proposed designs for public and private developments.

Action QL-1.2.2 – Support the equitable distribution of funds for appropriate street lighting, especially in areas with high crime or high levels of pedestrian activity.

Action QL-1.2.3 – Work with businesses and residents to decrease vandalism and blight. Seek to provide designated public spaces for graffiti artists to create murals and public art.



Action QL-1.2.4 – Reinvest in the CASP strategy and provide long-term resources to continue to implement this program.

Action QL-1.2.5 – Develop an assistance program that supports disinvested neighborhoods and properties to make improvements that ensure compliance with Zoning Code and other regulations through building and streetscape retrofits

Action QL-1.2.6 – Regulate residential building design to ensure pedestrian friendly frontages. In new developments, prohibit parking areas between buildings and sidewalk environments.

Action QL-1.2.7 – Permit use of front yard setback areas for private or shared gardens with appropriate restrictions. Permit use of planting strips for local food production.

Action QL-1.2.8 – Continue to require Crime Prevention through Environmental Design review in City design review process.

Policy ED-QL-1.3 – Work with residents, community organizations, schools, and the County to improve the criminal justice system in Monterey County to provide high quality and innovative services for victims, suspects, offenders, and their families.

Action QL-1.3.1 – Promote programs, policies, and community involvement in preventing and reporting partner, child, disabled, or elder abuse, neglect, and exploitation. Ensure resources are readily available in Spanish at City police stations.

Action QL-1.3.2 – Promote training of police officers in “trauma-informed healing” approaches and cultural humility.

Action QL-1.3.3 – Work with Monterey County’s Behavioral Health Bureau, community-based organizations, faith-based initiatives, and other groups to identify individuals exposed to serious crimes and provide referrals to mental health services to cope with posttraumatic stress disorders and chronic-traumatic stress disorders.

Action QL-1.4.4 – Continue to support efforts to expand mental health and substance abuse programs for juveniles and adults as a cost-effective way to reduce violence and arrests. Continue to support programs such as Rancho Cielo, Teen Challenge, and Second Chance as examples of youth rehabilitation and training alternatives for

juveniles, and evaluate the feasibility of building additional youth drug treatment facilities in Salinas to expand juvenile incarceration alternatives.

Action QL-1.3.5 – Continue efforts to promote justice through dialogue between victims and offenders of crime (“restorative justice”) in the County juvenile justice system and in schools. Consider supporting the expansion of restorative justice efforts in the adult criminal justice system.

Action QL-1.3.6 – Continue to implement the County’s Public Safety Realignment and Post Release Community Supervision Plan to ensure that formally incarcerated residents experience a healthy re-integration into civilian life and that prevents recidivism.

Goal ED-QL-2 – **Narrow social and economic disparities in the City of Salinas to foster a more inclusive community rich with diversity, social cohesion, civic engagement, and sense of belonging.**

Policy ED-QL-2.1 – Acknowledge that individual income and wealth is the strongest predictor of health and well-being and strive to increase incomes among the lowest-income groups in Salinas.

Action QL-2.1.1 – Facilitate opportunities for youth and adults to cultivate financial literacy in order to reduce debt and generate personal savings and wealth (San Francisco Youth Credit Union model).

Action QL-2.1.2 – Encourage the creation of community check cashing and non-profit credit unions.

Policy ED-QL-2.2 – Creatively consider how future City decisions and practices can intentionally reduce institutional discrimination based on race, ethnicity, country of origin, sex, age, socio-economic status, physical or mental ability, sexual orientation, and religion, and other protected classes under federal and state law, especially as it relates to civic engagement and City-wide unity.

Action QL-2.2.1 – Build capacity within disadvantaged/vulnerable/historically underserved communities to understand, navigate, and participate in governmental affairs by partnering with community based organizations to conduct civic leadership trainings and educational sessions.

Action QL-2.2.2 – Expand and enhance the City’s capacity and methods to engage diverse Salinas residents and businesses in on-going land use and other public policy processes. Streamline high quality community engagement by documenting best practices and templates. Create and maintain stakeholder and resource lists, email/ mailing lists, employ language translation technology as appropriate and feasible, and continue to build relationships with community leaders, organizations, and institutions who can help engage additional residents.

Action QL-2.2.3 – Establish partnerships with school districts to facilitate opportunities for youth civic engagement to promote life-long civically-minded residents.

Action QL-2.2.4 – Encourage businesses to participate in civic life, and play a positive role in the community. Continue to create opportunities for businesses, labor groups, and industry associations to formally contribute to and participate in public processes.

Action QL-2.2.5 – Ensure that new policies, services, and programs consider and are responsive to community members or neighborhoods that are considered disadvantaged, “vulnerable” or historically underserved. The definition of a ‘disadvantaged, vulnerable or underserved’ may vary depending on the policy or program focus.

Action QL-2.2.6 – Identify ways to keep community stakeholders informed of the progress of the Economic Development Element’s implementation and involved in future Economic Development priority setting.

Policy ED-QL-2.3 – Support the emotional well-being of residents by creating safe opportunities for residents to connect with their neighbors, especially when they are from a different culture or background.

Action QL-2.3.1 – Promote volunteer programs with local non-profit organizations, partnership collaborations, and public schools to foster a sense of ownership and pride among residents that support interactions between youth and elders.

Action QL-2.3.2 – Enhance and promote services that support individuals in times of crisis (shelters, emergency food, etc.)

Action QL-2.3.3 – Expand opportunities for residents to experience or participate in culturally inclusive arts and cultural activities to enhance mental health and social connectedness.

Goal ED-QL-3 – Improve access for all residents to a variety of high-quality, well-activated parks, green space, and recreational opportunities that enhance quality of life and connect to surrounding neighborhoods and businesses.

Policy ED-QL-3.1 – Create new park space, connect existing and future parks and open space areas/corridors, encourage public art throughout the City, and include this policy and action items in the Community Design Element.

Action QL-3.1.1 – Update the City’s existing parkland dedication ordinance that requires parkland dedication, improvements, and/ or in-lieu fees, consistent with state law. Explore options, consistent with the state law that would facilitate the dedication of additional parkland beyond that required under the State Quimby Act, which governs minimum park dedication and development requirements.

Action QL-3.1.2 – Increase City parkland by creating joint or shared use agreements with other public entities, partner with local non-profits to acquire and improve additional parkland, and creating a separate parkland fund that can accept donations, grants, dedications and other general funds.

Action QL-3.1.3 – Create and implement a community-wide connectivity plan that is tied to a way-finding signage program to provide non-motorized (e.g., pedestrian, bikeways, etc.) travel opportunities that link all areas of the community to existing and future parks and open space resources.

Action QL-3.1.4 – Review, update and integrate the City’s Pedestrian Plan with the City’s Bikeways Plan as a tool to improve non-motorized connectivity to existing and future park and open space resources.

Action QL-3.1.5 – Encourage public art throughout the City, both in existing developed areas and in new development, and prepare a policy which requires all new development to include public art in their



designed public spaces or contribute toward a public art fund, with appropriate review standards.

Policy ED-QL-3.2 – Improve existing parks and recreational facilities in need of repair or upgrading and acknowledge the positive impact on property values from building and maintaining high quality parks across the city. Establish a range of parks and open spaces, including tot lots, neighborhood parks, community parks, skate parks, sports fields and courts, organized sports complexes, plazas/greens and/or greenways/parkways within all new neighborhoods, business districts and commercial areas, but especially in areas with low park level of service.



Action QL-3.2.1 – Improve existing parks and open space facilities and expand recreational programs as a means of improving the health of Salinas’ residents. Active play structures and/or amenities should be designed to accommodate a range of ages and physical abilities.

Action QL-3.2.2 – Install drinking fountains and restrooms in community parks, as feasible and appropriate, so users can more easily take their lunch break or extend their play and exercise time.

Action QL-3.2.3 – Increase funding for park supervision to expand staff hours at existing parks and to extend the hours that restrooms remain open to the public and/or investigate other ways to keep restrooms open past staff hours, such as volunteers or a business adopt-a-park program.

Action QL-3.2.4 – Modify existing parks, where feasible to ensure that they are accessible to persons with disabilities.

Action QL-3.2.5 – Identify areas with poor park access and poor park level of service and integrate these areas into future capital improvement plans.

Action QL-3.2.6 – Promote neighborhood-based recreation and volunteer opportunities for seniors to ensure seniors are integrated into the fabric of the community.

Action QL-3.2.7 – Partner with community organizations, volunteer instructors, and schools to create more free fitness and sports programs for low-income youth and adults.

Policy ED-QL-3.3 – Strive to create development patterns such that the majority of residents are within one-half mile walking distance of a park, greenway, public plaza or recreation center (in more urbanized areas of the City).

Action QL-3.3.1 – Require all new developments to provide parks space in accordance with General Plan Service Standards.

Action QL-3.3.2 – Establish an interconnected open space network throughout Salinas that serves as a network for active transportation, recreation and scenic beauty and connects all existing and future areas of the City, where feasible. In particular, connections should be made between preserved open spaces, parks, the downtown, Alisal, North Salinas, Neighborhood Centers and other destinations within the City.

Policy ED-QL-3.4 – Better integrate parks into neighborhood fabric to blur the boundary between neighborhood, sidewalk, and park perimeters to better integrate parks into neighborhood fabric.

Action QL-3.4.1 – Where appropriate, create perimeter paths around new and existing parks that are well lit and have appropriate space and surfaces for all types of users (joggers, strollers, wheelchair users, and bicyclists). This will create more natural surveillance of the park and street, integrate parks with surrounding uses, and provide additional fitness/active transportation facilities. Paths could include mileage markers, exercise equipment, and signage with fitness tips.

Action QL-3.4.2 – Review what food and beverages are sold at public parks and establish nutrition guidelines to ensure healthy options are available.

Action QL-3.4.3 – Research and evaluate adoption of a healthy food cart ordinance to allow local entrepreneurs to sell healthy food and beverages in the parks and/or along park perimeters.

Goal ED-QL-4 – Improve the health of all Salinas residents and reduce health inequities to ensure people can make productive contributions to the economy, their family, and their community.





Well-designed, safe and accessible sidewalks can help contribute to healthier communities and healthier residents. Incorporating physical activity into daily life is a key part of addressing obesity and related chronic diseases such as diabetes and heart disease.

Thomas Farley, M.D., MPH.
Commissioner, New York City
Dept. of Health and Mental
Hygiene. *In Active Design: Shaping
the Sidewalk Experience. 2013*

Policy ED-QL-4.1 – Reduce disparities in life expectancy and diseases among different race/ethnicities and income levels by working closely with the Monterey County Health Department to track trends and support targeted prevention and wellness programs throughout the life course.

Action QL-4.1.1 – Encourage the provision of a range of health and mental health services (including but not limited to primary, preventive, specialty, prenatal, dental care, mental health, and substance abuse treatment/counseling) in a manner accessible to residents through partnerships with community groups and the Monterey County Health Department.

Action QL-4.1.2 – Encourage federally qualified health centers or private practices that are committed to serving Medi-Cal and Medicare enrollees in order to ensure that providers serve all residents. Partner with the Monterey County Health Department to educate and support Salinas’ residents and employers with respect to access of health care coverage.

Action QL-4.1.3 – Encourage the development of urgent and primary health care facilities in medically underserved parts of Salinas through partnerships with community groups and academic institutions. Health care services that are culturally sensitive and linguistically appropriate for the diverse communities of Salinas, and offer evening and weekend hours for residents with non-flexible work hours are highly desirable.

Action QL-4.1.4 – Collaborate with MST to ensure that major clinics and social service facilities in Salinas are served by bus routes with appropriate hours and frequency.

Action QL-4.1.5 – Partner with the Monterey County Health Department to support and expand community health worker “promotoras” (health promoters) programs with funding from the Affordable Care Act.

Action QL-4.1.6 – Provide well-designed accessible sidewalks that encourage safe pedestrian uses.

Policy ED-QL-4.2 – Collaborate with other public agencies and major institutions to create programs that elevate and support the health and wellness of employees.

Action QL-4.2.1 – Enhance the health and well-being of city employees through expanding workplace wellness programs and other similar policies to increase employee productivity, improve morale, promote fitness and healthy food vending, decrease incidence of accidents and injuries, and decrease medical costs.

Action QL-4.2.2 – Explore and create City programs and policies that support family care responsibilities outside of the workplace such as breastfeeding, family-leave, flexible work hours, and child care assistance. Aspire to become a model healthy organization for other cities, agencies, and private companies in the region.

Action QL-4.2.3 – Work with First 5 Monterey County to expand culturally competent day and night time child care options for parents and to examine the possibility of creating a universal pre-kindergarten program in Salinas’ public schools.

Action QL-4.2.4 – Encourage local employers and other public agencies to adopt employee programs and practices such as health challenges (e.g., weight loss contests, stop smoking, lunchtime/work-time sponsored events, bike to work days), healthy food choices and healthy work environments.



Goal ED-QL-5 – Ensure Salinas’ residents have accessible and convenient opportunities to purchase and grow healthy, affordable, and culturally diverse foods with low concentrations of unhealthy food providers.

Policy ED-QL-5.1 – Encourage healthy and culturally appropriate food retail establishments (including full-service grocery stores, farmers’ markets, fruit and vegetable markets and small markets where a majority of food is healthy) to locate in underserved areas of Salinas. Recognize food retailers and outlets in setting goals for local procurement.

Action QL-5.1.1 – Encourage and promote affordability, nutrition, environmental sustainability and cultural responsiveness.

Action QL-5.1.2 – In collaboration with the County Health Department and community organizations, promote the establishment of a Healthy Eating Menu Initiative that will set healthy menu criteria and standards, and will encourage existing and new restaurants to add



healthier menu options and options that cater to dietary restrictions, such as Celiac Disease and Gluten intolerance. Restaurants will be encouraged to market themselves as a participant in the ‘healthy menu initiative’.

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.



Action QL-5.1.4 – Research and consider the adoption of guidelines and regulations to increase healthy food and beverage options at City facilities, meetings and events. The ordinance should consider increasing the proportion of “healthy” items sold in City vending machines and at concession stands. Adopt City nutrition guidelines based on work across the state and nation. Guidelines should include encouraging use of healthy foods and discourage use of unhealthy food items that may not be served at public meetings/events, ideas of healthy food and beverage alternatives and criteria for “healthy” vs. “unhealthy” items.

Action QL-5.1.5 – Identify areas of the City that may be classified as “food deserts” (areas of low income and at least one mile from the nearest full-service grocery store) as defined by the U.S. Department of Agriculture or other sources, and seek grant funding through the U.S. Department of Agriculture or other sources to address nutrition challenges arising from lack of access to food of adequate quality and cost. Support the efforts of the Monterey County Food Bank to address “food deserts” in areas of the City, with limited access to unprocessed foods like fresh fruits and vegetables.

Policy ED-QL-5.2 – Reduce hunger and food insecurity through support for government and private programs which enhance community education, promote urban agriculture, and provide emergency food resources.

Action QL-5.2.1 – Work with the County to increase enrollment in WIC and CalFresh by keeping applications and other information, as appropriate at City offices.

Action QL-5.2.2 – Remove potential barriers to growing healthy food for local consumption in community gardens and apartment complexes. Encourage the creation of on-site community kitchens, food swaps, cooking/nutrition classes and/or selling food at farmers’ markets.

Action QL-5.2.3 – Encourage and facilitate the temporary use of public and underused land, such as unused parking lots, and abandoned and remainder properties, for community gardens, to counteract blight until more effective reuse of the property occurs through revitalization of the area. Evaluate use of reduced or deferred tax programs and other incentives, such as those provided for in AB551

Action QL-5.2.4 – Support cottage food operations as accessory business uses in residential zoning districts in accordance with AB 1616.



Goal ED-QL-6 – Ensure Salinas’ residents have adequate fire and EMS protection based on current state and national standards to ensure a safe and vibrant community with limited fire loss and loss of life.

Policy ED-QL-6.1 – The City must take the lead in the County and region to ensure its residents have adequate fire and life safety protection to promote the general welfare and economy of the community and its citizens.

Action QL-6.1.1 – Ensure that effective and responsive levels of fire protection and emergency services (including emergency response times) are maintained on a City-wide basis by the Salinas Fire Department to promote safety and health, facilitate economic development activities, and maintain the City’s fire insurance rating. Develop a comprehensive Standards of Cover to determine where new fire stations are to be placed based on the population and economic growth of the community.

Action QL-6.1.2 – Ensure appropriate fire personnel staffing ratios to provide innovative and basic fire and life safety protection coverage. Coordinate the exploration of expanded services in fire and illness/injury prevention in working with other community stakeholders such as the Monterey County Department of Public Health, Department of Aging and Salinas neighborhood associations.

Action QL-6.1.3 – Coordinate and work with youth offender programs to foster a Fire Explorer Program geared towards

underprivileged and challenged youth from our community. This program will serve to educate youth into the fire service and serve as a potential career path and serve as a deterrent to illegal activity. The focus will be on at risk youth referred through school counseling and SPD and Monterey County Juvenile Divisions.

Action QL- 6.1.4 – Explore expanded health care services for the Fire Department to provide to the community to improve its safety and health. Examples include emergency ambulance transport, partnerships with local hospitals to perform health care checks, new baby wellness assessments and post-hospital discharge needs.

Action QL- 6.1.15 – Develop and improve state of the art fire stations, equipment and fire apparatus.

Action QL-6.1.16 – Develop pro-active preventative steps on fire loss and injury/illness prevention.

2.3 Priorities and Five-Year Action Plan

The 92 policies and associated actions presented above represent diverse guidance for promoting economic development. To help focus the City Council and community members on policies to which City effort and resources should be directed in the short term versus long term, a five-year action plan has been developed. The Five-Year Action Plan is provided in Attachment A. It includes 45 policies extracted from the full set of 92 policies. The 45 policies have been identified as priority and/or readily achievable short-term steps to advance the City's economic development goals. The Five-Year Action Plan also identifies the goals under which the respective policies are listed, the lead and supporting City departments responsible for policy implementation, as well as representative agencies or partners whose collaboration will be important for implementing each policy.

Prioritization Criteria and Process

The Project Team conducted a detailed and involved process for developing the Five-Year Action Plan by initially evaluating each policy against the following five criteria:

- Temporal – What is the timeframe time period (e.g. short-term or long term) in which it is feasible to implement the policy?
- Economic Development Outcomes/Impact – What are the economic benefits that may accrue to the policy and what is the potential magnitude of the benefits, especially as measured against selected economic indicators (as described in Section 3.0, Monitoring and Evaluation Program)?
- Resource Demand – What is the magnitude of resource demand required to implement the policies (e.g. direct costs, City staff burden, lack of infrastructure, or other resources constraints) and are resources a constraint to implementing the policy?
- Policy/Physical Constraints – Is implementation of the policy constrained by existing City policies or regulations or by the policies or interests of other agencies (e.g. political, legal, or regulatory constraints) or might it be affected by physical resource constraints?
- Catalyst to Economic Development – Would implementation of the policy be a catalyst for short-term economic development either on its own by supporting the success of other policies?

Each policy was ranked against the criteria, with the economic development outcomes/impact and the resource demands criteria given more weight than the other three criteria. This weighting was reflective of the influence that such factors (e.g. benefits and costs) have in determining effectiveness and viability of a policy as a priority for the Five-Year Action Plan. Each policy was then assigned an overall score and scores for each policy were then aggregated and averaged. Policies with the highest scores were then considered for inclusion in the Five-Year Action Plan.

Given the subjectivity of some of the criteria, the priority policy list was reviewed again for potential additions, deletions, or modifications based on a second set of criteria. These criteria, applied more qualitatively than the previous analytical ranking, were as follows:

- Uniqueness – some unique quality(s) about a policy that didn't make the initial priority list which suggested that it should be included (e.g. significant community interest);
- Outliers – policies which didn't make the list, but had high economic outcome or catalyst category scores, which suggested high economic development benefit even if other scores were low. Relative ease of implementation was also considered.

- Inconsistencies – policies considered contradictory or duplicative, leading to removal, modification, or consolidation of policies.

This Economic Development Element contains numerous economic development policies and strategies that address myriad economic development issues for a 30-35 year time horizon. Consequently, many challenges and opportunities have been identified which require strategic action. Even though the Five-Year Action Plan focuses on short-term priorities, it too contains a significant number of policies. This in part reflects a need to address a “backlog” of challenges and opportunities, and a need to take advantage of an existing window of opportunity for the City relative to economic development policy. It should also be noted that many policies in the Five-Year Action Plan are already being implemented by the City in whole or in part, so do not necessarily require additional allocation of resources to facilitate their implementation.

Measuring Potential Outcomes and Benefits of Policies

Important to any discussion of policy prioritization is the outcomes or benefits that will potentially accrue to the City from implementing proposed economic development policies. An analysis entitled Economic Indicators and Outcomes of Interest prepared by ADE in 2014 provides an indication of the potential economic benefit from implementing a select group of the policies that promote development of specific Economic Opportunity Areas. The analysis is contained in Appendix G. Given the limitations of scope for the preparation of the Economic Development Element, the analysis is limited to projecting economic outcomes from developing Economic Opportunity Areas A, C, D, E, F, K, L, N, P, Q, R, T, U, and V within the next approximately 20 years. Table 2 in the analysis as contained in Appendix G lists the Economic Opportunity Areas that were evaluated and the potential job generation, wages, annual revenue, and annual taxable sales that could result from development of each area. The analysis also identifies how key indicators of economic development progress, a number of which are discussed in Section 3.0, Monitoring and Evaluation Program, would change with development/revitalization of the noted Economic Opportunity Areas.

In summary, ADE projects that significant economic benefit would accrue as measured across key economic indicators. Through public and private investment and operation of employment and commercial related uses, development of the selected Economic Opportunity Areas could create about 13,161 jobs in 2035 and about 63,500 jobs at full build out of these areas. The average annual wage would be about \$50,000, with a median wage of about \$55,000. Net annual City revenue would be about \$12,277,000, with annual taxable sales of about \$545,900,000. However, new development does not come without a cost, as infrastructure and municipal services must be provided to these newly improved or revitalized areas.

Changes in Priorities Over Time

The selection of policies for inclusion in the Five-Year Action Plan is based on current conditions, and projections of future opportunities. As conditions change over time (e.g. new opportunities or constraints are identified), it will be important for the City to have the flexibility to modify the Five-Year Action Plan by moving policies off of or onto the list as appropriate. As outlined in Section 3.0, Monitoring and Evaluation Program, the Five-Year Action Plan will be monitored annually to allow the City to make adjustments that enhance success in implementing the Economic Development Element.

Priority Means Resource Allocation

As with any strategic effort, it is not enough to prepare a vision and plan; an organization must also *act* to implement the vision and plan. Implementation of the Economic Development Element policies will require that the City allocate the time and resources needed to achieve desired economic development outcomes. For the City to make significant process in implementing policies contained in the Five-Year Action Plan, it must regularly and consistently allocate resources for this purpose. This will require that resource allocation needs in terms of staffing and services, as well as financial commitments for infrastructure, incentives, etc., are regularly considered as part of the City's annual budget process, its Capital Improvements Program, and other funding decision making.

Invest in a Strategic Plan to implement the policies and action plan. Allocate resources to achieve the vision described... Blue Ribbon Community Budget Review Committee. May 11, 2010

3.0 MONITORING AND EVALUATION PROGRAM

3.1 Purpose

The purpose of monitoring and evaluation for the Economic Development Element is to inform the City Council and the public about progress towards implementing the City's economic development priorities. An effective monitoring and evaluation program is critical to the success of the Economic Development Element. Key policies and actions need to have regular and effective measurement to determine their ongoing viability toward the vision of sustaining and enhancing the prosperity of Salinas as gauged against select economic development indicators.

Timely and relevant information is needed so that adjustments can be made to the Five-Year Action Plan policies and actions to enhance progress towards achieving positive change in economic development indicators. A monitoring and evaluation process requires regular data collection, data analysis, community outreach and input and the use of the information gleaned to revise the City's economic development priorities as may be needed.

This section includes an overview of the monitoring and evaluation process for measuring progress towards implementing priority economic development actions. If there is to be successful implementation of the policies and actions of the Economic Development Element, such a program, itself, will need to be a priority for City staff, with the appropriate resources allocated for this activity.

3.2 Monitoring and Reporting Process

The proposed monitoring and reporting program for the Five-Year Action Plan is depicted in Figure 4, *Five-Year Action Plan Reporting and Monitoring Process*. It is anticipated to be an annual process, with opportunities for re-prioritization and adjustment at intervals, timed with the mid-year budgeting process.

Monitoring and evaluation activities will focus on the progress in implementing policies and actions contained in the Five-Year Action Plan described in Section 2.3 and included in Attachment A. Data collected will be used to evaluate the status of implementation of priority items, and used in the evaluation of the effectiveness of such items in achieving desired economic outcomes. Achievement of desired economic outcomes will be measured against selected economic development indicators.

3.2.1 Annual Reporting

In February of each year, to coincide with the mid-year budget report, City staff of the Community and Economic Development Department will report to the City Council on the status of implementation of the priority policies and actions. Reports will mirror the format of the Economic Development Element and Five-Year Action Plan for ease of reference. Staff will provide information relating to the current activities, budget, cost, schedule, and opportunities and constraints for priority policies and actions so that the City Council and public are sufficiently informed about implementation progress. Opportunities could include factors such as the availability of financing or funding, newly identified developer interest, ability to leverage both City and/or outside resources, favorable shifting market conditions, etc. Constraints could include factors such as lack of financing or funding, high development costs or burdens, challenges in identifying community-based implementation partners, or City implementation constraints such as budget or staffing resources.

The annual report will include results of monitoring and evaluation of the Five-Year Action Plan for the monitoring period (the previous calendar year), and provide an overall synopsis of progress. These reports will list and evaluate any new information that has been gained relative to the priority policies or actions. For example, if a new funding source became available for a catalyst infrastructure project, such as the Eastern Expressway, this information would be reported along with the implications of such additional resources needed for the completion of the project, as well as a review of its impact and economic benefits.

As appropriate, annual report conclusions may also be disseminated to individuals and organizations included on the community outreach list used in the Economic Development Element preparation process. As noted in Section 1.0, this list represents more than 750 community leaders, interested citizens, business owners, property owners, and others across 300 organizations and a multitude of industries and interests. The investment in community engagement undertaken during the process should not be lost, and should instead, be nurtured through regular updates of the status of the Economic Development Element, the Five-Year Action Plan, and the specific outcomes from policies and action items.

The annual report will be a mechanism for City staff to recommend to the City Council, if necessary, modifications to a program or project to improve its effectiveness in implementing a priority policy or action, or modifications to policies and actions items in the Five-Year Action Plan. Such modification may include the replacement of an existing policy or action (whose implementation is significantly challenged) with another or an entirely new item as opportunities arise. The annual report will also include staff and community recommendations for changes to the selected economic development indicators or to the criteria used for prioritizing policies and action items in the Five-Year Action Plan, if appropriate.

3.2.2 Economic Development Indicators

Economic indicators can be used as a yardstick for evaluating progress in improving the overall prosperity of the City. The overall goal of the Economic Development Element is to guide City decisions that substantially contribute to the City's prosperity. Therefore, economic indicators can be used to evaluate progress in economic development through implementation of policy guidance and actions.

A variety of economic development indicators can be considered for use based on readily available data sources. Since the Economic Development Element is targeted at improving the City's prosperity in terms of jobs, safety and health, indicators that reflect these overarching strategic objectives are needed as a basis to assess progress. The economic indicators below serve this purpose (see figures in Appendix G for graphical depiction of several of these indicators):

- crime rate (safety)
- median household income
- jobs/housing balance
- unemployment rate
- poverty rate
- match between worker skills and jobs

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- educational attainment
- high school graduation rate
- general fund revenue per capita
- academic performance index
- retail sales per capita
- healthy community indicators

Other indicators not listed above, but for which data currently exists include: business licenses issued, building permit number and value, retail and office building vacancy rates, hospitality: industry transient occupancy tax/occupancy levels, etc. It is important to choose indicators that directly correlate to the policy being monitored. Measures of activity may be interesting, but they provide little insight at times, into the true effectiveness of a policy in achieving the desired prosperity outcomes as defined in this Economic Development Element.

Changes in most of these indicators can be quantitatively measured, though the availability of data and resources for measurement may be variable. Other indicators such as those relating to assessing healthy communities are somewhat qualitative, but progress across other indicators (e.g. crime rate, educational attainment, etc.) can reflect an improvement in the overall health and quality of life, and thus, health of the City. Over time, the City may elect to narrow the range of indicators utilized based on experience with their utility/effectiveness, cost or ease of measurement, importance to the community, or other factors. More information on economic indicators is provided in Appendix G.

3.3 Evaluation and Measurement Process

The evaluation and measurement process for the Economic Development Element and Five-Year Action Plan will evolve over time based on the effectiveness of the related criteria and the value of individual indicators. Factors to be considered in the process are discussed below.

3.3.1 Five-Year Action Plan

Five-Year Action Plan Prioritization Criteria

As noted in Section 2.3, the following are key criteria used in the evaluation and selection of policies included in the Five-Year Action Plan:



Additionally, the second-tier criteria of uniqueness, outliers, and inconsistencies discussed in Section 2.3 should also be considered in the annual review process for policies within the Five-Year Action Plan after application.

3.3.2 Data Collection and Analysis

Data collection can be a constraint to monitoring and evaluation. Not only are there possible resource limitations in finding and compiling data, but also in the actual data source itself. Adequate or reliable data may not be available or accessible to enable measurement of progress for specific indicators. It will be important, therefore, for the City to partner with other public and private agencies, such as BHC, CSUMB, Hartnell College, and others to leverage resources to identify, collect and evaluate data where possible, given the resource limitations of the City.

3.3.3 Impact Analysis Required

As many of the policies and action items relate to land use development, it is important to measure the fiscal and economic impact of proposed development projects as these projects are presented to the City for approval. This impact analysis provides key information to evaluate the net fiscal burden to the City for providing municipal services to the project as well as its potential positive economic benefit. Such information will aid with measuring the actual or potential impact of land use development projects and potential constraints that must

be overcome to enable positive financial and economic impact from individual projects.

3.3.4 Measuring Economic Indicators

It is assumed that the selected economic indicators will be measured every two years and that results can be presented in the form of a “report card” (timed with the annual report in February). At this time interval, the City would also revisit the relative value of each individual indicator in terms of its efficacy as described in Section 3.2 above. It may be that over time, the City may choose to eliminate or modify one or more of the economic indicators, or to add one or more new indicators that capture its understanding of how best to track the impact of implementing the Economic Development Element.

Monitoring and Evaluation Program

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