

EXHIBIT "A"

Errata Sheet
EDE Vol I and II

Errata Sheet to the
CITY OF SALINAS ECONOMIC
DEVELOPMENT ELEMENT Vol 1

November 8, 2017

ECONOMIC DEVELOPMENT ELEMENT
ACKNOWLEDGEMENTS

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Salinas Planning and Research Corporation

Building Health Communities (Raimi + Associates)



CONSULTANTS TO THE CITY

EMC Planning Group Inc.

Applied Development Economics Inc.

Communities Organized for Relational Power in Action

City Design Collective

Economic and Planning Systems

Farmhouse Communications



*Former Councilmember, Commissioner, and staff involved in the preparation of the Economic Development Element

Circulation Policy Refinements

Policy ED-C-2.6 – As part of the next General Plan update, consider the planning, design, financing and construction of an the conceptual 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. Actions C-2.6.1 to C-2.6.5 identify steps to be taken should the concept of an Eastside Expressway move forward.

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

Policy ED-C-2.8 – Support and 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. The Transportation Agency is planning for a transit, bicycle, pedestrian and auto corridor which will connect the Marina area to Salinas. Some features that may be considered are bicycle facilities, sidewalks or paths, transit stops/shelters, transit prioritization at signalized intersections, dedicated bus rapid transit facilities and pedestrian and equestrian crossing enhancements.

Policy ED-C-2.9 – As part of the next General Plan update, consider the planning, design, financing and construction of an the conceptual 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. Actions C-2.9.1 to C-2.9.3 identify steps to be taken should the concept of a Southside Expressway move forward

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. (Completed, November 2016)

Policy ED-C-2.14 – Recognizing the safety, environmental, and life-cycle cost benefits of roundabouts, 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.

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



September 2017

ECONOMIC DEVELOPMENT ELEMENT

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ATTACHMENT

ATTACHMENT A FIVE-YEAR ACTION PLAN

APPENDICES (UNDER SEPARATE COVER)

APPENDIX A:	ECONOMIC OPPORTUNITY AREAS MAP AND DEVELOPMENT CONSTRAINTS MATRIX
APPENDIX B:	SALINAS RETAIL ANALYSIS
APPENDIX C:	SALINAS ECONOMIC DEVELOPMENT ELEMENT TARGET INDUSTRY ANALYSIS
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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.

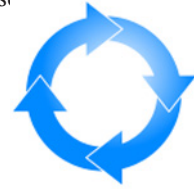
The *2002 City of Salinas General Plan* (General Plan) addresses economic development in a somewhat limited manner. The City has since recognized that a comprehensive Economic Development Element is needed as a tool to focus and direct its economic development strategy to implement the vision of a united, 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.



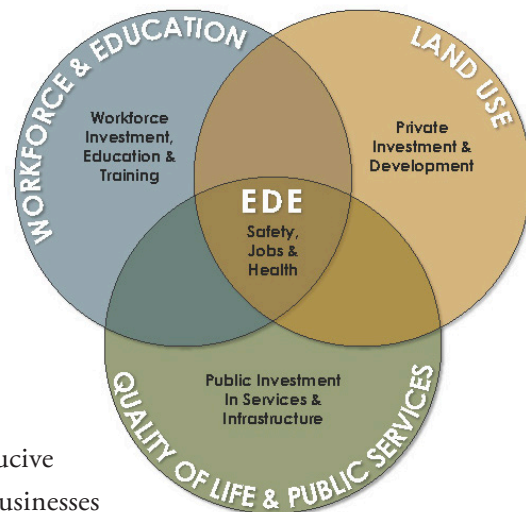
"We are seeking sustainable prosperity, based on our natural strengths and future opportunities to ensure a healthy and safe community"
 - Economic Development Element Fact Sheet, Fall 2013

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

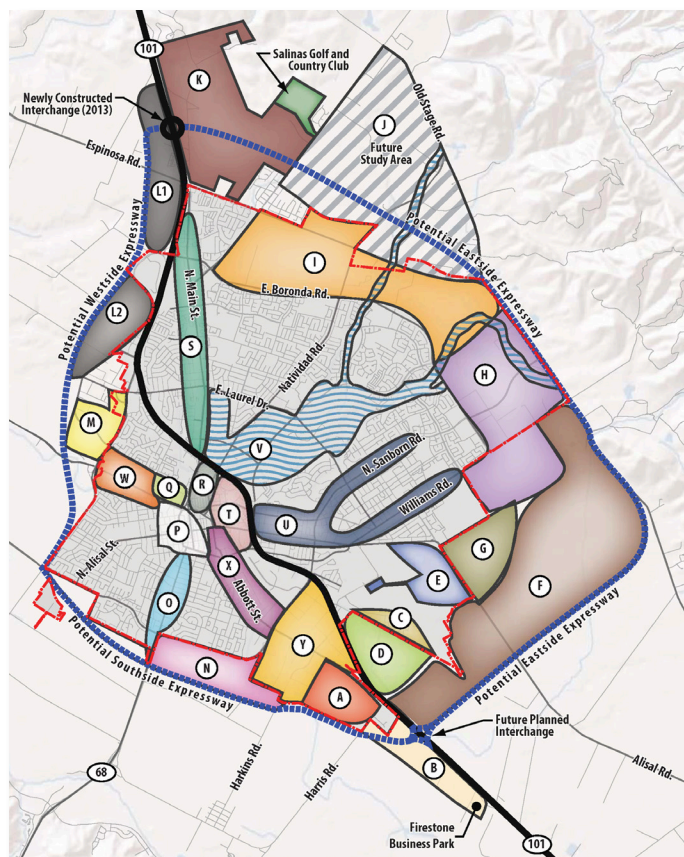
A range of materials were prepared by the Project Team, in some cases with direction by a Community Resource Group, for use in crafting the Economic Development Element and as for use in the community outreach process. The Community Resource Group was comprised of a variety of community members and interests 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

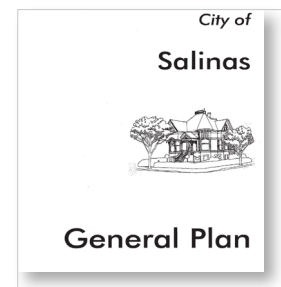
The content of this Economic Development Element was also been informed by a multitude of City plans, programs, and initiatives related to economic development and by those of other organizations and institutions whose collaboration with the City can be an asset to achieving the City's economic development 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.

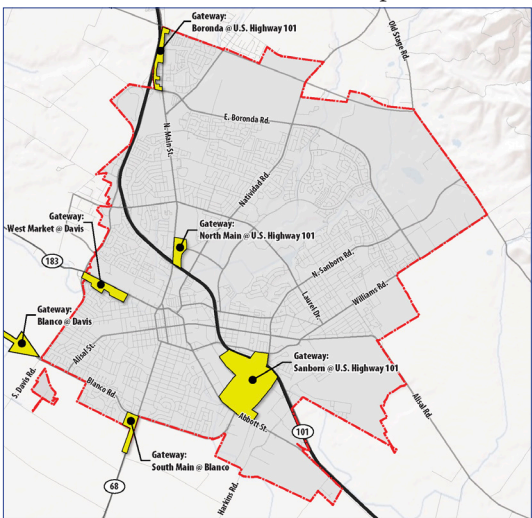
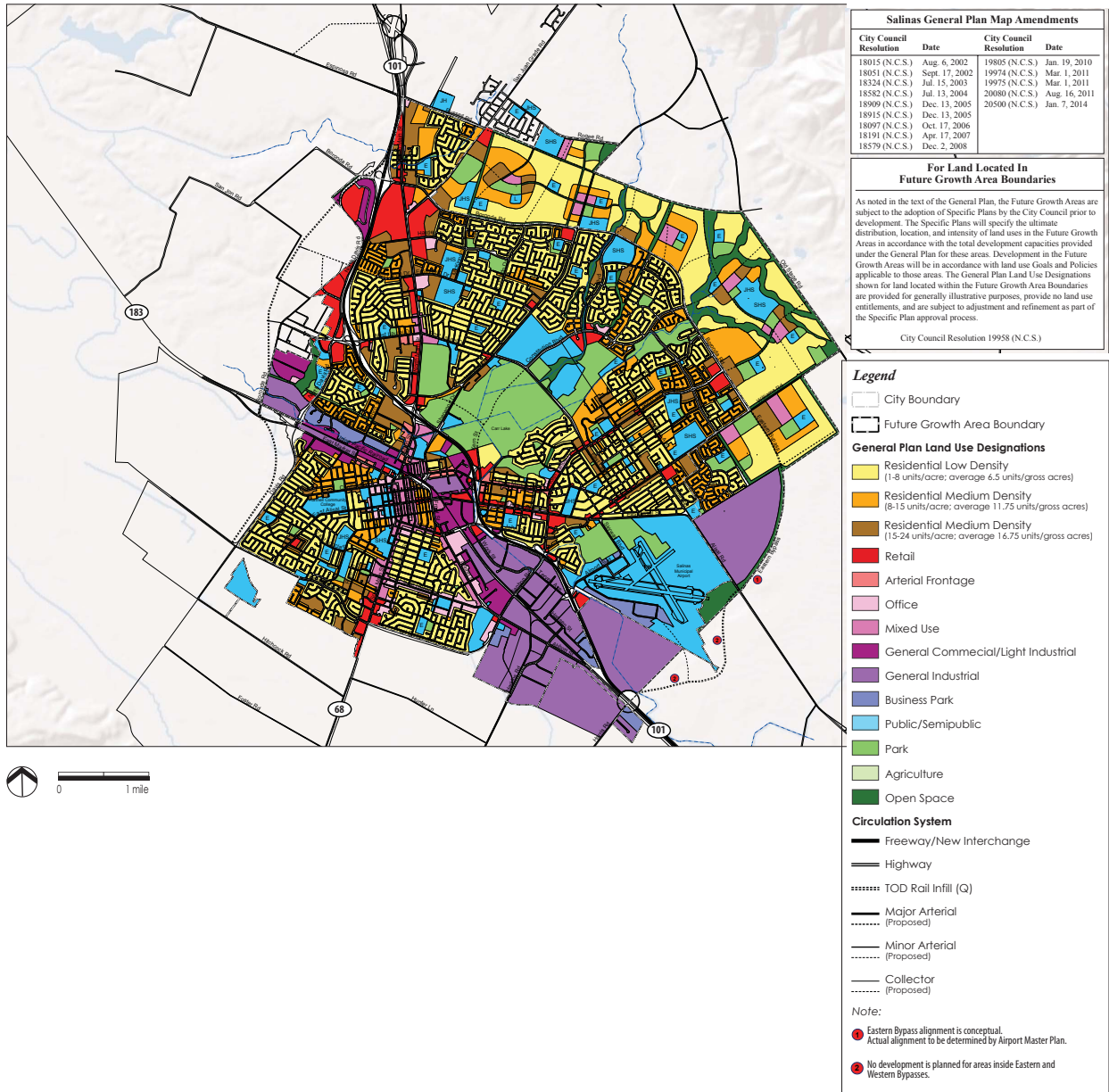


Figure 1, General Plan Land Use and Circulation Policy Map

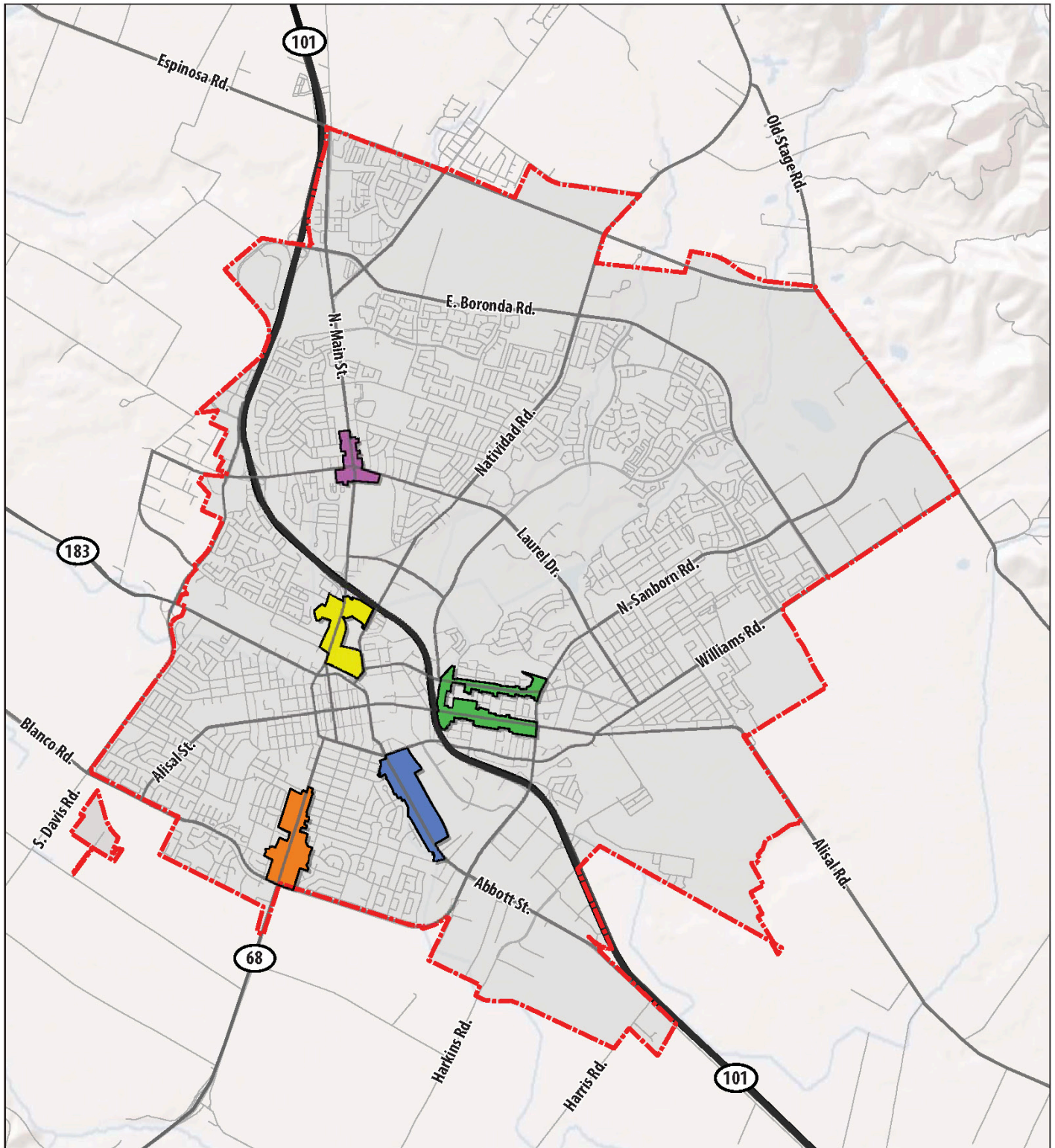


Source: City of Salinas 2014

Introduction

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Figure 2, General Plan Focused Growth Overlay Areas



Legend

- | | | |
|--|--|---|
|  Laurel Drive/North Main Street |  South Main Street |  Alisal Street/Market Street |
|  City Boundary |  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						Quality of Life
		Land Use, Circulation, and Infrastructure	Retail, Entertainment, and Tourism	Job Opportunities	Workforce Development	Neighborhood and Commercial Areas		
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				3.1-3.11	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	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	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	3.1, 3.2, 3.3, 3.4, 3.5
Cultural Resources	COS-4	4.1, 4.2, 4.3, 4.4	4.3			4.1, 4.2, 4.3, 4.4	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	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	7.1- 7.13
Energy Conservation	COS-8	8.1-8.6				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	1.1-1.11
Regional Transportation	C-2	2.1-2.8	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	3.1, 3.2, 3.3, 3.4
Bicycle Access	C-4	4.1-4.7	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	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.

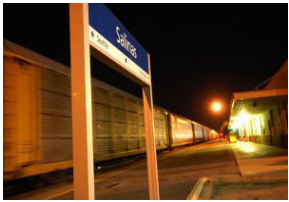
Chinatown Revitalization Plan (2007)/Chinatown Rebound Implementation Strategy (2010). The City-sponsored Chinatown Revitalization Plan/Rebound Strategy addresses issues related to housing densities, connections to the downtown and to the nearby transit station, lack of open space, improvements in social 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.

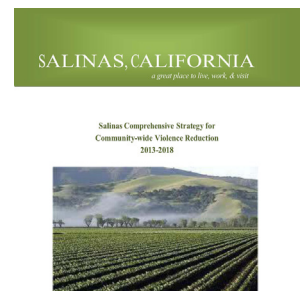
The Carr Lake Project. The Carr Lake Project started as a grassroots effort to convert the 450-acre Carr Lake agricultural basin into a regional multi-use park. A 2007 publication titled *The Carr Lake Project: Potential Biophysical Benefits of Conversion to a Multiple-Use Park* contains conclusions 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.

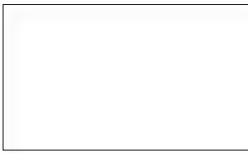
City of Salinas/Hartnell Community College District Memorandum of Understanding. This MOU establishes a cooperative process that guides the City and the College's development of opportunity areas within the Salinas Municipal Airport and Hartnell's College East Campus in a mutually compatible manner. 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.

1.6 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.

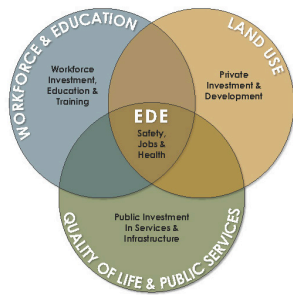
2.0 ECONOMIC DEVELOPMENT STRATEGY

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

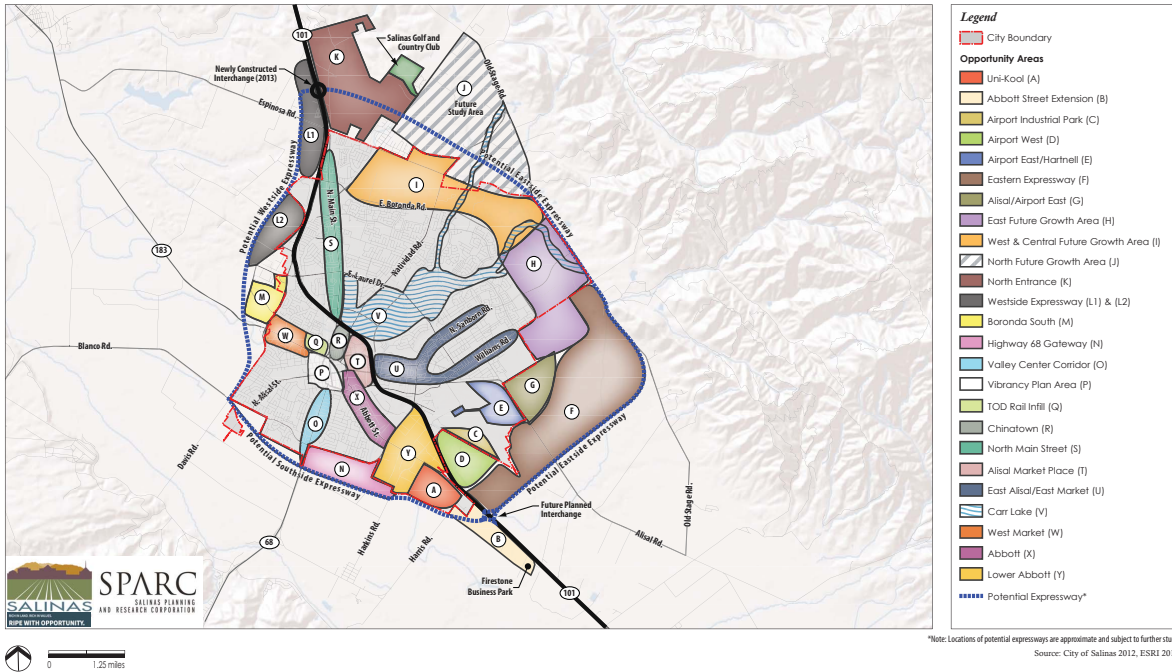
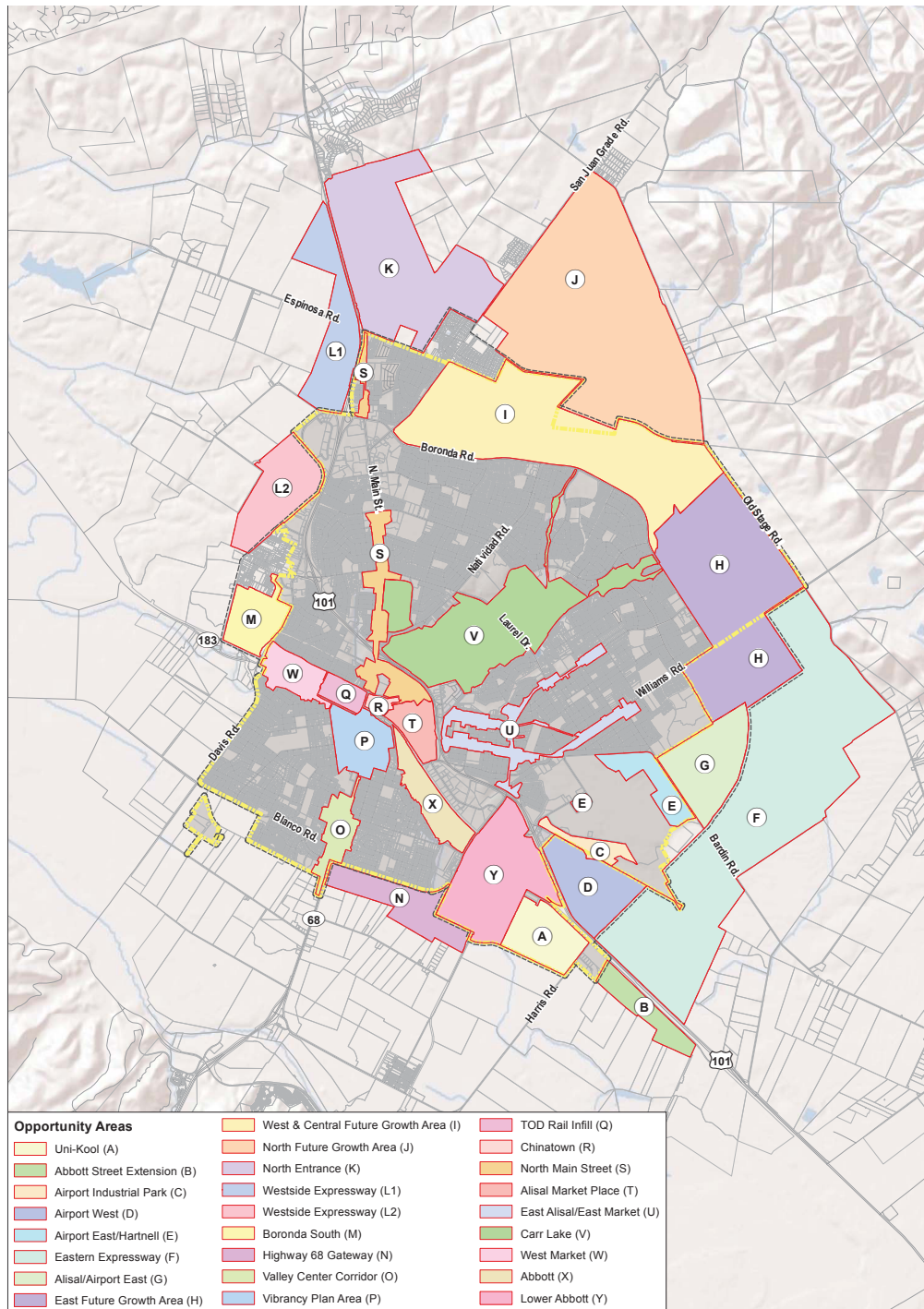


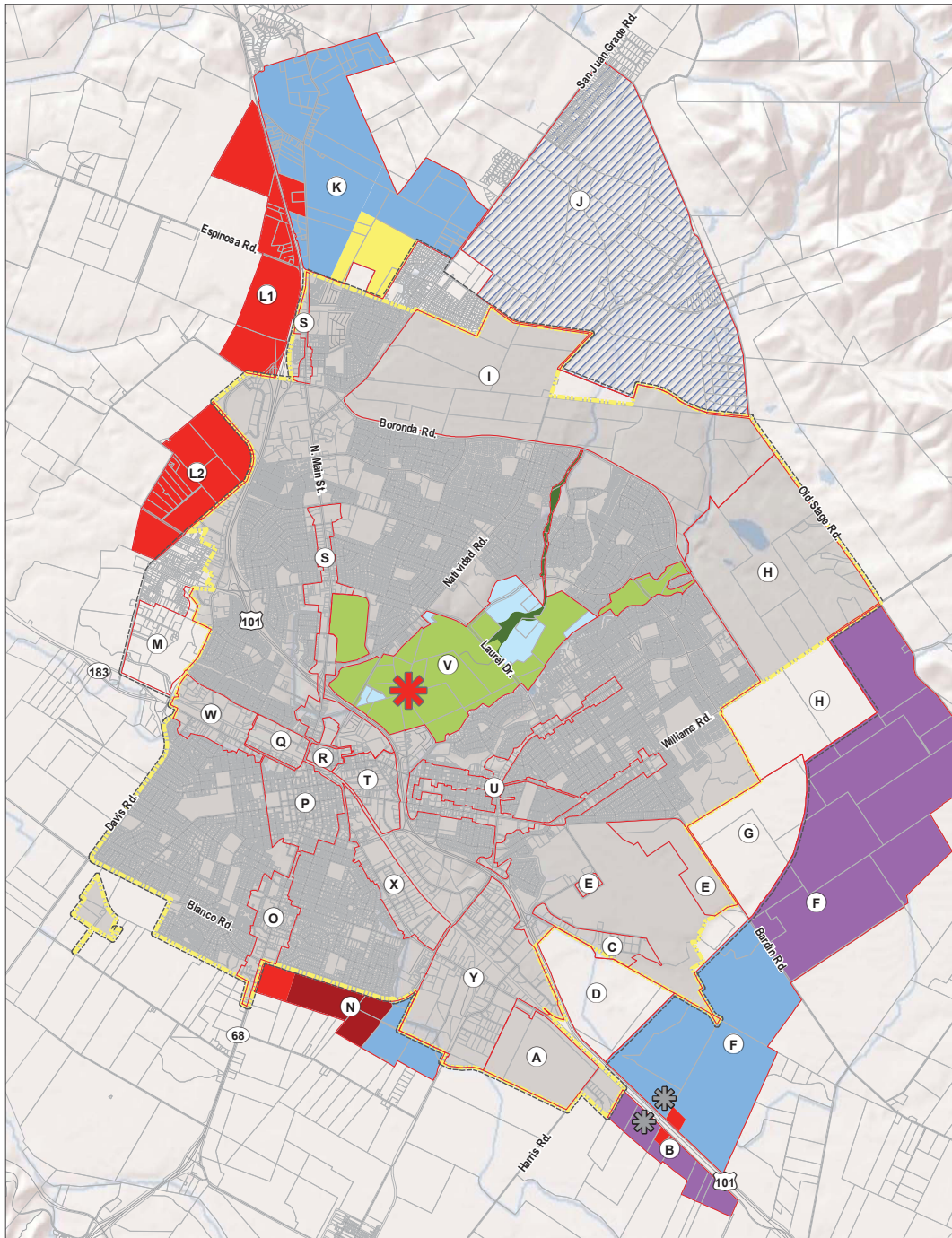
Figure 4, Refined Economic Opportunity Areas Boundaries



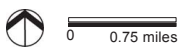
Source: City of Salinas 2014, Monterey County GIS Database 2010, Esri 2015

Figure 4

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

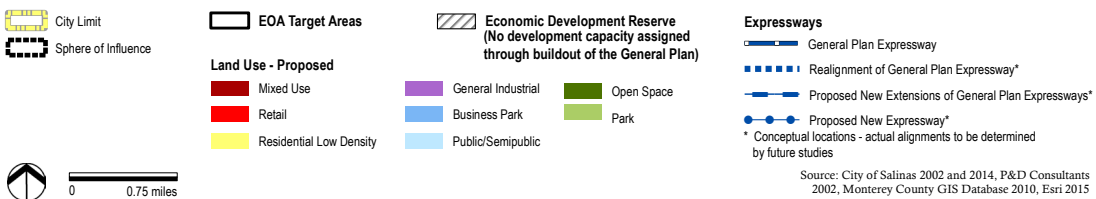
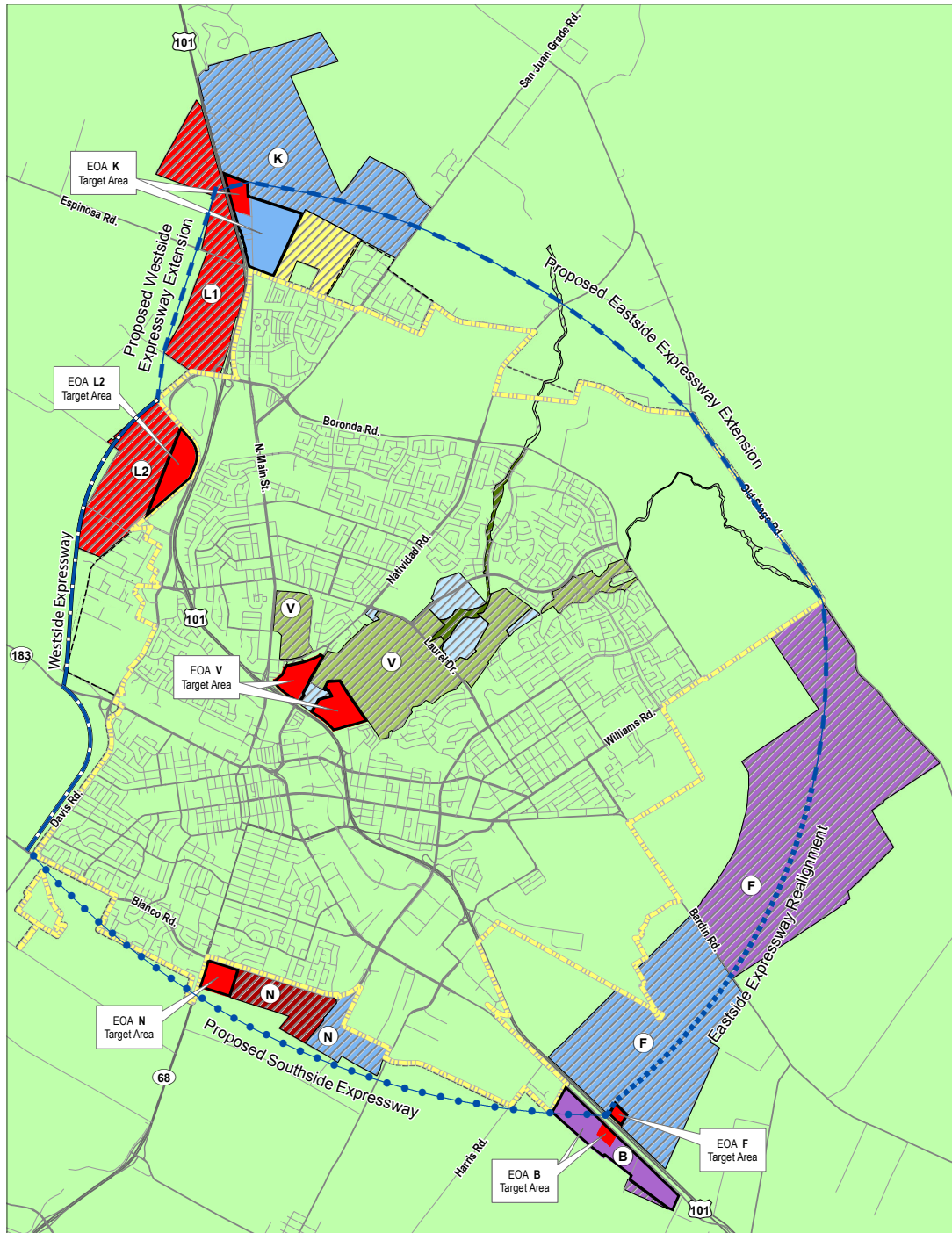


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|---------------------|----------------------------|--------------------|--|---|
| Parcels | Land Use - Proposed | General Industrial | Open Space | 35% of Opportunity Area V acreage designated Park assumed as Retail. |
| Opportunity Areas | Mixed Use | Business Park | Park | Approximately 10 acres of retail assumed within both Opportunity Areas F and B. Location assumed in association with future planned U.S. Highway 101 interchange. |
| City Limit | Retail | Public/Semi Public | Future Study Area (no development capacity assigned) | |
| Sphere of Influence | Residential Low Density | | | |



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.

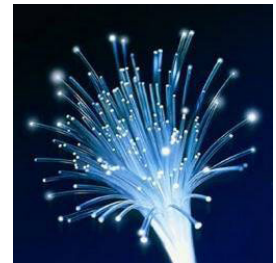
The City is currently working with representatives of DeepWater Desal LLC to develop a municipal power utility that could provide electricity to the City at costs lower than existing utilities. Energy would first be provided by DeepWater Desal LLC to planned “server centers” and desalination operations 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).

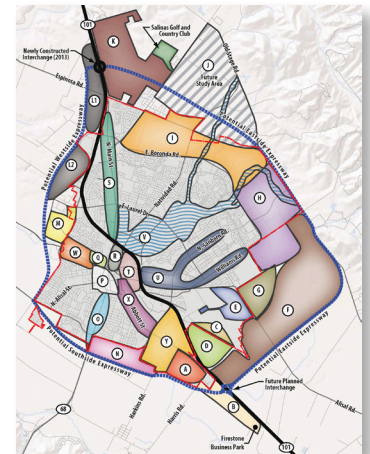
Goals, Policies and Action Items

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.

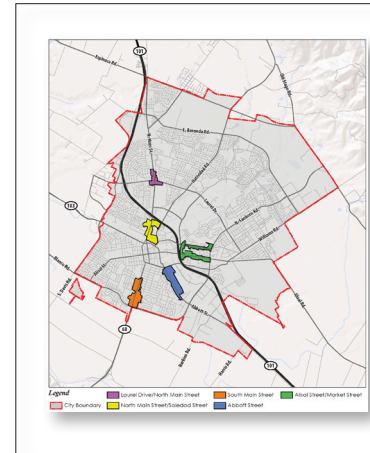
Action LU-1.2.1 – Modify the boundaries of the Focused Growth Overlay Areas as determined appropriate by the City to generally be consistent with the boundaries of the applicable Economic Opportunity Area (O, S, R, U, and X) to promote economic development priorities and infill development.

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.

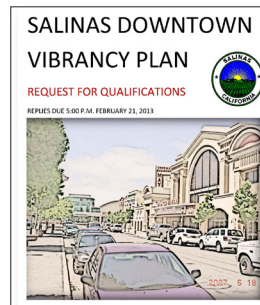
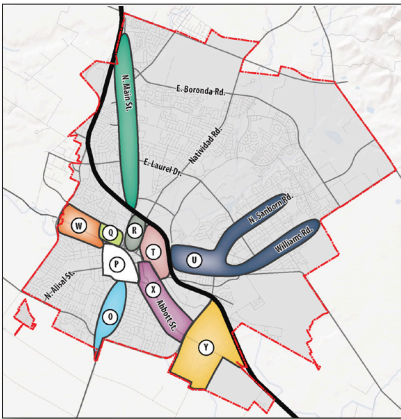
Policy ED-LU-1.3 – Promote and prioritize redevelopment and revitalization of the “community core” areas, consisting of the Central City Overlay, Focused Growth Overlay Areas and Economic Opportunity Areas (some of which include Focused Growth Overlay Areas as noted in Policy ED-LU-1.2). These areas 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



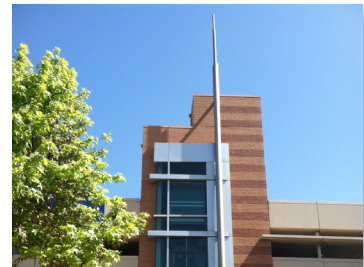
Opportunity Areas P and Q) to create a desired destination for people and businesses. Revise existing City policies and regulations as needed to incorporate the Downtown Vibrancy Plan recommendations and incentivize and streamline new investment (e.g. develop a signage and gateway program, provide pedestrian 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).

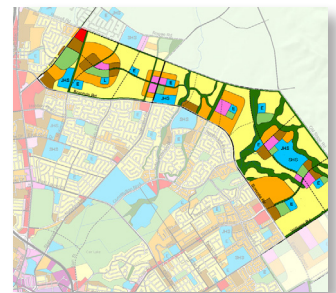
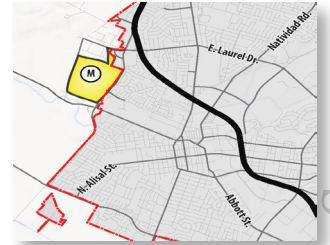
Action LU-1.6.1 – Process Specific Plan entitlements for the North of Boronda Future Growth Area.

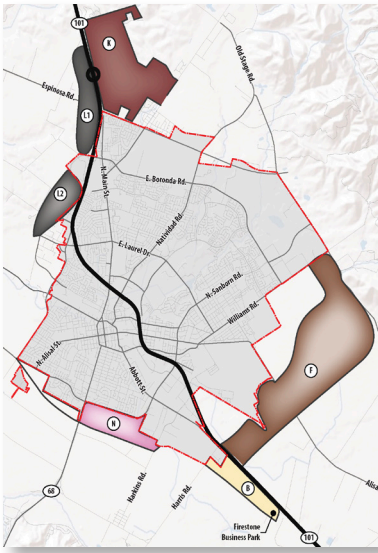
Policy ED-LU-1.7 – Increase the supply of land outside of the existing city limits for targeted economic development by expanding the City’s jurisdictional limits and Sphere of Influence for targeted economic development.

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.

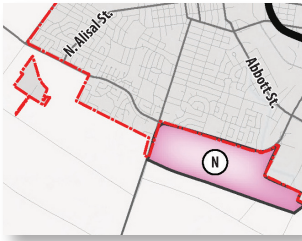


Policy ED-LU-1.11 – Promote and focus new commercial (e.g. retail, office, business park) job growth at the north end of the City in Economic Opportunity Areas K and L.

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.

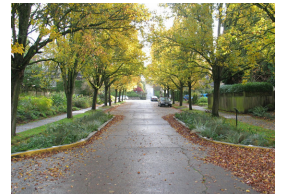
Policy ED-LU-1.15 – Create a program to “Green Salinas Streets”.

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.

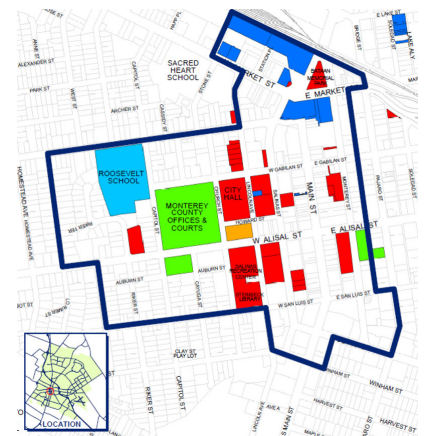
Action C-2.1.1 – Create incentives for large employers and employment centers to locate in areas conducive to transit use and other alternative modes, particularly along existing or planned transit routes, the future Intermodal Transportation Center, and regional bicycle corridors.

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.

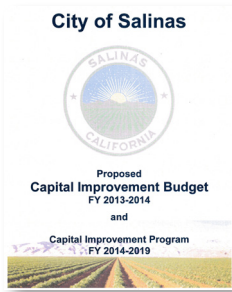
Policy ED-I-3.3 – Develop an infrastructure funding toolkit which describes infrastructure funding options/mechanisms available to the City and for partnerships with the private sector.

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.

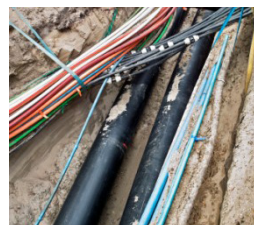
Action I-3.3.4 – Create a pool of funds (e.g., HUD Section 108, etc.) available for investments in infrastructure to rapidly catalyze immediate, time sensitive, priority development project opportunities.



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 EBG-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.

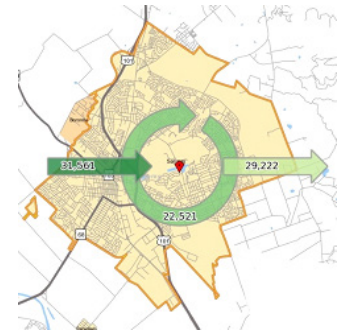
Action IE-1.2.7 – Support and replicate existing informal capital sharing strategies. Such examples include microloans and the *tanda* which is a common strategy among Spanish speaking communities.

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.

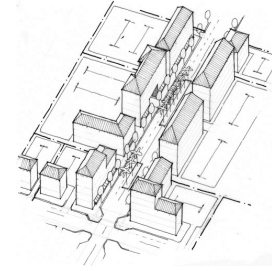
Policy ED-CA-2.1 – Map locations within the City and ensure the Zoning Code accommodates mixed-use zoning in order to transform, where appropriate and feasible, outdated single-use commercial centers into walkable mixed-use neighborhood centers.

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

Monitoring and Evaluation Program

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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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City of Salinas

ECONOMIC DEVELOPMENT ELEMENT



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

VOLUME II: APPENDICES



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CITY OF SALINAS GENERAL PLAN

ECONOMIC DEVELOPMENT ELEMENT

VOLUME II: APPENDICES

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April 2014

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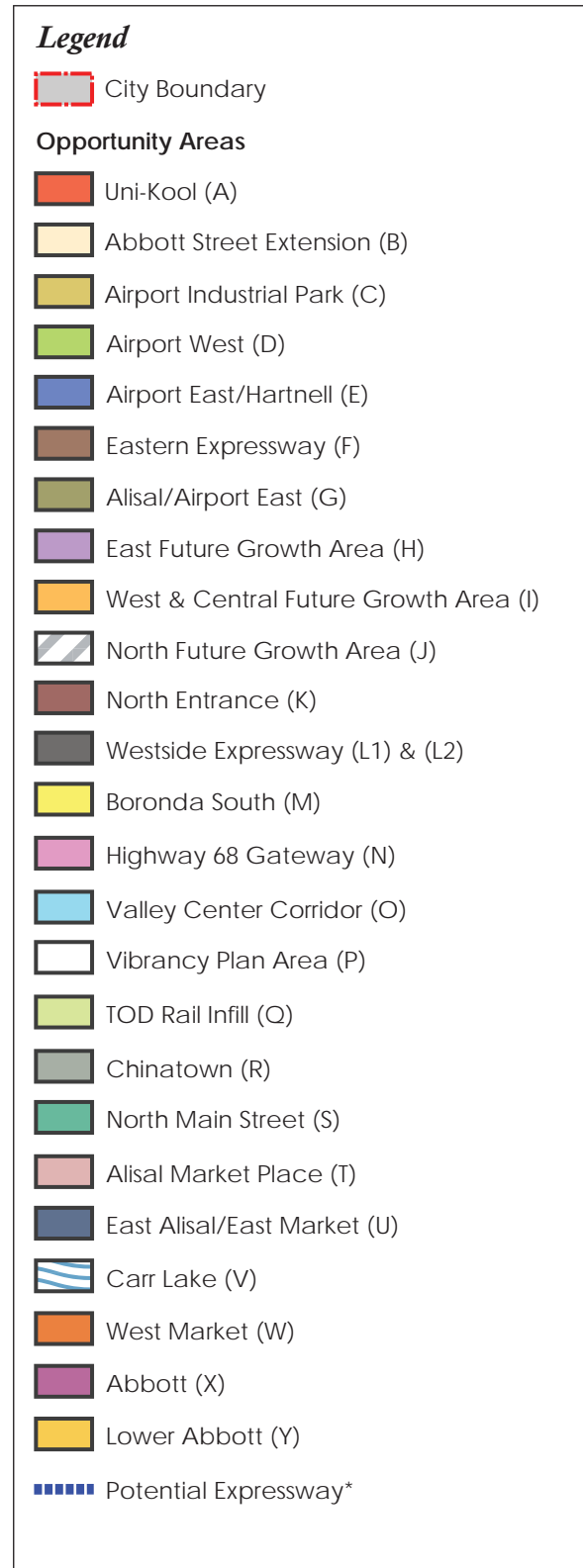
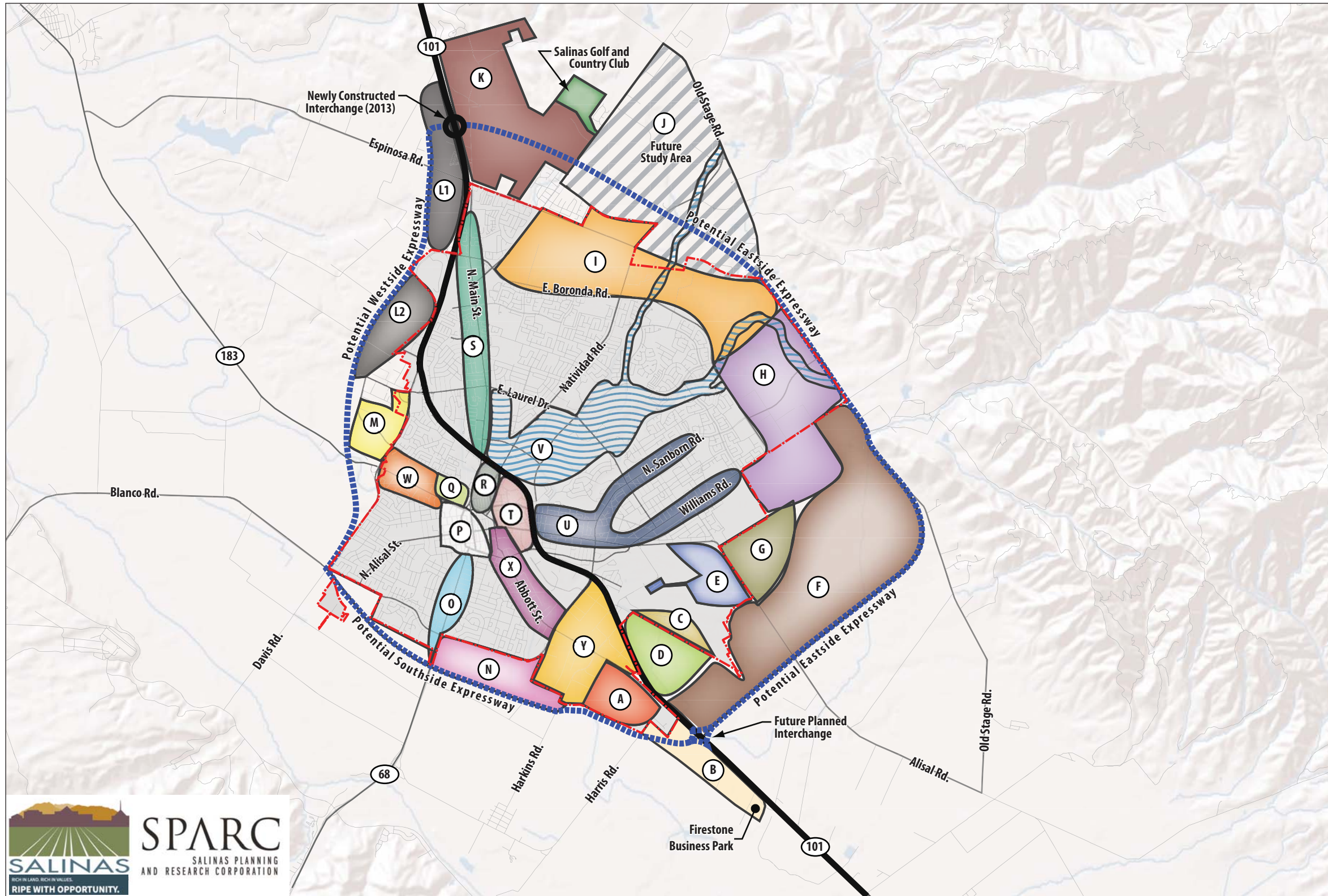
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Economic Opportunity Areas Map and
Development Constraints Matrix

A

APPENDIX



*Note: Locations of potential expressways are approximate and subject to further study
 Source: City of Salinas 2012, ESRI 2010

(Presented as Figure 3 in Volume I: Economic Development Element)
Economic Opportunity Areas
 Salinas Economic Development Element



Table 1 Growth Opportunity Areas Resource/Infrastructure Issues

#	Area	Acres	Jurisdiction	General Plan Land Use Designation	Zoning Designation	Williamson Act	Important Farmland	Flood Zone	Critical Habitat	Water	Waste-water	Storm-water	Access	Notes	Infrastructure Investment Need
A	Uni-Kool	244	City	General Industrial	IG	-	Yes	-	-	-2	-2	-2	1	<ul style="list-style-type: none"> - Harris frontage recently paved - No infrastructure available - Tie-in to industrial wastewater system is entitled 	High
B	Abbott Street Extension	231	County	<i>Farmland, Industrial</i>	<i>F, HI</i>	Yes*	Yes	-	-	-2	-2	-2	1	<ul style="list-style-type: none"> - County area infrastructure unknown - Nearest water at Harris Road 	High
C	Airport Industrial Park	102	City	Business Park, Public/Semi	IBP, PS	-	Yes*	Yes*	-	2	1	2	2	<ul style="list-style-type: none"> - Some wastewater capacity issues - Good access - Mofflett street recently paved - Airport Interchange also improved - Access to future East Side Bypass 	Low
D	Airport West	342	County	General Industrial	<i>F, UR</i>	-	Yes	Yes*	-	-2	-2	-2	2	<ul style="list-style-type: none"> - Good access from interchange configuration - Half of property in floodplain - No known infrastructure available - Airport overlay conditions apply - May require further U.S 101 improvements 	High
E	Airport East/Hartnell	170	City	Public/Semi	PS	-	Yes	-	-	2	1	2	2	<ul style="list-style-type: none"> - Infrastructure stops at the East Hartnell Campus - No water or sewer extend beyond that point into proposed development areas south of Hartnell or on east side of the airport - Access via Alisal Road 	Low

SALINAS ECONOMIC DEVELOPMENT ELEMENT

#	Area	Acres	Jurisdiction	General Plan Land Use Designation	Zoning Designation	Williamson Act	Important Farmland	Flood Zone	Critical Habitat	Water	Waste-water	Storm-water	Access	Notes	Infrastructure Investment Need
F	Eastern Expressway	2,220	County	Farmland	F	Yes*	Yes	Yes*	-	-1	-3	-2	2	<ul style="list-style-type: none"> - Largely undeveloped, limited infrastructure - Some irrigation water for farming - Access is available from Alisal Road and Bardin - Some infrastructure and stormwater assets are available from Bardin School Area and Montebella Subdivision 	High
G	Alisal/Airport East	365	County	General Industrial	F	-	Yes	-	-	-1	-3	-1	2	<ul style="list-style-type: none"> - Sewer stops at Bardin and Alisal - Stormwater retention on site - Reasonable access via Alisal and Bardin - City traffic program includes widening of Alisal Road to four lanes 	High
H	East Future Growth Area	1,351	City & County	Residential (various), Park, Mixed Use, Public/Semi, Open Space, Farmland	NI, F	-	Yes	Yes*	-	-1	-2	-1	1	<ul style="list-style-type: none"> - Sanitary sewer on septic - Limited well water - Access from perimeter roads only - Planned as future growth area 	High
I	West & Central Future Growth Area	1,566	City	Residential (various densities), Park, Mixed Use, Public/Semi, Open Space	NI, F	-	Yes	Yes*	Steelhead	-1	-2	-1	1	<ul style="list-style-type: none"> - No sanitary sewer - Limited irrigation water - Access from perimeter roads only - Planned as future growth area 	High
J	North Future Growth Area	2,201	County	Farmland, Residential Rural, Residential Low, Public/Quasi	F	Yes*	Yes	Yes*	Steelhead	1	1	-1	1	<ul style="list-style-type: none"> - Sanitary sewer to Bolsa Knolls Middle School and La Joya Elementary School - limited capacity for expansion - Bolsa Knolls subdivision on septic with limited stormwater utility - Access from perimeter roads 	Medium

SALINAS ECONOMIC DEVELOPMENT ELEMENT

#	Area	Acres	Jurisdiction	General Plan Land Use Designation	Zoning Designation	Williamson Act	Important Farmland	Flood Zone	Critical Habitat	Water	Waste-water	Storm-water	Access	Notes	Infrastructure Investment Need
K	North Entrance	875	County	<i>Farmlands, Permanent Grazing, Commercial</i>	<i>LC, HC, F</i>	-	Yes	Yes*	-	-2	-3	-2	2	- Access from San Juan Grade Road/Access to US 101, Espinosa and Russell - No sanitary sewer - Limited irrigation water	High
L	Westside Expressway	342	County	<i>Farmland</i>	<i>F</i>	-	Yes	-	-	1	1	1	-1	- Utilities available from Westridge and Boronda Crossing development - Limited traffic access - Development expected to trigger significant traffic improvements (West Bypass, Alvin Extension, and widening of U.S. 101)	Medium
M	Boronda South	218	County	General Industrial, General Commercial, Open Space, Retail, Public/Semi, Medium Density Residential	CR, PS, R, M	-	Yes*	Yes*	Steelhead	1	2	1	-1	- Significant issues with development including, reclamation ditch, flood plain, wetlands, and railroad tracks - Requires Rossi Road Extension	Medium
N	Highway 68 Gateway	250	County	<i>Farmland</i>	<i>F</i>	-	Yes	-	-	-1	-2	-1	1	- No sanitary sewer - Limited irrigation water - Access from perimeter roads only	High
O	Valley Center Corridor	170	City	Mixed Use, Retail Office, Public/Semi, Residential (various)	MX, CR, PS, R-L, CO/R	-	-	-	-	2	2	2	2	- Focused growth area in general plan - Poor pedestrian access - Caltrans' State Route 68 (good access/improvements will require Caltrans oversight (cost and delay issues) - Parking not conducive to retail uses	Low

SALINAS ECONOMIC DEVELOPMENT ELEMENT

#	Area	Acres	Jurisdiction	General Plan Land Use Designation	Zoning Designation	Williamson Act	Important Farmland	Flood Zone	Critical Habitat	Water	Waste-water	Storm-water	Access	Notes	Infrastructure Investment Need
P	Vibrancy Plan Area	135	City	Mixed Use, Office, Public/Semi, Residential (Med, High)	MX, PS, CO, CO/R, R-M	-	-	-	-	2	1	2	2	- Pedestrian and traffic constraints caused by arterial couplets - Aging though serviceable (Old Town needs work) infrastructure - Parking and traffic issues to be discussed via Vibrancy Study	Low
Q	TOD Rail Infill	90	City	General Commercial, Business Park, Retail, Arterial Frontage, Public/Semi	IGC, MAF, PS, CR, IBP	-	Yes*	Steelhead	2	2	2	2	2	- Should be extended to Davis Street to align with redevelopment studies - Currently planned for development as Intermodal Transportation Center- Poor pedestrian access- Caltrans' State Route 183/good access but improvements will have Caltrans oversight (cost and delay issues)	Low
R	Chinatown	91	City	Mixed Use, General Commercial, Public/Semi	MX, PS, MAF	-	Yes	Steelhead	1	1	1	1	-3	- Significant needs for access and public safety improvements - PG&E substation comprises largest portion of property	Medium
S	North Main Street	480	City	Retail, Residential (various), Mixed Use, Office, Arterial Frontage, Park	CR, R-H, MX, PS, R-M, CO	-	-	-	-	2	2	2	2	- Focused growth area in general plan - Significant work completed on traffic - Pedestrian crossing issues - Utilities are serviceable	Low
T	Alisal Market Place	165	City	General Commercial, General Industrial, Retail, Mixed Use, Arterial Frontage, Park, High Density Residential	IGC, IG, MX, CR, MAF, P, R-H	-	Yes*	-	-	1	1	1	2	- Aging infrastructure primarily for commercial, retail and industrial - Utilities underground on Alisal and Market - Several incompatible uses	Medium

SALINAS ECONOMIC DEVELOPMENT ELEMENT

#	Area	Acres	Jurisdiction	General Plan Land Use Designation	Zoning Designation	Williamson Act	Important Farmland	Flood Zone	Critical Habitat	Water	Waste-water	Storm-water	Access	Notes	Infrastructure Investment Need
U	East Alisal/East Market	193	City	Residential (various), Arterial Frontage, Retail, Office	R-M, CR, MAF, R-L	-	-	-	-	1	1	1	2	- Focused growth improvement area - Aging infrastructure - Lack of parking - Significant improvements made to Market Street in recent years including sanitary sewer	Medium
V	Carr Lake	900	City	Park, Public/Semi	A, FS	Yes*	Yes	Yes	Steelhead	-1	1	1	2	- Most of the land is within the floodplain and floodway boundaries - A previous DBO development was not pursued because of the floodplain challenges - City general plan and TFO indicate the need for a 4-lane arterial street running through the site and a connector street to Kern/Madeira - A sizable sanitary sewer runs through Carr Lake that serves the Northeast and Future Growth areas	Medium
W	West Market	94	City	Business Park, General Industrial, General Commercial/Light Industrial	IBP, IGC	-	-	Yes*	-	-	-	-	-	-	-
X	West Abbott	215	City	General Industrial, General Commercial/Light Industrial	MX, CO, IGC	-	-	-	-	-	-	-	-	-	-
Y	East Abbott	625	City	General Industrial, Business Park	IG, IBP, IGC	-	-	-	-	-	-	-	-	-	-

Zoning Key (City)

- A Agriculture
- R-L Residential Low Density
- R-M Residential Medium Density
- R-H Residential High Density
- CO/R Commercial Office/Residential
- CO Commercial Office
- CR Commercial Retail
- CT Commercial Thoroughfare
- MX Mixed Use
- MAF Mixed Arterial Frontage
- IGC Industrial – General Commercial
- IBP Industrial – Business Park
- IG Industrial – General
- PS Public/Semipublic
- P Parks
- OS Open Space
- Ni New Urbanism Interim

Zoning Key (County)

- F* Farmlands (40 Acres Min.)
- UR* Urban Reserve
- LC* Light Commercial
- HC* Heavy Commercial
- HI* Heavy Industrial

Note: County Zoning and GP Land Use in the table is denoted in italics (i.e., *F, LC, Farmland*, etc.)

Sources:

- City of Salinas GIS 2010
- Important Farmland & Williamson Act - California Department of Conservation, Division of Land Resource Protection (2012)
- FEMA National Flood Hazard Layer 2013
- National Marine Fisheries Service, 2005
- Monterey County, Countywide GIS Online Mapper, accessed 8-21-2013
- City of Salinas Public Works Department, 2013

Resource Constraints Explanation

- Williamson Act - Conversion to Urban Use may Require Mitigation
- Important Farmland - Conversion to Urban Use may Require Mitigation
- Flood Zone - Development Regulations Apply
- Critical Habitat - Development Regulations Apply

Infrastructure Constraints Ranking Key

- 3 = No Constraints
- 3 = Major Constraints

Investment Need

Relative ranking of cost to serve area with infrastructure

Resource Constraints Key

- Yes = The resource constrains the area
- Yes* = The resource constrains a portion of the area
- Hash (-) = Not Applicable/No Constraint
- Steelhead habitat occurs only along stream corridors

Salinas Retail Analysis

B

APPENDIX



August 28, 2013

SALINAS RETAIL ANALYSIS

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SUMMARY

The retail market analysis has been prepared as part of the process to develop an Economic Development Element (EDE) for the Salinas General Plan. This report, and a companion report entitled *Salinas Target Industry Analysis*, provides market demand projections for business growth in Salinas. Further analysis will identify potential sites for this business development to occur and the EDE will contain strategies and action steps to implement the City's vision for economic development in the future.

This report is focused solely on the demand for retail types of businesses and it relies on a report the City commissioned from the Buxton Corporation in 2008, which analyzes the existing retail market and potential new store development opportunities. The present report adds to that analysis by forecasting additional retail demand from future growth in Salinas and the surrounding market area. The findings of the study are summarized below.

- Salinas serves as a significant regional retail provider. The community has an especially strong *net capture*¹ of retail spending in store types that carry broad categories of products. The store categories that attract net spending capture for Salinas include home improvement, department and discount stores, drug stores, and full-service restaurants.
- Among the retail categories identified in the Buxton retail study as having existing leakage, Salinas has potential business attraction opportunities in the following categories:
 - Auto parts
 - Appliance/electronics stores
 - Furniture stores
 - Grocery and convenience stores
 - Liquor/wine stores
 - Other health and personal care stores
 - Women's clothing stores
 - Children's clothing stores
 - Family clothing stores
 - Shoe stores
 - Jewelry stores
 - Luggage and leather goods stores
 - Specialty retail stores
 - Misc. general merchandise stores
 - Limited-service eating places

¹ The term *net capture* refers to the situation where retail stores in Salinas have higher sales than would be expected based on the purchasing power of Salinas residents alone. This means that these stores are "*capturing*" sales from residents of other communities, probably mainly elsewhere in the Salinas valley. If a store type in Salinas is not capturing all the potential sales from City of Salinas households, the lost sales are referred to as "*leakage*".

- It should be noted that the attraction opportunities for many of these categories, especially those in specialty retail categories, are potentially negated by Salinas' net capture of sales in other large format store categories such as department and discount stores.
- Salinas' existing retail attraction opportunities would potentially support between 487,200 and 689,900 square feet of commercial building space, or 45 to 63 acres of new retail development.
- Salinas' 2010 population was just over 150,000 residents and 40,400 households, with an average household income of about \$63,500.
- Within the regional market area that includes the Salinas Valley (101 corridor from Prunedale to King City), Salinas' average household income was comparable to the other incorporated communities, but lower than the average for the unincorporated areas (\$93,200).
- The regional market area had a total 2010 population of nearly 258,000 and 66,500 households, with an average household income of about \$69,700.
- Projecting forward to 2035, Salinas is expected to only grow by 14.7 percent, which is significantly lower than the other incorporated communities in the Salinas Valley.
- By 2035, Salinas will add another 5,900 households, while the market area as a whole will add 12,200 households.
- This household growth will potentially support \$115.0 million in new retail spending in Salinas, and \$264.4 million in the market area as a whole.
- Much of Salinas' growth potential from future household expansion depends on attracting shoppers from throughout the Salinas Valley. When only accounting for the household growth within Salinas, the retail attraction potential totals about 130,400 square feet of commercial building space.
- Accounting for those categories with enough spending support to support new retail stores, the market growth in the Salinas Valley can potentially support 424,600 square feet; however, about 255,769 square feet could potentially be attracted to Salinas, including the 130,400 square feet mentioned above. Therefore, the maximum retail development scenario for Salinas due to new growth out to 2035 would be about 23 acres of retail development, in addition to the 63 acres currently supportable.
- The retail store categories that can potentially support new business attraction, based solely on residential growth include the following categories:
 - Women's clothing stores
 - Family clothing stores
 - Shoe stores

- Misc. general merchandise stores
 - Drug stores/pharmacies
 - Specialty retail stores
 - Grocery and convenience stores
 - Specialty food stores
 - Liquor/wine stores
 - Eating places (full-service and limited-service)
 - Furniture and home furnishings stores
 - Appliance/electronics stores
 - Home improvement
 - Gasoline service stations
 - Auto parts stores
- The buildout population for Salinas is substantially greater than the projected 2035 population. At buildout, the supportable retail attraction potential totals over 557,700 square feet, of which 427,291 square feet, or 39 acres, would be above and beyond the 2035 projection.
 - The cumulative maximum supportable retail development to accommodate current demand, year 2035 demand and buildout demand is 125 acres.

SALINAS RETAIL MARKET ANALYSIS

INTRODUCTION

The City of Salinas has long served as a primary commercial center for residents not only in Salinas, but throughout the entire Salinas Valley. The local market has expanded for many years, and gone through multiple transitions as retail trends and consumer preferences evolve. This section will review the existing retail market opportunities for Salinas, and project how future growth in Salinas and the entire Salinas Valley will create additional demand for new retail services.

EXISTING RETAIL ATTRACTION OPPORTUNITIES

Retail leakage occurs when existing household demand for specific retail store types is not met by local stores in that category, and those shoppers go to stores located outside of their local market area instead. This happens when local stores do not meet the needs of shoppers, whether that results from an insufficient quantity of stores in a particular category, or existing stores otherwise not sufficiently attracting spending from local shoppers. Concurrently, net capture occurs when retail stores (within a specific category) attract shoppers from neighboring communities, and the store sales exceed the local demand.

Retail leakage represents both a shortcoming and an opportunity, because the unmet retail demand that currently goes elsewhere can potentially be recaptured within a local market area by establishing new stores (or expanding existing businesses) that do a better job at capturing household spending. In general, if the leakage in a particular retail category is high enough, then it can potentially support a new retail store of that type.

In 2008, the City hired Buxton Company to conduct a retail leakage and surplus analysis. This study focused on three potential commercial development sites in Salinas, and identified potential retail tenants for those sites.

The methodology for the study used several different secondary data sources to make an estimate of “potential” sales versus “actual” sales. In cases where the potential sales exceeded the actual sales, the analysis identified this category as having retail leakage, while cases where the actual sales exceeded potential sales were identified as having surplus.

The analysis identified a 20-minute drive time as the basis for defining the market areas for these three sites, which are located in different areas within Salinas. Even though the three sites have different coverage areas for the 20-minute drive radius, they are located close enough together such that the general conclusions for the types of retail tenants that Salinas can attract are very similar in nearly all cases. In other words, each of the three sites represents a different perspective on **total retail market potential for the City of Salinas**. The three sites analyzed for the Buxton study are listed below.

- Site 1: Boronda Highway and Highway 101
- Site 2: East Laurel Drive and Sanborn Road
- Site 3: South Main and Blanco Road

As shown in Table 1, Salinas' market area (as defined using the 20-minute drive time) encompasses a mix of different store types. Salinas' strengths are reflected in those categories that currently have a surplus or net capture of retail sales (represented by negative numbers in the table). The categories that currently have a net capture of retail sales generally include the home improvement/building materials, pharmacy, department store, and miscellaneous retail categories.

The net capture of retail sales for department stores is particularly notable because this category includes both traditional and discount department stores, both of which sell a broad range of products and potentially negate demand for more specialized retail stores.

Other categories that show retail leakage generally include motor vehicle and parts dealers, electronics and appliance stores, clothing stores, food stores, clothing stores, sporting goods/hobby/book/music stores, and food service establishments. The potential for attracting new retail businesses will depend on whether the leakage is sufficient to support the sales generally required for stores of that type.

**TABLE 1:
SUMMARY OF NET RETAIL LEAKAGE BY STORE CATEGORY
SALINAS RETAIL SITES, 2008**

Store Type	Net Leakage		
	Site 1 (20 Min. Drive Time)	Site 2 (20 Min. Drive Time)	Site 3 (20 Min. Drive Time)
Motor Vehicles and Parts Dealers			
Automotive Dealers	\$29,481,666	\$29,106,999	\$19,504,083
Other Motor Vehicle Dealers	\$16,132,310	\$17,195,847	\$20,974,096
Automotive Parts, Accessories, and Tire Stores	\$2,155,073	\$1,344,232	\$3,914,684
Motor Vehicle and Parts Dealers	\$47,769,049	\$47,647,078	\$44,392,863
Electronics and Appliance Stores			
Appliance, Television, and Other Electronics Stores	\$26,991,757	\$27,009,855	\$28,658,320
Computer and Software Stores	\$12,323,315	\$11,949,928	\$12,464,451
Camera and Photographic Equipment Stores	\$2,654,270	\$2,648,569	\$3,084,531
Electronics and Appliance Stores	\$41,969,342	\$41,608,351	\$44,207,301
Furniture and Home Furnishings Stores			
Furniture Stores	\$11,313,359	\$11,166,490	\$15,646,821
Home Furnishings Stores	-\$6,584,194	-\$6,397,001	-\$5,561,670
Furniture and Home Furnishings Stores	\$4,729,165	\$4,769,489	\$10,085,150
Building Material, Garden Equipment and Supply Dealers			
Building Material and Supply Dealers	-\$56,369,048	-\$62,367,875	-\$45,767,369
Lawn and Garden Equipment and Supplies Stores	-\$75,468,231	-\$80,982,258	-\$78,872,265
Building Material and Garden Equipment & Supply Dealers	-\$131,837,278	-\$143,350,133	-\$124,639,635
Food and Beverage Stores			
Supermarkets and Other Grocery Stores	\$23,578,140	\$19,817,848	\$29,083,378
Convenience Stores	\$13,321,015	\$214,569	-\$3,471,300
Specialty Food Stores	-\$11,070,213	-\$14,110,376	-\$12,243,769
Beer, Wine, and Liquor Stores	\$9,295,921	\$8,583,681	\$9,544,376
Food and Beverage Stores	\$22,016,988	\$14,505,721	\$25,912,686

TABLE 1: CONTINUED

Health and Personal Care Stores			
Pharmacies and Drug Stores	-\$100,501,223	-\$105,754,742	-\$104,509,322
Cosmetics, Beauty Supplies and Perfume Stores	\$102,266	\$115,511	\$687,058
Optical Goods Stores	-\$903,650	-\$932,631	-\$63,839
Other Health and Personal Care Stores	\$3,494,614	\$3,515,299	\$4,756,959
Health and Personal Care Stores	-\$97,807,993	-\$103,056,563	-\$99,129,144
Clothing and Clothing Accessories Stores			
Mens Clothing Stores	-\$2,377,333	-\$2,524,682	-\$1,472,143
Womens Clothing Stores	\$4,407,867	\$3,993,768	\$7,076,916
Childrens and Infants clothing Stores	\$4,400,194	\$4,476,738	\$5,469,200
Family Clothing Stores	\$7,310,674	\$7,469,585	\$16,106,621
Clothing Accessories Stores	-\$2,438,092	-\$2,439,516	-\$2,127,855
Other Clothing Stores	-\$2,042,736	-\$2,092,129	-\$2,179,191
Shoe Stores	\$3,302,217	\$4,267,193	\$5,524,520
Jewelry Stores	-\$599,433	-\$692,610	\$1,823,815
Luggage and Leather Goods Stores	\$1,156,499	\$1,151,985	\$1,409,781
Clothing and Clothing Accessories Stores	\$13,119,856	\$13,610,333	\$31,631,663
Sporting Goods, Hobby, Book, and Music Stores			
Sporting Goods Stores	\$9,459,035	\$9,752,382	\$9,382,595
Hobby, Toys, and Games Stores	\$2,053,369	\$2,082,639	\$3,767,563
Sew/Needlework/Piece Goods Stores	\$270,603	\$288,321	\$643,738
Musician Instrument and Supplies Stores	\$3,402,665	\$3,368,719	\$4,020,341
Book Stores and News Dealers	\$5,663,012	\$5,849,901	\$7,493,047
Prerecorded Tape, Compact Disc, and Record Stores	\$828,181	\$821,121	\$784,426
Sporting Goods, Hobby, Book, and Music Stores	\$21,676,865	\$22,163,080	\$26,091,710
General Merchandise Stores			
Department Stores	-\$89,441,491	-\$88,020,663	-\$67,103,769
Warehouse Clubs and Super Stores	\$26,125,228	\$26,387,271	\$47,365,636
All Other General Merchandise Stores	\$8,610,093	\$9,223,976	\$13,145,277
General Merchandise Stores	-\$54,696,170	-\$52,409,415	-\$6,591,857
Miscellaneous Store Retailers			
Florists	-\$2,362,703	-\$26,297	\$926,628
Office Supplies and Stationery Stores	-\$4,090,405	-\$4,183,953	-\$2,719,368
Gift, Novelty, and Souvenir Stores	\$890,768	\$946,054	\$1,737,207
Used Merchandise Stores	-\$3,670,465	-\$2,775,113	-\$3,933,228
Other Miscellaneous Store Retailers	-\$5,566,491	-\$8,200,022	-\$8,194,674
Miscellaneous Store Retailers	-\$14,799,296	-\$14,239,331	-\$11,883,434
Foodservice and Drinking Places			
Eating Places	\$11,600,370	\$9,661,750	\$14,885,326
Special Foodservices	\$17,041,232	\$17,444,925	\$19,884,293
Drinking Places	\$7,983,222	\$7,869,438	\$9,840,922
Foodservice and Drinking Places	\$36,624,823	\$34,966,114	\$44,610,541

Source: Data from Buxton Company.

Notes: The leakage/surplus was measured by estimating the potential retail sales compared to the actual sales. A net leakage indicates that the potential sales were greater than the actual sales.

As shown in Table 2, the retail leakage identified Buxton study can potentially support up to 689,864 square feet of retail space. In order to identify the potential for new store attraction or expansion, the analysis compared the sales potential with the average sales per store for each retail leakage category. Table 2 shows the number of supportable establishments within each category. Many store categories do not have sufficient levels of leakage/unmet demand to support the revenue level for an average retail store of that type. The unmet demand for these categories could potentially be met by either establishing smaller scale stores or through expanding and upgrading existing stores. The sections below discuss each retail group in more detail.

MOTOR VEHICLES AND PARTS DEALERS

All of the individual business categories in the Motor Vehicles and Parts Dealers group showed sufficient retail leakage to support new business attraction. It should be noted that the attraction potential for motor vehicle dealers is tempered by the reductions in dealership franchises that occurred during the recession. Even if this potential limitation did not exist, the attraction potential still represents less than two new establishments. In addition, over 94 percent of the existing demand within the Salinas market area is currently met by Salinas establishments.

For other vehicles, the new business attraction potential can potentially include motorcycle, RV, and boat dealers. In addition, Salinas has the potential to support up to 21,260 square feet of space for auto parts stores.

ELECTRONICS/APPLIANCE AND FURNITURE/HOME FURNISHINGS STORES

The appliance/other electronics stores and furniture store categories broadly represent two of the larger categories with potentially supportable new retail establishments. Even though both categories could potentially each support more than 10 average sized stores, the unmet demand for both of these categories could also support larger format stores in these categories.

FOOD AND BEVERAGE STORES

The leakage data indicates that the unmet demand in Salinas could potentially support up to four new grocery stores, with up to 56,220 square feet of building space. However, for general line supermarkets, some of the newer stores are much larger. This means that the grocery store demand in Salinas would potentially be better suited to a more specialized grocery establishment, such as an ethnic food store or store that specializes in organic or natural grocery lines.

CLOTHING AND CLOTHING ACCESSORIES STORES

Even though Salinas is already served by a shopping mall, the Buxton retail study indicated that clothing stores are largely underrepresented in Salinas. Many of the store categories in this retail group can potentially support more than 20,000 square feet of space.

GENERAL MERCHANDISE STORES

The general merchandise store category is dominated by department stores and warehouse clubs. However, the only store category in this group with potential support for new retail establishments is the miscellaneous general merchandise category that generally includes smaller scale variety stores and dollar stores. This category has the potential for up to nine new establishments and about 87,268 square feet of space.

The department store category in Salinas has a very large net capture of retail sales that totals more than \$67 million, while warehouse clubs have a leakage of up to \$47.4 million. It should be noted that the warehouse club category will generally capture a significant percentage of sales from wholesale and business-to-business transactions, which is not included in the demand analysis.

SPECIALTY RETAIL STORES

This category broadly combines several different store types that provide specialized product lines. These categories were also combined because specific store types, such as computer stores, camera stores, book stores, and music stores have broadly declined over the decade as demand shifts to digital formats and direct sales vendors. In general, the data shows specialty retail categories such as Computer and Software Stores; Camera and Photographic Equipment Stores; Sporting Goods, Hobby, Toy, and Book Stores; Florists; and Gift, Novelty, and Souvenir Stores with high enough unmet demand to potentially support up to 36 stores and over 107,800 square feet of space.

However, a portion of the current demand for these types of specialized product lines is likely met by department stores and drug stores that stock many of the same products. Moreover, the uncertain business climate for those store categories that have declined due to competition from online and direct sales vendors has also reduced the number of national and regional chain stores that might be looking for new space in an underserved market such as Salinas.

FOODSERVICE AND DRINKING PLACES

The foodservice category presented a very mixed trend for Salinas. The Buxton study indicated that full-service restaurants currently have a net capture of retail sales, while limited-service restaurants are currently underserved. In order to prevent overstating the attraction potential for restaurants, both of these categories were combined. The net result shows that the Salinas has a net leakage of restaurant demand with potential support for up to 18 restaurant establishments and over 50,200 square feet of space. The other categories in this group with potential support for new establishments include special foodservices (which includes catering services), and drinking places (which include bars and clubs).

**TABLE 2:
SUMMARY OF SUPPORTABLE NEW RETAIL ESTABLISHMENTS AND SQUARE FOOTAGE
SALINAS RETAIL SITES, 2008**

Store Type	Supportable Establishments			Supportable Square Footage		
	Site 1 (20 Min. Drive time)	Site 2 (20 Min. Drive time)	Site 3 (20 Min. Drive Time)	Site 1 (20 Min. Drive Time)	Site 2 (20 Min. Drive Time)	Site 3 (20 Min. Drive Time)
Motor Vehicles and Parts Dealers						
Automotive Dealers	1.8	1.8	1.2	n/a	n/a	n/a
Other Vehicle Dealers	5.1	5.4	6.6	n/a	n/a	n/a
Auto Parts, Accessories, & Tire Store	1.5	0.9	2.7	11,704	0.0	21,260
Electronics and Appliance Stores						
Appliance/Other Electronics Stores	11.8	11.8	12.5	83,868	83,924	89,046
Furniture and Home Furnishings Stores						
Furniture Stores	8.2	8.1	11.3	67,922	67,041	93,939
Food and Beverage Stores						
Supermarkets & Other Grocery Store	3.3	2.8	4.1	45,578	38,309	56,220
Convenience Stores	12.5	0.2	0.0	n/a	n/a	n/a
Beer, Wine, and Liquor Stores	12.5	11.6	12.9	22,027	20,340	22,616
Health and Personal Care Stores						
Other Health/Personal Care Store	7.9	7.9	10.7	11,315	11,382	15,402
Clothing and Clothing Accessories Stores						
Womens Clothing Stores	4.3	3.9	6.9	18,744	16,983	30,094
Childrens Clothing Stores	3.2	3.3	4.0	17,189	17,488	21,365
Family Clothing Stores	3.8	3.8	8.3	25,547	26,102	56,283
Shoe Stores	3.7	4.8	6.3	16,339	21,114	27,335
Jewelry Stores	0.0	0.0	1.7	0	0	5,645
Luggage & Leather Goods Stores	1.5	1.5	1.9	4,420	4,403	5,388
General Merchandise Stores						
All Other Gen. Merchandise Store	6.0	6.4	9.2	57,160	61,236	87,268
Specialty Retail Stores						
Specialty Retail Stores*	30.5	30.8	36.9	83,855	86,268	107,802
Foodservice and Drinking Places						
Limited-service Eating Places	14.6	12.1	18.7	39,123	32,585	50,201
Special Foodservices	14.1	14.5	16.5	n/a	n/a	n/a
Drinking Places	20.6	20.3	25.3	n/a	n/a	n/a
Total				504,791	487,173	689,864

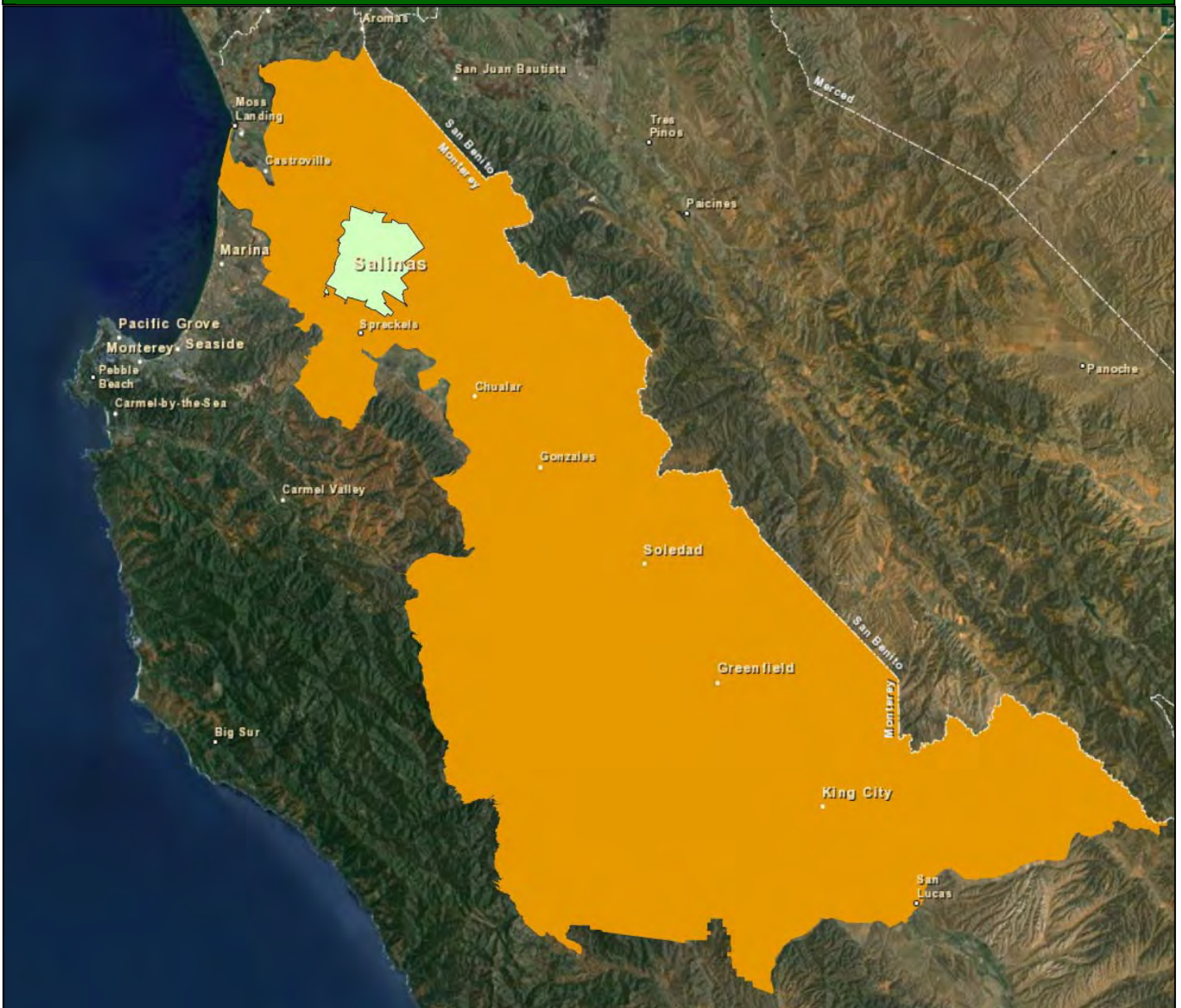
Source: ADE, Inc.; data from Buxton Company, U.S. Economic Census, and the Urban Land Institute.

Notes: "Specialty Retail Stores" combine the following store categories: Computer and Software Stores; Camera and Photographic Equipment Stores; Sporting Goods, Hobby, Toy, and Book Stores; Florists; and Gift, Novelty, and Souvenir Stores. The store categories identified as supportable for retail business attraction are those categories in which the net leakage exceeds the average sales per establishment in Monterey County for a given retail category. In cases where the average sales data for Monterey County is not available, the analysis used the average for California or the United States. The supportable square footage calculation is base on benchmark sales per square foot data from the Urban Land Institute.

FUTURE RETAIL ATTRACTION OPPORTUNITIES

In order to assess the future retail attraction opportunities for Salinas, ADE broadly defined a larger market area that includes the communities in the Salinas Valley. Salinas serves as a primary retail center for these communities because they lack many of the retail stores and services that exist in Salinas. As shown in Figure 1, this market area covers the 101 corridor from Prunedale to King City, and includes the incorporated cities of Gonzales, Greenfield, and Soledad.

FIGURE 1:
SALINAS VALLEY MARKET AREA MAP



Source: ADE, Inc.; map data from ARCMAP and U.S. Census.

HOUSEHOLD CHARACTERISTICS

Within the Salinas Valley, the City of Salinas accounts for the majority of the households and the majority of the aggregate income in the region, as shown in Table 3. The incorporated communities in the Salinas Valley have similar average household incomes, while the unincorporated areas have higher average incomes.

TABLE 3: POPULATION AND HOUSEHOLD INCOME CHARACTERISTICS SALINAS VALLEY, 2010				
	2010 Population	2010 Households	2010 Aggregate Income	Average Household Income 2010
Salinas	150,441	40,387	\$2,563,416,100	\$63,471
Gonzales	8,187	1,906	\$130,070,100	\$68,242
Greenfield	16,330	3,460	\$225,539,000	\$65,185
King City	12,874	3,008	\$170,597,900	\$56,715
Soledad	25,738	3,664	\$233,603,700	\$63,756
Salinas Valley Incorporated Total	213,570	52,425	\$3,323,226,800	\$63,390
Market Area Unincorporated Total	44,428	14,031	\$1,307,994,300	\$93,222
Total Excluding Salinas	107,557	26,069	\$2,067,805,000	\$79,320
Market Area Total	257,998	66,456	\$4,631,221,100	\$69,689

Source: ADE, Inc.; data from U.S. Census.

As shown in Table 4, the income distribution in Salinas has a significant concentration of households (29 percent) that earn less than \$30,000 annually. This concentration of lower income households is similar to the pattern in King City and Soledad, but higher than the concentration in Gonzales, Greenfield, and the unincorporated areas of the Salinas Valley.

The majority of households in Salinas (52 percent) earn between \$30,000 and \$100,000 annually. Again, this pattern is similar to King City and Soledad, but differs from Gonzales and Greenfield, which has a larger majority of households in this income range.

With the upper income ranges, the unincorporated areas have a much higher concentration of households earning over \$100,000 (36 percent) than the incorporated communities in the Salinas Valley (18 percent).

**TABLE 4:
SALINAS VALLEY INCOME DISTRIBUTION, 2010**

Household Income Range	Salinas	Gonzales	Greenfield	King City	Soledad	Salinas Valley Incorporated Total	Market Area Unincorporated Total	Market Area Total
Total Households	40,685	1,989	3,378	2,742	3,602	52,396	13,918	67,859
Less than \$10,000	4.4%	2.0%	2.0%	3.1%	2.1%	3.9%	2.9%	3.7%
\$10,000 to \$14,999	5.8%	6.7%	1.9%	5.2%	5.7%	5.5%	2.8%	4.9%
\$15,000 to \$19,999	6.4%	2.0%	5.0%	6.2%	4.2%	6.0%	4.0%	5.4%
\$20,000 to \$24,999	6.0%	5.9%	5.6%	3.9%	7.6%	6.0%	3.3%	5.3%
\$25,000 to \$29,999	6.4%	2.3%	5.4%	7.3%	7.0%	6.2%	3.4%	5.6%
\$30,000 to \$34,999	5.6%	3.7%	7.3%	4.6%	5.2%	5.5%	4.2%	5.2%
\$35,000 to \$39,999	4.9%	6.8%	6.2%	3.7%	4.9%	5.0%	4.3%	4.7%
\$40,000 to \$44,999	5.6%	7.6%	4.4%	5.2%	7.1%	5.6%	4.9%	5.4%
\$45,000 to \$49,999	4.3%	9.8%	3.7%	9.4%	3.1%	4.7%	3.4%	4.4%
\$50,000 to \$59,999	10.0%	10.6%	11.0%	11.2%	9.9%	10.1%	8.0%	9.5%
\$60,000 to \$74,999	10.0%	9.4%	15.5%	13.2%	7.8%	10.3%	9.4%	10.0%
\$75,000 to \$99,999	12.4%	12.4%	15.8%	11.6%	14.2%	12.7%	13.1%	12.8%
\$100,000 to \$124,999	8.0%	9.9%	5.5%	6.1%	10.4%	8.0%	10.8%	8.7%
\$125,000 to \$149,999	4.7%	5.4%	4.2%	4.4%	6.6%	4.8%	9.4%	5.8%
\$150,000 to \$199,999	3.8%	5.4%	5.0%	1.8%	2.6%	3.8%	9.2%	5.2%
\$200,000 or more	1.7%	0.0%	1.6%	3.2%	1.6%	1.7%	6.9%	3.5%

Source: ADE, Inc.; data from U.S. Census.

PROJECTED HOUSEHOLD GROWTH

Between 2010 and 2035, Salinas expects to add more than 5,900 new households (15 percent increase), based on current population projections from AMBAG. While Salinas will still comprise the majority of the households in the Salinas Valley market area, the other incorporated communities in the area will grow at a much faster rate, with each of them growing by more than 30 percent between 2010 and 2035. The growth rate for the unincorporated areas uses the “balance of county” projection from AMBAG, which projects a growth rate less than 14 percent.

**TABLE 5:
PROJECTED HOUSEHOLD GROWTH SALINAS VALLEY, 2010 TO 2035**

	2010 Households	Growth Projection 2010 to 2035	2035 Households	2010 to 2035 Household Growth
Salinas	40,387	14.7%	46,308	5,921
Gonzales	1,906	38.4%	2,638	732
Greenfield	3,460	44.6%	5,002	1,542
King City	3,008	33.0%	4,000	992
Soledad	3,664	30.7%	4,787	1,123
Salinas Valley Incorporated Total	52,425	19.7%	62,736	10,311
Market Area Unincorporated Total	14,031	13.6%	15,934	1,903
Total Excluding Salinas	26,069	3.7%	32,361	6,292
Market Area Total	66,456	18.4%	78,669	12,213

Source: ADE, Inc.; data from U.S. Census and AMBAG.

PROJECTED HOUSEHOLD RETAIL SPENDING GROWTH

Based on the projected growth between 2010 through 2035, ADE calculated the incremental change in household spending during this period. This calculation was done using ADE's retail demand model, which estimates the household demand for more than 50 individual store categories and accounts for how different income groups differ in their retail spending patterns.

As shown in Table 6, the projected 5,921 new households in Salinas will account for about \$115.0 million in new retail spending. After accounting for the entire Salinas Valley market area, the projected spending growth will total \$264.4 million by 2035, including the \$115 million from Salinas. Even though Salinas contributes about 48 percent of projected new households for the Salinas Valley, it will contribute about 43 percent of the retail spending growth. This is due to the lower average income of Salinas households. This projected trend could potentially change if the new households attracted to Salinas have a significantly higher income than the existing population.

In general, the largest spending categories are in the General Merchandise; Food, Eating, and Drinking; and Automotive Groups. Together, these groups account for more than 80 percent of the total retail store spending.

TABLE 6: PROJECTED HOUSEHOLD SPENDING GROWTH SALINAS AND SALINAS VALLEY, 2010 TO 2035		
Retail Group	Salinas Household Spending Growth 2010 to 2035	Market Area Household Spending Growth 2010 to 2035
Total	\$114,973,695	\$264,419,556
Apparel Store Group	\$4,979,903	\$11,533,481
Women's Apparel	\$1,285,047	\$3,010,051
Men's Apparel	\$359,471	\$840,957
Family Clothing	\$2,303,191	\$5,350,910
Shoe Stores	\$1,032,195	\$2,331,564
General Merchandise Group	\$21,633,269	\$49,315,109
Department Stores/Other General Merch.	\$10,088,010	\$23,454,071
Discount Stores	\$6,437,876	\$14,922,699
Department Stores	\$3,650,059	\$8,531,197
Other General Merchandise	\$6,441,656	\$14,604,047
Warehouse Clubs and Superstores	\$5,005,103	\$11,269,458
Misc. General Merchandise	\$1,436,553	\$3,334,588
Drug & Proprietary Stores	\$5,103,603	\$11,256,992
Specialty Retail Group	\$6,600,891	\$15,355,949
Gifts & Novelties	\$443,780	\$1,038,811
Sporting Goods	\$800,303	\$1,794,716
Florists	\$162,463	\$390,221
Photographic Equipment	\$84,007	\$203,056
Records & Music	\$327,178	\$770,376
Books & Stationery	\$781,897	\$1,828,504
Office Supplies/Computer Equipment	\$910,733	\$2,159,038
Jewelry	\$588,317	\$1,464,816
Misc. Specialty Retail	\$2,502,213	\$5,706,411
Cosmetics/Beauty Supply	\$222,826	\$491,452
Optical Goods	\$558,638	\$1,294,294

TABLE 6: CONTINUED

Retail Group	Salinas Household Spending Growth 2010 to 2035	Market Area Household Spending Growth 2010 to 2035
<i>Specialty Retail Group (Continued)</i>		
Other Health/Personal Care Stores	\$415,229	\$911,549
Toys & Hobbies	\$435,157	\$1,024,114
Pet Stores	\$375,201	\$856,354
Other Misc. Specialty Stores	\$495,161	\$1,128,648
Food, Eating and Drinking Group	\$32,985,107	\$75,150,595
Grocery Stores	\$15,642,080	\$34,989,943
Supermarkets	\$14,951,847	\$33,455,747
Convenience Stores	\$690,225	\$1,534,179
Specialty Food Stores	\$446,906	\$997,727
Liquor/Wine Stores	\$708,348	\$1,628,226
Eating Places	\$16,187,773	\$37,534,699
Full-Service Restaurants	\$8,221,075	\$19,078,954
Other Eating Places	\$7,966,699	\$18,455,745
Drinking Places	\$513,786	\$1,201,999
Building Materials & Homefurnishings Group	\$10,143,045	\$24,136,084
Furniture & Home Furnishings	\$2,857,508	\$6,933,791
Furniture Stores	\$1,838,416	\$4,525,859
Other Home Furnishings Stores	\$1,019,092	\$2,407,932
Household Appliances & Electronics	\$2,138,573	\$5,056,249
Used Merchandise	\$202,155	\$476,135
Nurseries & Garden Supply Stores	\$988,717	\$2,339,580
Lumber & Other Building Materials	\$2,419,059	\$5,687,312
Home Centers and Hardware Stores	\$1,399,383	\$3,324,090
Paint & Wallpaper	\$137,651	\$318,926
Automotive Group	\$38,631,480	\$88,928,338
New Cars & RVs	\$16,117,213	\$38,321,577
Used Car Dealers	\$1,182,033	\$2,813,157
Gasoline Service Stations	\$19,549,748	\$43,754,060
Mobile Homes & Trailers	\$9,071	\$20,384
Auto Parts & Accessories	\$1,103,390	\$2,494,351
Other Vehicles	\$670,025	\$1,524,809

Source: ADE, Inc.; data from AMBAG. ADE retail demand model developed using data from the U.S. Economic Census, and U.S. Department of Labor Consumer Expenditure Surveys.

RETAIL ATTRACTION POTENTIAL FROM NEW HOUSEHOLD GROWTH

Table 7 identifies Salinas' retail attraction opportunities related to projected household growth within the city limits. The number of supportable new retail stores totals about 30 establishments, with about 130,400 square feet of space, much this projected new store demand occurring in the food and restaurant category. One particularly notable outcome that projected new households in Salinas alone cannot support any new specialty retail stores. The Buxton study estimated a large enough existing retail leakage in many specialty retail store categories to support a substantial amount of retail space; however, as noted, at least some of that demand occurred in categories that are transitioning away from supporting retail storefronts.

In general, Salinas' local population base will support a more limited range of retail store types, and expanding beyond the store categories shown in Table 7 will require continuing to attract shoppers from elsewhere in the Salinas Valley, as discussed below.

TABLE 7: SUPPORTABLE NEW RETAIL ESTABLISHMENTS AND SQUARE FOOTAGE BASED ON SALINAS CITY HOUSEHOLD GROWTH, 2010 TO 2035		
Retail Group	Salinas Supportable New Stores (2010 to 2035 Growth)	Salinas Supportable Square Footage (2010 to 2035 Growth)
Total	30.7	130,422
Apparel Store Group	3.6	18,620
Women's Apparel	1.2	5,465
Family Clothing	1.2	8,048
Shoe Stores	1.2	5,107
General Merchandise Group	1.0	9,537
Misc. General Merchandise	1.0	9,537
Specialty Retail Group	0.0	0
Food, Eating and Drinking Group	20.8	77,335
Supermarkets	2.1	28,903
Eating Places	18.7	48,432
Full-Service Restaurants	8.7	21,564
Other Eating Places	10.0	26,868
Drinking Places		
Bldg Materials & Homefurnishings Grp	1.3	11,037
Furniture Stores	1.3	11,037
Automotive Group	3.9	13,893
Gasoline Service Stations	3.9	13,893

Source: ADE, Inc.; data from AMBAG, Urban Land Institute, and U.S. Economic Census. ADE retail demand model developed using data from the U.S. Economic Census, and U.S. Department of Labor Consumer Expenditure Surveys.

Based on the projected growth for the Salinas Valley market area as a whole and the average sales per retail establishment by category, the growth in household spending would be expected to support about 97 retail establishments (Table 8). This works out to about 424,500 square feet of retail space; however, much of this is local-serving retail that would occur in the other Salinas Valley cities, not in Salinas itself.

Much of this new supportable retail space is in the food store and restaurants categories. In addition, the supportable retail stores encompass a broad range of different retail categories. This assumes that the growth in household spending will translate into demand for new local-serving business establishments. However, at least some portion of this demand would also potentially expand sales

revenues for existing local businesses. In addition, the retail attraction potential would be on top of the existing unmet demand that was estimated in the Buxton retail study.

As noted above, some retail categories with a more local orientation such as grocery stores, drug stores, and small-scale miscellaneous general merchandise stores rely more on local shoppers. In other words, many households living elsewhere in the Salinas Valley are likelier to shop in a store located closer to where they live than to travel make long shopping trips to Salinas.

The remaining regional level retail demand that may be captured in Salinas would include the following:

- Apparel: 43,055 sq.ft.
- General Merchandise: 46,772 sq.ft.
- Sporting Goods: 7,630 sq.ft.
- Building Materials and Home Furnishings: 67,084 sq.ft.

These categories overlap with the store types in table 7 above for the City of Salinas. The remaining additional potential for Salinas would include the food and eating group (77,335 sq.ft.) and the automotive group (13,893 sq.ft.). This results in a total potential retail expansion for Salinas of 255,769 sq.ft. from the 2010-2035 growth projections.

In the short-term, the larger concentration of stores and the greater variety of product lines available in Salinas means that the community will continue to serve as a regional retail hub for residents in the Salinas Valley. However, in the long-term, Salinas' position could be diminished if a retail center with large format retail anchors were to open elsewhere along the 101 corridor in southern Monterey County. Indeed, other communities south of Salinas have been looking into developing this type of retail center for more than a decade. If this type of development comes to fruition, then it would potentially curtail a significant portion of the spending potential away from Salinas.

**TABLE 8:
SUPPORTABLE NEW RETAIL ESTABLISHMENTS AND SQUARE FOOTAGE
BASED ON SALINAS VALLEY MARKET AREA HOUSEHOLD GROWTH, 2010
TO 2035**

Retail Group	Total Market Area Supportable New Stores (2010 to 2035 Growth)	Total Market Area Supportable Square Footage (2010 to 2035 Growth)
Total	97.2	424,555
Apparel Store Group	8.3	43,035
Women's Apparel	2.9	12,800
Family Clothing	2.7	18,698
Shoe Stores	2.6	11,537
General Merchandise Group	3.8	46,772
Misc. General Merchandise	2.3	22,137
Drug & Proprietary Stores	1.5	24,635
Specialty Retail Group	12.4	34,376
Gifts & Novelties	1.5	6,430
Sporting Goods	1.9	7,630
Records & Music	1.7	2,480
Books & Stationery	1.8	6,979
Jewelry	1.3	4,534
Misc. Specialty Retail	4.2	6,324
Optical Goods	2.1	3,373
Other Health/Personal Care Stores	2.1	2,951
Food, Eating and Drinking Group	53.1	188,646
Grocery Stores	6.2	67,638
Supermarkets	4.7	64,672
Convenience Stores	1.4	2,966
Specialty Food Stores	1.3	4,864
Liquor/Wine Stores	2.2	3,858
Eating Places	43.4	112,287
Full-Service Restaurants	20.3	50,044
Other Eating Places	23.2	62,243
Drinking Places		
Bldg Materials & Homefurnishings Grp	8.9	67,084
Furniture & Home Furnishings	5.2	37,633
Furniture Stores	3.3	27,172
Other Home Furnishings Stores	1.9	10,461
Household Appliances & Electronics	2.2	15,711
Home Improvement	1.6	13,741
Automotive Group	10.6	44,640
Gasoline Service Stations	8.7	31,094
Auto Parts & Accessories	1.9	13,546

Source: ADE, Inc.; data from AMBAG, Urban Land Institute, and U.S. Economic Census. ADE retail demand model developed using data from the U.S. Economic Census, and U.S. Department of Labor Consumer Expenditure Surveys.

SALINAS RETAIL SPENDING GROWTH AT BUILDOUT

Projecting beyond 2035, Salinas currently has a projected buildout population of about 213,063. This equates to a growth rate of about 41.6 percent, and an incremental growth of 16,811 households (assuming a base year of 2010). By comparison, the projected growth rate for the period between 2010 to 2013 comes out to about 14.7 percent, so the buildout scenario will not occur for a very long time unless growth accelerates.

This substantially higher growth rate for the buildout scenario has implications for the projected retail demand growth. As shown in Table 9, the new household demand at buildout will total \$326.4 million. This higher household demand also creates a substantially higher retail attraction potential, as it expands the number of store types that the Salinas population alone can now support. At buildout, the household growth in Salinas can potentially support about 122 new retail establishments, with demand for 557,743 square feet of building space (Table 10).

To some degree, this projections overlaps with the 2010-2035 projection of 130,422 square feet, but in other cases it create sufficient demand to make other stores viable that would not be possible under the 2035 projections. The net increase in supportable demand, therefore, is 427,291 square feet, or 39 acres, as indicated below.

- Apparel: 34,219 sq.ft.
General Merchandise: 49,254 sq.ft.
- Specialty Retail: 50,101
Food and Restaurants: 156.985 sq.ft.
- Building Materials &
Home Furnishings: 94,164 sq.ft.
- Automotive: 42,568 sq.ft.

TABLE 9: PROJECTED HOUSEHOLD SPENDING GROWTH SALINAS CITY AT BUILDOUT	
Retail Group	Salinas Household Spending Growth at Buildout
Total	\$326,449,849
Apparel Store Group	\$14,139,656
Women's Apparel	\$3,648,689
Men's Apparel	\$1,020,661
Family Clothing	\$6,539,551
Shoe Stores	\$2,930,755
General Merchandise Group	\$61,424,288
Department Stores/Other General Merch.	\$28,643,330
Discount Stores	\$18,279,344
Department Stores	\$10,363,772
Other General Merchandise	\$18,290,075
Warehouse Clubs and Superstores	\$14,211,208
Misc. General Merchandise	\$4,078,867
Drug & Proprietary Stores	\$14,490,883

TABLE 9: CONTINUED

Retail Group	Salinas Household Spending Growth at Buildout
Specialty Retail Group	\$18,742,198
Gifts & Novelties	\$1,260,044
Sporting Goods	\$2,272,336
Florists	\$461,289
Photographic Equipment	\$238,526
Records & Music	\$928,970
Books & Stationery	\$2,220,075
Office Supplies/Computer Equipment	\$2,585,883
Office Supplies	\$881,811
Computer Equipment	\$1,704,072
Jewelry	\$1,670,433
Misc. Specialty Retail	\$7,104,642
Cosmetics/Beauty Supply	\$632,680
Optical Goods	\$1,586,165
Other Health/Personal Care Stores	\$1,178,979
Toys & Hobbies	\$1,235,561
Pet Stores	\$1,065,325
Other Misc. Specialty Stores	\$1,405,932
Food, Eating and Drinking Group	\$93,656,060
Grocery Stores	\$44,413,243
Supermarkets	\$42,453,436
Convenience Stores	\$1,959,787
Specialty Food Stores	\$1,268,919
Liquor Stores	\$2,011,244
Eating Places	\$45,962,654
Full-Service Restaurants	\$23,342,458
Other Eating Places	\$22,620,196
Drinking Places	\$1,458,815
Bldg Materials & Homefurnishings Grp	\$28,799,593
Furniture & Home Furnishings	\$8,113,446
Furniture Stores	\$5,219,894
Other Home Furnishings Stores	\$2,893,552
Household Appliances & Electronics	\$6,072,143
Used Merchandise	\$573,988
Nurseries & Garden Supply Stores	\$2,807,307
Lumber & Other Building Materials	\$6,868,540
Home Centers and Hardware Stores	\$3,973,330
Paint & Wallpaper	\$390,839
Automotive Group	\$109,688,054
New Cars & RVs	\$45,762,309
Used Car Dealers	\$3,356,199
Gasoline Service Stations	\$55,508,456
Mobile Homes & Trailers	\$25,755
Auto Parts & Accessories	\$3,132,902
Other Vehicles	\$1,902,433

Source: ADE, Inc.; data from City of Salinas. ADE retail demand model developed using data from the U.S. Economic Census, and U.S. Department of Labor Consumer Expenditure Surveys.

**TABLE 10:
SUPPORTABLE NEW RETAIL ESTABLISHMENTS AND SQUARE FOOTAGE
BASED ON SALINAS CITY HOUSEHOLD GROWTH AT BUILDOUT**

Retail Group	Supportable Establishments	Supportable Square Footage
Total	122.9	557,743
Apparel Store Group	10.2	52,869
Women's Apparel	3.5	15,516
Family Clothing	3.4	22,852
Shoe Stores	3.3	14,501
General Merchandise Group	4.8	58,791
Other General Merchandise	2.8	27,079
Misc. General Merchandise	2.8	27,079
Drug & Proprietary Stores	1.9	31,712
Specialty Retail Group	17.5	50,101
Gifts & Novelties	1.8	7,799
Sporting Goods	2.4	9,660
Florists	1.1	1,637
Records & Music	2.1	2,990
Books & Stationery	2.2	8,473
Jewelry	1.5	5,170
Misc. Specialty Retail	6.4	14,370
Optical Goods	2.6	4,133
Other Health/Personal Care Stores	2.7	3,817
Other Misc. Specialty Stores	1.1	6,420
Food, Eating and Drinking Group	65.4	234,320
Grocery Stores	7.8	85,853
Supermarkets	6.0	82,065
Convenience Stores	1.8	3,788
Specialty Food Stores	1.6	6,186
Liquor Stores	2.7	4,766
Eating Places	53.2	137,515
Full-Service Restaurants	24.8	61,227
Other Eating Places	28.4	76,287
Bldg Materials & Homefurnishings Grp	11.7	105,201
Furniture & Home Furnishings	6.0	43,910
Furniture Stores	3.8	31,339
Other Home Furnishings Stores	2.3	12,571
Household Appliances & Electronics	2.7	18,867
Lumber & Other Building Materials	1.9	16,594
Home Centers and Hardware Stores	1.1	25,830
Automotive Group	13.4	56,461
Gasoline Service Stations	11.0	39,447
Auto Parts & Accessories	2.4	17,014

Salinas Economic Development Element
Target Industry Analysis

C

APPENDIX



August 28 , 2013

SALINAS ECONOMIC DEVELOPMENT ELEMENT TARGET INDUSTRY ANALYSIS

Prepared for:

THE CITY OF SALINAS

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SUMMARY

This report has been prepared as part of the process to develop an Economic Development Element (EDE) for the City of Salinas General Plan. Together with a companion report entitled, *Salinas Retail Analysis*, this report discusses business growth opportunities in Salinas. Further analysis will identify potential sites for this business development to occur and the EDE will contain strategies and action steps to implement the City's vision for economic development in the future. The findings of the present report are summarized below.

- Salinas had about 53,500 jobs in 2002, which increased to 56,650 by 2005. However, as the recession hit, the City has lost 2,600 jobs to reach 54,100 by 2011. During this time, the City's population grew from 145,700 to about 151,000 and the labor force increased by more than 7,000 workers, leaving many without job opportunities in Salinas.
- This has resulted in a 15.9% unemployment rate for Salinas (2012 annual average), compared to 11.4% for Monterey County and 10.5% for the State of California.
- Looking at individual business sectors, agricultural employment increased over the past decade but industrial and finance jobs declined. In the industrial sector, manufacturing jobs declined from 4,639 in 2002 to 1,211 in 2011. In addition, construction jobs declined due to the recession, but have started to rebound again more recently.
- Among office sectors, the finance industry lost about 1,000 jobs with the closure of Capital One. This sector had been hard hit in the recession in many communities through the nation.
- Retail jobs also declined from 5,825 in 2001 to 5,536 in 2011, but as with construction, this represents a modest rebound over the lower levels in 2009 and 2010.
- The visitor-serving sector recouped its jobs to remain at exactly the level it was in 2002, mainly due to small increases in lodging and restaurant trade in Salinas.
- Aside from agriculture, the biggest job growth was in the health care sector, increasing from 5,726 jobs in 2002 to 6,437 jobs in 2011. This sector did not appear to lose any jobs through the recession.
- More than half 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, and 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 be hired more often in manufacturing industries.
- ADE projects a growth of about 23,400 jobs between 2010 and 2035, while at the same time AMBAG projects the number of households would grow by about 4,200. In Salinas, there are about 1.5 workers per household, so this ratio of jobs to housing growth would help to balance out the lack of job growth during the past decade. However, in order to achieve these

projections, the City would need to be successful with an aggressive economic development program.

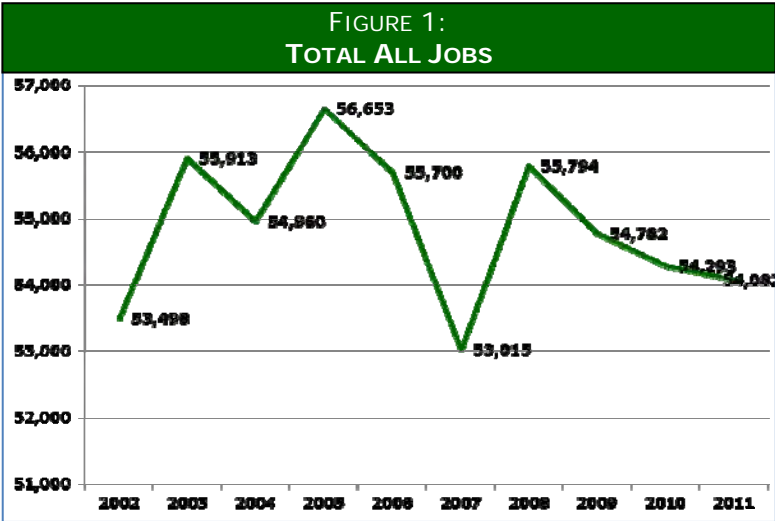
- The Steinbeck Innovation Cluster is dedicated to fostering new businesses and job growth in technological fields that can support the agricultural industry. This would be a very beneficial blending of business opportunities within in the main Salinas economic sector of agriculture with the high technology research and development in Silicon Valley. In the short term this would lead to new business start-ups and demand for business incubator spaces and small expansion locations. Over the longer term, this would help bolster the City's attractiveness for larger businesses seeking business park locations.

- Other major potential job generators would be the health care and education sectors.

- In addition, there is an opportunity to increase the visitor serving sector in Salinas, through development of additional lodging to serve business travel and also through the development of a regional sports facility that would attract youth and/or minor league sports events and tournaments.

EMPLOYMENT AND LABOR FORCE TRENDS

This chapter describes the employment and labor force trends in the City of Salinas over the past ten years. The recession had an early effect in Salinas as the total number of jobs began to decline in 2006. The major loss of employment in 2007 was due to a one-year reduction in agricultural employment, which may not have been directly caused by the recession. However, the longer term trend for Salinas has been continued employment decline well beyond the point where County employment has started to recover (Figure 1).



Source: LED

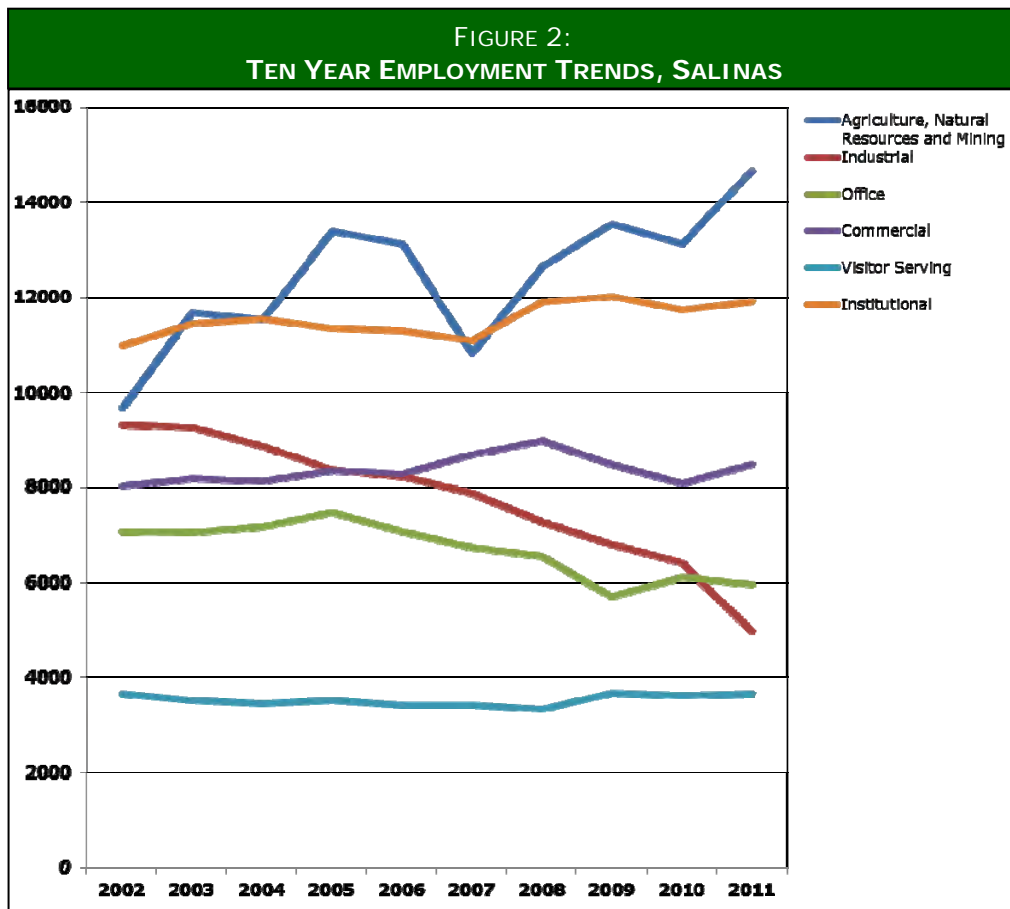
Table 1 and Figure 2 provide more detailed employment trends and organize the main business types into major land use categories. For most of the county economy, the construction, retail and financial services sectors were most hard hit by the recession. These sectors also declined in Salinas, but the City experienced even worse employment trends in manufacturing industries. While agriculture showed an unusual dip in 2007, it ended the decade with substantially more jobs in 2011 than in 2002, posting a 50 percent increase during that time. The industrial category, in contrast, lost 46 percent of its jobs during the same period.

Office-based businesses lost about 16 percent of their jobs, but this was mainly concentrated in the financial services sector. The closure of the Capital One office in Salinas resulted in the loss of about 1,000 jobs. The commercial (retail/services) sector had begun to recover by 2011 and was back to nearly 95 percent of its peak employment level from 2008. The visitor serving sector remained remarkably stable through out the decade and did not seem to be significantly affected in Salinas by the recession. The institutional category also generally increased during the decade, mainly on the strength of growth in the health care sector and despite some losses of employment in the government sector.

**TABLE 1:
TEN-YEAR EMPLOYMENT TRENDS BY MAJOR INDUSTRY GROUP IN SALINAS, CA**

AGRICULTURE, NATURAL RESOURCES AND MINING										
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Agriculture, Forestry, Fishing and Hunting	9,686	11,660	11,508	13,396	13,118	10,809	12,643	13,533	13,119	14,658
Total	9,686	11,660	11,521	13,398	13,119	10,815	12,647	13,539	13,125	14,658
INDUSTRIAL										
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Utilities	197	174	166	157	168	175	159	170	175	188
Construction	1,466	1,563	1,654	1,336	1,453	1,606	1,227	993	978	881
Manufacturing	4,639	4,493	4,076	3,890	3,648	3,021	2,997	2,858	2,591	1,211
Wholesale Trade	2,005	2,134	2,041	2,039	2,083	2,210	2,016	1,871	1,807	1,840
Transportation and Warehousing	1,008	902	934	937	870	861	861	897	864	857
Total Industrial	9,315	9,266	8,871	8,359	8,222	7,873	7,260	6,789	6,415	4,977
OFFICE										
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Information	657	681	668	676	625	574	632	576	621	660
Finance and Insurance	2,261	2,237	2,160	2,113	1,903	2,054	1,989	1,606	1,133	1,036
Real Estate & Rental & Leasing	565	507	529	539	470	464	488	411	359	434
Professional, Scientific, & Technical Services	1,214	1,255	1,299	1,494	1,400	1,405	1,342	1,358	1,278	1,335
Mgmt. of Companies & Enterprises	741	650	698	783	726	489	493	467	631	792
Admin & Support, Waste Mgmt & Remediation	1,624	1,715	1,810	1,857	1,942	1,746	1,605	1,296	2,084	1,695
Total	7,062	7,045	7,164	7,462	7,066	6,732	6,549	5,714	6,106	5,952
COMMERCIAL										
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Retail Trade	5,825	5,778	5,757	5,891	5,967	5,987	5,939	5,514	5,274	5,536
Other Svcs (excluding Public Administration)	2,184	2,383	2,363	2,444	2,298	2,704	3,045	2,952	2,792	2,934
Total	8,009	8,161	8,120	8,335	8,265	8,691	8,984	8,466	8,066	8,470
VISITOR SERVING										
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Arts, Entert. & Rec.	540	425	427	417	400	330	344	425	409	408
Accomm. & Food Svcs.	3,125	3,102	3,033	3,111	3,028	3,102	2,995	3,257	3,228	3,256
Total	3665	3527	3460	3528	3428	3432	3339	3682	3637	3664
INSTITUTIONAL										
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Educational Services	5,246	5,620	5,581	5,384	5,221	5,208	5,524	5,574	5,286	5,457
Health Care & Social Assistance	5,726	5,815	5,954	5,942	6,058	5,864	6,379	6,446	6,454	6,437
Public	4,789	4,819	4,289	4,245	4,321	4,400	5,112	4,572	5,204	4,467
Total	15,761	16,254	15,824	15,571	15,600	15,472	17,015	16,592	16,944	16,361

Source: LED



Source: LED

Employment in Monterey County peaked in 2008 and began its recovery as early as 2010 from the precipitous drop that occurred in 2009. However, this overall trend was really driven by farm employment, as non-farm jobs continued to decline until 2012 (Table 2).

**TABLE 2:
EMPLOYMENT CHANGE BY MAJOR INDUSTRY GROUP IN MONTEREY COUNTY, CA**

Monterey County	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Agriculture	38,600	38,300	41,600	42,100	42,600	40,600	41,800	43,500	43,000	45,300	46,500	51,200
Industrial	24,300	23,300	22,300	21,900	21,600	21,700	21,600	20,900	18,600	17,900	17,700	18,400
Commercial	21,400	21,500	21,600	21,900	21,400	21,300	21,600	21,300	19,700	19,800	20,300	20,400
Office	52,200	52,500	51,800	50,300	51,300	51,400	51,500	51,300	49,900	50,100	48,900	48,300
Visitor Serving	20,400	20,100	19,700	20,300	20,800	20,700	21,100	21,400	20,300	20,000	20,200	21,100
Institutional	52,100	53,500	54,000	53,100	53,000	53,800	55,100	56,500	57,600	57,400	56,800	56,900
Total	211,001	211,202	213,003	211,604	212,705	211,506	214,707	216,908	211,109	212,510	212,411	218,312

Source: EDD

Overall, jobs in Salinas represent about 25 percent of total jobs in Monterey County. However, for certain business sectors, this percentage is much higher. Table 4 and Figure 3 show the percentage of jobs in Salinas from the total in the county based on the six job categories presented in Table 1. Salinas has a higher than average share of county jobs in agricultural, commercial and institutional categories. It has below average shares in office development and visitor serving employment. Industrial employment is about average but has declined dramatically since 2002.

**TABLE 4:
SALINAS EMPLOYMENT SHARE OF THE TOTAL EMPLOYMENT IN MONTEREY COUNTY, CA**

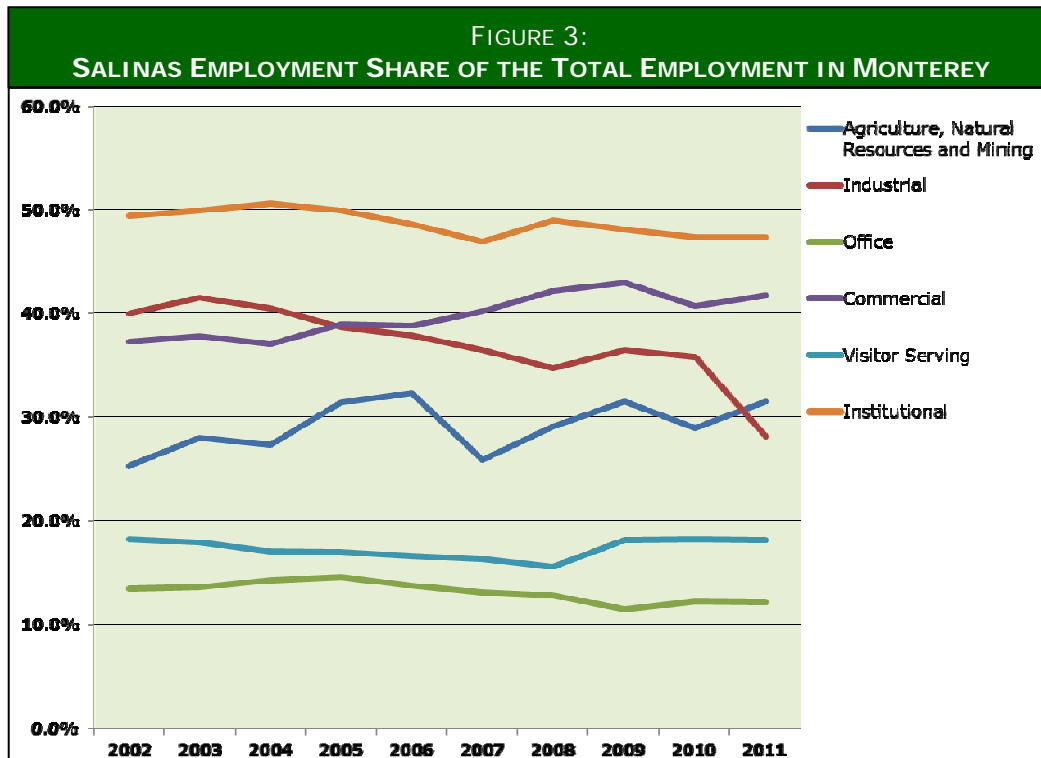
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
AGRICULTURE, NATURAL RESOURCES AND MINING										
Salinas	9,686	11,660	11,521	13,398	13,119	10,815	12,647	13,539	13,125	14,658
Monterey	38,300	41,600	42,100	42,600	40,600	41,800	43,500	43,000	45,300	46,500
Total	25.3%	28.0%	27.4%	31.5%	32.3%	25.9%	29.1%	31.5%	29.0%	31.5%
INDUSTRIAL										
Salinas	9,315	9,266	8,871	8,359	8,222	7,873	7,260	6,789	6,415	4,977
Monterey	23,300	22,300	21,900	21,600	21,700	21,600	20,900	18,600	17,900	17,700
Total	40.0%	41.6%	40.5%	38.7%	37.9%	36.4%	34.7%	36.5%	35.8%	28.1%
OFFICE										
Salinas	7,062	7,045	7,164	7,462	7,066	6,732	6,549	5,714	6,106	5,952
Monterey	52,500	51,800	50,300	51,300	51,400	51,500	51,300	49,900	50,100	48,900
Total	13.5%	13.6%	14.2%	14.5%	13.7%	13.1%	12.8%	11.5%	12.2%	12.2%
COMMERCIAL										
Salinas	8,009	8,161	8,120	8,335	8,265	8,691	8,984	8,466	8,066	8,470
Monterey	21,500	21,600	21,900	21,400	21,300	21,600	21,300	19,700	19,800	20,300
Total	37.3%	37.8%	37.1%	38.9%	38.8%	40.2%	42.2%	43.0%	40.7%	41.7%
VISITOR SERVING										
Salinas	3,665	3,527	3,460	3,528	3,428	3,432	3,339	3,682	3,637	3,664
Monterey	20,100	19,700	20,300	20,800	20,700	21,100	21,400	20,300	20,000	20,200
Total	18.2%	17.9%	17.0%	17.0%	16.6%	16.3%	15.6%	18.1%	18.2%	18.1%
INSTITUTIONAL										
Salinas	10,972	11,435	11,535	11,326	11,279	11,072	11,903	12,020	11,740	11,894
Monterey	22,200	22,900	22,800	22,700	23,200	23,600	24,300	25,000	24,800	25,100
Total	49.4%	49.9%	50.6%	49.9%	48.6%	46.9%	49.0%	48.1%	47.3%	47.4%

Source: ADE, based on data from LED and EDD.

The institutional job category includes educational services, health care and social assistance establishments as well as government. Figure 3 demonstrates that this group of establishments in Salinas includes nearly 50 percent of the county's job share. This is consistent with Salinas' role as the County seat and the site of two major hospitals and related medical offices. Salinas has kept a fairly constant share of jobs in this category since 2002; however, from Figure 3 we can see a slight decrease in the city's job share for these industries by 2011. The commercial group, on the other hand, shows an increase from 37 percent to 41 percent between 2002 and 2011. The industrial group, including establishments that provide utilities, construction, manufacturing, wholesale trade, and

transportation and warehousing services have decreased from 40 percent of county industrial jobs since 2001, ending up at less than 5,000 jobs or 28 percent of county's industrial employment share.

The agriculture, natural resources and mining job count increased between 2002 and 2007 and dropped in 2007. However Figure 3 shows an increase of 5 percent between 2008 and 2011 from 26 percent to 31 percent. Visitor serving and office related industries maintained their share at less than 20 percent of county office and visitor serving employment between 2002 and 2011.

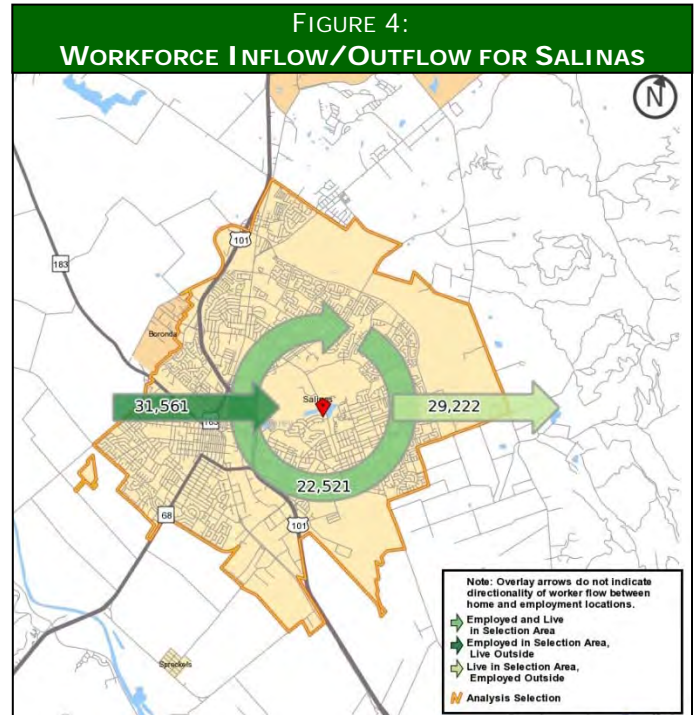


LABOR FORCE

WORKFORCE INFLOW/OUTFLOW FOR SALINAS

More than 40 percent of Salinas employed residents (25 years and older) both live and work in Salinas. As shown in Figure 4, 22,521 of Salinas's residents work in the city, while 29,222 residents commute to other cities. In addition, LED reports 31,561 workers from other cities commute to Salinas for employment purposes.

The commute data also classifies commuters based on three major industry categories of Goods Producing, Trade and Transportation, and All Other Services. The Goods Producing super sector includes agriculture, fishing and hunting (NAICS 11), mining, quarrying, and oil and gas extraction (NAICS 21), construction (NAICS 23), and manufacturing (NAICS 31-33.) Table (5) shows 30 percent of out-commute residents work in the Good Producing sector, 20 percent work in the Trade, Transportation and Utilities sector, and the remaining 50 percent work in All Other Services sector. In-bound workers tend to be slightly more concentrated in industrial categories while workers who live and work in Salinas are more often engaged in service industries.

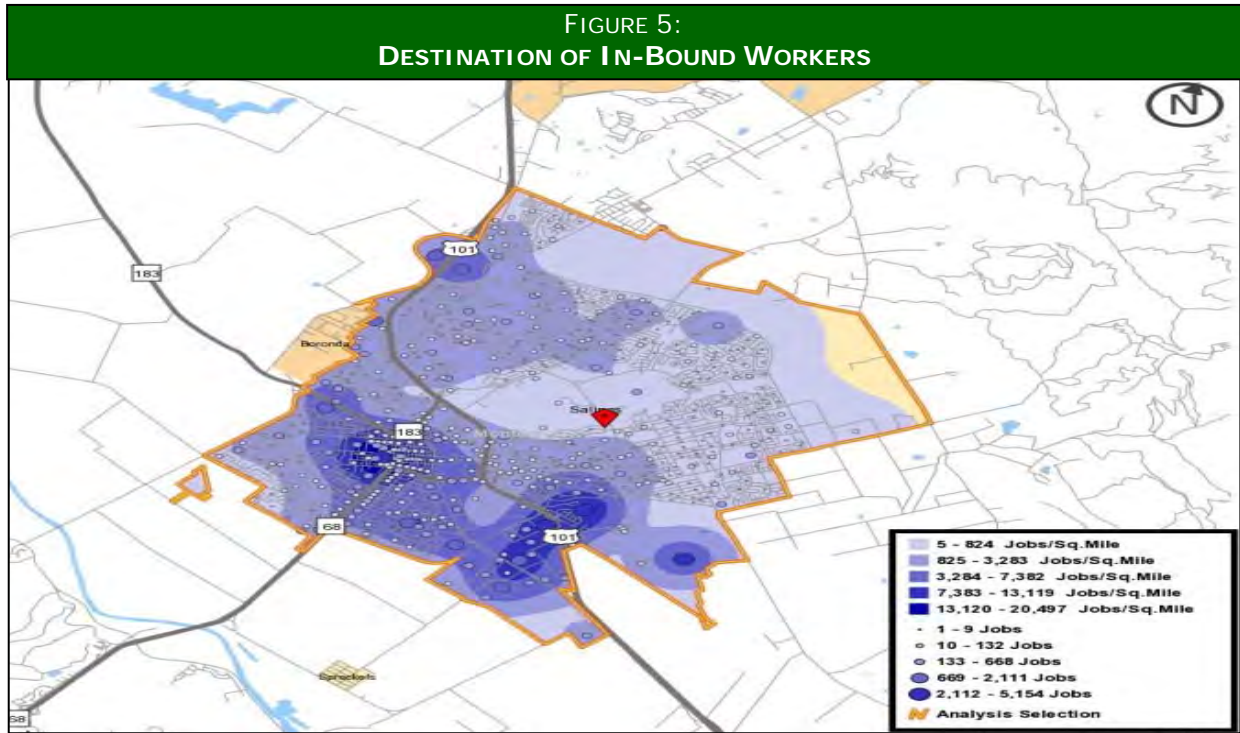


**TABLE 5:
Industry Distribution for Commuters and Non-Commuters, 2011**

Outflow Job Characteristics	Workers	Percent
External Jobs Filled by Residents	29,222	100.0%
Workers in the "Goods Producing" Industry Class	8,588	29.4%
Workers in the "Trade, Transportation, and Utilities" Industry Class	5,888	20.1%
Workers in the "All Other Services" Industry Class	14,746	50.5%
Interior Flow Job Characteristics	Workers	Percent
Internal Jobs Filled by Outside Workers	22,521	100.0%
Workers in the "Goods Producing" Industry Class	6,611	29.4%
Workers in the "Trade, Transportation, and Utilities" Industry Class	2,642	11.7%
Workers in the "All Other Services" Industry Class	13,268	58.9%
Inflow Job Characteristics	Workers	Percent
Internal Jobs Filled by Outside Workers	31,561	100.0%
Workers in the "Goods Producing" Industry Class	10,139	32.1%
Workers in the "Trade, Transportation, and Utilities" Industry Class	5,779	18.3%
Workers in the "All Other Services" Industry Class	15,643	49.6%

Source: LED

Figure 5 is a density map showing where in-bound commuters have their workplace. Out of town commuters are generally concentrated in the downtown and in the industrial areas in the southern part of town, as well as at the airport business park.



Source: LED

The labor force in the City of Salinas has experienced some shifts in the last ten years, with increasing growth in professional and technical workers as well as employees in health care and education (Table 6). Total growth in the labor force was about 14.9 percent, but workers employed in these higher skilled industries grew nearly twice as fast. Workers in agricultural industries seem to also grow substantially, however, there was a large drop in wholesale trade workers, which may have also been engaged in agricultural industries and is perhaps a data classification issue rather than an actual business trend.

**TABLE 6:
LABOR FORCE EMPLOYMENT BY INDUSTRY, 2000 AND 2010**

Industry	2000		2010		Change	
Agricultural	8,370	15.2%	12,340	19.6%	3,970	47.4%
Construction	3,648	6.6%	3,841	6.1%	193	5.3%
Manufacturing	3,629	6.6%	4,001	6.3%	372	10.3%
Wholesale	4,771	8.7%	2,364	3.7%	-2,407	-50.5%
Retail	6,077	11.1%	7,589	12.0%	1,512	24.9%
Transp./Warehouse	2,014	3.7%	2,288	3.6%	274	13.6%
Information	793	1.4%	898	1.4%	105	13.2%
FIRE	2,508	4.6%	2,346	3.7%	-162	-6.5%
Prof/Sci/Tech. Services	4,122	7.5%	5,284	8.4%	1,162	28.2%
Educ/Health	8,904	16.3%	11,297	18.1%	2,393	26.9%
Arts/ Enter	4,266	7.8%	4,870	7.7%	604	14.2%
Other serv	2,545	4.6%	2,896	4.6%	351	13.8%
Pub Admin	3,255	5.9%	3,048	4.8%	-207	-6.4%
Total	54,902	100.0%	63,062	100.0%	8,160	14.9%

Source: US Census 2000 and 2010.

INDUSTRY GROWTH PROJECTIONS

In the AMBAG region, Monterey County has seen a slower recovery than either Santa Cruz or San Benito counties. In a recent analysis of job growth prospects for the AMBAG region, the Center for the Continuing Study of the California Economy highlighted several considerations, including the fact that the region has a below average share of high growth and high wage sectors.

- A below average share of the fastest growing high wage sectors – information and professional and business services.
- A below average share of high wage finance and manufacturing jobs.
- An above average share in agriculture, government, leisure and hospitality and self-employment.
- The region's economic base suggests below average future job growth relative to California.

These indicators certainly affect the short term opportunities for Salinas and Monterey County, but are not as limiting over the longer term as City economic development programs and policies work to diversify the job mix. The Steinbeck Innovation Cluster in particular is designed to increase the competitiveness of the City for higher technology, higher wage jobs, which may migrate down from Santa Clara County as businesses begin to recognize the City's attractive labor force characteristics and market expansion opportunities.

Therefore, the projections of future jobs growth and business development are segmented into short term and long term time frames, with the recommendation that the City's land use plan accommodate the longer term projections to allow for the transition from an agricultural economy to a more diversified, technologically based business mix.

COUNTY LEADING INDUSTRY PROJECTIONS

This section provides projections of economic trends between 2012 and 2017 for Monterey and Santa Clara counties. It analyzes employment trends at the regional level to highlight the major industry clusters that have an increase or decrease in their actual employment between 2012 and 2017.

Monterey County

Table 7 shows projected employment changes between 2012 and 2017 in Monterey County. The Agriculture, Forestry, Fishing and Hunting sector (NAICS code 11) is projected as the largest employment generator in 2017 with 52,116 total employees. According to EMSI, this industry remains the primary source of new employment with 4,548 new jobs projected. The table also identifies three other primary industries that play a major role in the county's employment growth. The Tourism industry includes accommodation and food services (NAICS 72) and arts, entertainment and recreation (NAICS 71) and in the county of Monterey the latter sub-industry is estimated to add 1,528 jobs by 2017. Retail Trade businesses (NAICS 44-45) are also expected to have considerable job growth as they continue to recover from the recession, with 1,395 jobs between 2012 and 2017. On the contrary, the Information sector (NAICS 51), Finance and Insurance (NAICS 52) and Management of Companies and Enterprises (NAICS 55) have the largest projected employment losses by 2017. Establishments related to these three mentioned sectors are under the Office land use category.

**TABLE 7:
MONTEREY COUNTY EMPLOYMENT PROJECTIONS, 2012 TO 2017**

NAICS Code	Description	2012 Jobs	2017 Jobs (Projected)	Employment Change 2012-2017
11	Agriculture, Forestry, Fishing and Hunting	47,568	52,116	4,548
72	Accommodation and Food Services	18,863	20,391	1,528
62	Health Care and Social Assistance	12,070	13,465	1,395
81	Other Services (except Public Administration)	6,538	7,407	869
44-45	Retail Trade	16,261	16,935	674
54	Professional, Scientific, and Technical Services	5,786	6,312	526
42	Wholesale Trade	5,150	5,625	475
61	Educational Services (Private)	2,119	2,474	355
56	Administrative and Support and Waste Management and Remediation Services	5,261	5,588	327
48-49	Transportation and Warehousing	2,639	2,959	320
71	Arts, Entertainment, and Recreation	2,302	2,331	29
21	Mining, Quarrying, and Oil and Gas Extraction	204	192	-12
31-33	Manufacturing	5,437	5,410	-27
53	Real Estate and Rental and Leasing	1,715	1,688	-27
22	Utilities	622	436	-186
23	Construction	3,849	3,550	-299
51	Information	1,596	1,286	-310
52	Finance and Insurance	2,621	2,266	-355
55	Management of Companies and Enterprises	1,355	486	-869

Source: ADE, EMSI Employment projections 2012_2017, Monterey County, California

Table 8 provides a more detailed image of employment projections for the anticipated top performing industries in Monterey County. The individual industries are widely distributed among the various land use categories, but much of the employment growth remains concentrated in agricultural related industries. Farm Labor Contractors and Crew Leaders (NAICS 115115) with 1,916 jobs has the highest estimated job growth. Crop Production (NAICS 111000) with 1,877 jobs and Postharvest Crop Activities (NAICS 115114) with 1,165 jobs are the second and third growing sectors. The industrial category shows wineries as a short term growth business but also includes a number of wholesale, packaging and transportation industries.

The Office/Service Commercial category includes some higher technology opportunities such as Scientific and Technical Consulting Services (NAICS 541690) and Custom Computer Programming Services (NAICS 541511). As mentioned above, the Steinbeck Innovation Cluster is designed to help foster these kinds of businesses in Salinas. However, jurisdictions on the Monterey Peninsula and at former Fort Ord are also pursuing this strategy.

The projections also indicate steady growth in the hospitality and institutional categories. Salinas has seen increasing interest among hotel companies and is also well positioned for further growth in health care, education and government facilities.

**TABLE 8:
Top 50 Detailed Monterey County Employment Projections, 2012 to 2017**

NAICS Code	Description	2012 Jobs	2017 Jobs	Change	% Change
Agriculture, Natural Resources, Mining					
115115	Farm Labor Contractors and Crew Leaders	19,718	21,634	1,916	10%
111000	Crop Production	20,437	22,314	1,877	9%
115114	Postharvest Crop Activities (except Cotton Ginning)	6,808	7,973	1,165	17%
211111	Crude Petroleum and Natural Gas Extraction	545	714	169	31%
Industrial					
236118	Residential Remodelers	917	1,181	264	29%
312130	Wineries	824	1,014	190	23%
424910	Farm Supplies Merchant Wholesalers	482	652	170	35%
424490	Other Grocery and Related Products Merchant Wholesalers	502	644	142	28%
484110	General Freight Trucking, Local	542	675	133	25%
322211	Corrugated and Solid Fiber Box Manufacturing	427	557	130	30%
423430	Computer Equipment & Software Merchant Wholesalers	388	509	121	31%
485113	Bus and Other Motor Vehicle Transit Systems	91	183	92	101%
Office/Service Commercial					
531110	Lessors of Residential Buildings and Dwellings	1,804	2,102	298	17%
541690	Other Scientific and Technical Consulting Services	983	1,277	294	30%
523930	Investment Advice	968	1,245	277	29%
541511	Custom Computer Programming Services	850	1,086	236	28%
561311	Employment Placement Agencies	508	730	222	44%
523920	Portfolio Management	892	1,083	191	21%
561720	Janitorial Services	1,923	2,070	147	8%
531130	Lessors of Miniwarehouses and Self-Storage Units	539	671	132	24%
561110	Office Administrative Services	1,083	1,215	132	12%
531120	Lessors of Nonresidential Buildings (except Miniwarehouses)	718	848	130	18%
561730	Landscaping Services	1,558	1,668	110	7%
531311	Residential Property Managers	834	936	102	12%
522110	Commercial Banking	888	989	101	11%
541930	Translation and Interpretation Services	1,137	1,235	98	9%
531190	Lessors of Other Real Estate Property	491	584	93	19%
515120	Television Broadcasting	217	307	90	41%
Visitor Serving/Hospitality					
722110	Full-Service Restaurants	6,428	6,532	104	2%
722212	Cafeterias, Grill Buffets, and Buffets	191	295	104	54%
722310	Food Service Contractors	613	809	196	32%
722211	Limited-Service Restaurants	4,224	4,844	620	15%
712130	Zoos and Botanical Gardens	469	586	117	25%
721110	Hotels (except Casino Hotels) and Motels	6,871	7,180	309	4%
722213	Snack and Nonalcoholic Beverage Bars	737	832	95	13%
Institutional					
623312	Homes for the Elderly	534	710	176	33%
621910	Ambulance Services	294	466	172	59%
624190	Other Individual and Family Services	387	558	171	44%
621610	Home Health Care Services	1,382	1,595	213	15%
611310	Colleges, Universities, and Professional Schools (Private)	835	1,041	206	25%
903611	Elementary and Secondary Schools (Local Government)	8,087	8,284	197	2%
624310	Vocational Rehabilitation Services	367	512	145	40%
623311	Continuing Care Retirement Communities	326	470	144	44%

**TABLE 8: (CONTINUED)
TOP 50 DETAILED MONTEREY COUNTY EMPLOYMENT PROJECTIONS, 2012 TO 2017**

903622	Hospitals (Local Government)	2,621	2,765	144	5%
621111	Offices of Physicians (except Mental Health Specialists)	2,720	2,827	107	4%
611430	Professional & Management Development Training (Private)	135	240	105	78%
624120	Service for the Elderly and Persons with Disabilities	441	535	94	21%
623210	Residential Mental Health Facilities	207	324	117	57%
903999	Local Government, Excluding Education and Hospitals	7,584	8,038	454	6%
902999	State Government, Excluding Education and Hospitals	3,576	3,688	112	3%

Source: ADE, EMSI Employment projections 2012_2017, Monterey County, California

Santa Clara County

The ability of Salinas and Monterey County to diversify the local economy will depend to some extent on attracting interest from technology firms in Silicon Valley. According to EMSI, projected employment between 2012 and 2017 will add 63,159 jobs in Santa Clara County. As Table 9 demonstrates, the Professional, Scientific, and Technical Services (NAICS 54) would be the largest source of employment growth with 15,257 new jobs between 2012 and 2017. Health Care and Social Assistance (NAICS 62) is estimated to add 8,970 jobs by 2017, and will be the second highest growing job sector. Information (NAICS 51), Accommodation and Food Services (NAICS 72), and Educational

**TABLE 9:
SANTA CLARA EMPLOYMENT PROJECTIONS, 2012 TO 2017**

NAICS Code	Description	2012 Jobs	2017 Jobs (Projected)	Employment Change 2012-2017
54	Professional, Scientific, and Technical Services	115,489	130,846	15,357
62	Health Care and Social Assistance	78,851	87,821	8,970
51	Information	49,904	58,278	8,374
72	Accommodation and Food Services	67,873	74,137	6,264
61	Educational Services (Private)	33,034	37,934	4,900
23	Construction	33,131	37,808	4,677
44-45	Retail Trade	82,348	86,883	4,535
56	Administrative and Support and Waste Management and Remediation Services	50,564	54,581	4,017
71	Arts, Entertainment, and Recreation	11,653	15,110	3,457
81	Other Services (except Public Administration)	33,088	36,439	3,351
42	Wholesale Trade	34,740	37,600	2,860
52	Finance and Insurance	19,788	21,219	1,431
99	Unclassified Industry	3,777	4,796	1,019
48	Transportation and Warehousing	10,457	10,930	473
21	Mining, Quarrying, and Oil and Gas Extraction	201	197	-4
22	Utilities	1,606	1,517	-89
53	Real Estate and Rental and Leasing	13,308	13,211	-97
11	Agriculture, Forestry, Fishing and Hunting	3,380	3,022	-358
90	Government	81,908	81,453	-455
55	Management of Companies and Enterprises	10,288	9,105	-1,183
31-33	Manufacturing	154,769	150,429	-4,340

Source: ADE, EMSI Employment projections 2012_2017, Santa Clara County, California

Services (NAICS 61) with 8,374 jobs, 6,264 jobs, and 4,900 jobs, respectively, are also projected to show strong employment growth. Interestingly, manufacturing is projected to show the largest employment decline in Santa Clara County, yet, as shown in Table 10, a number of specific manufacturing industries are projected to be among the top 50 growth industries over the next five years.

In contrast to the distribution of fast growing industries in Monterey County, in Santa Clara County the top 50 are almost all concentrated in industrial and office categories (Table 10). This is a strong indication of the importance of Silicon Valley as an economic base region, that export industries will well outpace local serving business for job growth. The industrial category is a combination of manufacturing, wholesale and construction industries. Electronic Computer Manufacturing (NAICS 334111) with 6,311 jobs is the highest growing job sector. For the Office category, as Table 9 showed, Information and Professional and Technical Services are among the top five highest growing sectors. This trend is also apparent at the more detailed industry level, with Internet Publishing and Broadcasting and Web Search Portals and Custom Computer Programming as the top two growing industries in this category.

**TABLE 10:
Detailed Santa Clara County Employment Projections, 2012 to 2017**

NAICS Code	Description	2012 Jobs	2017 Jobs	Change 2012-17
Agriculture, Natural Resources, Mining				
115114	Postharvest Crop Activities (except Cotton Ginning)	732	1,041	309
Industrial				
334111	Electronic Computer Manufacturing	34,360	40,671	6,311
423430	Computer Equipment and Software Merchant Wholesalers	8,374	9,920	1,546
454112	Electronic Auctions	2,856	4,074	1,218
334220	Radio/Television Broadcasting & Wireless Comm. Equip Mfg	5,521	6,677	1,156
238210	Electrical Contractors & Wiring Installation Contractors	6,344	7,416	1,072
425120	Wholesale Trade Agents and Brokers	4,129	5,110	981
238390	Other Building Finishing Contractors	678	1,392	714
334613	Magnetic and Optical Recording Media Manufacturing	2,489	3,176	687
334290	Other Communications Equipment Manufacturing	2,046	2,724	678
484230	Specialized Freight Trucking, Long-Distance	1,260	1,928	668
238320	Painting and Wall Covering Contractors	1,590	2,235	645
238110	Poured Concrete Foundation and Structure Contractors	1,364	1,999	635
335999	All Other Misc. Electrical Equipment & Component Mfg	1,672	2,296	624
236118	Residential Remodelers	2,039	2,629	590
238320	Painting and Wall Covering Contractors	1,590	2,235	645
238110	Poured Concrete Foundation and Structure Contractors	1,364	1,999	635
236220	Commercial and Institutional Building Construction	2,349	2,879	530
334413	Semiconductor and Related Device Manufacturing	30,111	30,640	529
238220	Plumbing, Heating, and Air-Conditioning Contractors	5,046	5,531	485
423450	Medical, Dental, Hospital Equip. & Supplies Wholesalers	1,650	2,125	475
334519	Other Measuring and Controlling Device Manufacturing	920	1,390	470
334418	Printed Circuit Assembly (Electronic Assembly) Mfg.	1,931	2,357	426
238160	Roofing Contractors	1,376	1,786	410
332322	Sheet Metal Work Manufacturing	1,398	1,693	295
339999	All Other Miscellaneous Manufacturing	530	821	291
423930	Recyclable Material Merchant Wholesalers	700	986	286

TABLE 10: (CONTINUED)
DETAILED SANTA CLARA COUNTY EMPLOYMENT PROJECTIONS, 2012 TO 2017

Office				
519130	Internet Publishing, Broadcasting and Web Search Portals	20,572	25,907	5,335
541511	Custom Computer Programming Services	30,159	35,214	5,055
541512	Computer Systems Design Services	20,685	24,489	3,804
511210	Software Publishers	13,824	17,422	3,598
541690	Other Scientific and Technical Consulting Services	4,984	7,767	2,783
541712	R&D in the Physical and Engineering and Life Sciences	17,476	18,898	1,422
522320	Financial Transaction Processing, Reserve, & Clearinghouse	2,423	3,736	1,313
561110	Office Administrative Services	3,992	5,288	1,296
541211	Offices of Certified Public Accountants	5,575	6,853	1,278
561720	Janitorial Services	8,935	10,151	1,216
518210	Data Processing, Hosting, and Related Services	5,081	6,253	1,172
517210	Wireless Telecommunications Carriers (except Satellite)	984	2,112	1,128
561311	Employment Placement Agencies	2,548	3,438	890
541330	Engineering Services	8,058	8,917	859
541611	Admin. Mgmt & General Management Consulting Svcs	1,640	2,260	620
561612	Security Guards and Patrol Services	5,275	5,764	489
541613	Marketing Consulting Services	1,227	1,696	469
512110	Motion Picture and Video Production	793	1,222	429
561730	Landscaping Services	4,275	4,677	402
541370	Surveying and Mapping (except Geophysical) Services	560	928	368
522291	Consumer Lending	514	873	359
813410	Civic and Social Organizations	2,783	3,108	325
531210	Offices of Real Estate Agents and Brokers	2,049	2,361	312
561320	Temporary Help Services	16,505	16,787	282

Source: EMSI

LONG TERM EMPLOYMENT NEEDS

AMBAG has prepared preliminary population, housing and employment projections for Salinas and is in the process of finalizing projections for all the jurisdictions in Monterey County. These projections are not final yet and may be subject to change, but they provide an indication of the anticipated level of growth in the medium term time frame, out to 2035.

**TABLE: 11
PRELIMINARY AMBAG PROJECTIONS FOR SALINAS**

Employment Category	2010	2035	Change
Agricultural	9,830	10,651	821
Construction	922	1,335	413
Industrial	2,114	2,173	59
Retail	7,270	9,643	2,373
Service	17,149	23,231	6,082
Public	17,217	19,850	2,633
TOTAL	54,502	66,883	12,381
Population and Housing	2010	2035	Change
Population	150,441	172,499	22,058
Housing	42,651	46,883	4,232
Households	40,387	45,104	4,717

Source: AMBAG

One consideration in viewing projections of population and employment is how many jobs are needed to employ the additional workforce as the City grows. In 2000, the Census reports that 43% of the City population was in the civilian labor force, but by 2010 that figure had risen to 47%. In 2010, there were 71,245 Salinas residents in the labor force of which 63,062 were employed.¹ Based on these figures, Salinas is 8,500 jobs short of meeting the needs of employed residents and 16,700 jobs short for full employment for its resident labor force.

The AMBAG projections would help correct that imbalance to a degree, adding nearly 12,400 jobs and an estimated 10,600 new resident workers (at a 47% labor force participation rate). However, the current Salinas General Plan anticipates a buildout population of 213,063, which would indicate a need for 100,000 jobs by that time (the future buildout timeframe). That would require a growth of 45,500 jobs from the total in 2010.

ADE has prepared alternate projections based on the non-residential land use categories analyzed in the previous section. These projections reflect independent economic projections from Woods and Poole and also are consistent with the retail analysis ADE performed under separate cover. In addition, the projections reflect an increasing share of lodging and visitors services in Salinas. In the short term, the employment growth is similar to that shown in the AMBAG projections, but over time the projections reflect a more robust economic growth in Monterey County and in Salinas. For the buildout scenario, the projections reflect more of an ideal vision of the number and distribution of jobs to

¹ The earlier discussion of labor force commute patterns related to workers 25 years and older, while the figures on labor force participation rates are based on the worker segment that is 16 years or older.

represent a mature City economy with a full range of services and job opportunities. This would require a substantial increase in jobs in the industrial and office categories to provide career opportunities for the labor force.

**TABLE: 12
DETAILED EMPLOYMENT PROJECTIONS FOR SALINAS**

Land Use	2010	2015	2020	2025	2030	2035	2010 – 2035 Change	Acres	2035-Buildout Change	Acres
Agricultural	13,125	13,713	14,319	14,931	15,557	16,197	3,072	w/ind	2,892	
Industrial	6,415	6,641	6,865	7,091	7,319	7,545	1,130	241.2	3,193	349.2
Office	6,106	6,452	6,802	7,146	7,486	7,821	1,715	47.2	4,856	133.8
Commercial	8,066	8,725	8,735	9,409	10,115	10,856	2,790	140.9	1,195	60.4
Visitor Serving	3,637	4,447	5,337	6,322	7,392	8,558	4,921	497.1	2,758	278.6
Institutional	17,153	18,866	20,698	22,650	24,714	26,960	9,807	450.3	7,171	329.2
TOTAL	54,502	58,843	62,757	67,550	72,583	77,938	23,436	1,377	22,064	1,151

Source: ADE, Inc.

The following sections discuss preliminary economic development considerations for selected job sectors.

Agricultural Industry

Increased consumer demand for value-added packaging of salad products and other vegetable crops grown in the Salinas Valley has fueled an expansion of packing facilities in the Salinas Valley over the past number of years. More recently, there are indications that the major companies are planning to extend the packaging season to year round as a way of meeting this demand. This will add service demands to City infrastructure and services; however, it is not clear whether this will result in substantial additional industrial development.

The City has approved the Uni-Kool Agricultural Industry Specific Plan, which includes about 257 acres devoted to this type of industry. While there are substantial infrastructure costs associated with developing this property, the size of the project is well suited to absorb the industrial demand projected above, which combines the agricultural and industrial jobs.

Business Incubator/Infill

The Steinbeck Innovation Cluster is devoted to fostering business opportunities related to the increasing technological needs of agricultural industries. The Cluster is working on a variety of fronts, including youth education in computer coding, entrepreneurial development, collaboration with major research universities and corporate sponsorship from Silicon Valley. In the short term, success of this enterprise would create demand for business incubator spaces and small to medium sized business expansion locations. Initially, there are likely to be locations for this near Old Town and along the South Main Corridor. Over the longer term, other business park locations will be needed to support larger business attraction and expansion.

Business Park/Office Development

Although office and business park development is an important aspect of the City's long term economic development strategy, it is difficult to project the timing of demand for these uses. The construction of a major office building in Old Town by Taylor Farms could have a significant catalyst effect on other properties in this part of town, which will be evaluated in further detail as part of the upcoming Downtown Vibrancy Plan. However, at the same time, the former Capital One office space is available on the market and Salinas does not yet have market momentum for office based businesses from out of county, which would also be considering locations at former Fort Ord and elsewhere on the Monterey Peninsula. The projections above suggest that ultimately the City could see 180 acre of new business park development, but the growth in this market may be slow.

It should be noted, also, that about 65 percent of the demand in the commercial category is related to retail growth, which is discussed in the separate Retail Market Analysis report. The remaining 35 percent may include a segment of demand for other local serving office space as well service commercial locations.

Visitor Services and Regional Recreation

The lodging and visitor service sector in Salinas is under-developed for the size of its economy and the volume of visitors to other parts of Monterey County. The projections above assume a substantial effort to increase the number and variety of lodging facilities as well as attractions for visitors. Along these lines, community leaders have discussed the potential for a regional sports facility in Salinas, perhaps in proximity to the Rodeo site. Efforts are already underway to expand the soccer facilities near the Carr Lake area, which should not only serve Salinas youth and adults but also attract regional tournaments and competitions. Such facilities and activities can have a significant positive economic impact, as they draw many visitors with commensurate increases in demand for lodging and restaurants. The acreage projection for this land use in Table 12 above anticipates development of some kind of regional sports facility with this market opportunity in mind.

City of Salinas Economic Development:
Site Opportunities and Constraints Analysis

D

APPENDIX

The Economics of Land Use



Report

City of Salinas Economic Development: Site Opportunities and Constraints Analysis

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CITY OF SALINAS SITE OPPORTUNITIES AND CONSTRAINTS

Introduction

Desirable development opportunity sites can be positioned to act as a catalyst for economic development by attracting desired employment-generating uses. Economic development policy should focus on those development opportunity sites over which the City of Salinas (City) can exert control to position the site for development, largely by avoiding major constraints such as ownership/land assembly and policy complications.

The City is undertaking an update of the Economic Development Element (EDE), which will be incorporated into a future General Plan Element. Key components of understanding economic development opportunities and priorities include understanding the economic context of the City, projected industry growth, and the challenge of identifying and making available critical land resources to meet the growth demands of targeted industry sectors. In this regard, the most important objective is to understand how the land assets surrounding the City play into the City's growth and development, with reference to using scarce City resources as little as possible, as efforts to use these land assets are made.

The frame of reference used in this analysis is whether development sites in the City can meet the demands of growing and targeted industry sectors that are essential to attracting 15,000 jobs in the office, research and development (R&D), industrial, and regional retail categories though buildout, as identified by Applied Development Economics, Inc. (ADE)'s target industry and retail demand analyses.¹

The ability to capture documented market demand in Salinas depends on whether viable land resources and supporting policies are in place to facilitate a fast and easy development approval and physical development process. Of primary importance are efforts related to the growth and diversification of the agricultural cluster, a unique specialization of the City. The needs of this sector and related industries that comprise its "cluster" can be met in a range of geographic areas and building types. Prospects for attracting and accommodating additional knowledge intensive occupations in this and other clusters depend on creating a sense of place, requiring successful approaches to infill development in this post-redevelopment environment.

In addition to a need for revitalization and infill in downtown and close-in neighborhoods, the lion's share of new jobs in Salinas are tied to the industrial, manufacturing, packaging, and distribution functions directly tied to the agricultural commodities produced in the Salinas Valley. Periodically, large owner-users present themselves in the Salinas area, sometimes finding that adequate sites are not "shovel-ready" for various reasons, including insufficient infrastructure or zoning. While the City is understandably reticent to apply large and unsubstantiated sums to

¹ Administrative Draft Salinas Economic Development Element Target Industry Analysis, August 28, 2013. It should be noted that the cited job total reflects a subset of overall job growth projected for the City through 2035.

remedy these issues, given other needs for public resources, in some cases it appears that relatively modest quantities of strategically combined public and private resources may be applied to facilitate private-sector investment as market forces continue to strengthen and evolve.

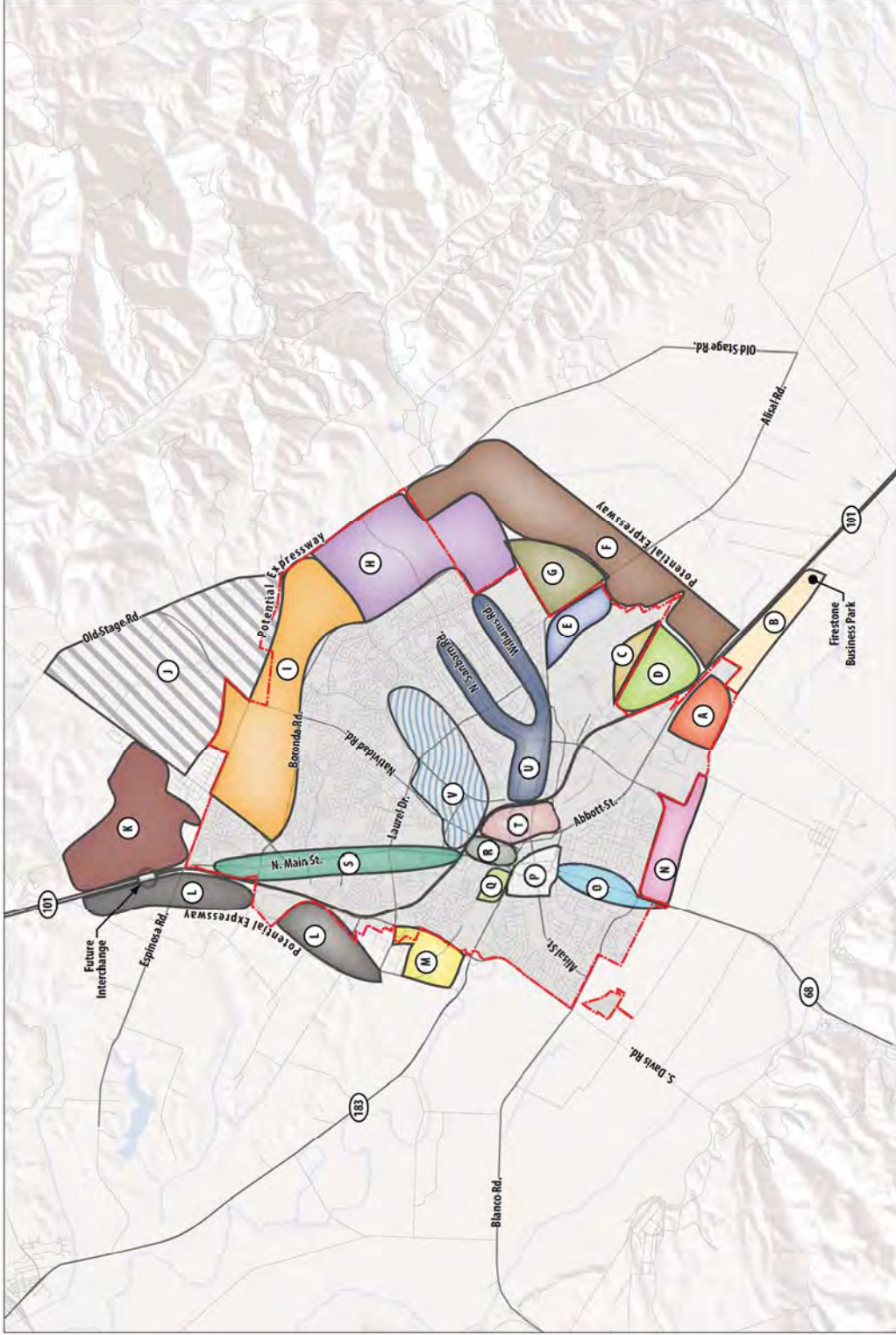
In this analysis, this latter class of industrial, office, and R&D properties appropriate for large-scale development on the periphery of the City is evaluated, including conceptual approaches toward successfully activating them. It is understood that the City's Vibrancy Plan is directly addressing opportunities and constraints around improving the City's core areas, an area of extreme importance for attracting investment.

Emphasis also is placed on defining the approximate amount of private investment in required infrastructure. This exercise highlights situations where larger, systematic strategies for investing may be needed to upgrade and expand the working land base available to accommodate export industry in Salinas. In this regard, the concept of "infrastructure cost burden" is introduced and used as a "barometer" for feasibility, where an acceptable backbone infrastructure cost burden funded by the private sector is within 10 to 15 percent of total asset value (land and buildings).

This discussion is offered as one of multiple perspectives on the future jobs-oriented land base needed to accommodate projected demand. It is not intended to diminish other perspectives that may be grounded in social equity, urban form, and other criteria having substantial additional importance. It also should be noted that this report primarily is based on a combination of site visits, interviews, review of available information, expert opinion, and the Team's experience and knowledge regarding Salinas and its environs. No formal or detailed analysis has been conducted regarding infrastructure conditions and required costs.

Overview of Land Supply

EMC Planning Group, Inc. (EMC), prepared the attached **Figure 1**, which identifies 22 development opportunity areas as identified by City staff and the EDE Consultant Team. EMC also prepared **Figure 2**, which offers a preliminary evaluation of each opportunity area in terms of acreage, zoning, natural resource constraints, and infrastructure constraints/investment requirements. The site opportunities and constraints analysis relies upon this background information as well as targeted industry and land demand analysis completed by ADE and summarized below. Ultimately, the opportunity areas targeted by the EDE should reflect the targeted growth industries, match existing employment and labor force capacity, fulfill identified economic development goals (i.e., economic and industry diversification), and should take public and stakeholder input into consideration. This analysis offers preliminary insight and analysis to be further shaped by the remainder of the EDE process and public input and will provide a baseline to develop key economic development strategies.



Legend

City Boundary

Growth Opportunity Areas

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



Source: City of Salinas 2012, ESRI 2010

Figure 1
Economic Opportunity Areas
 Salinas Economic Development Element



Figure 2

City of Salinas Economic Development Element
GROWTH OPPORTUNITY AREAS - RESOURCE/INFRASTRUCTURE INFORMATION*

#	Area	Acres	Jurisdiction	General Plan Land Use Designation	Zoning Designation	Williamson Act	Important Farmland	Flood Zone	Critical Habitat	Water	Waste-water	Storm-water	Access	Notes	Infrastructure Investment Need
A	Uni-Kool	244	City	General Industrial	IG	-	Yes	-	-	-2	-2	-2	1	- Harris frontage recently paved - No infrastructure available - Tie-in to industrial wastewater system is entitled	High
B	Abbott Street Extension	231	County	<i>Farmland, Industrial</i>	<i>F, HI</i>	Yes*	Yes	-	-	-2	-2	-2	1	- County area infrastructure unknown - Nearest water at Harris Road	High
C	Airport Industrial Park	102	City	Business Park, Public/Semi	IBP, PS	-	Yes*	Yes*	-	2	1	2	2	- Some wastewater capacity issues - Good access - Moffett street recently paved - Airport Interchange also improved - Access to future East Side Bypass	Low
D	Airport West	342	County	General Industrial	<i>F, UR</i>	-	Yes	Yes*	-	-2	-2	-2	2	- Good access from interchange configuration - Half of property in floodplain - No known infrastructure available - Airport overlay conditions apply - May require further U.S 101 improvements	High
E	Airport East/Hartnell	213	City	Public/Semi	PS	-	Yes	-	-	2	1	2	2	- Infrastructure stops at the East Hartnell Campus - No water or sewer extend beyond that point into proposed development areas south of Hartnell or on east side of the airport - Access via Alisal Road	Low

* See last page for zoning designations, footnotes and infrastructure rating scale



Figure 2

#	Area	Acres	Jurisdiction	General Plan Land Use Designation	Zoning Designation	Williamson Act	Important Farmland	Flood Zone	Critical Habitat	Water	Waste-water	Storm-water	Access	Notes	Infrastructure Investment Need
F	Eastern Bypass	3,822	County	Farmland	F	Yes*	Yes	Yes*	-	-1	-3	-2	2	- Largely undeveloped, limited infrastructure - Some irrigation water for farming - Access is available from Alisal Road and Bardin - Some infrastructure and stormwater assets are available from Bardin School Area and Montebella Subdivision	High
G	Alisal/Airport East	365	County	General Industrial	F	-	Yes	-	-	-1	-3	-1	2	- Sewer stops at Bardin and Alisal - Stormwater retention on site - Reasonable access via Alisal and Bardin - City traffic program includes widening of Alisal Road to four lanes	High
H	East Future Growth Area	1,351	City & County	Residential (various), Park, Mixed Use, Public/Semi, Open Space, Farmland	NI, F	-	Yes	Yes*	-	-1	-2	-1	1	- Sanitary sewer on septic - Limited well water - Access from perimeter roads only - Planned as future growth area	High
I	West & Central Future Growth Area	1,566	City	Residential (various densities), Park, Mixed Use, Public/Semi, Open Space	NI, F	-	Yes	Yes*	Steelhead	-1	-2	-1	1	- No sanitary sewer - Limited irrigation water - Access from perimeter roads only - Planned as future growth area	High
J	North Future Growth Area	2,201	County	Farmland, Residential Rural, Residential Low, Public/Quasi	F	Yes*	Yes	Yes*	Steelhead	1	1	-1	1	- Sanitary sewer to Bolsa Knolls Middle School and La Joya Elementary School - limited capacity for expansion - Bolsa Knolls subdivision on septic with limited stormwater utility - Access from perimeter roads	Medium
K	North Entrance	933	County	Farmlands, Permanent Grazing, Commercial	LC, HC, F	-	Yes	Yes*	-	-2	-3	-2	2	- Access from San Juan Grade Road/Access to US 101, Espinosa and Russell - No sanitary sewer - Limited irrigation water	High

* See last page for zoning designations, footnotes and infrastructure rating scale



Figure 2

#	Area	Acres	Jurisdiction	General Plan Land Use Designation	Zoning Designation	Williamson Act	Important Farmland	Flood Zone	Critical Habitat	Water	Waste-water	Storm-water	Access	Notes	Infrastructure Investment Need
L	Westside Bypass	342	County	Farmland	F	-	Yes	-	-	1	1	1	-1	- Utilities available from Westridge and Boronda Crossing development - Limited traffic access - Development expected to trigger significant traffic improvements (West Bypass, Alvin Extension, and widening of U.S. 101)	Medium
M	Boronda South	218	County	General Industrial, General Commercial, Open Space, Retail, Public/Semi, Medium Density Residential	CR, PS, R-M	-	Yes*	Yes*	Steelhead	1	2	1	-1	- Significant issues with development including, reclamation ditch, flood plain, wetlands, and railroad tracks - Requires Rossi Road Extension	Medium
N	Highway 68 Gateway	285	County	Farmland	F	-	Yes	-	-	-1	-2	-1	1	- No sanitary sewer - Limited irrigation water - Access from perimeter roads only	High
O	Valley Center Corridor	170	City	Mixed Use, Retail Office, Public/Semi, Residential (various)	MX, CR, PS, R-L, CO/R	-	-	-	-	2	2	2	2	- Focused growth area in general plan - Poor pedestrian access - Caltrans' State Route 68 (good access/improvements will require Caltrans oversight (cost and delay issues) - Parking not conducive to retail uses	Low
P	Vibrancy Plan Area	135	City	Mixed Use, Office, Public/Semi, Residential (Med, High)	MX, PS, CO, CO/R, R-M	-	-	-	-	2	1	2	2	- Pedestrian and traffic constraints caused by arterial couplets - Aging though serviceable (Old Town needs work) infrastructure - Parking and traffic issues to be discussed via Vibrancy Study	Low
Q	TOD Rail Infill	90	City	General Commercial, Business Park, Retail, Arterial Frontage, Public/Semi	IGC, MAF, PS, CR, IBP	-	-	Yes*	Steelhead	2	2	2	2	- Extend to Davis Street to align with redevelopment studies - planned for Intermodal Transport Center - Poor pedestrian access - Caltrans Route 183 - good access but improvements will have Caltrans oversight (cost and delay issues)	Low

* See last page for zoning designations, footnotes and infrastructure rating scale



Figure 2

#	Area	Acres	Jurisdiction	General Plan Land Use Designation	Zoning Designation	Williamson Act	Important Farmland	Flood Zone	Critical Habitat	Water	Waste-water	Storm-water	Access	Notes	Infrastructure Investment Need
R	Chinatown	92	City	Mixed Use, General Commercial, Public/Semi	MX, PS, MAF	-	-	Yes	Steelhead	1	1	1	3	- Significant needs for access and public safety improvements - PG&E substation comprises largest portion of property	Medium
S	North Main Street	480	City	Retail, Residential (various), Mixed Use, Office, Arterial Frontage, Park	CR, R-H, MX, PS, R-M, CO	-	-	-	-	2	2	2	2	- Focused growth area in general plan - Significant work completed on traffic - Pedestrian crossing issues - Utilities are serviceable	Low
T	Alisal Market Place	165	City	General Commercial, General Industrial, Retail, Mixed Use, Arterial Frontage, Park, High Density Residential	IGC, IG, MX, CR, MAF, P, R-H	-	-	Yes*	-	1	1	1	2	- Aging infrastructure primarily for commercial, retail and industrial - Utilities underground on Alisal and Market - Several incompatible uses	Medium
U	East Alisal/East Market	193	City	Residential (various), Arterial Frontage, Retail, Office	R-M, CR, MAF, R-L	-	-	-	-	1	1	1	2	- Focused growth improvement area - Aging infrastructure - Lack of parking - Significant improvements made to Market Street in recent years including sanitary sewer	Medium
V	Carr Lake	475	City	Park, Public/Semi	A, FS	Yes*	Yes	Yes	Steelhead	-1	1	1	2	- Most of the land is within the floodplain and floodway boundaries - A previous DBO development was not pursued because of the floodplain challenges - City general plan and TFO indicate the need for a 4-lane arterial street running through the site and a connector street to Kern/Madeira - A sizable sanitary sewer runs through Carr Lake that serves the Northeast and Future Growth areas	Medium

* See last page for zoning designations, footnotes and infrastructure rating scale



Figure 2

Zoning Key (County)

F
UR
LC
HC
HI

Resource Constraints Explanation

Williamson Act - Conversion to Urban Use may Require Mitigation
Important Farmland - Conversion to Urban Use may Require Mitigation
Flood Zone - Development Regulations Apply
Critical Habitat - Development Regulations Apply

Infrastructure Constraints Ranking Key

3 = No Constraints
-3 = Major Constraints

Investment Need

Relative ranking of cost to serve area with infrastructure

Note: County Zoning and GP Land Use in the table is denoted in italics (i.e., F, LC, Farmland, etc.)

Resource Constraints Key

Yes = the resource constrains the area
Yes* = the resource constrains a portion of the area
Hash (-) = Not Applicable/No Constraint
Steelhead habitat occurs only along stream corridors

Sources:

City of Salinas GIS 2010
Important Farmland & Williamson Act - California Department of Conservation, Division of Land Resource Protection (2012)
FEMA National Flood Hazard Layer 2013
National Marine Fisheries Service, 2005
Monterey County, Countywide GIS Online Mapper, accessed 8-21-2013
City of Salinas Public Works Department, 2013

Summary of Target Industries

ADE completed a Target Industry Analysis that identifies several key industry trends and industry sectors that will be critical to meeting the City's economic development and diversification goals. It is critical that opportunity sites targeted by the EDE are evaluated in the context of these key target industries and that they possess site characteristics suitable to accommodate the needs of those industries. The ADE report and EPS's independent research have identified the following key industry trends and developments:

- **Agriculture Industry.** The agriculture industry is the mainstay of the Salinas economy and is expected to remain the major source of employment and economic growth. Agriculture industry expansion is focused on the value-added packaging of salad products and other crops grown in Salinas Valley. This trend is reflected in increased demand for packing and similar facilities throughout the Salinas Valley.
- **Agriculture Technology.** Ongoing efforts to foster entrepreneurial opportunities for technological developments related to agriculture production require space suitable for business incubation, start up, and expansion opportunities.
- **Current Demand for Office Space is Limited.** With the recent closure of the Capitol One offices, the finance industry and office real estate market has suffered major declines. Taylor Farms is constructing a major office building in Downtown Salinas, but few other substantial drivers of office development currently exist.
- **Healthcare and Education Sectors.** Over the next several decades, the Healthcare and Education Sectors are projected to be key drivers of economic growth in Salinas.
- **Visitor-Serving Sector.** Significant interest has been expressed in developing a regional sports facility to attract youth or minor league sports events and tournaments, as well as other efforts to bolster tourism and the associated visitor-serving industry sectors. It is important to note, however, that employment opportunities associated with tourism are predominantly low-paying jobs.
- **Regional Retail Opportunities.** The City has long been considered a major regional retail destination, and opportunities to capture further regional retail development may exist, based on ADE's analysis of retail sales leakage.

In general, uses providing either a point of sale or major plant and equipment capital requirements tend to be better revenue producers. However, it can be misleading to identify certain uses over others based solely on these criteria, as employment and other factors (e.g., support of a critical sector) may be equally important to the City's fiscal health and economic diversification. Overall, when confronted with choices among uses, uses offering higher employment densities and providing maximum value-added activities should be favored over storage and other low investment, low employment uses (e.g., uses involving assembly of components, packaging, labeling, and other value-added operations may be more beneficial than warehousing on average).

The Salinas area offers the greatest inventory of industrial space in the Monterey County Region, with much of the existing space dedicated to food processing, agriculture, or distribution uses.

Current vacancy rates are relatively low (around 7 percent) and the inventory of quality vacant space is quite low.²

This opportunity site analysis focuses on key job-generating land uses that have special site requirements over which the City may be able to exert control (e.g., create development-ready sites to attract catalytic development opportunities). The ultimate objectives are to identify those industries/development opportunities that might otherwise locate elsewhere and develop strategies to position the City to capitalize on those opportunities. To that end, this analysis focuses primarily on industrial, R&D/flexible (R&D/Flex) space, office, and regional retail land uses and seeks to identify the appropriate geographic location for associated development opportunities.

These prototypes are briefly profiled here, from a vertical development standpoint:

- **Industrial and Manufacturing.** Includes owner-user-designed manufacturing facilities, standardized manufacturing, assembly, distribution, and other uses. Floor-to-Area Ratios (FARs) typically are 20 to 40 percent, depending on employee density. Tends to be a “greenfield” use appealing to owner-users, especially as pertains to agriculture. This category includes specialized manufacturing, where the form and function varies by subsector such as heavy industry, food processing, and biotech/technology.

As discussed previously, the expansion of value-added packaging facilities in the Salinas Valley is creating additional demand for industrial land uses. Industrial land use development can include a wide variety of uses ranging from highly intensive heavy manufacturing uses to R&D/Flex space accommodating a variety of research, technology, and office or service uses.

Warehouse Distribution facilities are used for storage and handling of goods and materials, with very little office space. These types of industrial uses require easy transportation access for trucks and may require significant land area for equipment yards, production facilities, etc.

Figure 3: Range of Industrial Configurations



Manufacturing and industrial uses can successfully expand and diversify local communities, provided the correct “fit” can be achieved in the local economy and alongside other uses. Other uses, such as mixed-use and retail, tend to have stronger performance as real estate

² Cassidy Turley Commercial Real Estate Market Services, Industrial Market Snapshot, Monterey County, Midyear 2013.

ventures than manufacturing and industrial, often requiring well-informed public policies to facilitate development.

- **Office, R&D/Flex, and Light Industrial.** Suburban “greenfield” development includes a wide range of uses, from pure office to “flex” space—that blends with or into the light industrial category and is characterized by one-story space with glass-glazed storefronts and roll-up doors—facilitating a broad range of activities, including sales-service. In the infill setting, a range of industries and occupations are gravitating to downtown and other highly amenitized areas, based on walkability and quality-of-life factors. The transit-oriented development (TOD) area may have the ability to become such an area in the future, as does the south 68 corridor. Densities are typically in the range of 0.25 to 0.35 in suburban settings and more dense in infill areas.

Office and Business Park uses primarily are occupied by tenants in the services and information sectors (e.g., finance and insurance services, real estate, legal services, etc.). Much of the demand for office/business park uses may overlap with the market for R&D/Flex space discussed earlier. To accommodate a wide range of tenants, office development offers significant variance in terms of building class (quality), features and amenities, geographic location, size and flexibility, and use and ownership.

R&D/Flex industrial land uses generally are lighter, cleaner, and more technology-intensive uses. This type of space is used for developing new technologies or designing, manufacturing, and testing new products. The wide variety of user activities for this type of space means that tenant improvement requirements also will be user-specific. These spaces typically offer a much higher degree of finish than traditional manufacturing or distribution facilities, including landscaped grounds and finished office/service space to complement the R&D/Flex activities. The higher end value real estate product can accommodate somewhat higher infrastructure cost burdens than traditional industrial uses.

These uses can be referred to as “commodity industrial,” whereby development often is built on a speculative basis for multiple users as a real estate investment, including these:

- R&D/Testing (“Flex Space”)
- Warehousing/Small-Scale Assembly
- Light Industrial and Sales Service
- Campus-Scale Users

Figure 4: Images of Office/R&D Space



An overall depiction of industrial uses that may be applicable to Salinas are as follows:

Manufacturing	FAR Range: 0.30–0.40 Typically co-located with cluster specialization incl. suppliers Compatibility w/ adjacent land use Proximity to end user Linkages to specialized inputs Local jurisdiction fiscal and economic motivation
R&D/Flex	FAR Range: 0.30–0.70+ Proximately to university or specialized industry research (intellectual capital) Labor force is critical (unique and demanding skill sets) Importance of quality-of-life More amenity-driven than other industrial uses
Warehouse/ Distribution	FAR Range: 0.35–0.70 Low tax base, employment Decreasing employment densities (>20,000 SF/employee becoming more prevalent) High land consumption Provides necessary support for retail/other sectors
Light Industrial/Flex	FAR Range: 0.15–0.35 Trades need yard space Strong connection to local economy Often 'speculative' multi-tenant product
Campus-Scale	FAR Range: 0.25–0.50 Single firm with multiple functions 50 to 75 acres (usually in business park) Mixed commercial uses: administration, R&D/testing, distribution, other

- **Regional Retail.** Regional retail can occur in both Downtown Salinas, as well as large-format areas located near freeway interchanges with good visibility and access. FARs for surface-parked regional retail are typically in the range of 0.20 to 0.25, depending on the composition of retail on a given site.

Summary of Land Demands

As part of the Target Industry Analysis, ADE also detailed projected employment growth by industry sector and translated that projected employment growth into demand for developable land in the Salinas market area. **Table 1** summarizes the result of land demands for industrial, office, and commercial land—key land use categories that will be critical to meeting the City's economic development objectives.

Table 1
Salinas Economic Development Strategy
Site Opportunities and Constraints Analysis
Summary of Land Demand at General Plan Buildout

Land Use	FAR	New Employees (2010 - Buildout)	Additional Acres Required (2010 - Buildout)	Building Square Feet
Industrial	0.30	4,323	590.4	7,715,347
Office/R&D	0.25	6,571	181.0	1,971,090
Commercial	0.2	3,985	201.3	1,753,726
Total		14,879	972.7	11,440,163

demand

Source: Administrative Draft Salinas Economic Development Element Target Industry Analysis,
 completed by Applied Development Economics, Inc., August 28, 2013.

The land demand analysis in **Table 1** estimates the total acres required to meet projected employment growth through buildout of the City's General Plan. Note that as stated in the ADE Target Industry Analysis, "the projections reflect...an ideal vision of the number and distribution of jobs to represent a mature City economy with a full range of services and job opportunities." Note that nearer term employment projections result in lower employment projections and associated land demand and may generate a different mix of land uses necessary to meet employment demands.

According to the ADE analysis, meeting the employment demand associated with buildout population levels will require approximately 590 acres of land suitable for industrial uses, 180 acres of office/business park land, and approximately 200 acres of commercial land to accommodate retail uses. It is important to note that the demand for commercial land includes all categories of retail development, including neighborhood-serving commercial. Taking into account the notion that as land supply tightens, prices increase, and overall market dynamics begin to break down, a 20-percent "buffer" pertaining to estimated acreage can help to ensure market efficiency, suggesting the following needs in regards to long-term acreage (expressed in generalized, rounded terms):

- Industrial land 700 acres
- Office/Business Park/R&D land 215 acres

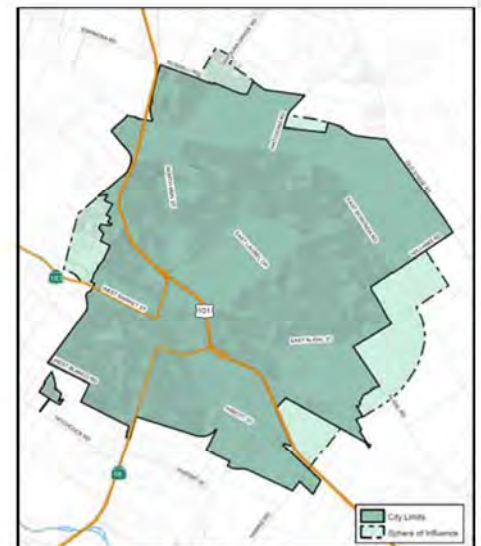
Regional retail is not expressed in the same manner, based on the potential ability to incorporate space into Downtown Salinas in a more intensive manner, indicating that the estimated 200-acre figure for this use is likely adequate without an additional land supply buffer.

As discussed below, there are several major, easily identified land areas that are contiguous to the City and provide excellent expansion opportunities exceeding the acreage identified above. As such, the challenge confronting the City, as it seeks to grow and diversify its employment base, is less about settling on the appropriate expansion areas and more related to arriving at an effective strategy for ensuring these parcels are positioned for development when market opportunities arrive.

Site Characteristics Criteria

Economic development efforts should focus on areas of the City that possess certain characteristics that enable the City to facilitate economic catalyst activities and to attract those desired job-generating land uses and industries. Key site characteristics that will accommodate the City's economic development goals include the following qualities:

- **Located with the City or the City's existing sphere of influence.** An important factor in identifying opportunity sites is the City's ability to take the appropriate actions to facilitate development activity. Sites located in the City fall under the City's land use authority, facilitating the City's ability to accommodate the desired uses through zoning and other land use planning initiatives. Infrastructure extension



to these areas can be accommodated through updates to the City's Capital Improvement Programs. Finally, attempts to annex new areas into the City require Local Agency Formation Commission (LAFCO) approval and can be politically challenging as they may face public opposition. However, in some cases viable sites outside the SOI may serve the market well and can be considered despite these hurdles.

- **Proximity to existing infrastructure systems.** A key constraint to the City's ability to offer development-ready sites is the cost associated with extending the necessary infrastructure systems (e.g., roads, sewer, water, drainage) to the property. Targeted opportunity areas should therefore be near developed areas or areas to which infrastructure already has been extended.
- **Minimal infrastructure constraints.** Similarly, minimizing any other topographical, natural resources, access, or other constraints to extending existing infrastructure systems should be a key element of determining targeted opportunity areas. In addition, the costs of installing on-site infrastructure needed to tie into existing infrastructure systems also must be considered. Attracting desired industries may be hampered by infrastructure cost burdens exceeding feasible ranges.
- **Minimal natural resource constraints.** Costs of mitigating or avoiding areas constrained by natural resources (e.g., critical habitat, important farmland, flood zone) can have a significant impact on the viability of development. Avoiding and minimizing natural resource constraints should be a key element of determining which opportunity sites should be targeted.
- **Of sufficient scale to attract desired industries.** Targeted opportunity areas must offer sufficient developable area to accommodate the facility requirements of the specific industries the City intends to attract. In many cases, this means the targeted opportunity areas must offer a significant amount of raw land (e.g., 50 to 100 acres), limiting the ability of infill and smaller sites to meet demand.
- **Adjacent to complementary land uses.** Development in targeted opportunity areas should take into consideration adjacent land uses and seek to maximize any associated synergies and minimize any conflicts.

The site opportunities analysis described below takes these key elements into consideration, recognizing that tradeoffs between key criteria are likely to occur.

Recommended Opportunity Sites: Industrial and Business Park Uses

EPS's preliminary analysis is based on the information, analysis, and criteria described in the preceding sections. **Table 2** summarizes the opportunity areas EPS believes are best positioned to capture the demand generated by key growth industries and to catalyze further economic development activity. The sections to follow offer a summary-level evaluation of each opportunity area.

Table 2
Salinas Economic Development Strategy
Site Opportunities and Constraints Analysis
Available Industrial, Office, Regional Retail Land - Select Opportunity Sites

Area	Total Site Acreage	Estimated Net Developable Acreage	Assumed FAR	Estimated Building Square Feet
<i>Efficiency Factor [1]</i>		65%		
Industrial Opportunity Sites				
A Uni-Kool	244	159	0.30	2,072,585
C Airport Industrial Park	102	66	0.30	866,408
D Airport West [2]	171	111	0.30	1,452,508
E Airport East/Hartnell	213	138	0.30	1,809,265
G Alisal/Airport East	365	237	0.30	3,100,383
Subtotal Industrial	1,095	712		9,301,149
Office/Business Park Opportunity Sites				
K North Entrance	933	606	0.25	6,604,241
Regional Retail Opportunity Sites				
L Westside Bypass	342	222	0.2	1,936,678
Total	2,370	1,541		17,842,067

supply

Source: City of Salinas and EMC Planning Group.

[1] Reduces developable acreage based on allowances for parcel configuration, infrastructure, open space, or other accommodations.

[2] Available acreage reduced by 50% to reflect that approximately half of this property is located in a floodplain.

Based on the preliminary site analysis completed by EMC and the targeted industry analysis presented by ADE, as well as EPS's independent research and evaluation, EPS has identified a variety of sites that may be suitable to fulfill future industrial demand (not expressed in order of priority):

- Area A: Uni-Kool Site (Salinas Ag-Industrial Specific Plan Area).
- Area C: Airport Industrial Park.
- Area D: Airport West.
- Area E: Airport East/Hartnell.
- Area G: Alisal/Airport East.

These five areas offer a total of approximately 1,095 acres, of which EPS estimates 657 acres would be developable. Assuming an average FAR of 0.30, this developable acreage would generate about 9.3 million square feet of industrial space (see **Table 2**), which would meet the estimated buildout demand identified in **Table 1**, using very conservative assumptions regarding development efficiency and density.³

Tables 3 and 4 present a "cost burden analysis," whereby industry development assumptions are used to estimate total asset value among key use types. Based on industry-standard relationships, typically, infrastructure costs (all categories including development impact fees) serving the parcels described below should not exceed 10 to 15 percent of total asset value. It is important to note that the infrastructure cost burden test is used as an indicator to examine financial feasibility.

The cost burden measure is provided as baseline information and guidance to City officials, property owners, and others interested in understanding the level of private sector investment in infrastructure that may be possible. Because detailed infrastructure cost estimates have not been developed, this information is provided simply to allow the reader to "gauge" the approximate level of improvement that might be feasible. In some cases, if major new roadways and other improvements are required that would exceed manageable cost burdens, a variety of funding techniques will be required to supplement those provided by the private sector.

Because this financial feasibility tool is based on several reasonable assumptions regarding infrastructure costs, existing and proposed taxes and assessments, and market pricing, they are not intended to provide an absolute answer regarding a project's likely financial feasibility. Rather, the indicators provide guidance to property owners, land use regulators, and public service providers about the likelihood that a project can be successfully implemented, given the facilities requirements identified for a development project. These indicators should be combined and evaluated with additional market data when evaluating financial feasibility. Ultimately, the public agency decision makers must use their best judgment to decide if a particular project can feasibly afford the estimated infrastructure burden, taxes, and assessments, and these benchmarks are two tools to assist those decision makers in making that determination.

³ A typical net-to-gross ratio for commercial land might be in the range of 0.85, indicating 15 percent of raw land may be needed for infrastructure, habitat, and other easements. In this case, as detailed evaluation of the land supply has not been conducted, a more conservative figure of 65 percent is used throughout the analysis.

Table 3
Salinas Economic Development Strategy
Site Opportunities and Constraints Analysis
Estimated Finished Real Estate Values by Land Use

Item	Industrial		R&D/Flex		Office		Retail	
	Assumption	Amount	Assumption	Amount	Assumption	Amount	Assumption	Amount
DEVELOPMENT PROGRAM ASSUMPTIONS								
Site Area (Acres)		10.00		10.00		10.00		10.00
Land Square Feet		435,600		435,600		435,600		435,600
Assumed FAR		0.35		0.30		0.30		0.20
Gross Building Square Feet		152,460		130,680		130,680		87,120
Net Leasable Area (Sq. Ft.)		121,968		104,544		104,544		69,696
Rent per Sq. Ft.		\$4.50		\$8.00		\$19.00		\$20.00
REVENUE ASSUMPTIONS								
Gross Lease Revenue (Weighted Average)		\$415,758		\$633,352		\$1,986,336		\$1,393,920
(less) Vacancy	5.0%	(\$27,442.80)	5.0%	(\$41,818)	5.0%	(\$99,317)	5.0%	(\$69,696)
(less) Leasing Commissions	3.0%	(\$78,212)	3.0%	(\$119,180)	3.0%	(\$283,053)	3.0%	(\$198,634)
(less) Replacement/Reserve	5.0%	(\$27,442.80)	5.0%	(\$41,818)	5.0%	(\$99,316.80)	5.0%	(\$69,696)
Subtotal, Annual Net Operating Income		\$415,758		\$633,537		\$1,504,650		\$1,055,894
Capitalized Value	8.00% cap rate	\$5,196,980	8.00% cap rate	\$7,919,208	8.00% cap rate	\$18,808,119	8.00% cap rate	\$13,198,680
Finished Value per Gross Bldg. Sq. Ft.		\$34		\$61		\$144		\$152

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Source: Cassidy Turley, LoopNet, and EPS

Table 4
Salinas Economic Development Strategy
Site Opportunities and Constraints Analysis
Estimated Supportable Infrastructure Burden by Land Use

Item	Industrial	R&D/Flex	Office	Retail
Estimated Value per Square Foot	\$34	\$61	\$144	\$152
Supportable Infrastructure Cost Burden per Building Sq. Ft.				
10% Finished Real Estate Value	\$3.41	\$6.06	\$14.39	\$15.15
15% Finished Real Estate Value	\$5.11	\$9.09	\$21.59	\$22.73
Supportable Infrastructure Cost Burden per Land Sq. Ft.				
10% Finished Real Estate Value	\$1.19	\$1.82	\$4.32	\$3.03
15% Finished Real Estate Value	\$1.79	\$2.73	\$6.48	\$4.55
Supportable Infrastructure Burden per Acre				
10% Finished Real Estate Value	\$51,970	\$79,192	\$188,081	\$131,987
15% Finished Real Estate Value	\$77,955	\$118,788	\$282,122	\$197,980

Source: EPS.

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EPS identified selected sites as key opportunity areas based on the contiguity of the sites, their proximate location to compatible existing development, access to infrastructure, and their ability to fulfill key economic development objectives.

Given their location and proximity to other manufacturing- and distribution-oriented industrial land uses, EPS anticipates Areas A, C, and D would be most suitable for traditional industrial uses targeted at value-added agricultural packaging and distribution. Areas E and G are anticipated to provide suitable space for R&D/Flex uses associated with the targeted growth in agricultural technology and the attendant business incubation, manufacturing, and expansion needs.

Site A: Uni-Kool

This site is located at the southern quadrant of the City along U.S. Highway 101 and consists of 244 acres. If 65 percent of the site may be usable as net developable acreage, yielding about 159 acres of usable area net of infrastructure and other set-aside areas. Zoned General Industrial, this site is located in the City and is fully entitled through the existing Salinas Ag-Industrial Center Specific Plan but does not have an executed development agreement. Entitlements for this property were approved to accommodate value-added packaging facilities and similar agricultural industry activities.

Despite having the advantage of an approved specific plan and ideally zoned for general industrial development, development of this site has not proceeded. Infrastructure costs related to flood, access, and other issues may be a significant constraint on development of this property. Estimated cost burdens for this area, assuming supportable burdens of 15 percent for the site, may be approximately \$50,000 to \$80,000 per acre, supporting a total investment of \$8 million to \$13 million, assuming a 159-acre project, including impact fees and all other categories of infrastructure costs. Generally cited infrastructure cost estimates quoted by the City exceed this amount at capacity and indicate a significant constraint on the ultimate use of this site that may require a larger strategy to activate use of this site.

Site C: Airport Industrial Park

In the existing City limits, the Airport Industrial Park offers a little more than 100 acres of land designated for industrial business park, public, and semi-public uses. The site is contiguous to existing City infrastructure systems and benefits from transportation access offered by Moffet Street improvements and U.S. Highway 101/Airport Boulevard interchange improvements. Future Eastside Bypass improvements, if developed, may offer additional access opportunities and improvements. In general, this site is minimally constrained by required infrastructure improvements and benefits from its proximity to other industrial and airport users. Although the land could accommodate a wide range of uses, its potential colocation with other nearby sites oriented to heavy industry and manufacturing may argue for more of the same, perhaps tempered with higher finish uses to have more compatibility with the airport. Using the cost burden methodology, it appears a project at 65-percent efficiency could yield about 66 acres at buildout and support infrastructure investment of \$3 million to \$5 million.

Site D: Airport West

The Airport West property is located in the City's existing Sphere of Influence, thereby limiting issues associated with annexation of this site into the City. This site also benefits from the U.S.

Highway 101/Airport Boulevard interchange, providing critical truck transportation access. Designated for general industrial development, this property is subject to airport overlay conditions, which limit the level of development intensity and indicate that this area is most suited for the types of agricultural processing uses targeted by the City.

The site is, however, severely constrained by much of the area's location within a floodplain. Assuming only half of the property is available, and further applying a 65-percent net-to-gross ratio used in **Table 2**, industrial use of 111 acres of Site D may suggest a feasible infrastructure cost burden of \$5 million to \$9 million. To the extent that the cost of extending infrastructure down Abbot Street to serve this site may contribute to a higher cost incidence, other sources of funds may be necessary to facilitate development at this location.

Site E: Airport East/Hartnell College



This opportunity area includes the Hartnell College Campus expansion, which includes 47 acres for campus uses and an additional 80 acres identified for business park uses. Given its proximity to the airport, other industrial uses, and Hartnell College, this site is ideal for R&D/Flex uses. The site is zoned for Public/Semi Public uses, necessitating a zoning amendment.

While this site is accessible from the existing Alisal Road, additional transportation improvements may be required, including completion of the Eastern bypass facility. Infrastructure has been extended to the East Hartnell Campus, but water and sewer infrastructure would require further extension to the other proposed development areas. The overall anticipated infrastructure investment required, however, is low and may comport within the \$80,000 to \$120,000-per-acre cost burden estimate for R&D/Flex space, or \$11 million to \$16.5 million for 138 acres of development. One caveat to Site E is the potential requirement to enter into ground leases, which could have additional feasibility affects and requires additional consideration as a next step.

Site G: Alisal/Airport East

Currently located in Monterey County's jurisdiction, southeast of the City and opposite Alisal Road from Site E, this site is in the City's sphere of influence and is designated for general industrial uses. This large (365-acre) and well-configured site is similarly well suited for R&D/Flex development but may face additional infrastructure costs constraining the viability of new development. Using a 65-percent efficiency factor, effective development capacity may be in the range of 237 acres. Existing road infrastructure may not be sufficient; therefore, this site may also stand to benefit if the Eastern bypass facility is constructed. Using the cost burden methodology, assuming R&D/Flex uses, supportable infrastructure for the site might be in the range of \$19 million to \$28.5 million, which may be insufficient depending on whether the Eastern Bypass is required and the cost allocations made to various sites as a part of the Eastern Bypass project.

Area P (Vibrancy Plan Area)

In the short term, demand for new office space in Salinas may be accommodated in the existing market, which is demonstrating significant existing vacancies (13.6 percent), driven by the recent departure of Capitol One and the resulting vacancy of 202,000 square feet of office space.⁴ Given these market conditions, short-term economic development opportunities should focus on infill development in the Downtown Vibrancy Plan Area and other areas poised for revitalization and reuse. These areas present significant opportunities for public/private partnerships through the use of City-owned sites and surface parking lots that may be developed for new job-generating uses. Construction of the downtown Taylor Farms office building is a key example of the type of short-term economic development opportunities that both facilitate quality employment opportunities and contribute to the revitalization of the Downtown area. Planning efforts related to the Downtown Vibrancy Plan should fully evaluate the scope of other such opportunities, and the EDE should include strategies to position the City to take full advantage of these opportunities. As a complex, infill environment, the cost burden methodology would need to be replaced with case-by-case pro forma analyses of specific projects.

Area K (North Entrance)

Longer term employment growth may be facilitated by targeting growth opportunity areas well positioned for larger scale office and business park uses. Area K (North Entrance) offers a key site opportunity in this regard. This 933-acre site (estimated to be about 606 acres net, using a 65-percent net-to-gross ratio) could accommodate approximately 6 million square feet of office/business park development, well beyond the estimated buildout office demand level. This area will benefit from the infrastructure extended by the neighboring new growth areas (Areas H, I, and J) and will benefit from improved U.S. Highway 101 access resulting from construction of the Russell Road interchange. This site also may offer opportunities for R&D/Flex uses and therefore may be an appropriate substitute for Areas E and G (previously discussed), if necessary. Assuming office uses, the area should be capable of supporting total infrastructure costs ranging from \$114 million to \$170 million, assuming market forces are strong and the project is broken down into reasonable phases. Assuming R&D/Flex uses, supportable infrastructure costs would be lower at \$50 million to \$70 million.

While currently located in Monterey County, this site offers the further advantage of being located at the north end of the City, avoiding prime farm land. However, the fact that this parcel lies outside the SOI brings likely political challenges associated with annexation. Moreover, uses bringing substantial employment density should be considered within locations closer to (or in) the Downtown Area to establish complementary economies of scale between the two areas. The potential lack of connections to retail opportunities and other land use types could be a significant constraint facing development of Area K as a major economic development catalyst site. Therefore the site represents a longer-term target for economic development, unless major campus or other users find it to be attractive and are willing to fund significant up-front entitlement and infrastructure costs.

⁴ Cassidy Turley Commercial Real Estate Services, Office Market Snapshot, Monterey County, Midyear 2013.

Recommended Opportunity Sites: Regional Retail

Retail centers generally are defined by their size and the predominant type of goods and services sold. Types of retail centers include neighborhood, community, and regional (or super regional) retail centers. The site opportunities analysis does not evaluate neighborhood and community retail centers, as this type of population-serving retail development will occur as additional housing stock is developed and will be suitably sited to serve that new population. Instead, this analysis focuses on the potential to add additional regional retail to capture existing retail sales leakage and projected growth in consumer demand, as set forth in the ADE analysis.



Regional retail centers provide a variety of shopping goods, including general merchandise, apparel, furniture, and home furnishings. Typically, these types of centers are built around at least 2 full-line department stores with a

minimum gross leasable area of 400,000 square feet and acreage of 40 acres. Regional retail centers generally serve a trade area of roughly 5 to 25 miles, which can vary based on population, land use patterns, and the location of competitive supply of other retail. Because of the need to attract regional users, access and visibility to major transportation corridors are a critical element to locating regional retail centers.

Area L (Westside Bypass)

EPS's analysis suggests that Area L (Westside Bypass) presents a key site opportunity that could be targeted for additional retail development. With total acreage of 342 acres, reduced to 222 acres at 65-percent efficiency, the site could accommodate an estimated 1.9 million square feet of development located between the existing Walmart/Costco shopping destination and the Salinas Automall. Of the opportunity sites evaluated, this is the only site that offers the requisite access to and visibility from U.S. Highway 101.

The estimated infrastructure cost burden capacity for this area is \$132,000 to \$198,000 per acre, or about \$30 million to \$45 million for 222 acres of development.

Development of this site may be constrained, however, by infrastructure construction requirements. The City anticipates that full buildout of this site will trigger significant traffic improvements, including the Westside Bypass, the extension of Alvin Drive, and the widening of U.S. Highway 101. The costs of such improvements may be prohibitive. One possible alternative that should be further evaluated is the degree to which smaller scale development could be targeted for this area that would not trigger overly burdensome transportation system improvements.

Area O (South Main Street)

Other retail and commercial development opportunities exist in the South Main Street Area (Area O). It has been suggested that this area could be repositioned to capture more State

Route 68 (Highway 68) traffic generated by the population in the unincorporated areas south of the City limits.

EPS concurs there are significant retail and commercial development opportunities along the South Main Street corridor, offering a longer-term prospect for capturing the types of regional retail envisioned as part of the economic development strategy. Significant challenges associated with parcel ownership indicate it will be difficult to assemble acreage at a sufficient scale to accommodate regional retail development opportunities. In addition, potential competitive supply planned for the Corral de Tierra area likely would capture much of the existing demand from the unincorporated population, limiting the potential of the South Main Street Area to capitalize on this consumer demand. If the above-referenced project does not move forward, prospects for developing this area to a higher level of intensity are much improved.

In any case, the area offers an intriguing potential with great long-term promise. In this post-redevelopment era, every effort will need to be made to find resources and employ strategies for systematic upgrade and intensification.⁵

However, the reality imposed by discounted cash flow analysis can thwart investment/intensification strategies. Many existing buildings are physically obsolescent but offer limited utility for small scale and low users (storage, auto repair services, etc.). Simply put, the low risk of continuing operations involving assets that are fully amortized is very low, and even modest cash flows may be viewed as superior to prospective larger cash flows involving tear-down of existing buildings and development of new structures. To counter this dynamic, priorities for infill areas include the following steps to reduce costs and risks to infill developers:

- Assist in assembling parcels to create development sites with sufficient scale and good configuration.
- Assist in developing viable parking solutions, including shared parking between uses.
- Evaluate zoning and other regulations to facilitate higher densities (may rely on new parking approaches).
- Consider improvement of corridors through implementation of “complete street” concepts providing wider sidewalks, plaza amenities, and other elements improving the look and feel of strategic corridors.

Area N (Highway 68 Gateway)

Another retail site alternative is the Highway 68 Gateway property (Area N). Located on the southwest edge of Salinas, this area also appears to be well positioned to capture unmet unincorporated population demand. This site is of sufficient scale for regional retail development (285 acres) and would be suitably situated to attract Highway 68 travelers. However, this site

⁵ Please note that in this and other built-out areas, existing infrastructure needs to be evaluated for applicability for future development. In these cases, the standard cost burden methodology used for “greenfield” sites should be replaced with a case by case evaluation of development and required infrastructure prospects.

would face similar issues relative to competition from other Corral de Tierra retail development. More importantly in terms of site constraints, however, is potential difficulty associated with annexing this site into the City, given its current location in Monterey County and its importance as highly productive farmland.⁶

Capital Funding and Policy Implications

Overall, there are several sites that have excellent position to accommodate demand. Depending on subsequent evaluations, in some cases, the cost of infrastructure needed to bring them up to par may exceed that which the private sector may be willing to bear. In this regard, a citywide or even regional approach to infrastructure may be appropriate, such as in the case of the proposed Eastern Bypass, which would improve most of the major sites identified on the southeast side of Salinas, and open additional land (such as Area F) for future urban expansion, if and when needed.

Based on industry best practices, the following section identifies overall principles for land investment in infrastructure and discusses potential techniques that have particular potential applicability in Salinas. Based on this discussion, after review and discussion with City and other stakeholders, these principles and techniques may lend themselves to future economic development policy.

This section describes funding sources and financing methods available to the City for funding municipal infrastructure; specifically, funding and financing methods that can be integrated with existing (or updated) development-based funding sources as part of an overall financing strategy for meeting economic development opportunities. These key elements are central to this notion:

- Managing infrastructure requirements and costs.
- Applying supporting funding and financing methods.
- Updating and realigning development impact fees.

The following sections identify measures and financial mechanisms to help assure adequate funding for infrastructure and services, given the constraints described above.

Infrastructure Cost Management Principles

Beyond identifying and leveraging new sources and techniques of funding, there are several policies and actions that Salinas can use to control and manage capital costs. Successful cost management, in turn, reduces the funding necessary from development impact fees and other funding sources that would otherwise be necessary. Cost management activities include review of policies that influence costs (in context of comprehensive and area planning), capital

⁶ Given the substantial unknowns relative to this site, particularly its status as productive farmland, it is difficult to assess the scale that may be converted to urban uses. Using the same density and cost criteria applied to Area L, the area may be able to support between \$24 million and \$37 million in private infrastructure investment if fully developed.

improvement programming, and project-level cost management efforts. Key aspects of cost management include the following techniques and lend themselves to future land supply–related economic development policies:

1. Review level-of-service policies and facility commitments

The City’s infrastructure cost obligations derive from the need to provide new infrastructure and public facilities to serve new development and maintain service levels, to improve facilities pursuant to State and federal mandates, to improve existing levels of service throughout the City, and, last but not least, to maintain (repair and replace) existing capital assets.

The provision and cost of infrastructure to new developing areas is influenced by City policy in a variety of ways, including setting “level-of-service” standards in the General Plan, developing facility master plans that contain actual or de facto standards, and creating specific plans that contain specific infrastructure and public facility commitments. It is important that such service-level policies and programs consider long-range cost implications and funding constraints.

2. Account for capital assets’ “life-cycle” costs in the Capital Improvement Plan

The City’s capital assets, buildings, roads, parks, water and sewer utility infrastructure, drainage facilities, and other capital equipment is in continual need of repair and replacement. The cost of such repairs and replacement are commonly referred to as “depreciation”—the value or utility of an asset deteriorates with time and use. One of the key coping mechanisms commonly deployed by organizations, including cities, under financial stress is to defer maintenance and replacement of capital assets, thus creating a long-term liability and perhaps even higher costs than would otherwise be the case.

3. Clarify how Capital Improvement Plan investments can contribute to revitalization and economic development

City and other project stakeholders have articulated a preference for additional focus on revitalization and redevelopment of existing urbanized areas. This policy suggests that some City investment in infrastructure for desired economic development uses should be considered in a variety of areas within the City. One excellent example, discussed earlier, is the Uni-Kool site. Other projects, specifically those that trigger the Eastside Bypass or new interchanges, also are implicated.

Such investment may involve the collection and use of development impact fees, but the precise nature of this interaction should be defined. This effort also could include prioritization of available grant funding (e.g., State and federal transportation grant programs) to support revitalization efforts and a recognition of the linkage of broad community, fiscal, and economic benefits derived from targeted infrastructure investments. Other resources and concepts are discussed in the balance of this report.

4. Appropriate spatial allocation of costs

A “spatial” component of the Capital Improvement Plan can consider how individual infrastructure projects differentially benefit subareas of Salinas as a matter of policy, as well as technical analysis. Such policy and technical analysis, combined with other policies (e.g.,

those contained in the General Plan or Specific Plans), can provide a key input to developing impact fees and subarea financing programs and can “spread” costs in an efficient manner.

5. Enhance project cost management

Beyond identifying needed or desired capital improvements and identifying funding sources typically reflected in the Capital Improvement Plan, the actual cost of individual capital improvement items can be influenced by a variety of factors:

- “Right-sizing” the project.
- Phasing the project.
- Prioritizing and linking with funding availability.
- Value-engineering (conscious efforts to reduce costs through design and engineering efforts and innovations).

A sound capital improvement programming effort will engage all of these techniques to assure that infrastructure will be constructed in a timely and cost-effective manner. Because of the scale of the various opportunity areas, phasing concepts will be very important considerations.

Supporting Funding and Financing Methods

Economic Factors and Objectives

There are several specific economic considerations of Improving Infrastructure:

- The effects of fees and other private sector-borne costs on the financial feasibility of new development and the potential to deter otherwise desirable development.
- The competitive effects of higher development costs (compared to neighboring jurisdictions) leading to dislocation of desired development.
- Understanding the positive economic effects, including economic development, of building necessary infrastructure and sustaining desired levels of municipal service and related quality of life.
- Understanding the contribution of new development, particularly the types of development that generate economic activity, employment, and retail sales, and create amenities that attract economic activity (e.g., tourist expenditures at local businesses). Effectively planned new development can help Salinas to achieve economic development goals and improve fiscal conditions, as well as provide the economic base to enhance the ability to fund services and infrastructure.

The methods discussed below are all available and are being used in jurisdictions around the State as part of overall capital financing strategies.

Development-based funding, including citywide and area development impact fees, will remain the primary method of paying for new development-required infrastructure. However, in this new economic climate, it is important to assure that necessary and desired infrastructure gets constructed and maintained, while at the same time not impeding the growth and development envisioned in the General Plan and Specific Plans consistent with revitalization and economic development objectives. The following discussion provides an overview of development impact fees and related developer-based funding and financing methods.

Development Impact Fees

A development impact fee is an ordinance-based, one-time charge on new development designed to cover a "proportional share" of the total capital cost of necessary public infrastructure and facilities. Creating and collecting impact fees are allowed under California Assembly Bill (AB) 1600, as codified in California Government Code Section 66000, known as the Mitigation Fee Act. This law allows a levy of one-time fees to be charged on new development to cover the cost of constructing the infrastructure needed to serve the demands created by new growth. To the extent that required improvements are needed to address both "existing deficiencies," as well as projected impacts from growth, only the portion of costs attributable to new development can be included in the fee. Consequently, impact fees frequently are just one of many sources used to finance a city's needed infrastructure improvements:

- **Establishment.** Development impact fees can be imposed through adoption of a City enabling ordinance supported by a technical analysis showing a "nexus" between the fee and infrastructure demands of new development. A development impact fee may be levied over an entire jurisdiction or a geographic subarea. Fees also may be charged for a particular improvement (e.g., transportation improvements) or include two or more infrastructure improvement categories in a comprehensive program. Impact fee programs must be reviewed annually and periodically updated to assure adequate funding and proper allocation of fee revenues to the infrastructure for which the fees are collected.
- **Role in Financing Strategy.** While it is important to consider options and augmentation for the City's existing infrastructure financing methods, the first step recognizes that a technically sound development impact fee program can provide the most comprehensive, robust, and administratively efficient basis for assuring appropriate development-based infrastructure funding. Development impact fees provide a rational accounting of costs, a rational "nexus" (who benefits) allocation of all development-related infrastructure costs and a comprehensive obligation to pay for these costs, and a legally mandated reporting system that promotes transparency.
- **Who Pays?** The incidence of fee burden is on the developers and builders who pay the fees; fees are a cost of development and are "internalized" into project costs in the same manner as all other costs. There is no direct effect of fees on development pricing because markets set prices, independent of costs. However, when costs are too high for the "market to bear," development may be deterred until such time as prices justify costs. All costs will influence land value, so it is often the case that landowners bear a portion of the cost of fees through lower land values (prices paid by developers or builders). While individual circumstances will vary, industry experience has shown that aggregate costs for off-site infrastructure should not exceed approximately 10 to 15 percent of total development sale value.

- **Limitations.** The key limitation of development impact fees (in addition to the burden limit) is the timing of funding set against the need for funding—infrastructure is often needed “up-front,” while fees are paid over time as development occurs. This means that other funding or financing methods are needed to close the “timing gap” between the need for infrastructure investment and the flow of development impact fees. Also, fees are irregular, as they depend on development activity that varies with economic trends and conditions. During the Great Recession, when development around the State ground to a near halt, fee programs were directly affected. Fees also require ongoing management, including the need for annual review, fund accounting and monitoring, and updating to assure the efficacy and transparency of the fee program.
- **Integration with other development-based funding.** Land-secured financing, developer advances (credit and reimbursement programs), and City general or special fund underwriting are all methods that can be used to reduce fees or close the temporal funding gap that may occur in fee-funded programs. Other related development-based funding methods typically used in combination with fee programs are described below:
 - Developer (Project-Specific) Conditions and Exactions. Before the advent of ordinance-based development impact fees, it was common for infrastructure to be funded by project-specific “exactions”—payments or construction of infrastructure required as condition of subdivision or project approval. While development impact fees have reduced the use of exactions, they remain an important part of development-based infrastructure financing because often there are infrastructure requirements of a new project that are not included in the applicable fee programs. Determining the need for such additional infrastructure often is derived from California Environmental Quality Act (CEQA)-based mitigation measures.
 - Development Agreements. A development agreement (DA) is a legally binding agreement between a local government and a developer, authorized by State statute (Government Code Section 65864 et. seq.). A DA is a means for a developer to secure existing regulations or a development entitlement for a particular development project for an agreed-on period in exchange for special considerations for the city (or county), generally including infrastructure improvements or amenities that cannot be obtained through the normal conditions applicable to the project. DAs are entirely discretionary on the part of local government and must be individually adopted by local ordinance. Cities often establish their own policies and procedures for considering DAs.
 - Developer Funding Secured with Fee Credits and Exactions. Pursuant to terms of a development impact fee, a specific development exaction, or a DA, a developer may build or directly fund infrastructure improvements and thus receive a credit against any formal fees or charges otherwise due. A developer also may receive reimbursement when the amount expended exceeds any fees or charges otherwise due. Such agreements effectively make use of private credit available to the developer to fund municipal infrastructure, subject to repayment from one or another municipal source of funding. Typically, repayment of reimbursable investments made by a developer is derived from future development impact fee revenue derived from other benefitting landowners or developers.

- **Integration with other City funding.** Impact fee revenues are commonly combined with other funding sources to fund infrastructure, particularly where an improvement provides benefit to both existing residents and businesses and new development.

Methods for Moderating or Deferring Fees

While considering alternatives and options for augmenting development impact fees, it is important to assure that the individual development impact fee ordinances are consistently applied and coordinated and that they contain features that can reduce potential negative economic effects and, thus, not unnecessarily inhibit otherwise desirable development. Also, there can be features of development impact fees that address economic concerns generally or on a case-by-case basis.

Fee Deferrals

While the statute allows a levy of fees at issuance of building permit, many development impact fee ordinances allow a deferral until the "certificate of occupancy" (CO) is issued.

Fee Waivers or Categorical Exemptions

Fee waivers provide the local government the ability to waive the fee for a particular project when it is determined that, without such reduced costs, a project that has substantial public benefit may not otherwise occur. Examples of such partial or total waiver include projects with the potential to generate substantial municipal revenue or amenities, affordable housing projects, and employment-generating uses. Fee waivers or categorical exemptions reduce funding in a fee program proportional to the aggregate amount of waivers or exemptions granted. Such revenue reductions must be "made up" by the City from other funding sources, or the City risks not being able to build the infrastructure for which the fee was levied.

Credits and Reimbursements

Credits and reimbursements are mechanisms that allow developers subject to an impact fee to build infrastructure in lieu of paying the fee and receiving a proportional credit for the value of that construction against the fee obligation. Reimbursement would occur in the case where construction value actually exceeded the particular developer's fee obligation.

Short-Term Fee Financing (Interest-Bearing Installment Payments)

Ordinances can provide for a developer to pay fee obligations over a period of time subject to an interest bearing and secured note payable.

Land-Secured Financing Options

There is a long history in California and elsewhere in the United States of using land-secured financing methods to fund local infrastructure that benefits a particular area. Traditionally, special assessment bonds as authorized in the 1913 Municipal Improvement Act and other related legislation were issued and funded by annual property tax assessments from benefitting properties:

- **Establishment.** California's land-secured funding districts require (resident) voter or landowner approval. In the case of a Community Facilities District, a two-thirds voter approval is needed in all areas that have more than 12 residents (landowners can approve special taxes in areas with 12 or fewer residents).
- **Role in Financing Strategy.** Land-secured financing districts can be used as a replacement or an alternative for funding costs otherwise included in development impact fees. This could be done by including a single large cost item or category of items (e.g., a highway or bridge improvement, or all park and recreation improvements) in a financing district that encompasses the benefitting properties. Or, developers could choose to fund their total City fee obligations with a land-secured district (e.g., as is required by the Statewide Community Infrastructure Program [SCIP]).
- **Who Pays?** The economic effect of land-secured financing is to shift the incidence of burden from the developer or builder to the future tax or assessment payer. This shift may affect the price a buyer is willing to pay for a home or commercial property, but experience suggests there is a discount (i.e., less than 100 percent of additional infrastructure financing burden cost is recognized by the future buyer).
- **Limitations.** Land-secured financing faces limits similar to impact fees because the financing capacity of a district is a function of its potential tax revenue at a given point in time, and of course, at the beginning of development or in the early phases, tax revenue (and related funding capacity) will be proportionately limited. This is why it may be necessary to rely on other sources of funding in initial years until special tax- or assessment-based funding capacity is adequate to support a bond issue or otherwise pay for needed infrastructure.
- **Integration with other Components.** State loans (SCIP), developer advances (credit and reimbursement programs), and City general or special fund underwriting are methods used to close the temporal funding gap that may exist in land-secured financing districts.

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. Formation of assessment districts requires majority approval of the affected property owners. Such benefit assessments can fund a wide range of infrastructure improvements, as long as a direct and measurable benefit can be identified for the benefitting properties. There are numerous forms of special benefit assessments in the California Statutes, including the Municipal Improvement Act of 1913, Lighting and Landscape Maintenance Districts, and many others. Recent court rulings have tightened the requirements for demonstration of "special benefit," thus reducing the flexibility and utility of assessment districts. And even before these rulings, the administrative requirements of assessment districts limited their flexibility and shifted most land-secured financings toward Mello-Roos Community Facilities Districts.

Community Facilities District Act

The Mello-Roos Community Facilities Act of 1982 (authorized by Section 53311 et. seq. of the Government Code) enables the formation of a Community Facilities District (CFD) by local agencies, with two-thirds voter approval (or landowner approval when there are fewer than

12 registered voters in the proposed district), 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. Because the levy is a tax rather than an assessment, the standard of benefit received is lower, thus creating more flexibility. CFDs have become the most common form of land-secured financing in California and have been paired, in other jurisdictions, with development impact fee programs as part of area-specific infrastructure financing.

As special taxes and tax overrides approach 50 percent or more compared to the basic 1-percent property tax rate, there is a risk of impacts on land and home prices that would offset any financing benefit associated with the additional special taxes. Cities using CFDs often adopt policies that regulate how they are used and the various limits and considerations to be applied in creating CFDs.

Statewide Community Infrastructure Program

The SCIP is a program of the California Statewide Communities Development Authority (Authority). The Authority is a joint powers authority sponsored by the League of California Cities (League of Cities) and the California State Association of Counties (CSAC). Membership in the Authority is open to every California city and county, and most are members. SCIP financing is available for development projects (Projects) situated in cities or counties that have elected to become SCIP participants (Local Agency). Eligibility to become a Local Agency requires only (a) membership in the League of Cities or CSAC, as the case may be, (b) membership in the Authority, and (c) adoption of a resolution making the election (SCIP Resolution).

Participation in SCIP entails submission of an application by the property owner of the project for which development entitlements either have been obtained or are being obtained from a Local Agency. For Projects determined to be qualified, SCIP provides non-recourse financing of either (a) eligible development impact fees payable to the Local Agency (Fees) or (b) eligible public capital improvements (Improvements) or both. Under certain circumstances, to be determined on a case-by-case basis, development impact fees payable to local agencies other than the Local Agency can be used as repayment for up-front funding.

Applicants benefit from SCIP because it allows them to obtain low-cost, long-term financing of fees and improvements, which can otherwise entail substantial cash outlays. A Local Agency benefits from SCIP because 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 Fees amounts and Improvements costs, benefiting both the applicants and the Local Agency.

Upon receipt of a completed application, the SCIP team reviews it to determine (a) eligibility of the fees and improvements for which the applicant seeks financing and (b) creditworthiness of the applicant and the Project. Once approved by the SCIP team, the application is countersigned by the Local Agency. Approved applications are aggregated for inclusion in the next round of financing authorization. Periodically, as warranted by the accumulation of approved applications, the Authority issues tax-exempt revenue bonds (Bonds). The proceeds from the Bonds are used to finance fees or improvements for qualifying Projects located throughout the state. For projects involving a sufficient amount of financing (generally \$5 million or more), a special series

of bonds may be issued to fund the project separately if the timing of issuance of a pooled financing does not suit the project, subject to approval of the Authority.

Revenues to pay debt service on the Bonds are derived by the Authority in one of two ways: (1) through the levy of special assessments on the parcels comprising the participating Projects by establishing one or more assessment districts pursuant to the Municipal Improvement Act of 1913 or (2) through the levy of special taxes on the Project parcels by establishing a CFD pursuant to the Mello-Roos Community Facilities Act of 1982. Absent circumstances which warrant a CFD, the Assessment District format has been and is expected to continue to be the customary basis for SCIP financing.

Municipal Credit and Financing Programs

In addition to land-secured financing districts, which derive funding exclusively from area-specific special assessments or special taxes, local governments may use a variety of more broadly based financing methods that can fund infrastructure directly or provide a basis of financing developer-based obligations. The City also can use its existing or new general or special taxes or service charges to fund infrastructure in one manner or another:

- **Establishment.** Creating new general or special revenues and any related issuance of bonds are limited by State Constitutional requirements and statutes that require voter approval of more than 50 percent for general taxes and two-thirds approval for special taxes (those earmarked for particular uses).
- **Role in Financing Strategy.** Citywide-based funding (and related bond issues) can be used to fund infrastructure pay-as-you-go, as a source of reimbursement, or to support a municipal bond issue to fund infrastructure or to close the initial funding gaps associated with development impact fee programs or land-secured financing programs.
- **Who Pays?** The incidence of burden of taxes or rates is on those paying; for example, sales taxes are paid by residents, businesses, and visitors to the City; transient-occupancy taxes are paid by visitors; rates are paid by those receiving utility services, etc. The rationale for the investment and general funding is that these households, visitors, and businesses will benefit from the investments made in infrastructure and the related economic development that is expected to ensue.
- **Limitations.** Use of existing general fund revenues is limited by existing demands to support municipal operations. Capitalizing general or special taxes (i.e., issuing bonds) typically involves voter approval for any "multi-year" funding obligation. Certificates of Participation (described below) offer a means for raising capital without creating such a multi-year obligation or voter requirement.
- **Integration with other Components.** Allocation of existing General Fund revenues or the creation of new general or special taxes can be integrated with fee and other developer-based financing efforts as a source of paying directly for a particular infrastructure item or class of items. These revenues and taxes also can provide "bridge" financing to fee programs or land-secured financing districts where there is a temporal funding gap anticipated. In such cases, the City's investment would be repaid with subsequent development impact fee or other project-based revenue sources.

General Obligation Bonds

A general obligation bond is a common type of municipal bond in the United States that is secured by a state's or local government's pledge to use legally available resources, including tax revenues, to repay bond holders. General obligation bonds are restricted to defined capital improvements. Most general obligation bonds at the local-government level include a pledge to levy a property tax to meet debt service requirements, in which case, holders of general obligation bonds have a right to compel the borrowing government to levy that tax to satisfy the local government's obligation. Because property owners usually are reluctant to risk losses because of unpaid property tax bills, credit rating agencies often consider a general obligation pledge to have very strong credit quality and frequently assign them investment grade ratings. If local property owners do not pay their property taxes on time in any given year, a government entity is required to increase its property tax rate by as much as is legally allowable in a following year to make up for any delinquencies. In the interim between the taxpayer delinquency and the higher property tax rate in the following year, the general obligation pledge requires the local government to pay debt service coming due with its available resources. In California, cities must secure a two-thirds voter approval to issue general obligation bonds.

Revenue Bonds

Cities and other local governments typically issue revenue bonds when they have access to a stable source of revenue such as municipal utility rates. Revenue bond funding is commonly paired with "connection charges" (a form of development impact fee) charged to new customers as they connect to the sewer or water utility service. Utility rates that fund revenue bonds can vary in a given jurisdiction if there are substantial differences in the costs of providing services to subareas of the City. Also, there can be rate surcharges to a given area if unique improvements are needed to serve the area.

Certificates of Participation

Government agencies acquire needed capital assets in one of two ways: (1) by purchasing the asset either in cash or through a bond financing arrangement or (2) entering into a rental agreement to obtain use, but not ownership of the asset, or to obtain use and ownership. Leasing, the most malleable of financing tools, can accommodate both options, without the requirement of voter approval. A common form of leasing, Certificates of Participation (COPs) offer a way to pay capital improvements and assets with a long-term lease-purchase agreement with a third-party leasing entity. Cities regularly enter into operating leases, or *true* leases, to rent property such as equipment and office space. And agencies execute lease-purchase agreements, or *tax-exempt* leases, to finance not only minor equipment procurements, but also the construction or acquisition costs of major capital projects, such as schools and courthouses. Tax-exempt leasing, often involving the sale of COPs, serves as an alternative to issuing municipal bonds. As new financing needs emerge and market conditions change, government agencies often find that their leasing powers provide more expedient access to the capital markets than their more limited powers to incur debt.

Private Placement

"Private placement" is the sale of securities (revenue bonds or COPs) to a relatively small number of select investors as a way of raising capital. Given current financial markets, municipal financial advisors have found that structuring private placement municipal debt is competitive

with more traditional municipal bond offerings. Investors involved in private placements are usually large banks, mutual funds, insurance companies, and pension funds. Private placement is the opposite of a public issue, in which securities are made available for sale on the open market. Because a private placement is offered to a few, select individuals, the placement does not have to be registered with the Securities and Exchange Commission. In many cases, detailed financial information is not disclosed and the need for a prospectus is waived. Finally, because the placements are private rather than public, the average investor is only made aware of the placement after it has occurred. As several potentially powerful industry groups are involved in Salinas' economic development, further exploration of this concept, in conjunction with the Community Development Corporation's concept discussed below, may have particular applicability in Salinas.

Infrastructure Financing Districts

Local agencies can establish an Infrastructure Financing District (IFD) (authorized by the Infrastructure Financing District Act, Government Code Section 53395, et. seq.) for a given project or geographic area of the jurisdiction. The IFD "captures" incremental increases of property tax revenues from future development that can be used for funding project-related infrastructure. Establishing an IFD can be rather complicated and requires approval by every local taxing entity that will contribute its property tax increment AND requires two-thirds voter approval to form the IFD and issue bonds. Only public capital facilities of communitywide significance may be financed; an IFD cannot be used to finance operations and maintenance expenses. Unlike former redevelopment tax increment funding, IFDs can use only the City's share of property tax increment (and any other agencies who agree to forego their share of tax increment). However, pending legislation (SB 33) seeks to modify current restrictive provisions of IFD law. IFDs could become a more viable funding and financing mechanism in the future, particularly if interagency partnerships can improve the amount of increment financing available.

State Infrastructure Bank

The California Infrastructure and Economic Development Bank (I-Bank) was created in 1994 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 pursuant to the Bergeson-Peace Infrastructure and Economic Development Bank Act (Government Code Sections 63000 et. seq.). The I-Bank is located in the Governor's Office of Business and Economic Development and is governed by a five-member Board of Directors.

The I-Bank has broad authority to issue tax-exempt and taxable revenue bonds, provide financing to public agencies, provide credit enhancements, acquire or lease facilities, and leverage State and Federal funds. The I-Bank's current programs include the Infrastructure State Revolving Fund (ISRF) Program, 501(c)(3) Revenue Bond Program, Industrial Development Revenue Bond Program, Exempt Facility Revenue Bond Program, and Governmental Bond Program. The I-Bank operates the ISRF Program, which is a statewide program that provides low-cost loans up to \$10 million per project to municipal governments for a wide variety of municipal infrastructure, including infrastructure needed to serve new development. An application is required for these loans, and loans require a stable and reliable source of repayment. If approved, loan repayment can be funded through a commitment of general fund revenues or a pledge of a particular revenue source, including citywide taxes or land-secured assessments or special taxes.

Community Development Corporation

As pertains to the loss of redevelopment, many cities are evaluating options for improving downtown and infill districts in lieu of tax increment financing. One recent trend that might be worthy of further exploration is a Community Development Corporation (CDC). CDCs in San Diego, Roseville, and other California cities have been structured as 501(c)(3) organizations with a Board of Directors independent of the City Council. In many cases, the organization's charter includes authorized activities, investment targets, criteria for investment, and other pertinent elements. However, seed funding may need to be at least partially derived from available City General Funds, which may be a difficult challenge as such resources are scarce in Salinas. Other funding sources may include private sources, such as a consortium of agri-industrial interests or other groups (e.g., the noted Irish Technology contingent).

Summary: Financial Levers Controlled by Jurisdictions

The table is set for the City to formulate a series of economic development policies that will encourage near-term investment to create additional jobs and local wealth in the City and region. These are some candidate strategies suggested by the available "tool kit" to be further developed by the City/consultant team:

- Fee waivers and deferrals with strategic use of land-secured debt, as described in detail in the preceding discussion.
- Reinvestment of project-related benefits (e.g., sales tax, property tax) can be a strong inducement to sought-after development, as long as proper analysis is conducted to ensure that all things considered, the City realizes fiscal benefits within a defined period of time.
- Inclusion of off-site improvements in the Capital Improvement Program. Where a larger project such as the Eastside Bypass has benefit throughout the City, consider inclusion as a broadly funded project in the City's Capital Improvement Program.
- Public/Private Partnerships. Particularly in infill locations, evaluate strategic and creative arrangements to fully use the public-sector toolkit (such as the techniques suggested above) to reduce risk and front-end costs to effectuate near-term development.
- Emerging funding techniques. For example, many major institutional investors such as CalPERS are engaged in "impact investing," where the notion of investing for economic, as well as societal, returns are key criteria. In some cases, it may make sense to evaluate a creative partnership between the public sector, private sector industry consortia, and a range of available grant and loan sources to capitalize a CDC or other entity that is related to but distinct from the City to help target strategic investments in Salinas that deliver maximum "bang for the buck."

Community Outreach Summary

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APPENDIX

To: Doug Yount, Project Manager- City of Salinas General Plan Economic Development Element

CC: EMC Planning Group

From: Kristina Chavez Wyatt, President- Farmhouse Communications

Subject: Community Outreach and Engagement Update- November 5, 2013

Per your request, the following is a top-line summary of the community outreach and engagement efforts completed to date in support of the City of Salinas General Plan Economic Development Element (EDE) as conducted by Farmhouse Communications and the EDE Outreach & Engagement Team including project staff, the Salinas Planning & Research Corporation (SPARC), Communities Organized for Relational Power in Action (COPA) and Building Healthy Communities.

The goal of the community outreach component of the City of Salinas Economic Development Element is to reach and effectively engage the diverse Salinas community via council member district and neighborhood leadership, stakeholder organizations and the community at large. Critical to this work has been the collaboration with internal and external stakeholders to maximize impact and utilization of time, energy and resources.

Summary and detailed description of the process to date:

- Developed a strategy and mechanisms for the organization of a grassroots, community wide outreach program including key stakeholders within the Salinas region, City board, committees, committees, Latino/Spanish speaking community, public agencies, business and community organizations.
 - Developed and managed of a custom stakeholder contact and analysis database of 659 individuals, representing nearly 341 agencies/interests.
 - Coordinated efforts of the Salinas General Plan Economic Development Element Project Community Outreach & Engagement Team including City Staff, Project Manager Doug Yount, Peter Kasavan, representing the Salinas Planning and Research Corporation (SPARC), Kristina Chavez Wyatt of Farmhouse Communications and Joaquin Sanchez for Communities Organized for Relational Power in Action (COPA).
- Mobilized the key stakeholders- community leaders, neighborhood groups, organizations, faith, education and business communities.
 - Working with City staff and project team to orient the Mayor and Council and work to engage their constituencies utilizing various communications tools and relational connections.
 - Identifying key leaders and stakeholders in the diverse Salinas community and the various mechanisms to orient and engage them in the project.
 - Accounting for contact, response and engagement via database management.
 - Facilitated the development and distribution of project information and communications in English and Spanish.
 - Coordinated presentations and focused interview sessions
- Presentations given to:
 - Salinas United Business Association (SUBA)
 - Salinas Valley Chamber of Commerce
 - Oldtown Salinas Association
 - Rotary Clubs of Salinas and Salinas, Alisal
 - City of Salinas Department Directors
 - Chinatown Community Board
 - Monterey County Association of Realtors- Local Government Relations Committee
 - Monterey County Farm Bureau Board of Directors
 - Grower-Shipper Association & Monterey County Farm Bureau Land Use Committees (11/6)

- Interview Sessions- Individual and Focused Groups
 - Oldtown Salinas Association Board of Directors/staff
 - Land Owners, developers, representatives- future growth area, Brian Finegan, Richland Communities, Chris Steinbruner, Mark Kelton, Ray Harrod, Jr., Thrust IV, Andrew Ausonio
 - Monterey County- Resource Management, Ag Commissioner & Economic Development Departments
 - Organized Labor- Building & Construction Trades, IBEW, Carpenters, Central Labor Council
 - Affordable housing, land use and healthy communities- CHISPA, Monterey County Health Department, Center for Community Advocacy (CCA), Building Healthy Communities/California Endowment, Action Council, Central Coast Center for Independent Living, Community Foundation for Monterey County, Salinas LULAC
 - Sustainability/environment/conservation- LandWatch, Ag Land Trust, Big Sur Land Trust
 - Safety & jobs- Rancho Cielo, Monterey County Hospitality Association, Monterey County Joint Gang Task Force
 - Agriculture / Land Owners- Taylor Farms, Monterey County Farm Bureau, wineries, Ag Against Hunger, California Women for Agriculture- Salinas Valley Chapter
 - Business- Steinbeck Innovation Cluster (represented by Dennis Donohue), Salinas Valley Chamber of Commerce
 - SUBA board of directors, staff
 - Education- Salinas High School District, Hartnell College, CSUMB
 - Retail- Harden Ranch, Northridge Mall, Shaw Development, Auto Center
 - Construction- Belli Architectural Group, Kleinfelder, Graniterock, Don Chapin Company, Ausonio Construction, American Institute of Architects- Monterey Bay Chapter, Salinas Valley Chamber of Commerce Business Development Task Force, Monterey County Permit Streamlining Committee
 - Salinas Valley Memorial & Natividad Hospitals
 - Public agencies- LAFCO, TAMC
 - Planned:
 - St. Mary of the Nativity Catholic Church
 - Sacred Heart catholic Church
 - CSUMB Service Learning Institute
 - Salinas Soccer Leagues
 - St. George's Episcopal Church
 - Grower Shipper Association & Monterey County Farm Bureau Land Use Committees
 - Central Coast Young Farmers and Ranchers
 - Salinas LULAC & LULAC Youth
 - Groups of high school and college students

- A Ciclovía outreach, engagement & activity booth was coordinated by Building Healthy Communities on Sunday, October 6 10AM-2PM

- Hosted 4 large group committee and public workshops
 - Drafting and circulating press release, social media announcements.
 - Placing meeting notices & information in organizational and community newsletters (Salinas Valley Chamber of Commerce, SUBA, Monterey County Farm Bureau, etc.)
 - Designing, distributing and posting flyers to encourage participation in workshops.
 - Identifying what communications require distribution in Spanish, managing the development and distribution of such communications.
 - Coordinating meeting facilities throughout the City- equipment, refreshments, sign in

- Resource Group #1 Wednesday, August 28 630-9PM National Steinbeck Center
 - 57 Attendees, 305 direct invitees (via email, organizational announcements)
 - Representing: City of Salinas, Salinas Valley Chamber of Commerce, SUBA, Oldtown Salinas, Salinas Planning & Research Corporation (SPARC), Faith Community, Developers, Regulators- MBUAPD, Monterey County Business Council, Public interest- COPA, CHISPA, CCA, CA Endowment, Mo Co Health & RMA Salinas Neighborhood Association, Salinas Downtown Community Board / Chinatown renewal, Sustainable Salinas, Arts, Business owners/managers, Education, Agriculture, Labor, Utilities- CalWater, SVSWA, Republic Services, Representative for Assemblymember Alejo, Finance, Real Estate, Construction, Bill Carrothers, Council member Tony Barrera

- Resource Group #2 Monday, September 23 6:30pm-9pm Cesar Chavez Library
 - 54 Attendees, 388 direct invitees (via email, organizational announcements)
 - Representing: City of Salinas, COTR, Comunidad Cristiana, Landwatch Monterey County, Building Healthy Communities, Police Advisory Committee, California Rural Legal Assistance, Poder Popular, L+G Attorneys, Salinas Valley Chamber of Commerce, Salinas Planning & Research Corporation (SPARC), Oldtown Salinas Association, Redevelopment Advisory Committee, Airport Commission, County Health Department, Historic Resource Board, Realtor, Monterey County Business Council, Blue Ribbon Task Force, Center for Community Advocacy, Dorothy's Place/Chinatown, Northridge Mall, Measure V Oversight Committee, Library & Community Services Association, Salinas Neighborhood Association, Farm Bureau, Design Review Board, Salinas Valley Memorial Hospital, SVSWA, US Green Building Council- Monterey Bay Chapter, Hartnell College, Bill Carrothers, Council Member Tony Barrera.

- Resource Group #3 / Public Workshop
 - 72 attendees, 457 direct invitees, publicly noticed and promoted(via email, organizational announcements, social and traditional media outlets)
 - Representing: City of Salinas, residents and business owners, commercial property brokers & owners, planning/engineering consultant, land use attorney, Traffic & Transportation Committee, construction, developers, agriculture, SVSWA, Center for Community Advocacy, Salinas Planning & Research Corporation (SPARC), Monterey County Business Council, US Green Building Council- Monterey Bay Chapter, Buddhist Temple of Salinas, Northridge Mall, Cooley Development, Shaw Development, Sustainable Salinas, realtor, bank, Bill Carrothers, Joe Vierra, Hans Jongens, Univision, The Salinas Californian, Council Members Kimbley Craig and Steve McShane.

- Resource Group #4 planned for Wednesday, December 11 6:30PM-9PM Northridge Mall Community Meeting Room- to be catered by BJ's Restaurant & Brewhouse

- Ensured consistency with new City branding- Logo, Taglines, Storyline Development-
 - Building on PR branding and marketing work conducted for the City by consultants including Avant Marketing, Boots Road Communications, Development Counsellors International and the Steinbeck Innovation Cluster.

- Coordinated, organized and supported EDE team, SPARC, COPA efforts with the City Council, leadership, staff-
 - Compiled general information and disseminate to community, targeted constituencies via- traditional (print, radio) and social media, City website, email newsletters & notices, utility billings, word-of-mouth, direct mailings, flyers, community bulletins, meeting announcements etc.
 - Developed comprehensive information kit materials in English & Spanish

- Conducted media orientation, editorial coordination with local and regional media outlets (SPARC, consultants, City staff and leadership). Development and distribution of press releases, media advisories and calendar alerts with direct contact follow-ups.
 - Salinas Californian & El Sol
 - Monterey County Herald
 - Monterey County Weekly
 - English TV- KION/KCBA, KSBW
 - Spanish TV- Univision & Telemundo
 - English Radio- KION 1460AM, NPR/KAZU 90.3FM
 - Spanish Radio- KHDC Radio Bilingue, La Preciosa

- Generating social media activity- Facebook notices, event promotion, proposal discussion
 - Developing, monitoring and managing of a Facebook event page, driving interest to the City website.
 - Cross-posting to:
 - City of Salinas Facebook (unknown administrator/owner)
 - Salinas Valley Chamber of Commerce
 - Salinas Neighborhood Watch
 - Rotary Club of Salinas
 - Salinas Valley Democrats
 - Monterey County Young Professionals Group
 - Monterey County Farm Bureau
 - Salinas Valley Business Women's Network
 - Salinas LULAC

- Launched a Constant Contact (online mass email marketing program) email newsletter event invite development and distribution program- securing online account, acquiring contact data, developing and designing content for distribution, tracking open rates, etc.
 - Worked with city IT staff to ensure distributions sourced from City staff email address and safe delivery to City email addresses

- Coordinated web presence/page- Collaborated with the project team and city staff (IT & Planning) to develop a project and community engagement page on the City economic development website BusinessinSalinas.com.
 - Teamed with City contractor Boots Road Communications to develop and manage a project information page

- Circulated community survey instrument, inspire and coordinate response.
 - Worked with the project team to refine interview/survey instrumentation and Spanish translation.
 - Working through various communications avenues to distribute surveys.
 - Tracked response, encouraged completion and facilitated submission

Salinas EDE Media Summary

Spanish TV

KSMS TV 67 Univision October 15 6:05PM <http://www.ksmstv.com/2013/10/17/desarrollo-economico/>
(Entravisión) Salinas, CA., La municipalidad de Salinas organizó reunión comunitaria para invitar a la población en general para participar en el proceso del plan de desarrollo económico.

Telemundo 23 <http://www.telemundo23.com/story/23365389/city-wants-salinas-to-prosper-with-economic-plan>

Spanish Radio

Erica Padilla-Chavez was interviewed Tuesday, October 15 from 10:30am-11am on KHDC 90.9 FM Radio Bilingue where she promoted the workshop, encouraged participation and fielded calls from community members and business owners.

English TV

TV KION 46/KCBA 35

<http://www.kionrightnow.com/global/video/flash/popupplayer.asp?vt1=v&clipFormat=flv&clipId1=9420983&at1=News&h1=SALINAS%20ECONOMIC%20DEVELOPMENT&flvUri=&partnerclipid=&rnd=27483060>

<http://m.kionrightnow.com/w/localnews/story/99233292/>

<http://www.kionrightnow.com/Global/story.asp?S=23365389>

English Print

Monterey County Herald: Salinas looking for public input on economic development

Goal is to gain input on strategy By JIM JOHNSON

Posted: 10/15/2013 05:30:15 PM PDT

http://www.montereyherald.com/localnews/ci_24317522/salinas-looking-public-input-economic-development#

With creation of a "roadmap for the future prosperity" of the city well under way, Salinas residents will get a chance to have their say.

The city and its consulting team will host a public workshop Wednesday to solicit community input on the city's draft economic development element, which will precede a planned update of the Salinas city general plan. The workshop is 6:30 to 9 p.m. in the Santa Lucia Room of the Salinas Community Center at Sherwood Hall, 940 North Main St. in Salinas. Doug Yount, the city's economic development element project manager, said the goal is to get input on a strategy for "sustainable prosperity, based on our natural strengths and future opportunities to ensure a healthy and safe community." Yount, a former Marina city official, was hired as an independent consultant by the city earlier this year to guide the \$300,000 planning effort. It is being funded by a combination of Capital One funds and city general fund money.

The workshop will feature an update from the city's economic development element team of city staff, consultants led by the EMC Planning Group, resource group participants and the community sponsor — the Salinas Planning and Research Corporation (SPARC).

Wednesday's workshop is the only one scheduled as part of a broader public outreach effort aimed at developing a vision to guide the city's economic development strategy. That includes future city council public hearings, meetings of city committees, commissions and boards, and community group presentations and other public events.

Yount said the draft is expected to be a comprehensive strategy designed to guide the full range of city policies. Rather than simply a policy document, Yount said, the element will include economic development plans that implement its core strategies, goals and priorities, as well as a set of key economic indicators to gauge progress.

"What's really important is this is not a plan that will be put on the shelf," public outreach consultant Kristina Chavez Wyatt said. "This is going to directly affect (the city)."

A focus of the economic development process has been on developing agricultural technology to diversify the city's economy, as well as improving the city's business atmosphere through efforts to create a healthier and safer community. The goal is to approve a draft element by the spring, about a year after the process began, followed by a required full environmental impact report, which has not been paid for.

For information, see www.businessinsalinas.com/About-Us/City-of-Salinas-General-Plan-Economic-Development.aspx.

Salinas Californian: Salinas seeks public's input for economic future
Written by D.L. Taylor
Oct. 15, 2013 | thecalifornian.com
<http://www.thecalifornian.com/apps/pbcs.dll/article?AID=2013310150015>

Economic experts have their vision of a future Salinas, now it's the public's turn. Leaders from an ambitious project to create more jobs, lure more businesses to Salinas and set the foundation for sustainable economic growth for decades to come will turn to the public Wednesday for its views and suggestions on the best ways to capture and grow the city's natural economic drivers. The city of Salinas will host the workshop on the proposed Economic Development Element of the city's General Plan – or EDE – from 6:30 p.m. to 9 p.m. Wednesday in the Santa Lucia Room of the Salinas Community Center/Sherwood Hall, 940 North Main Street. Attendees will receive a project update from city staff, consultants and the sponsor, the Salinas Planning and Research Corporation, or SPARC. The project includes economic attributes not often associated with business development, such as creating a sense of well-being and prosperity among residents of Salinas. In that vein, attendees will participate in exercises to help define what constitutes well-being and prosperity among workers.

Spanish translation services will be available.

"We are seeking input on sustainable prosperity, based on our natural strengths and future opportunities to ensure a healthy and safe community," said Doug Yount, the project manager and a consultant with the city.

So while avenues such as agriculture technology will be explored, so will public safety and health of the workforce and the families of workers that will be at the heart of any sustainable economic growth. The plan will eventually be a "chapter" or element in the city's updated General Plan, which directs everything from growth and zoning to investments and land use. General Plans are typically updated every 10 years, and Salinas' plan was last updated in 2002.

That aspect of the project is important because once it becomes part of the General Plan, it will carry the weight of written policy that will direct current and future elected officials. In addition to SPARC and Yount, other regional consultants include EMC Planning Group; Applied Development Economics; Economic and Planning Systems, Inc.; Farmhouse Communications; and City Design Collective.

Salinas Californian: An ambitious economic project
Salinas is driving foundation of written policies to carry it forward for decades
Written by D.L. Taylor
September 4
(See attached)

Calendar listings

Monterey County Weekly

http://www.montereycountyweekly.com/calendar/event_6a274e2c-3106-11e3-9d4b-0019bb30f31a.html

Salinas Californian

<http://search.thecalifornian.com/localevents/event/100/39387-Salinas-Public-Workshop-Proposed-General-Plan-Economic-Development>

KAZU NPR 90.3 FM

<http://events.publicbroadcasting.net/kazu/events.eventsmain?action=showEvent&eventID=1433960>

Facebook

<https://www.facebook.com/events/241688195980899/>



PRESS RELEASE

FOR IMMEDIATE RELEASE

DATE OF RELEASE: October 2, 2013

CONTACT NAME: Doug Yount

CONTACT TITLE: Project Manager, General Plan Economic Development Element

CONTACT INFORMATION: 65 W. Alisal Street, Salinas, CA 831.775.4246 doug.yount@ci.salinas.ca.us

SUBJECT: Salinas to Hold Public Workshop on Economic Development October 16

Salinas, California – The City of Salinas will hold a public workshop on the City's proposed General Plan Economic Development Element (EDE) on Wednesday, October 16 from 6:30 pm to 9:00 pm in the Santa Lucia Room of the Salinas Community Center/Sherwood Hall at 940 North Main Street.

The workshop will feature an update from the EDE team of City staff, consultants, EDE Resource Group participants and the community sponsor, Salinas Planning and Research Corporation (SPARC). Attendees will also engage in exercises to help define community wellbeing and prosperity.

Spanish translation services will be available.

“We are seeking input on sustainable prosperity, based on our natural strengths and future opportunities to ensure a healthy and safe community,” said Project Manager Doug Yount.

The proposed EDE is an integrated strategy to achieve those results. The strategy will identify policies, goals and objectives necessary to guide future public sector and private sector actions, and will contain a vision, land use map and list of recommended actions to ensure that vision becomes reality. The EDE is also a tool to better understand and define the baseline economic conditions from which to build.

A critical aspect of the development of the EDE is extensive community and public agency outreach and engagement, aimed at developing a united vision to guide strategy. Participants in the process will include the City of Salinas, public agencies, community leaders, interest groups and members of the public.

“The City Council is committed to working with the community in planning for our city’s future,” said Mayor Joe Gunter. “We want to make sure people have every opportunity to get involved and help us all succeed together.”

Future outreach and engagement activities will include meetings of the City Council, City committees, the EDE Resource Group, commissions and boards, along with community group presentations and other public gatherings.

The proposed EDE is being prepared in advance of a future City General Plan Update, and is subject to the requirements of the California Environmental Quality Act (CEQA), public participation and City approval processes.

Additional information can be found on the City’s Economic Development Element webpage at <http://www.businessinsalinas.com/About-Us/City-of-Salinas-General-Plan-Economic-Development.aspx>.

Disabled persons requiring accommodation in order to participate in the meeting may contact Community and Economic Development Department, City of Salinas, 65 West Alisal Street, Salinas, CA 93901, (831) 758-7206. Hearing impaired or TTY/TDD text telephone users may contact the City by dialing 711 for the California Relay Service (CRS) or by telephoning any other service providers' CRS telephone number.

AVISO IMPORTANTE, SI DESEA UNA TRADUCCION DE ESTE AVISO, FAVOR DE LLAMAR AL NUMERO (831) 758-7206 DENTRO LAS HORAS DE 7:30 a.m. Y 5:30 p.m., DE LUNES A JUEVES.



COMUNICADO DE PRENSA

PARA DISTRIBUCIÓN INMEDIATA

FECHA DE LA PUBLICACIÓN: 7 de octubre de 2013

NOMBRE DEL CONTACTO: Doug Yount

CARGO DEL CONTACTO: Administrador del Proyecto, Elemento de Desarrollo Económico del Plan General

INFORMACIÓN DEL CONTACTO: 65 W. Alisal Street, Salinas, CA 831.775.424 doug.yount@ci.salinas.ca.us

TEMA: Salinas celebrará el 16 de octubre un taller público sobre el desarrollo económico

Salinas, California – La Municipalidad de Salinas celebrará un taller público sobre el Elemento de Desarrollo Económico (EDE) del Plan General de la Municipalidad el miércoles, 16 de octubre de 6:30 a 9:30 p.m. en la sala Santa Lucía de Salinas Community Center/Sherwood Hall en el 940 North Main Street.

En el taller se presentarán las últimas novedades del equipo del EDE compuesto por el personal de la Municipalidad, asesores, integrantes del grupo de especialistas del EDE y el patrocinador de la comunidad, la Sociedad Anónima de Planeación e Investigación de Salinas (Salinas Planning and Research Corporation - SPARC). Los asistentes también participarán en ejercicios para ayudar a definir el bienestar y la prosperidad de la comunidad.

Se ofrecerán servicios de interpretación al español.

“Buscamos la opinión sobre la prosperidad sostenible basada en nuestras fortalezas naturales y oportunidades futuras a fin de garantizar una comunidad saludable y segura” señaló el Administrador de Proyecto, Doug Yount.

El EDE propuesto consiste en una estrategia integrada para lograr dichos resultados. La estrategia identificará políticas, metas y objetivos necesarios para guiar las medidas que los sectores público y privado tomen en el futuro, y contendrá una visión, un mapa de la utilización de las tierras y una lista de las medidas recomendadas para garantizar que dicha visión se convierta en realidad. El EDE constituye también una herramienta para entender mejor y definir las condiciones económicas básicas sobre las cuales se trabajará.

Un aspecto crítico del desarrollo del EDE consiste en extensos alcances exteriores y participación en la comunidad y en organismos públicos, con el objetivo de crear una visión unificada para guiar la estrategia. Los participantes del proceso serán la Municipalidad de Salinas, organismos públicos, líderes de la comunidad, grupos de intereses y miembros del público.

“El Consejo Municipal promete trabajar con la comunidad en la planeación del futuro de nuestra ciudad” acotó el alcalde, Joe Gunter. “Deseamos cerciorarnos de que la gente tenga la oportunidad de participar y de ayudarnos a triunfar juntos”.

En el futuro, las actividades de alcance exterior y participación incluirán reuniones del Consejo Municipal, de los comités municipales, del grupo de especialistas del EDE, de comisiones y de juntas directivas, conjuntamente con ponencias colectivas y demás reuniones públicas.

El EDE propuesto se está preparando antes de una futura Actualización del Plan General Municipal, y está sujeto a los requisitos de la Ley de Calidad Ambiental de California (California Environmental Quality Act - CEQA), de la participación del público y de los procesos de aprobación de la Municipalidad.

En la página electrónica del Elemento de Desarrollo Económico de la Municipalidad se encuentra información adicional:

<http://www.businessinsalinas.com/About-Us/City-of-Salinas-General-Plan-Economic-Development.aspx>.

Las personas minusválidas que necesiten modificaciones para participar en la reunión, pueden comunicarse con el Departamento de Desarrollo Económico y Municipal (Community and Economic Development Department) de la Municipalidad de Salinas, 65 West Alisal Street, Salinas, CA 93901, (831) 758-7206. Las personas con problemas de audición o los usuarios de teléfonos de texto o dispositivos de telecomunicación para sordos pueden llamar a la Municipalidad marcando el 711 para recibir el Servicio de Relevo de California (California Relay Service - CRS), o bien, llamar al número telefónico de cualquier otro proveedor de servicios de relevo.

AVISO IMPORTANTE: SI DESEA UNA TRADUCCIÓN DE ESTE AVISO, POR FAVOR LLAME AL (831) 758-7206 DE 7:30 a.m. a 5:30 p.m., DE LUNES A JUEVES.



General Plan Economic Development Element PUBLIC WORKSHOP

**6:30pm – 9:00pm Wednesday, October 16
Salinas Community Center / Sherwood Hall Santa Lucia Room
940 North Main Street, Salinas**

Receive an update on work-to-date the City leadership and the EDE team of staff, consultants, Resource Group subcommittee leadership and community sponsor, Salinas Planning and Research Corporation (SPARC) on preparation of the proposed Salinas General Plan Economic Development Element.

Engage in exercises to help define community wellbeing, prosperity and land use vision map based on our natural strengths and future opportunities to ensure a healthy and safe community.

Elemento de Desarrollo Económico del Plan General TALLER PÚBLICO

**de 6:30 a 9:00 p.m. miércoles, 16 de octubre
Centro Comunitario de Salinas / Sherwood Hall, Sala Santa Lucía
940 North Main Street, Salinas**

Reciba las últimas novedades sobre el trabajo que hasta la fecha los dirigentes municipales y el equipo del EDE, compuesto por el personal, asesores, dirigentes del subcomité del grupo de especialistas y el patrocinador de la comunidad, la Sociedad Anónima de Planeación e Investigación de Salinas (Salinas Planning and Research Corporation - SPARC), han realizado para preparar el Elemento de Desarrollo Económico del Plan General.

Participe en ejercicios para ayudar a definir el bienestar, la prosperidad y el mapa de visión de utilización de tierras de la comunidad, basado en nuestras fortalezas naturales y oportunidades futuras, para garantizar una comunidad saludable y segura.

AVISO IMPORTANTE, SI DESEA UNA TRADUCCION DE ESTE AVISO, FAVOR DE LLAMAR AL
NUMERO (831) 758-7241

DENTRO LAS HORAS DE 7:30 a.m. Y 5:30 p.m. DE LUNES A JUEVES.

Disabled persons requiring accommodation in order to participate in the meeting may contact Community and Economic Development Department, City of Salinas, 65 West Alisal Street, Salinas, CA 93901, (831) 758-7206. Hearing impaired or TTY/TDD text telephone users may contact the City by dialing 711 for the California Relay Service (CRS) or by telephoning any other service providers' CRS telephone number.



SPARC
SALINAS PLANNING
AND RESEARCH CORPORATION



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831.204.8558 831.204.8558

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#PositiveSalinas: City Wants Salinas to Prosper With Economic Plan

Posted: Sep 06, 2013 7:06 PM PDT

Updated: Sep 06, 2013 7:40 PM PDT

By Cassandra Arsenault - [email](#)

SALINAS, Calif - The Economic Development Element Plan has been in the works since June. The main focus of the plan is safety, jobs, and health. These three areas are the ingredients for a recipe of success for Salinas. Peter Kassavan and Doug Yount, both heavily involved in the project, say this program is unlike past economic plans because they encourage public participation.

Doug Yount says, "We want to get as many viewpoints, interest, and opinions surveyed so that we can put those into the plan. This plan will rely heavily on what the community needs and wants."

This plan is different because they want to focus on every corner of Salinas, so that every area is being used to it's full potential. In the past, Salinas has had opportunities slip through it's fingertips.

"An Ag-Tech company looked into coming to Salinas, and this is where they wanted to be, but Salinas couldn't accommodate them, so they moved to Gilroy", says Kassavan.

Kassavan says this plan will help regulate land use policies to attract more business so that Salinas economy will prosper.

If you want to give your input, or be a part of the discussion [click here.](#)

Advertisement



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How Seniors Can Scoop Up Free \$20,500 Checks (See If You Qualify)



New Rule in California: If you pay for car insurance you better read this...



What happens to your body when you take a free testosterone supplement?



Homeowners in California may be eligible for 2.75%(2.86% APR) refinance rate for most credit tynes

Event Details

Salinas Public Workshop: Proposed General Plan Economic Development

Avg. Rating:

Sherwood Hall

940 N Main St., Salinas, CA 93906
Santa Lucia Room
Phone: 831.775.4246

Wednesday, Oct. 16 6:30 p.m. - 9:00 p.m.



[Add to my calendar](#)

Ticket Pricing: Complimentary

The workshop will feature an update from the team of City staff, consultants, EDE Resource Group participants and the community sponsor, Salinas Planning and Research Corporation (SPARC). Attendees will also engage in exercises to help define community wellbeing and prosperity. Spanish translation services will be available. We are seeking input on sustainable prosperity, based on our natural strengths and future opportunities to ensure a healthy and safe community.

[visit website](#)

Additional links: <http://www.businessinsalinas.com/About-Us/City-of-Salinas-General-Plan-Economic-Development.aspx>

Category(ies): [Business](#) ,23 [Community](#) ,23 [Neighborhoods](#) ,23 [Speakers](#) ,23 [Agriculture](#) ,23 [Meetings](#) ,23 [Public Safety](#) ,23 [Wellness](#) ,23 [Public Affairs](#) ,23 [Government](#)

North Salinas Family Friendly: Yes **Ages:** All Ages

Parking: Parking is available in the Community Center Parking lot.

Registration: No registration is required.

Sponsors: The workshop is sponsored by the City of Salinas, the Salinas Economic Development Element Resource Group subcommittee, the non-profit Salinas Planning and Research Corporation (SPARC), EMC Planning Group (EMC), Applied Development Economics (ADE), Economic and Planning Systems, Inc. (EPS), Farmhouse Communications, City Design Collective (CDC), and Communities Organized for Relational Power in Action (COPA) as well as City staff and Doug Yount, a project management consultant in the Community and Economic Development Department. A critical aspect of the development of the element includes a rigorous community and public agency outreach and engagement process aimed at developing a united vision for a prosperous, healthy community to guide the preparation of the Element. Participants in the process will include

THE SALINAS A GANNETT COMPANY

Californian

Today's
forecast, 16A

72°
High
Low
55°

theCalifornian.com

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[theCalifornian.com/facebook](https://facebook.com/theCalifornian)

NEWS, 3A

Local anti-war
group plans
Syria protest



SPORTS, 13A

Hartnell
football
tackles 2013

LIVING, 1B

Mirror image
binds mothers
& daughters

September 4, 2013

Wednesday

Serving Monterey County Since 1871

An ambitious economic project

Salinas is driving foundation of written policies to carry it forward for decades

By D.L. Taylor

dtaylor@thecalifornian.com

An ambitious project with a lofty goal of creating more jobs and luring more businesses is underway in the city of Salinas, a project that will not just set

goals, but carry the weight of written policy.

Called the Economic Development Element, the plan will eventually be a "chapter" or element in the city's updated General Plan, which directs everything from growth and zoning to

investments and land use. General Plans are typically updated every 10 years, and Salinas' plan was last updated in 2002.

"It will be a set of policies and actions that are designed to ensure the future prosperity of Salinas," said Doug Yount, the pro-

ject manager and a consultant for the city.

Last week the group devising the element sat down on back-to-back days to interview "resource groups" – representatives from a number of facets of the broader Salinas community.

Education, youth programs, public safety, business, labor, housing, public health and the environment are among the interests the group is seeking input from. Yount said the more than 300 invitations were sent out to a diverse group of commu-

See PROJECT, Page 3A

Project

Continued from Page 1A

nity leaders and advocates.

The need for an economic development element in the General Plan has been championed by Salinas City Manager Ray Corpuz.

"Salinas has a city manager who understands and has been successful in economic development in other communities," Yount said.

Corpuz has gathered together a team composed of Yount and Ian Wolfe Ross, principal of City Design Collective in Oakland, an urban design firm that assists cities in developing a vision of their futures based on their physical, economic and cultural assets. The firm also prepares policies and regulations city councils can adopt to implement the visions.

"We are looking at the region and seeing what economic trends can position the city well in these trends," Ross said. "The agricultural base is the driving the economic force, so we would want to maximize the role of

Salinas in that strategic position."

Also on the development team is Erica Padilla Chavez, who heads up outreach, collaboration, health elements and policy development for the Monterey County Health Department; Michael Groves, principal of EMC Planning in Monterey; Joaquin Sanchez, lead organizer for Communities Organized for Relational Power in Action; Alfred Diaz-Infante, president of CHISPA, the Salinas affordable housing organization, and Peter Kasavan, a Salinas architect representing the Salinas Planning and Research Corporation.

As an example of how the process incorporates the various elements of the community, Padilla Chavez notes that economics play a key role and is a determinant of the health and well being of a community.

"Research shows that when a community has a strong, diverse economy, opportunities present themselves to live a healthy life," she said. "When you bring a strong economy to a household, you increase access to health services. Econom-

ic opportunity is a determinant of health."

The development group will continue to hold resource group meeting through September and October, while also developing a preliminary "vision map." By November a final draft of the vision plan will be in place and a month later a draft Economic Development Element will be ready to put out for public review. Comments and concerns will be gathered and put in a final draft by March that will be ready to put in front of the City Council, which will provide direction for a final document.

Of course, all the various stakeholders have their own priorities and visions of how to develop, sustain and revitalize the Salinas economy. But Yount noted that common themes tend to come out in the planning process.

"Our hope is that the themes will lead to consensus," he said.

Dennis L. Taylor writes about economic issues for The Californian. Follow him on Twitter @taylor_salnews.

leadership of the City of Salinas (elected and appointed officials, staff), regional regulators and public agencies, community leaders and community members.

Organizations: City of Salinas



Speakers: Doug Young, Project Manager, Pam Ross, City Design Collective, Peter Kasavan, SPARC Joaquin Sanchez, COPA Doug Svensson, ADE

Detailed Agenda: The workshop will feature an update from the EDE team of City staff, consultants, EDE Resource Group participants and the community sponsor, Salinas Planning and Research Corporation (SPARC). Attendees will also engage in exercises to help define community wellbeing and prosperity.

THE SALINAS A GANNETT COMPANY
Californian

Today's forecast, 10A

77° High
 47° Low

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LOCAL NEWS, 3A
More Ord burns slated this week



SPORTS, 7A
Mattingly, LA all smiles in Game 3 win

LIVING, 1B
Pumpkin soup rules in chilly October

October 15, 2013

Tuesday

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Salinas seeks public's input

Leaders of a major economic development project want the public to weigh in

By D.L. Taylor
 dtaylor@thecalifornian.com

Economic experts have their vision of a future Salinas, now it's the public's turn.

Leaders from an ambitious project to create more jobs, lure more businesses to Salinas and set the foundation for sustainable economic growth for decades to come will turn to the public Wednesday for its views and suggestions on the best ways to capture and grow the

city's natural economic drivers. The city of Salinas will host the workshop on the proposed Economic Development Element of the city's General Plan - or EDE - from 6:30 p.m. to 9 p.m. Wednesday in the Santa Lucia Room of the Salinas Community Center/Sherwood Hall, 940 North Main Street.

Attendees will receive a project update from city staff, consultants and the sponsor, the Salinas Planning and Research Corporation, or SPARC. The

project includes economic attributes not often associated with business development, such as creating a sense of well-being and prosperity among residents of Salinas. In that vein, attendees will participate in exercises to help define what constitutes well-being and prosperity among workers.

Spanish translation services will be available.

"We are seeking input on sustainable prosperity, based on our natural strengths and future opportunities to ensure a healthy and safe community," said Doug Yount, the project manager and a consultant with

the city.

So while avenues such as agriculture technology will be explored, so will public safety and health of the workforce and the families of workers that will be at the heart of any sustainable economic growth. The plan will eventually be a "chapter" or element in the city's updated General Plan, which directs everything from growth and zoning to investments and land use. General Plans are typically updated every 10 years, and Salinas' plan was last updated in 2002.

That aspect of the project is important because once it becomes part of the General Plan,



Doug Yount

it will carry the weight of written policy that will direct current and future elected officials. In addition to SPARC and Yount, other regional consultants include EMC Planning Group; Applied Development Economics; Economic and Planning Systems, Inc.; Farmhouse Communications; and City Design Collective.

The strategy will identify
See INPUT, Page 3A

Input

Continued from Page 1A

policies, goals and objectives to guide both public sector and private sector actions, and will contain a vision, land-use map and list of actions to make sure the ultimate vision becomes reality. The Element will also be tool to clearly understand what the economic conditions affect Salinas.

During the past couple of months, the EDE team has assembled “resource groups” comprising representatives from education, youth programs, public safety, business, labor, housing, public health and the environment to understand what their needs and concerns are.

“The City Council is committed to working with the community in planning for our city’s future,” said Salinas Mayor Joe Gunter. “We want to make sure people have every opportunity to get involved and help us all succeed together.”

Also on the development team is Erica Padilla Chavez, who heads up outreach, collaboration, health elements and policy development for the Monterey County Health Department; Michael Groves, principal of EMC Planning in Monterey; Joaquin Sanchez, lead organizer for Communities Organized for Relational Power in Action; Alfred Diaz-Infante, president of CHISPA, the Salinas affordable housing organization; and Peter Kasavan, a Salinas architect with SPARC.

Ian Wolfe Ross, principal of City Design Collective in Oakland, an urban design firm that assists cities in developing



Ian Wolfe Ross, principal of City Design Collective in Oakland, advocates for leveraging the agriculture base in Salinas. PROVIDED/CITY DESIGN

a vision of their futures based on their physical, economic and cultural strengths, said agriculture is a leading contender upon which the local economy can build.

“We are looking at the region and seeing what economic trends can position the city well in these trends,” Ross said. “The agricultural base is the driving the economic force, so we would want to maximize the role of Salinas in that strategic position.”

For example, a reoccurring theme so far in the process has been the opportunity to connect the Salinas Valley with Silicon Valley, both literally and figuratively (connecting the two valleys physically via a rail project is one of the goals). Through the Steinbeck Innovation Cluster, technology-based businesses, and so-called “ag-tech” in particular, are the coveted goals of any regional economic development effort.

The idea is to develop technologies that provide solutions to agriculture’s biggest challenges – nitrate contamination

of ground water, labor shortages, pesticide use and food safety are among the biggest problems. Borrowing a page from Silicon Valley’s playbook, economic development leaders here want to leverage the web of colleges, major agribusiness and an increasingly educated workforce to lure investment capital – the motor driving any economic endeavor.

And it just so happens that the global epicenter of venture capital is located just an hour or so north of Salinas.

By next month it is hoped a vision plan will be in place and a month later a draft Economic Development Element will be ready to put out for public review.

Comments and concerns will be gathered and put in a final draft by March that will be ready to put in front of the City Council, which will provide direction for a final document.

Dennis L. Taylor writes about economic issues for The Californian. Follow him on Twitter @taylor_Salnews.

Salinas looking for public input on economic development

By JIM JOHNSON Herald Staff Writer Monterey County Herald

Posted:

MontereyHerald.com

With creation of a "roadmap for the future prosperity" of the city well under way, Salinas residents will get a chance to have their say.

The city and its consulting team will host a public workshop Wednesday to solicit community input on the city's draft economic development element, which will precede a planned update of the Salinas city general plan. The workshop is 6:30 to 9 p.m. in the Santa Lucia Room of the Salinas Community Center at Sherwood Hall, 940 North Main St. in Salinas.

Doug Yount, the city's economic development element project manager, said the goal is to get input on a strategy for "sustainable prosperity, based on our natural strengths and future opportunities to ensure a healthy and safe community."

Yount, a former Marina city official, was hired as an independent consultant by the city earlier this year to guide the \$300,000 planning effort. It is being funded by a combination of Capital One funds and city general fund money.

The workshop will feature an update from the city's economic development element team of city staff, consultants led by the EMC Planning Group, resource group participants and the community sponsor — the Salinas Planning and Research Corporation (SPARC).

Wednesday's workshop is the only one scheduled as part of a broader public outreach effort aimed at developing a vision to guide the city's economic development strategy. That includes future city council public hearings, meetings of city committees, commissions and boards, and community group presentations and other public events.

Yount said the draft is expected to be a comprehensive strategy designed to guide the full range of city policies. Rather than simply a policy document, Yount said, the element will include economic development plans that implement its core strategies, goals and priorities, as well as a set of key economic indicators to gauge progress.

"What's really important is this is not a plan that will be put on the shelf," public outreach consultant Kristina Chavez Wyatt said. "This is going to directly affect (the city)."

A focus of the economic development process has been on developing agricultural technology to diversify the city's economy, as well as improving the city's business atmosphere through efforts to create a healthier and safer community.

The goal is to approve a draft element by the spring, about a year after the process began, followed by a required full environmental impact report, which has not been paid for.

For information, see www.businessinsalinas.com/About-Us/City-of-Salinas-General-Plan-Economic-Development.aspx.

AROUND THE COUNTY

City sets economic development workshop

The city of Salinas plans to hold a public workshop from 6:30 to 9:30 p.m. Oct. 16 on the General Plan Economic Development Element.

The workshop will be held at the Salinas Community Center / Sherwood Hall Santa Lucia Room, 940 N. Main St.

The meeting will offer the opportunity to engage in exercises to help define community wellbeing, prosperity

and land use based on Salinas' natural strengths and future opportunities.

SVMH to offer 31 free mammograms

Salinas Valley Memorial Healthcare System and radiologists practicing at SVMH's Nancy Ausonio Mammography Center will be donating their time and expertise this month to provide 31 screening mammograms at no cost to women in need.

The staff will provide the no-cost mammograms for low-income

women — one mammogram for each day of October, which is Breast Cancer Awareness Month.

The outreach project was created three years ago as a way to improve health care options to women in the community who might otherwise go without this vital service.

Women who qualify as low-income and are interested in this program should contact their physician, who can refer them for a free screening at the Nancy Ausonio Mammography Center.

Subject: Monterey County Farm Bureau News

Date: Friday, October 4, 2013 7:16:07 AM Pacific Daylight Time

From: MCFB

To: kristina@farmhousecommunications.com



**FARM BUREAU
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Keeping Farmers
GROWING

Monterey County Farm Bureau News

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ACA Update

Covered CA is up and running this week ... do you know the latest requirements for employers?

ROctober 4, 2013



**GROWING
OUR FUTURE**

valuing our traditions



Salinas Economic Development Element meeting

Join the conversation on October 16th

The City of Salinas is conducting workshops on future Economic Development Elements within the City. Two workshops have already been held with targeted individuals ... now the City wishes to open up the conversation to a wider audience!

The proposed City of Salinas General Plan Economic Development Element (Element) is an economic development strategy to achieve a vision of a united and sustained economic prosperity for Salinas. The strategy will identify policies, goals and objectives necessary to guide future public sector and private sector actions, and will contain a vision map, and list of recommended actions to ensure the vision becomes a reality. The Element is also a tool to better understand and define the baseline economic conditions and identify opportunities for cultivating a more prosperous and healthy Salinas.

This project is a fundamental first step to promote the diversification of the local economy including technology-based businesses. When implemented, the Element provides a concerted effort on the part of the City government and community to influence the direction of public and private sector investment in support of sustained economic growth.

The Element is being prepared in advance of a future City General Plan Update, and is subject to environmental review, California Environmental Quality Act (CEQA) process, public participation, City and regulatory approval processes.

More information available [here](#).

Plan on attending on Wednesday, October 16th from 6:30pm-9:30pm at Sherwood Hall in Salinas.

Considering Solar as an alternative energy source?

Federal stimulus money now available for new installations

Information on new programs providing funding mechanisms for solar energy installations is now available ... including Federal stimulus money, tax credits and incentives. The PACE program also provides funding to pay for new solar energy installations.

For more info, click [here](#).

To: Doug Yount, Project Manager- City of Salinas General Plan Economic Development Element

CC: EMC Planning Group

From: Kristina Chavez Wyatt, President- Farmhouse Communications

Subject: Community Outreach and Engagement Report- February 13, 2014

Per your request, the following is a top-line summary of the community outreach and engagement efforts completed to date in support of the City of Salinas General Plan Economic Development Element (EDE) as conducted by Farmhouse Communications and the EDE Outreach & Engagement Team including project staff, the Salinas Planning & Research Corporation (SPARC), Communities Organized for Relational Power in Action (COPA) and Building Healthy Communities.

The goal of the community outreach component of the City of Salinas Economic Development Element is to reach and effectively engage the diverse Salinas community via council member district and neighborhood leadership, stakeholder organizations and the community at large. Critical to this work has been the collaboration with internal and external stakeholders to maximize impact and utilization of time, energy and resources.

Summary and detailed description of the process:

- Developed a strategy and mechanisms for the organization of a grassroots, community wide outreach program including key stakeholders within the Salinas region, City board, committees, committees, Latino/Spanish speaking community, public agencies, business and community organizations.
 - Developed and managed of a custom stakeholder contact and analysis database of 705 individuals, representing nearly 341 agencies/interest groups.
 - Coordinated efforts of the Salinas General Plan Economic Development Element Project Community Outreach & Engagement Team including City Staff, Project Manager Doug Yount, Peter Kasavan, representing the Salinas Planning and Research Corporation (SPARC), Joaquin Sanchez for Communities Organized for Relational Power in Action (COPA) and Beth Altshuler of Raimi + Associates on behalf of Building Healthy Communities.
 - Implemented Community Outreach & Engagement Tools:
 - Public, Small Group and Individual Meetings, interviews and communications
 - Web Pages in English and Spanish
 - Surveys in English and Spanish- hard copy
 - Traditional and Social Media- press releases, calendar advisories, media outreach
 - Individual Communications: e-newsletters, direct mail, flyers, telephone, web calendaring
 - Grassroots Collaboration
- Mobilized the key stakeholders- community leaders, neighborhood groups, organizations, faith, education and business communities.
 - Working with City staff and project team to orient the Mayor and Council and work to engage their constituencies utilizing various communications tools and relational connections,
 - Identifying key leaders and stakeholders in the diverse Salinas community and the various mechanisms to orient and engage them in the project,
 - Accounting for contact, response and engagement via database management,
 - Facilitating the development and distribution of project information and communications in English and Spanish, and
 - Coordinating presentations and focused interview sessions.
- Ensured consistency with new City branding- Logo, Taglines, Storyline Development-
 - Building on PR branding and marketing work conducted for the City by consultants including Avant Marketing, Boots Road Communications, Development Counsellors International and the Steinbeck Innovation Cluster.

- **Project Presentations Delivered to:**
 - Salinas United Business Association (SUBA)
 - Salinas Valley Chamber of Commerce
 - Oldtown Salinas Association
 - Rotary Clubs of Salinas and Salinas, Alisal
 - City of Salinas Department Directors
 - Chinatown Community Board
 - Monterey County Association of Realtors- Local Government Relations Committee
 - Monterey County Farm Bureau Board of Directors
 - Grower-Shipper Association & Monterey County Farm Bureau Land Use Committees
 - Salinas-based Agricultural Industry Leaders
 - California State University Monterey Bay
 - Hartnell College

- **Interview Sessions- Individual and Focused Groups Conducted with:**
 - Business Organizations:
 - Salinas Valley Chamber of Commerce- Board of Directors, Gov't Relations Council, Business Development Task Force, staff
 - Oldtown Salinas Association- Board of Directors, staff
 - SUBA- Board of Directors, staff
 - Steinbeck Innovation Cluster
 - Land Owners, developers, representatives- future growth area, Brian Finegan, Richland Communities, Chris Steinbruner, Mark Kelton, Ray Harrod, Jr., Thrust IV, Andrew Ausonio
 - Monterey County- Resource Management, Ag Commissioner & Economic Development Departments
 - Organized Labor- Building & Construction Trades, IBEW, Carpenters, Central Labor Council
 - Affordable housing, land use and healthy communities- CHISPA, Monterey County Health Department, Center for Community Advocacy (CCA), Building Healthy Communities/California Endowment, Action Council, Central Coast Center for Independent Living, Community Foundation for Monterey County, Salinas LULAC
 - Sustainability/environment/conservation- LandWatch, Ag Land Trust, Big Sur Land Trust
 - Safety & Jobs- Rancho Cielo, Monterey County Hospitality Association, Monterey County Joint Gang Task Force
 - Agriculture / Land Owners- Monterey County Farm Bureau, Grower-Shipper Association of Central California- Land Use Committee, Ag Against Hunger, California Women for Agriculture- Salinas Valley Chapter, Central Coast Young Farmers and Ranchers, companies- Taylor Farms, Nunes Cooling, GreenGate Fresh, UniKool, Tanimura & Antle, Pacific International Marketing, Huntington Farms, Driscoll, Triangle Farms, Royal Rose,
 - Education- Salinas High School District, Hartnell College, CSUMB
 - Retail- Harden Ranch, Northridge Mall, Shaw Development, Auto Center tenants
 - Construction- Belli Architectural Group, Kleinfelder, Graniterock, Don Chapin Company, Ausonio Construction, American Institute of Architects- Monterey Bay Chapter, Salinas Valley Chamber of Commerce Business Development Task Force, Monterey County Permit Streamlining Committee
 - Health Care & Wellness: Salinas Valley Memorial Hospital, Natividad Hospital, Monterey County Health Department, Central Coast Center for Independent Living
 - Public agency staff- LAFCO, TAMC
 - Faith and Community Organizations:
 - St. Mary of the Nativity Catholic Church
 - Sacred Heart catholic Church
 - CSUMB Service Learning Institute
 - St. George's Episcopal Church

- **Community Event Information and Engagement Booth:**
 - Ciclovía outreach, engagement & activity booth was coordinated by Building Healthy Communities on Sunday, October 6 10AM-2PM (see summary report)

- **Public and Community Workshops Hosted:**
 - Promoted and managed via:
 - Drafting and circulating press release, social media announcements.
 - Placing meeting notices & information in organizational and community newsletters (Salinas Valley Chamber of Commerce, SUBA, Monterey County Farm Bureau, etc.)
 - Designing, distributing and posting flyers to encourage participation in workshops.
 - Identifying what communications require distribution in Spanish, managing the development and distribution of such communications.
 - Coordinating meeting facilities throughout the City- contracting, equipment, refreshments, sign in

- **Resource Group #1** Wednesday, August 28 630-9PM National Steinbeck Center
 - 57 Attendees, 305 direct invitees (via email, organizational announcements)
 - Attendees Represented: City of Salinas, Salinas Valley Chamber of Commerce, SUBA, Oldtown Salinas, Salinas Planning & Research Corporation (SPARC), Faith Community, Developers, Regulators- MBUAPD, Monterey County Business Council, Public interest- COPA, CHISPA, CCA, CA Endowment, Mo Co Health & RMA Salinas Neighborhood Association, Salinas Downtown Community Board / Chinatown renewal, Sustainable Salinas, Arts, Business owners/managers, Education, Agriculture, Labor, Utilities- CalWater, SVSWA, Republic Services, Representative for Assemblymember Alejo, Finance, Real Estate, Construction, Bill Carrothers, Council member Tony Barrera

- **Resource Group #2** Monday, September 23 6:30pm-9pm Cesar Chavez Library
 - 54 Attendees, 388 direct invitees (via email, organizational announcements)
 - Attendees Represented: City of Salinas, COTR, Comunidad Cristiana, Landwatch Monterey County, Building Healthy Communities, Police Advisory Committee, California Rural Legal Assistance, Poder Popular, L+G Attorneys, Salinas Valley Chamber of Commerce, Salinas Planning & Research Corporation (SPARC), Oldtown Salinas Association, Redevelopment Advisory Committee, Airport Commission, County Health Department, Historic Resource Board, Realtor, Monterey County Business Council, Blue Ribbon Task Force, Center for Community Advocacy, Dorothy's Place/Chinatown, Northridge Mall, Measure V Oversight Committee, Library & Community Services Association, Salinas Neighborhood Association, Farm Bureau, Design Review Board, Salinas Valley Memorial Hospital, SVSWA, US Green Building Council- Monterey Bay Chapter, Hartnell College, Bill Carrothers, Council Member Tony Barrera.

- **Resource Group #3 / Public Workshop**
 - 72 attendees, 457 direct invitees, publicly noticed and promoted (via email, organizational announcements, social and traditional media outlets)
 - Attendees Represented: City of Salinas, residents and business owners, commercial property brokers & owners, planning/engineering consultant, land use attorney, Traffic & Transportation Committee, construction, developers, agriculture, SVSWA, Center for Community Advocacy, Salinas Planning & Research Corporation (SPARC), Monterey County Business Council, US Green Building Council- Monterey Bay Chapter, Buddhist Temple of Salinas, Northridge Mall, Cooley Development, Shaw Development, Sustainable Salinas, realtor, bank, Bill Carrothers, Joe Vierra, Hans Jongens, Univision, The Salinas Californian, Council Members Kimbley Craig and Steve McShane
 - Media: The Salinas Californian, Univision TV

- **Resource Group #3 / East Salinas Spanish-only Public Workshop** coordinated in cooperation with Building Healthy Communities December 11 Cesar Chavez Library (see BHC report for summary)

- **Resource Group #4 / Preliminary Draft Plan Review** Thursday, January 16 6:30PM-9PM Northridge Mall Community Meeting Room- catered by BJs Restaurant & Brewhouse and Northridge Mall businesses
 - Meeting preceded by a hosted Salinas Valley Chamber of Commerce membership mixer, 60 attendees.
 - 40 meeting attendees, 538 direct invitees, publicly noticed and promoted
 - Attendees Represented: City of Salinas- staff & commission members, Office of Monterey County Supervisor Simon Salinas, Office of Assemblymember Luis Alejo, Monterey County Health Department, US Green Building Council, Center for Community Advocacy, Shaw Development, California Endowment, Community Foundation for Monterey County, Northridge Mall, CHISPA, Hayashi & Wayland, Central

Coast Center for Independent Living, JNM Commercial Real Estate, CSUMB Small Business Development Center, Monterey County Farm Bureau, MKM Farms, Harden Ranch

- Media: The Salinas Californian, Out-And-About Magazine
- Traditional Media Outreach- orientation, editorial coordination with local and regional media outlets (SPARC, consultants, City staff and leadership). Development and distribution of press releases, media advisories and calendar alerts with direct contact follow-ups.
 - Salinas Californian & El Sol
 - Monterey County Herald
 - Monterey County Weekly
 - English TV- KION/KCBA, KSBW
 - Spanish TV- Univision & Telemundo
 - English Radio- KION 1460AM, NPR/KAZU 90.3FM
 - Spanish Radio- KHDC Radio Bilingue, La Preciosa
- Social Media Outreach- Facebook notices, event promotion, proposal discussion
 - Developing, monitoring and managing of a Facebook event page, driving interest to the City website.
 - Cross-posting to:
 - City of Salinas Facebook (unknown administrator/owner)
 - Salinas Valley Chamber of Commerce
 - Salinas Neighborhood Watch
 - Rotary Club of Salinas
 - Salinas Valley Democrats
 - Monterey County Young Professionals Group
 - Monterey County Farm Bureau
 - Salinas Valley Business Women's Network
 - Salinas LULAC
- Launched a Constant Contact (online mass email marketing program) email newsletter event invite development and distribution program- securing online account, acquiring contact data, developing and designing content for distribution, tracking open rates, etc.
 - Worked with city IT staff to ensure distributions sourced from City staff email address and safe delivery to City email addresses
- Webpages in English & Spanish- Collaborated with the project team and city staff (IT & Planning) and City contractor on retainer, Boots Road Communications to develop project and community engagement pages on the City economic development website BusinessinSalinas.com.
 - Project Fact Sheets, Timelines
 - Staff Reports
 - Surveys
 - Meeting and Presentation Files
 - Outreach Summaries, Media Clips, Press Releases
- Survey- Circulated community survey instrument to inspire and coordinate response.
 - Worked with the project team to refine interview/survey instrumentation and Spanish translation.
 - Working through various communications avenues to distribute surveys.
 - Tracked response, encouraged completion and facilitated submission
- Coordinated, organized and supported EDE team, SPARC, COPA efforts with the City Council, leadership, staff-
 - Compiled general information and disseminate to community, targeted constituencies via- traditional (print, radio) and social media, City website, email newsletters & notices, utility billings, word-of-mouth, direct mailings, flyers, community bulletins, meeting announcements etc.
 - Comprehensive information kit materials developed in English & Spanish
 - Project Fact Sheet
 - Project Timelines

Salinas EDE Media Summary

Spanish TV

KSMS TV 67 Univision October 15 6:05PM <http://www.ksmstv.com/2013/10/17/desarrollo-economico/>

(Entravisión) Salinas, CA., La municipalidad de Salinas organizó reunión comunitaria para invitar a la población en general para participar en el proceso del plan de desarrollo económico.

Telemundo 23 <http://www.telemundo23.com/story/23365389/city-wants-salinas-to-prosper-with-economic-plan>

Spanish Radio

Erica Padilla-Chavez was interviewed Tuesday, October 15 from 10:30am-11am on KHDC 90.9 FM Radio Bilingue where she promoted the workshop, encouraged participation and fielded calls from community members and business owners.

English TV

TV KION 46/KCBA 35

<http://www.kionrightnow.com/global/video/flash/popupplayer.asp?vt1=v&clipFormat=flv&clipId1=9420983&at1=News&h1=SALINAS%20ECONOMIC%20DEVELOPMENT&flvUri=&partnerclipid=&rnd=27483060>

<http://m.kionrightnow.com/w/localnews/story/99233292/>

<http://www.kionrightnow.com/Global/story.asp?S=23365389>

English Print

Monterey County Herald: Salinas looking for public input on economic development

Goal is to gain input on strategy By JIM JOHNSON

Posted: 10/15/2013 05:30:15 PM PDT

http://www.montereyherald.com/localnews/ci_24317522/salinas-looking-public-input-economic-development#

With creation of a "roadmap for the future prosperity" of the city well under way, Salinas residents will get a chance to have their say.

The city and its consulting team will host a public workshop Wednesday to solicit community input on the city's draft economic development element, which will precede a planned update of the Salinas city general plan. The workshop is 6:30 to 9 p.m. in the Santa Lucia Room of the Salinas Community Center at Sherwood Hall, 940 North Main St. in Salinas.

Doug Yount, the city's economic development element project manager, said the goal is to get input on a strategy for "sustainable prosperity, based on our natural strengths and future opportunities to ensure a healthy and safe community."

Yount, a former Marina city official, was hired as an independent consultant by the city earlier this year to guide the \$300,000 planning effort. It is being funded by a combination of Capital One funds and city general fund money.

The workshop will feature an update from the city's economic development element team of city staff, consultants led by the EMC Planning Group, resource group participants and the community sponsor — the Salinas Planning and Research Corporation (SPARC).

Wednesday's workshop is the only one scheduled as part of a broader public outreach effort aimed at developing a vision to guide the city's economic development strategy. That includes future city council public hearings, meetings of city committees, commissions and boards, and community group presentations and other public events.

Yount said the draft is expected to be a comprehensive strategy designed to guide the full range of city policies. Rather than simply a policy document, Yount said, the element will include economic development plans that implement its core strategies, goals and priorities, as well as a set of key economic indicators to gauge progress.

"What's really important is this is not a plan that will be put on the shelf," public outreach consultant Kristina Chavez Wyatt said. "This is going to directly affect (the city)."

A focus of the economic development process has been on developing agricultural technology to diversify the city's economy, as well as improving the city's business atmosphere through efforts to create a healthier and safer community.

The goal is to approve a draft element by the spring, about a year after the process began, followed by a required full environmental impact report, which has not been paid for.

For information, see www.businessinsalinas.com/About-Us/City-of-Salinas-General-Plan-Economic-Development.aspx.

Salinas Californian: Salinas seeks public's input for economic future
Written by D.L. Taylor
October 15, 2013 (see attached)

Salinas Californian: An ambitious economic project
Salinas is driving foundation of written policies to carry it forward for decades
Written by D.L. Taylor
September 4, 2013 (See attached)

Salinas Californian: Salinas Economic Vision Taking Shape
Written by Dennis L. Taylor (see attached)

Calendar listings

Monterey County Weekly

http://www.montereycountyweekly.com/calendar/event_6a274e2c-3106-11e3-9d4b-0019bb30f31a.html

Salinas Californian

<http://search.thecalifornian.com/localevents/event/100/39387-Salinas-Public-Workshop-Proposed-General-Plan-Economic-Development>

KAZU NPR 90.3 FM

<http://events.publicbroadcasting.net/kazu/events.eventsmain?action=showEvent&eventID=1433960>

Facebook

<https://www.facebook.com/events/241688195980899/>

THE SALINAS A GANNETT COMPANY

Californian

Today's
forecast, 16A

72°
High

Low
55°

theCalifornian.com

[theCalifornian.com/twitter](https://twitter.com/theCalifornian)

[theCalifornian.com/facebook](https://www.facebook.com/theCalifornian)

NEWS, 3A

Local anti-war
group plans
Syria protest



SPORTS, 13A

Hartnell
football
tackles 2013

LIVING, 1B

Mirror image
binds mothers
& daughters

September 4, 2013

Wednesday

Serving Monterey County Since 1871

An ambitious economic project

Salinas is driving foundation of written policies to carry it forward for decades

By D.L. Taylor

dtaylor@thecalifornian.com

An ambitious project with a lofty goal of creating more jobs and luring more businesses is underway in the city of Salinas, a project that will not just set

goals, but carry the weight of written policy.

Called the Economic Development Element, the plan will eventually be a "chapter" or element in the city's updated General Plan, which directs everything from growth and zoning to

investments and land use. General Plans are typically updated every 10 years, and Salinas' plan was last updated in 2002.

"It will be a set of policies and actions that are designed to ensure the future prosperity of Salinas," said Doug Yount, the pro-

ject manager and a consultant for the city.

Last week the group devising the element sat down on back-to-back days to interview "resource groups" – representatives from a number of facets of the broader Salinas community.

Education, youth programs, public safety, business, labor, housing, public health and the environment are among the interests the group is seeking input from. Yount said the more than 300 invitations were sent out to a diverse group of commu-

See PROJECT, Page 3A

Project

Continued from Page 1A

nity leaders and advocates.

The need for an economic development element in the General Plan has been championed by Salinas City Manager Ray Corpuz.

"Salinas has a city manager who understands and has been successful in economic development in other communities," Yount said.

Corpuz has gathered together a team composed of Yount and Ian Wolfe Ross, principal of City Design Collective in Oakland, an urban design firm that assists cities in developing a vision of their futures based on their physical, economic and cultural assets. The firm also prepares policies and regulations city councils can adopt to implement the visions.

"We are looking at the region and seeing what economic trends can position the city well in these trends," Ross said. "The agricultural base is the driving the economic force, so we would want to maximize the role of

Salinas in that strategic position."

Also on the development team is Erica Padilla Chavez, who heads up outreach, collaboration, health elements and policy development for the Monterey County Health Department; Michael Groves, principal of EMC Planning in Monterey; Joaquin Sanchez, lead organizer for Communities Organized for Relational Power in Action; Alfred Diaz-Infante, president of CHISPA, the Salinas affordable housing organization, and Peter Kasavan, a Salinas architect representing the Salinas Planning and Research Corporation.

As an example of how the process incorporates the various elements of the community, Padilla Chavez notes that economics play a key role and is a determinant of the health and well being of a community.

"Research shows that when a community has a strong, diverse economy, opportunities present themselves to live a healthy life," she said. "When you bring a strong economy to a household, you increase access to health services. Econom-

ic opportunity is a determinant of health."

The development group will continue to hold resource group meeting through September and October, while also developing a preliminary "vision map." By November a final draft of the vision plan will be in place and a month later a draft Economic Development Element will be ready to put out for public review. Comments and concerns will be gathered and put in a final draft by March that will be ready to put in front of the City Council, which will provide direction for a final document.

Of course, all the various stakeholders have their own priorities and visions of how to develop, sustain and revitalize the Salinas economy. But Yount noted that common themes tend to come out in the planning process.

"Our hope is that the themes will lead to consensus," he said.

Dennis L. Taylor writes about economic issues for The Californian. Follow him on Twitter @taylor_salnews.



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#PositiveSalinas: City Wants Salinas to Prosper With Economic Plan

Posted: Sep 06, 2013 7:06 PM PDT

Updated: Sep 06, 2013 7:40 PM PDT

By Cassandra Arsenault - [email](#)

SALINAS, Calif - The Economic Development Element Plan has been in the works since June. The main focus of the plan is safety, jobs, and health. These three areas are the ingredients for a recipe of success for Salinas. Peter Kassavan and Doug Yount, both heavily involved in the project, say this program is unlike past economic plans because they encourage public participation.

Doug Yount says, "We want to get as many viewpoints, interest, and opinions surveyed so that we can put those into the plan. This plan will rely heavily on what the community needs and wants."

This plan is different because they want to focus on every corner of Salinas, so that every area is being used to it's full potential. In the past, Salinas has had opportunities slip through it's fingertips.

"An Ag-Tech company looked into coming to Salinas, and this is where they wanted to be, but Salinas couldn't accommodate them, so they moved to Gilroy", says Kassavan.

Kassavan says this plan will help regulate land use policies to attract more business so that Salinas economy will prosper.

If you want to give your input, or be a part of the discussion [click here.](#)

Advertisement



The FDA has approved a solution for snoring & sleep apnea that does not require a cumbersome CPAP.



Hollister arrest records. Who do you know? You may be surprised! Search anyone!



How Seniors Can Scoop Up Free \$20,500 Checks (See If You Qualify)



New Rule in California: If you pay for car insurance you better read this...



What happens to your body when you take a free testosterone supplement?



Homeowners in California may be eligible for 2.75%(2.86% APR) refinance rate for most credit tynes

AROUND THE COUNTY

City sets economic development workshop

The city of Salinas plans to hold a public workshop from 6:30 to 9:30 p.m. Oct. 16 on the General Plan Economic Development Element.

The workshop will be held at the Salinas Community Center / Sherwood Hall Santa Lucia Room, 940 N. Main St.

The meeting will offer the opportunity to engage in exercises to help define community wellbeing, prosperity

and land use based on Salinas' natural strengths and future opportunities.

SVMH to offer 31 free mammograms

Salinas Valley Memorial Healthcare System and radiologists practicing at SVMH's Nancy Ausonio Mammography Center will be donating their time and expertise this month to provide 31 screening mammograms at no cost to women in need.

The staff will provide the no-cost mammograms for low-income

women — one mammogram for each day of October, which is Breast Cancer Awareness Month.

The outreach project was created three years ago as a way to improve health care options to women in the community who might otherwise go without this vital service.

Women who qualify as low-income and are interested in this program should contact their physician, who can refer them for a free screening at the Nancy Ausonio Mammography Center.

THE SALINAS A GANNETT COMPANY
Californian

Today's forecast, 10A

77° High
 47° Low

theCalifornian.com
 theCalifornian.com/twitter
 theCalifornian.com/facebook

LOCAL NEWS, 3A
More Ord burns slated this week



SPORTS, 7A
Mattingly, LA all smiles in Game 3 win

LIVING, 1B
Pumpkin soup rules in chilly October

October 15, 2013

Tuesday

Serving Monterey County Since 1871

Salinas seeks public's input

Leaders of a major economic development project want the public to weigh in

By D.L. Taylor
 dtaylor@thecalifornian.com

Economic experts have their vision of a future Salinas, now it's the public's turn.

Leaders from an ambitious project to create more jobs, lure more businesses to Salinas and set the foundation for sustainable economic growth for decades to come will turn to the public Wednesday for its views and suggestions on the best ways to capture and grow the

city's natural economic drivers. The city of Salinas will host the workshop on the proposed Economic Development Element of the city's General Plan - or EDE - from 6:30 p.m. to 9 p.m. Wednesday in the Santa Lucia Room of the Salinas Community Center/Sherwood Hall, 940 North Main Street.

Attendees will receive a project update from city staff, consultants and the sponsor, the Salinas Planning and Research Corporation, or SPARC. The

project includes economic attributes not often associated with business development, such as creating a sense of well-being and prosperity among residents of Salinas. In that vein, attendees will participate in exercises to help define what constitutes well-being and prosperity among workers.

Spanish translation services will be available.

"We are seeking input on sustainable prosperity, based on our natural strengths and future opportunities to ensure a healthy and safe community," said Doug Yount, the project manager and a consultant with

the city.

So while avenues such as agriculture technology will be explored, so will public safety and health of the workforce and the families of workers that will be at the heart of any sustainable economic growth. The plan will eventually be a "chapter" or element in the city's updated General Plan, which directs everything from growth and zoning to investments and land use. General Plans are typically updated every 10 years, and Salinas' plan was last updated in 2002.

That aspect of the project is important because once it becomes part of the General Plan,



Doug Yount

it will carry the weight of written policy that will direct current and future elected officials. In addition to SPARC and Yount, other regional consultants include EMC Planning Group; Applied Development Economics; Economic and Planning Systems, Inc.; Farmhouse Communications; and City Design Collective.

The strategy will identify
See INPUT, Page 3A

Input

Continued from Page 1A

policies, goals and objectives to guide both public sector and private sector actions, and will contain a vision, land-use map and list of actions to make sure the ultimate vision becomes reality. The Element will also be tool to clearly understand what the economic conditions affect Salinas.

During the past couple of months, the EDE team has assembled “resource groups” comprising representatives from education, youth programs, public safety, business, labor, housing, public health and the environment to understand what their needs and concerns are.

“The City Council is committed to working with the community in planning for our city’s future,” said Salinas Mayor Joe Gunter. “We want to make sure people have every opportunity to get involved and help us all succeed together.”

Also on the development team is Erica Padilla Chavez, who heads up outreach, collaboration, health elements and policy development for the Monterey County Health Department; Michael Groves, principal of EMC Planning in Monterey; Joaquin Sanchez, lead organizer for Communities Organized for Relational Power in Action; Alfred Diaz-Infante, president of CHISPA, the Salinas affordable housing organization; and Peter Kasavan, a Salinas architect with SPARC.

Ian Wolfe Ross, principal of City Design Collective in Oakland, an urban design firm that assists cities in developing



Ian Wolfe Ross, principal of City Design Collective in Oakland, advocates for leveraging the agriculture base in Salinas. PROVIDED/CITY DESIGN

a vision of their futures based on their physical, economic and cultural strengths, said agriculture is a leading contender upon which the local economy can build.

“We are looking at the region and seeing what economic trends can position the city well in these trends,” Ross said. “The agricultural base is the driving the economic force, so we would want to maximize the role of Salinas in that strategic position.”

For example, a reoccurring theme so far in the process has been the opportunity to connect the Salinas Valley with Silicon Valley, both literally and figuratively (connecting the two valleys physically via a rail project is one of the goals). Through the Steinbeck Innovation Cluster, technology-based businesses, and so-called “ag-tech” in particular, are the coveted goals of any regional economic development effort.

The idea is to develop technologies that provide solutions to agriculture’s biggest challenges – nitrate contamination

of ground water, labor shortages, pesticide use and food safety are among the biggest problems. Borrowing a page from Silicon Valley’s playbook, economic development leaders here want to leverage the web of colleges, major agribusiness and an increasingly educated workforce to lure investment capital – the motor driving any economic endeavor.

And it just so happens that the global epicenter of venture capital is located just an hour or so north of Salinas.

By next month it is hoped a vision plan will be in place and a month later a draft Economic Development Element will be ready to put out for public review.

Comments and concerns will be gathered and put in a final draft by March that will be ready to put in front of the City Council, which will provide direction for a final document.

Dennis L. Taylor writes about economic issues for The Californian. Follow him on Twitter @taylor_Salnews.

Salinas looking for public input on economic development

By JIM JOHNSON Herald Staff Writer Monterey County Herald

Posted:

MontereyHerald.com

With creation of a "roadmap for the future prosperity" of the city well under way, Salinas residents will get a chance to have their say.

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"What's really important is this is not a plan that will be put on the shelf," public outreach consultant Kristina Chavez Wyatt said. "This is going to directly affect (the city)."

A focus of the economic development process has been on developing agricultural technology to diversify the city's economy, as well as improving the city's business atmosphere through efforts to create a healthier and safer community.

The goal is to approve a draft element by the spring, about a year after the process began, followed by a required full environmental impact report, which has not been paid for.

For information, see www.businessinsalinas.com/About-Us/City-of-Salinas-General-Plan-Economic-Development.aspx.

Jim Johnson can be reached at jjohnson@montereyherald.com or 753-6753.

Event Details

Salinas Public Workshop: Proposed General Plan Economic Development

Avg. Rating:

Sherwood Hall

940 N Main St., Salinas, CA 93906
Santa Lucia Room
Phone: 831.775.4246

Wednesday, Oct. 16 6:30 p.m. - 9:00 p.m.



[Add to my calendar](#)

Ticket Pricing: Complimentary

The workshop will feature an update from the team of City staff, consultants, EDE Resource Group participants and the community sponsor, Salinas Planning and Research Corporation (SPARC). Attendees will also engage in exercises to help define community wellbeing and prosperity. Spanish translation services will be available. We are seeking input on sustainable prosperity, based on our natural strengths and future opportunities to ensure a healthy and safe community.

[visit website](#)

Additional links: <http://www.businessinsalinas.com/About-Us/City-of-Salinas-General-Plan-Economic-Development.aspx>

Category(ies): [Business](#) ,23 [Community](#) ,23 [Neighborhoods](#) ,23 [Speakers](#) ,23 [Agriculture](#) ,23 [Meetings](#) ,23 [Public Safety](#) ,23 [Wellness](#) ,23 [Public Affairs](#) ,23 [Government](#)

North Salinas Family Friendly: Yes **Ages:** All Ages

Parking: Parking is available in the Community Center Parking lot.

Registration: No registration is required.

Sponsors: The workshop is sponsored by the City of Salinas, the Salinas Economic Development Element Resource Group subcommittee, the non-profit Salinas Planning and Research Corporation (SPARC), EMC Planning Group (EMC), Applied Development Economics (ADE), Economic and Planning Systems, Inc. (EPS), Farmhouse Communications, City Design Collective (CDC), and Communities Organized for Relational Power in Action (COPA) as well as City staff and Doug Yount, a project management consultant in the Community and Economic Development Department. A critical aspect of the development of the element includes a rigorous community and public agency outreach and engagement process aimed at developing a united vision for a prosperous, healthy community to guide the preparation of the Element. Participants in the process will include

leadership of the City of Salinas (elected and appointed officials, staff), regional regulators and public agencies, community leaders and community members.

Organizations: City of Salinas



Speakers: Doug Young, Project Manager, Pam Ross, City Design Collective, Peter Kasavan, SPARC Joaquin Sanchez, COPA Doug Svensson, ADE

Detailed Agenda: The workshop will feature an update from the EDE team of City staff, consultants, EDE Resource Group participants and the community sponsor, Salinas Planning and Research Corporation (SPARC). Attendees will also engage in exercises to help define community wellbeing and prosperity.

City and Community Economic Development
Programs and Projects

F

APPENDIX

Introduction

Below is a listing of existing program and projects related to economic development directly provided, sponsored or partnered by the City. Also listed are those programs that exist within the City of Salinas or in the surrounding area that serve the City of Salinas provided by other agencies that assist in reaching economic development goals and objectives. Finally, there is a list provided of economic development related policy modifications, organizational changes or initiatives already in progress that could lead to new programs and projects.

Directly Provided by the City

- Liaison/support for two Business Improvement Districts (OSA, SUBA), including annual assessments and City funding
- Liaison with the Chamber of Commerce, Government Relations Committee
- Economic Incentive and Investment Policy – provides revenue sharing as incentive for new development based on tax production performance goals
- HUD Section 108 Loan Program
- Grow Salinas Fund
- Opportunity Fund loan program
- Community Development Block Grant (CDBG) grants for eligible economic development activities
- Microenterprise loan program
- Business Retention and Expansion Program – Visitation Program, general assistance
- Small Business Assistance – Size Up program
- Business Attraction/Relocation – general assistance, demographic materials
- Consolidated/one stop building and development permitting and inspection services, business licensing inspections
- Website “businessinsalinas.com”

City Sponsored and/or Partnered

- Steinbeck Innovation Project and Foundation – Coder Dojo Salinas, Kauffman FastTrack Entrepreneurial Program, Steinbeck Innovation Center, Steinbeck Innovation Cluster – Precision Agriculture
- Partnership with National Development Council
- Monterey Bay Procurement Technical Assistance Center
- County of Monterey, City of Salinas, Growth MOU
- Hartnell College MOU
- Alisal Marketplace development – relocation of Sun St Transfer Station (SVSWA) and securing new Police Station site
- Taylor Farms office building development – shared parking

Provided by Others in the Local or Regional area

- “Destination Salinas” and Salinas 411.
- Cal Coastal loan program
- CSUMB Center for Innovation and Economic Development
- CSUMB Small Business Development Center (SBDC)
- Monterey County Workforce Investment Board – America’s Job Center of California, Virtual One Stop
- Center for Employment Training
- County of Monterey, Office for Employment, Training and Business Services
- TAMC Transit Oriented Development/Commuter Rail Station Project
- Hartnell College – STEM Academy; CSIT – In – 3 (with CSUMB); Center for Advanced Technology: AS Sustainable Construction; Green Building, Sustainable Design, Construction Management certificates; Auto/Diesel Tech, Computer Science; Nursing and Allied Health Programs; Summer Bridge Programs
- Monterey Peninsula College - Business — Multiple Sub-Disciplines (Certificate, A.S.) Computer Networking (Certificate, A.S.), Computer Software Applications (Certificate, A.S.)
- CSUMB – 3, 4 year academic degrees; CSIT – In – 3; BS in Nursing; Service Learning Projects;
- Local School Districts, such as Alisal, Salinas Union – Pathways to Careers Programs
- Programa Educativo para Agricultores (PEPA) - Farm Education Program, First Year Farmer Apprenticeship, Farm Business Incubator
- Agricultural and Land Based Training Association (ALBA)
- MIIS – Graduate degrees
- Naval Post Graduate School – Graduate degrees
- Salinas Adult School

Recent Policy and Organizational Initiatives Related to Economic Development

- General Plan, 2002
- Organizational Assessment of the Community & Economic Development Department, Citygate, 2013
- Downtown Vibrancy Plan, in progress
- Downtown Salinas Revitalization Concept Plan Report, Urban Design Association, 2009
- Future Growth Area Specific Plans/entitlement applications (West Area Specific Plan and the Central Area Specific Plan), in progress, submitted 2013
- China Town Rebound Plan, An Implementation Strategy for the Chinatown Renewal Project Plan, 2010
- Salinas Valley Economic Development Strategic Vision and Recommended Action Plan – FY2009-10 – City of Salinas, 2009
- Fresh Opportunities in the New Economy – Sustainability Initiatives in the Salinas Valley – Rocky Mountain Institute, _date___ _?
- Strategic Plan for Economic Growth 2030 – SPARC, 2010
- Redevelopment Plan Amendment Strategy, Siefel & Associates, 2010
- Retail Sales Leakage Reports, Buxton Associates, __date___?
- Salinas Ag Industrial Center Specific Plan – Uni-Kool Partners, 2009

- Monterey County Economic Development Strategy, SRI International, 2013
- Salinas Comprehensive Strategy for Community-wide Violence Reduction, 2013-2018

Strategic Partners

G

APPENDIX

Introduction:

Below is a preliminary list of potential strategic partners, the key Economic Development Strategy or Goal Area for partnership or collaboration, and the specific Action or project/program of interest. The list is only preliminary and a more complete list should be developed for all priority policies and action items within the Five Year Action Plan.

Action Item	Potential Strategy/Goal Area	Potential Primary Strategic Partner
Ag tech cluster development (ie precision ag/ag tech; eco tourism; aqua culture; research & development;)	Job Opportunities	CSUMB, Hartnell, NPS, Steinbeck Innovation Cluster, MBARI
3 year CS/IT program with Hartnell;	Workforce Development	CSUMB, Hartnell
East, West, South Expressways	Land use, Circulation, Infrastructure	County of Monterey, TAMC ,Ag Land Trust, Landwatch,
Commuter Rail connection; rail related TOD	Land use, Circulation, Infrastructure	TAMC, Downtown Property Owners, OSA
Downtown Vibrancy Plan	Land use, Circulation, Infrastructure	OSA, TAMC, Downtown Property Owners
Uni-Kool development (Salinas Ag-Industrial Center SP)	Land use, Circulation, Infrastructure	Uni-Kool, Growers Shippers Association, Farm Bureau
Coder Dojo	Workforce Development	Steinbeck Innovation Cluster, Hartnell College; High Schools
Alisal Marketplace	Land use, Circulation, Infrastructure	County of Monterey, Solid Waste Authority, Cooley Development Partners
Intermodal Rail/Trucking Facility	Job Opportunities	County of Monterey, TAMC, Union Pacific Railroad, Ag industry, Port of Oakland, CALTRANS, State of CA
Gateway signage and mural program	Retail, Entertainment and Tourism	CALTRANS, OSA, SUBA, TAMC
Prepare/maintain database of catalyst parcels	Neighborhood and Commercial Areas	Property Owners, Commercial/ Residential Brokers, Chamber of Commerce, SUBA, OSA
Improve existing parks and open space facilities...	Quality of Life	Neighborhoods, Recreation leagues/organizations, Landscape & Building contractors

Economic Indicators and Outcomes of Interest





March 21, 2014

ECONOMIC INDICATORS AND OUTCOMES OF INTEREST

Prepared for:

The City of Salinas

Prepared by:

Applied Development Economics, Inc.

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2320 Broadway, Sacramento, CA 95818 ■ 916.454.1537

99 Pacific Street, #200 J, Monterey, CA 93940 ■ 831.324.4896

In Association with:

Building Healthy Communities



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INTRODUCTION

This report has been prepared as part of the process to develop an Economic Development Element (EDE) for the Salinas General Plan. The EDE is intended to provide a policy framework and an implementation plan for the City to achieve an economic vision for a prosperous, safe and healthy community. This report presents a number of indicators that identify economic, social and health conditions that increased economic prosperity can help to address in Salinas. The first part of the report presents recent trends for these indicators to establish a baseline of conditions the City will seek to improve through its implementation of the policies and programs included in the EDE.

The second part of the report provides some quantitative measures of how increased job development and higher paying employment opportunities can reduce unemployment levels, increase household incomes and enhance public revenues to help fund public services, facilities and amenities for the City's population. The report analyzes the overall effects of sustained job growth over the next 5, 10 and 20 year time horizons, as well as the longer term buildout of the existing City General Plan. In addition, the report provides a brief tool kit of information linking land use and business development with wages and fiscal impacts to help the City project the benefits of specific economic development projects as they occur in the future.

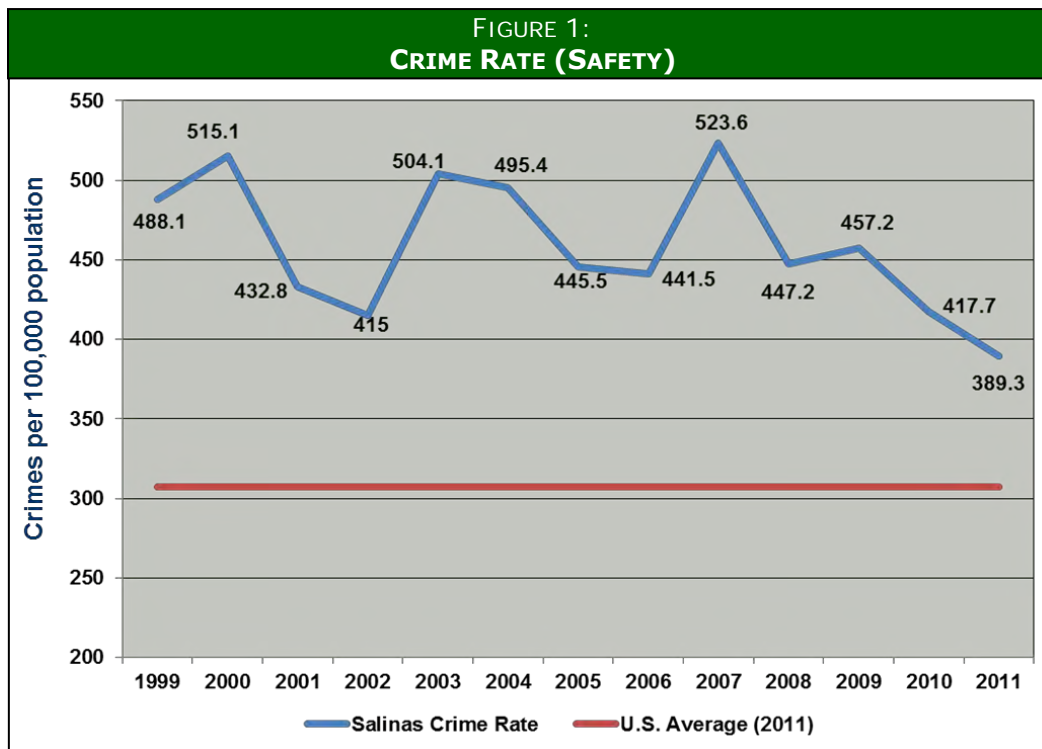
Although economic development has an indirect effect on a number of the social indicators included in this report, it is recommended the City monitor changes in the statistics and social conditions over time, so that it can measure its overall progress as it implements the specific projects and programs in the EDE. The EDE includes a regular evaluation process as part of the implementation plan and this report provides the data sources and baseline with which the City can maintain the evaluation system.

We would like to acknowledge the very helpful assistance of the Building Healthy Communities program, in particular Beth Altshuler, in preparing a number of the indicator graphs, particularly those related to health conditions in Salinas.

SALINAS ECONOMIC INDICATORS

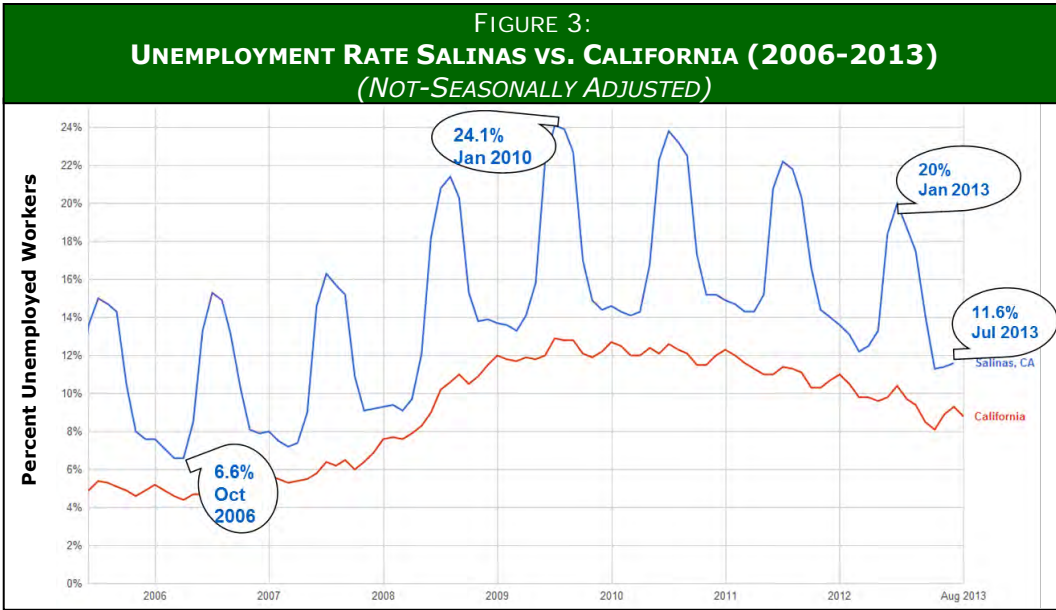
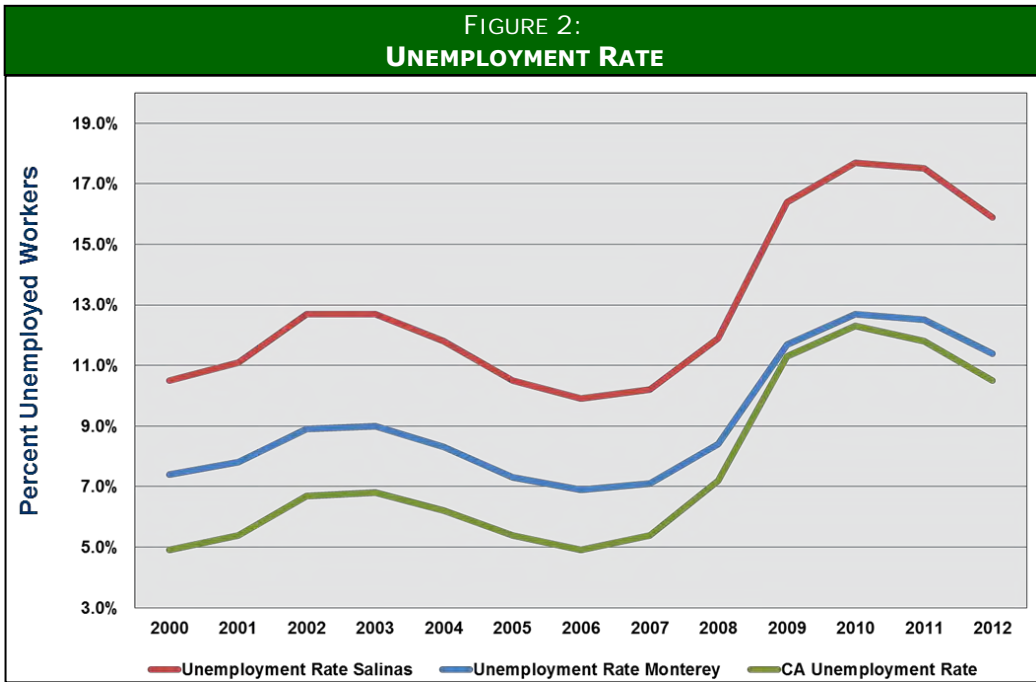
1. CRIME RATE

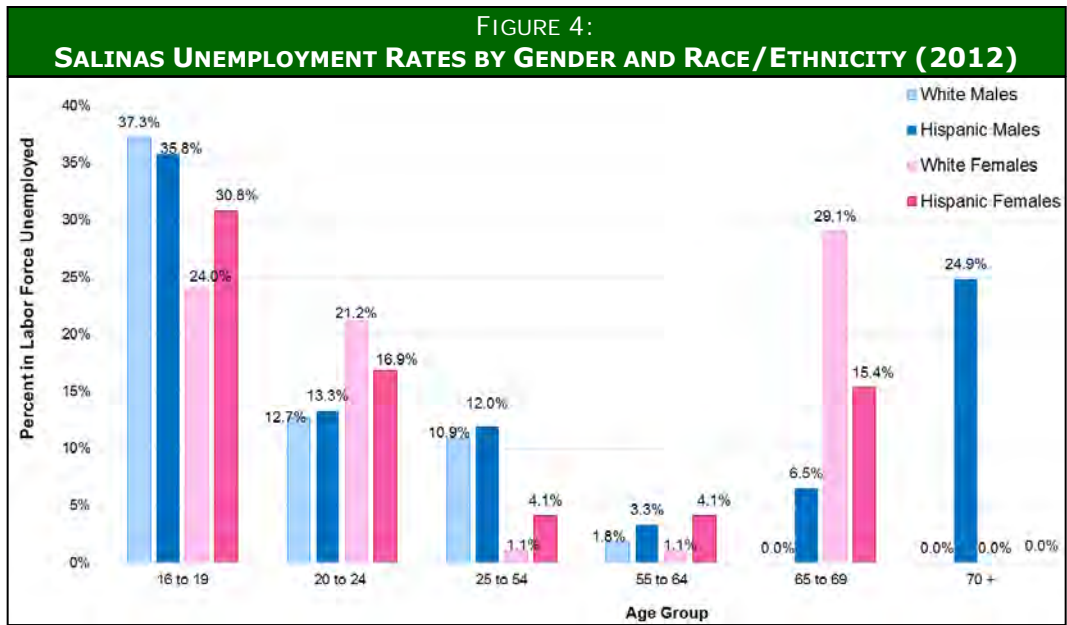
While the overall crime rate in Salinas is generally higher than the national average, the fluctuations in the rate coincide with increases in unemployment, as a comparison of Figure 1 and Figure 2 indicate. In Figure 1, the US average for 2011 is shown as a solid red line but in fact also fluctuates similar to the City rate.



2. UNEMPLOYMENT RATE

The City unemployment rate exceeds that of both Monterey County and California as a whole (Figure 2), but has been dropping since the peak in 2010. Figure 3 shows the extremely seasonal nature of unemployment in Salinas compared to the state as a whole, which is due to the nature of the agricultural employment that dominates the City's economy. There is also substantial variation in unemployment rates by age group and ethnicity (Figure 4). Unemployment among young people 16-19 years old is very high while the rates among the older age group from 55-64 are relatively low. In many cases Hispanic unemployment is higher than that for White workers, with some exceptions such as the female works in the 20-24 age group and the 65+ age group.

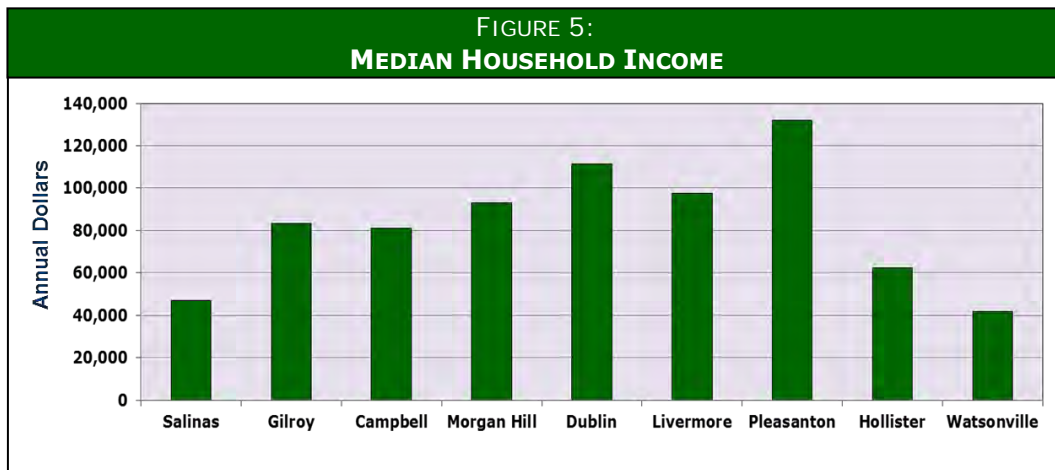




Source: BHC, based on U.S. Census Bureau, American Community Survey (2012)

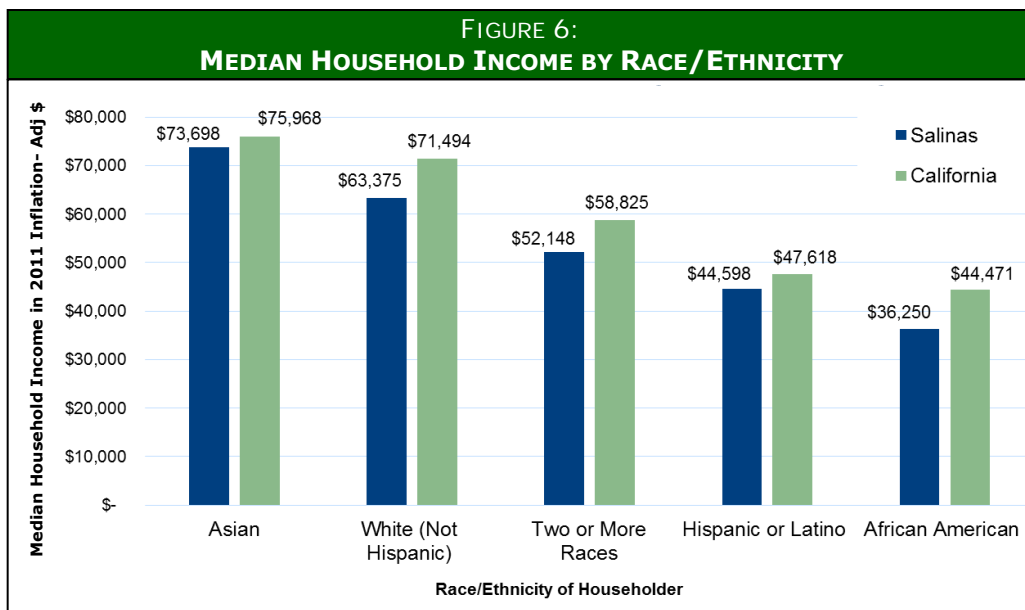
3. HOUSEHOLD INCOME

The median household income for Salinas in 2011 was about \$47,000. While this figure is higher than Watsonville it is lower than other competitive locations in southern Santa Clara County and eastern Alameda County, as shown in Figure 5 below.



Source: American Community Survey 2009-2011

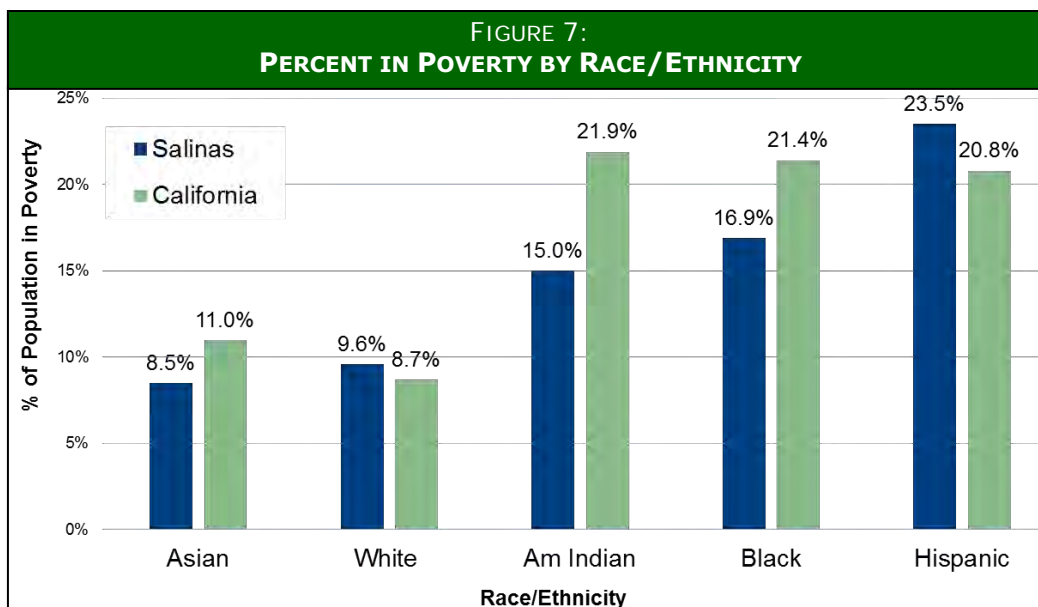
Median household income varies significantly by race and ethnicity, with Hispanic families generally earning lower wages due to their high proportion of employment in the agricultural sector. Salinas generally trails state income averages across all ethnic groups (Figure 6).



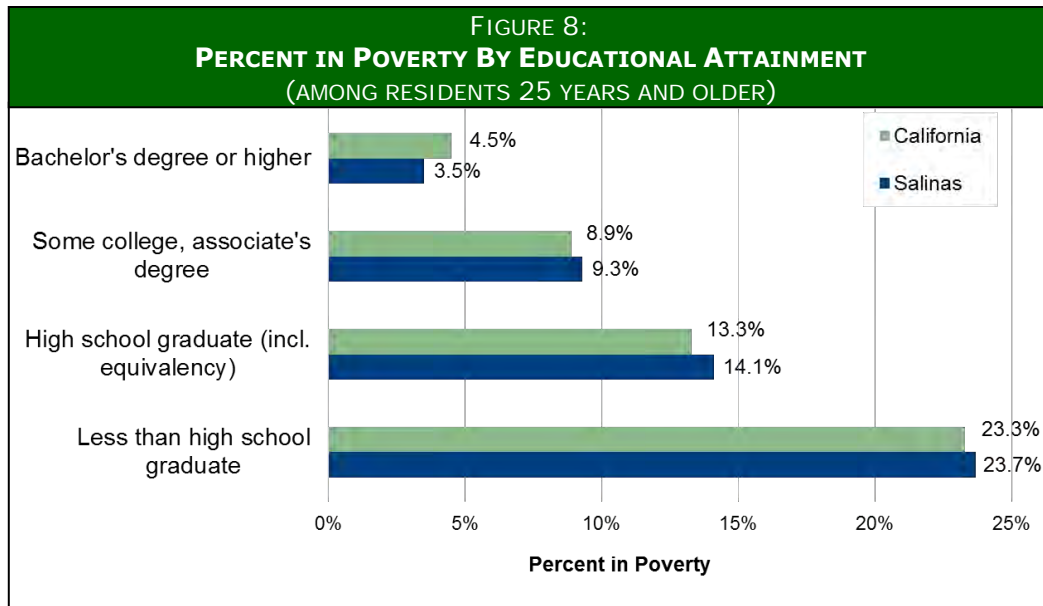
Source: BHC, based on U.S. Census Bureau, 2007-2011 American Community Survey

POVERTY LEVELS

The overall poverty rate for Salinas is estimated to be 22.3 percent, compared to 17.4 percent for Monterey County as a whole. As shown in Figure 7, poverty rates are higher for Hispanic, black and American Indian households than for White or Asian households. In addition, poverty rates are highly correlated with lower education levels (Figure 8).



Source: BHC, based on 2007-2011 American Community Survey 5-Year Estimates

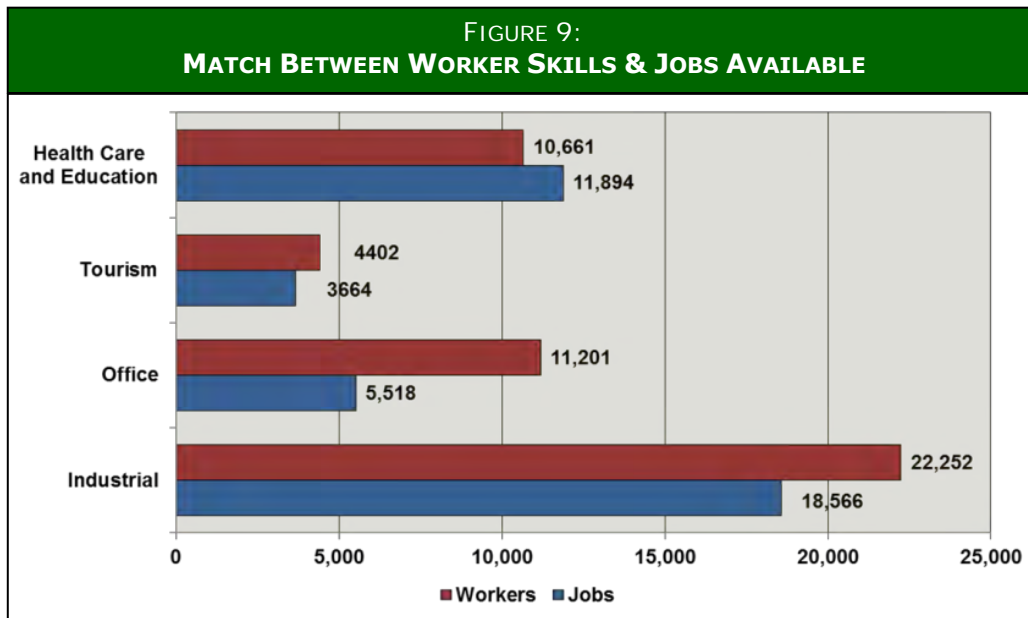


Source: BHC, based on 2007-2011 American Community Survey 5-Year Estimates

4. JOBS/HOUSING BALANCE

It is important to maintain a balance between the number of workers living in the City and the number of jobs available. This helps to maintain lower unemployment rates, reduces the needs for out-commuting and also provides a strong foundation for the City's overall tax base. Statewide, the goal has been to develop 1.5 jobs per household based on the fact that there are about 1.5 workers per housing units. In Salinas, there are about 1.45 workers per housing unit, but there are only 1.28 jobs per household, so the jobs base does not meet an adequate standard.

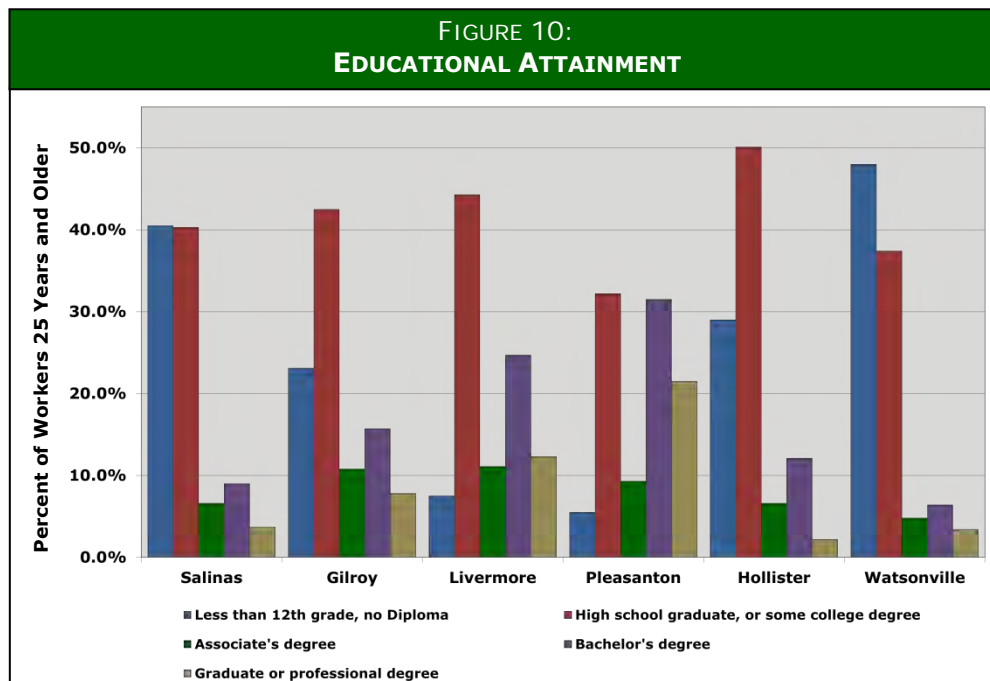
The balance between the total number of jobs and workers in the City is important, but in order to truly meet the needs of the workforce, the available jobs need to match workers skills and career interests. As shown in Figure 9. There are more jobs in education and health care in Salinas than there are workers to fill them, based on current employment levels. In contrast, there are many tourism jobs on the Monterey Peninsula that are filled by Salinas residents. There are also many more office workers residing in Salinas than the available jobs in office-based businesses. Many of these workers commute to Santa Cruz and Santa Clara counties. Finally, Salinas is home to many of the industrial workers in the County, and some of these jobs are located in food processing plants in other communities or in the unincorporated area.



Source: Local Employment Dynamics and American Community Survey

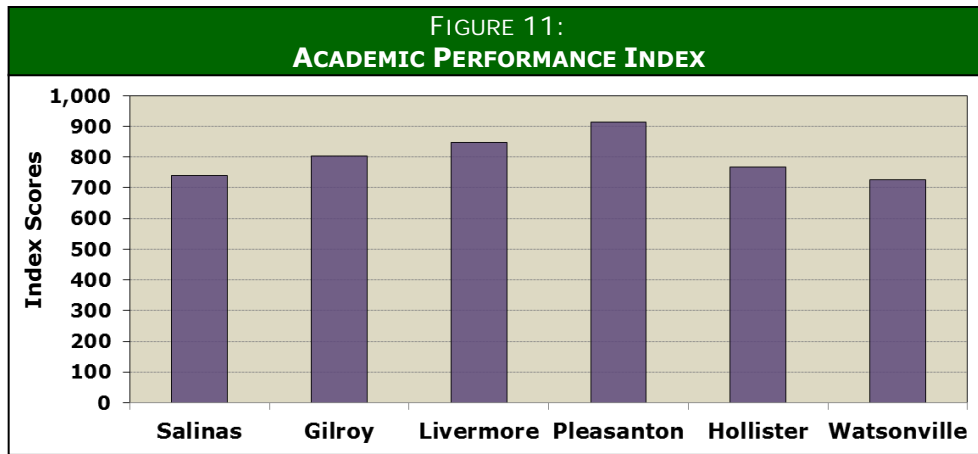
5. EDUCATIONAL LEVELS

Compared to other cities in the region, both Salinas and Watsonville have a higher proportion of workers with education levels at or below high school level and fewer college educated residents (Figure 10).



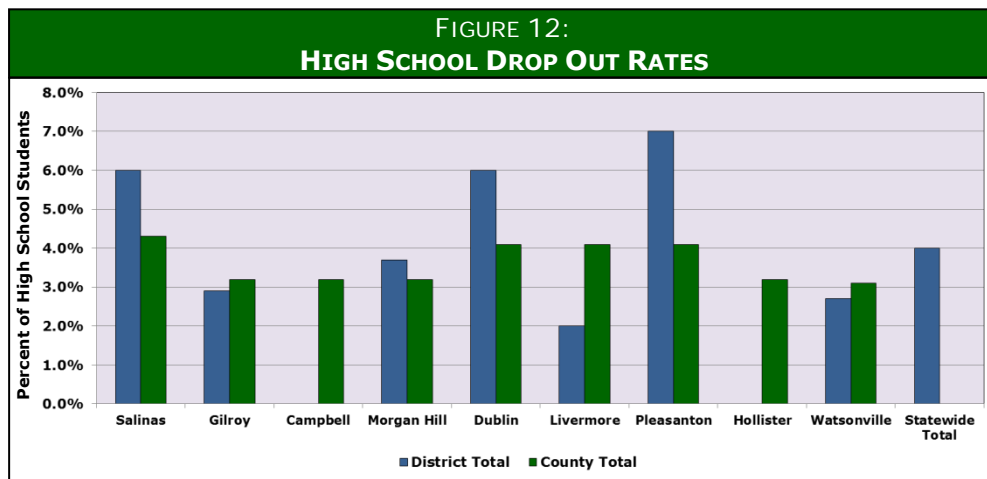
Source: American Community Survey

As a measure of overall academic performance in the local school system, Figure 11 indicates that Salinas is slightly lower than the other cities in the comparison group.



Source: CA Department of Education

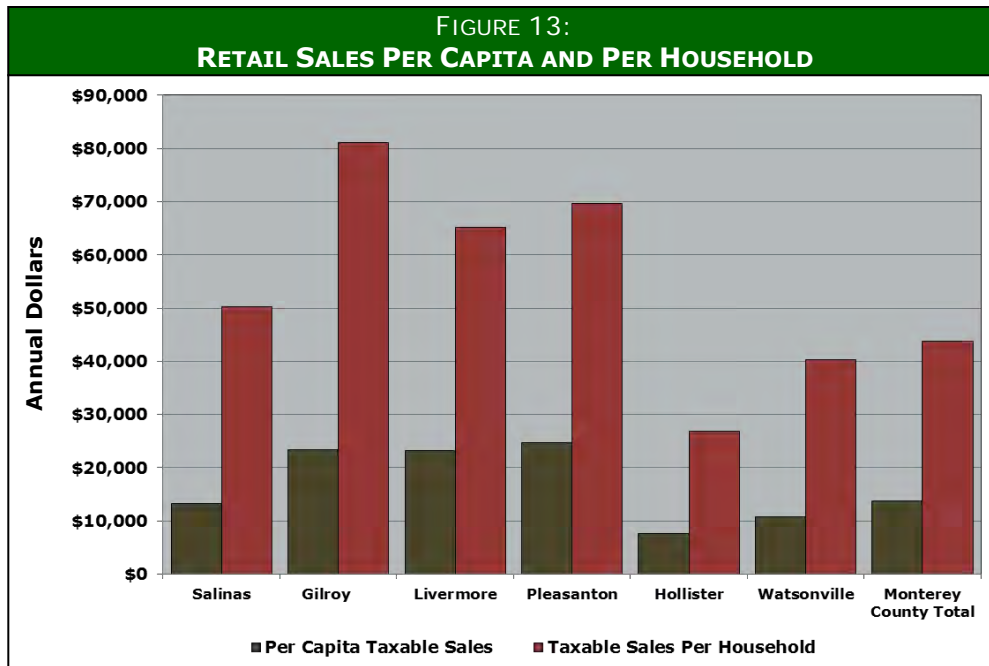
High school dropout rates in Monterey County are slightly higher than the statewide average of four percent. The rate in Salinas is six percent, which is higher than most of the cities but comparable to Dublin and Pleasanton in Alameda County.



Source: CA Department of Education

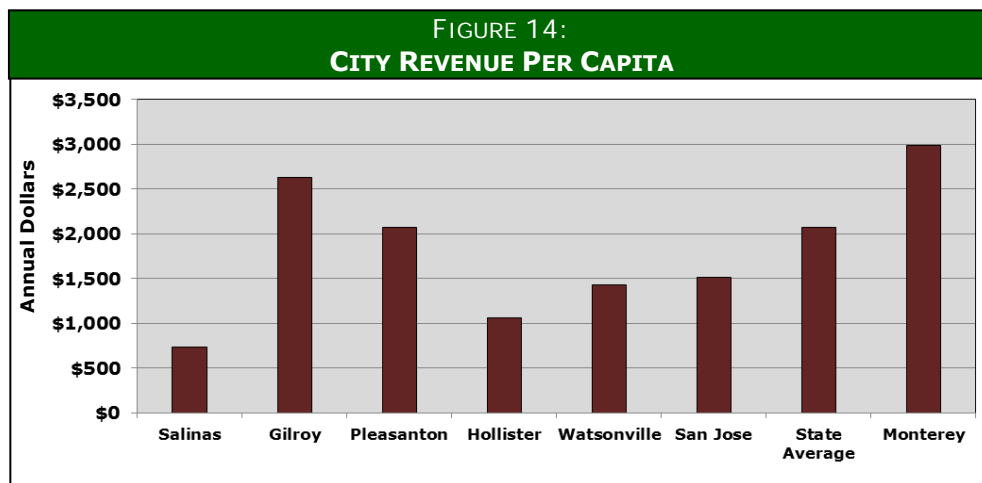
6. RETAIL SPENDING AND FISCAL REVENUES

Economic development enhances City tax revenues as well as private incomes and business sales. This is crucial to the City's ability to fund services and facilities for residential neighborhoods. Salinas is a retail center in the local region, outpacing the County as a whole on a per household basis (Figure 13).



Source: CA Board of Equalization and CA Department of Finance

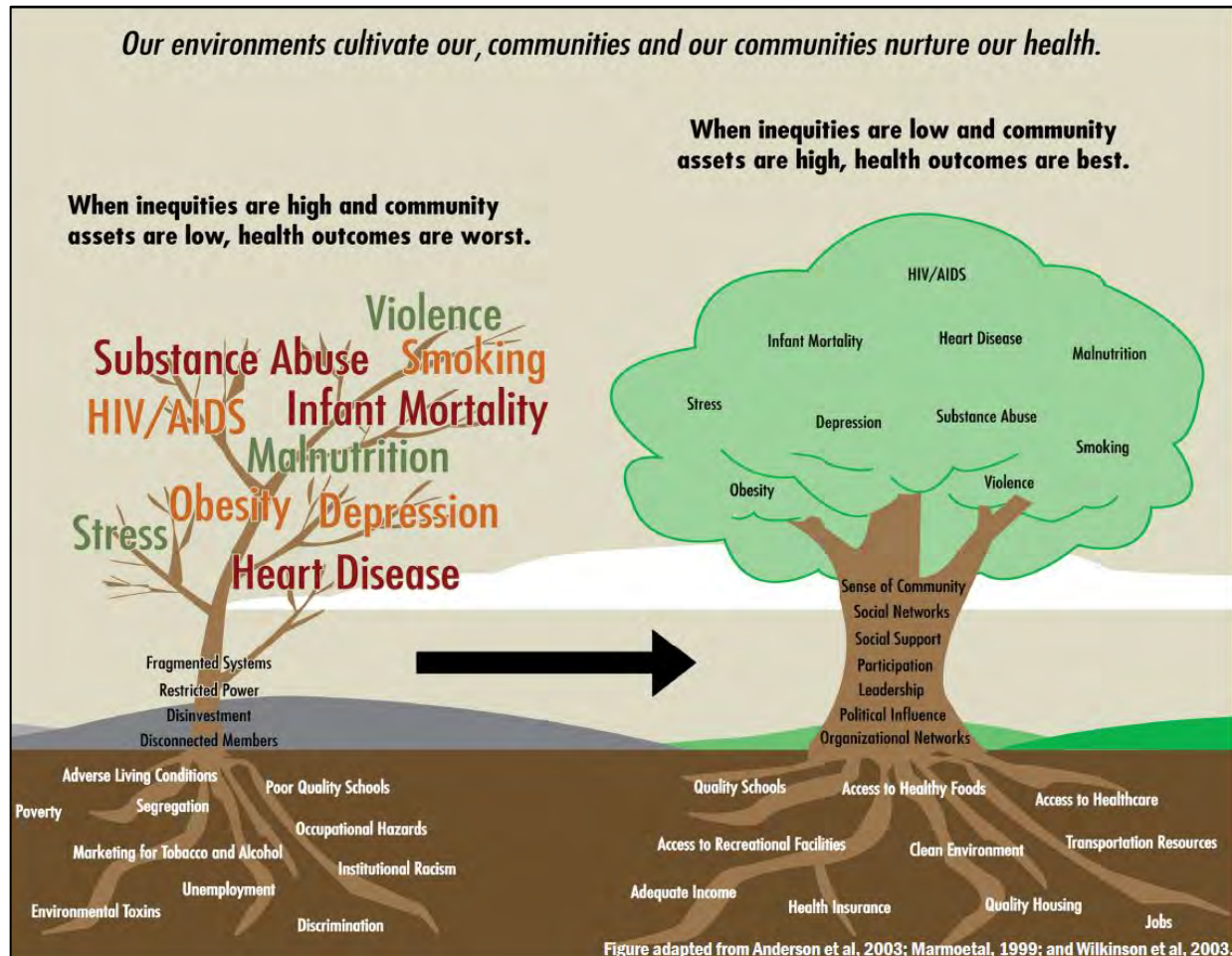
However, looking at total City revenues per capita, which includes the property tax, utility users tax and other revenues such as the lodging tax, Salinas has comparatively lower revenues for its population size (Figure 14).



Source: CA Controller's Office

7. HEALTHY COMMUNITY INDICATORS

The Building Healthy Communities Program has been working in Salinas in parallel with the Economic Development Element project and has developed a series of indicators depicting community health conditions, many of which are linked to economic prosperity as suggested in the graphic below.



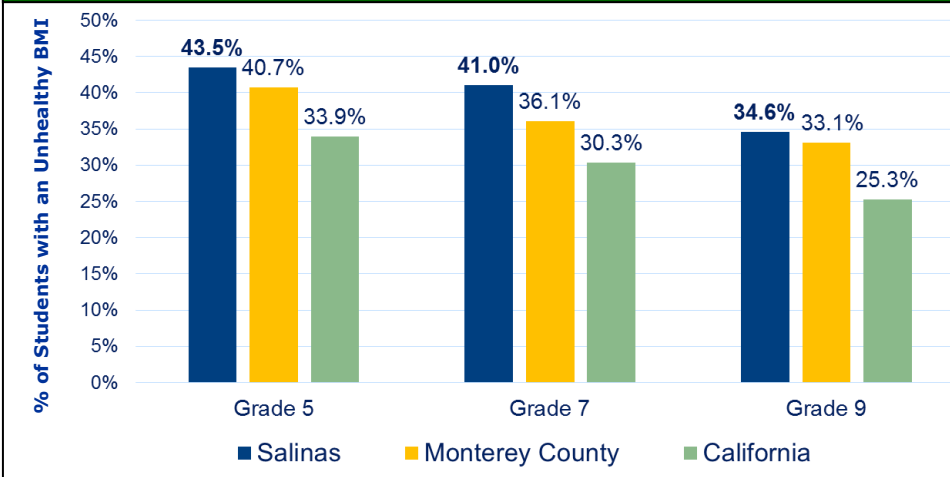
There is reason for concern as we view Salinas health indicators in relation to County and Statewide figures. Figure 15 lists the top causes of death in Salinas and Monterey County. The causes in yellow are impacted by community planning (what we can eat, how we travel, where we exercise, what we breathe). Lack of exercise and unhealthy eating habits leads to excessive weight, particularly among young people (Figure 16). Economic conditions and poor health and unsafe living conditions also lead to a higher incidence of emergency room visits (Figure 17). A number of these factors can be addressed through improved planning and enhanced economic prosperity.

**FIGURE 15:
LEADING CAUSES OF DEATH**

Rank	Cause of Death	Salinas	Monterey County
1	Heart Disease	23.4%	22.8%
2	Cancer	21.1%	23.9%
3	Stroke	7.2%	6.3%
4	Chronic Lower Respiratory Disease	5.1%	5.1%
5	Unintentional Injuries	2.5%	2.6%
6	Alzheimer's Disease	5.1%	5.3%
7	Diabetes Mellitus	2.9%	2.5%
8	Influenza and Pneumonia	1.0%	1.6%
9	Chronic Liver Disease	2.2%	1.8%
10	Intentional Self Harm (Suicide)	1.8%	1.9%
11	Essential Hypertension & Hypertensive Renal Disease	1.7%	1.6%
12	Nephritis, Nephrotic Syndrome and Nephrosis	1.0%	1.6%
	All Other Causes	25.0%	23.1%

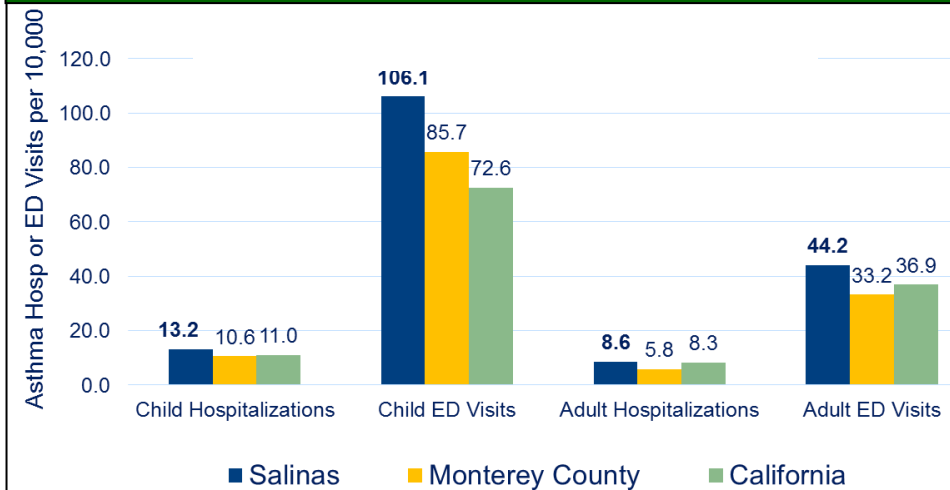
Source: California Department of Public Health (CDPH) Mortality Records (2010).
Obtained by BHC from www.healthycity.org.

**FIGURE 16:
STUDENTS WITH HIGH RISK UNHEALTHY BODY COMPOSITION (BMI)**



Source: California Department of Public Health (CDPH) Mortality Records (2010).
Obtained by BHC from www.healthycity.org.

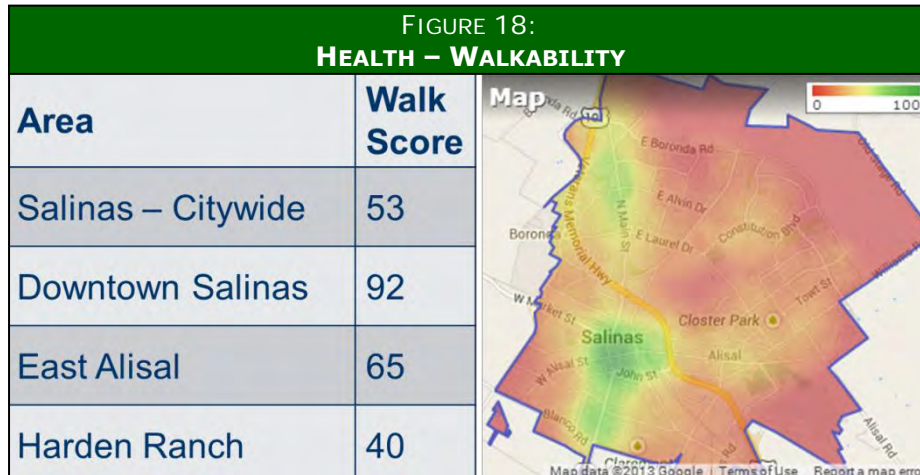
**FIGURE 17:
ASTHMA HOSPITALIZATIONS & EMERGENCY DEPARTMENT VISIT RATES**



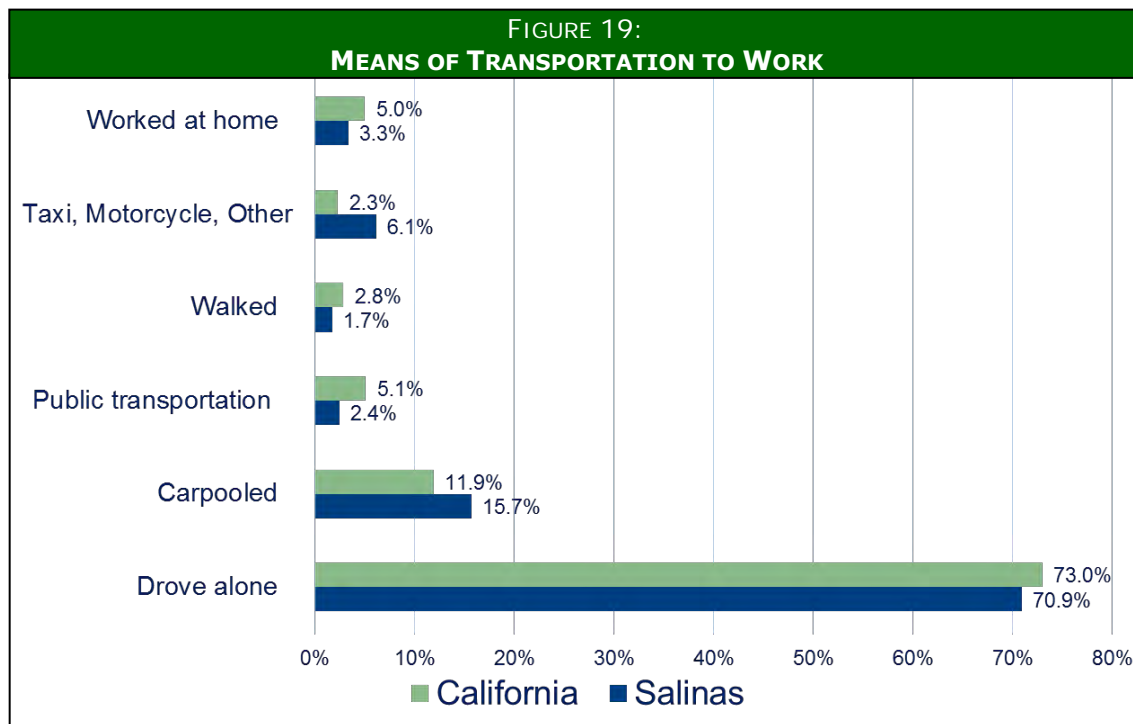
Source: California Department of Public Health (CDPH) Mortality Records (2010).
Obtained by BHC from www.healthycity.org.

WALKABILITY AND RECREATION OPPORTUNITIES

For example, the walkability of the community encourages outdoor activity in daily life and reduces automobile pollution. Downtown Salinas and East Alisal are generally more pedestrian friendly than other areas of the City (Figure 18). Compared to the state, Salinas workers use less public transportation or walking as a means to work, but do tend to car pool more (Figure 19).



Source: BHC, obtained from www.WalkScore.com



Source: BHC

Increasing recreation opportunities would of course also help encourage more outdoor activities and exercise. Salinas is below standard in terms of its available active park acreage (Table 1). As discussed earlier, economic development helps increase the tax base to fund a higher level of community amenities such as parks and recreation facilities.

TABLE 1: HEALTH – PARKS	
Acres of Active Parkland	310
Salinas Population (2010)	150,441
Park Level of Service (Park acres per 1,000 residents)	2.06
Additional acres needed to reach 3 acres/1,000 Standard	50.1

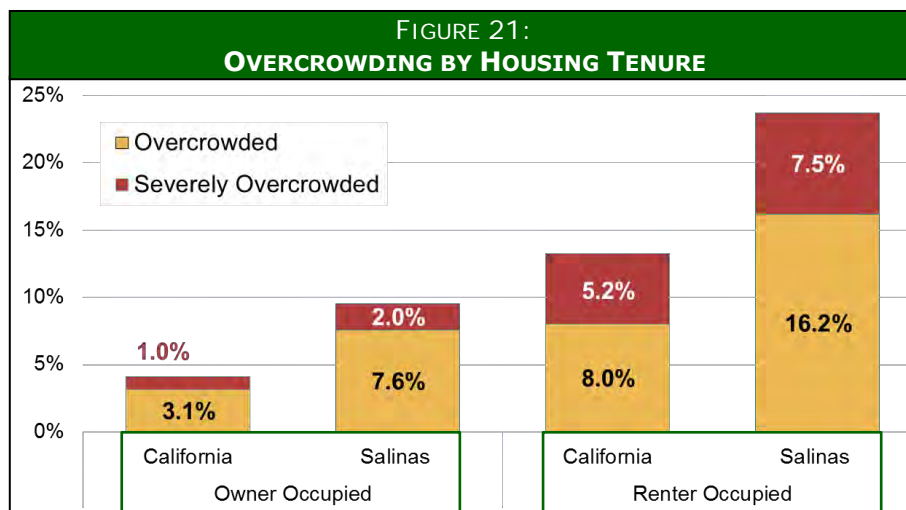
Source: BHC, obtained from City of Salinas, CA and US Census 2010

HOUSING

Overcrowded housing conditions lead to a number of adverse health and psychological concerns. More than 17% of Salinas residents are living in overcrowded housing conditions compared to 8% in California (Figure 20). Overcrowding is more prevalent in rental housing (Figure 21) and a greater proportion of Black and Hispanic families are in rental housing (Figure 22).

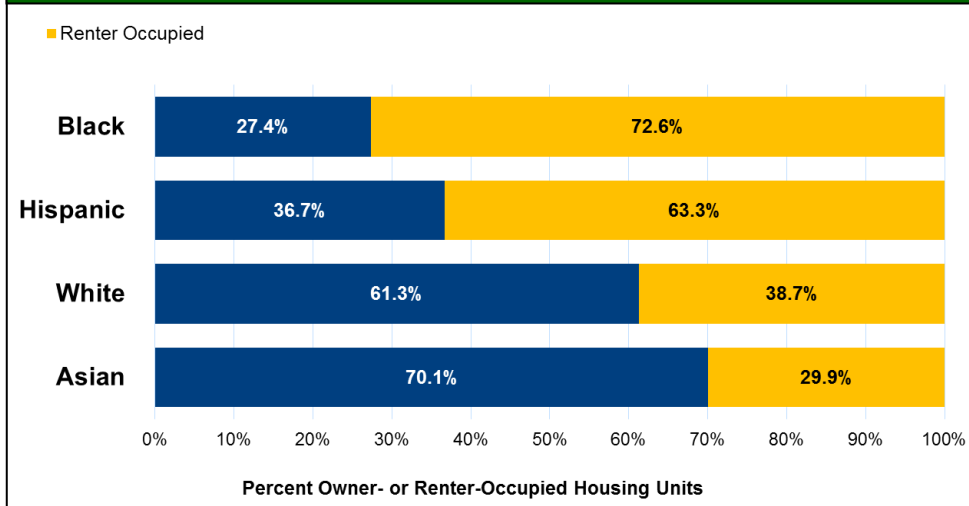
FIGURE 20: OVERCROWDED HOUSING			
Occupants per Room	California	Monterey County	Salinas
Not overcrowded (<i><1.01 occupants per room</i>)	91.9%	88.4%	82.7%
Overcrowded (<i>1.01 to 1.5 occupants per room</i>)	5.2%	7.9%	12.3%
Severely Overcrowded (<i>>1.50 occupants per room</i>)	2.8%	3.7%	5.0%

Source: BHC, based on U.S. Census Bureau, 2007-2011 American Community Survey



Source: BHC, based on U.S. Census Bureau, 2007-2011 American Community Survey

**FIGURE 22:
HOUSING TENURE BY RACE/ETHNICITY
OWNER- VS. RENTER-OCCUPIED IN SALINAS**



Source: BHC, based on U.S. Census Bureau, 2007-2011 American Community Survey

OUTCOMES FROM ECONOMIC PROGRESS

The chapter contains two sections: 1) calculation of jobs, average wages and fiscal benefits from the 5-year priority sites identified in the EDE 5 year Implementation plan; 2) an overview of how the projected 2035 job growth would affect selected economic indicators such as the jobs/housing balance, unemployment rate, and fiscal reserves for the City. This latter analysis reflects the desired outcomes from full implementation of the EDE.

The EDE process included identification of a number of economic opportunity sites throughout Salinas and including future potential sites outside the current City boundaries. The map of all these sites may be found in Appendix A in the EDE, with further discussion and analysis in Appendix D. From this wide-ranging list of potential focus areas, the EDE Team has recommended a set of short term priority sites which are deemed to have near term potential due to greater accessibility, availability of infrastructure, fewer planning constraints and stronger market support, among other factors. These priority sites include both currently undeveloped areas (greenfield sites) and also existing commercial districts with revitalization opportunities (infill areas).

It is important to recognize that the actual development and economic benefits associated with all these priority areas are provided here for illustrative purposes only. There are only a few of these sites where entitlements or specific plans are in place. The City Council will need to make future decisions about the specific development potential or level of revitalization efforts for each area as part of the implementation process of the EDE and the other elements in the General Plan. This analysis provides one step in the process undertaken through the EDE to make recommendations for changes to the Land Use Element based on the City's economic development opportunities. The present analysis applies market constraints as expressed in the employment projections developed from the target industry analysis (Appendix C) and calculates the economic benefits of development on the sites. In terms of the recommendations that are evaluated in the eventual Land Use Element update, other environmental and planning concerns would need to be evaluated in order to provide the City and regional planning agencies with complete information about the potential impacts of development on these sites.

PRIORITY SITES

The analysis below evaluates the job creation and fiscal impact of the priority areas, summarized in Table 2. The sites are categorized according to whether they are viewed primarily as job-generating areas or revenue-producing areas (mainly commercial uses). In a couple cases – Carr Lake and East Alisal/East Market - the areas are included due to their special significance for the community.

For the greenfield sites, several adjustments were made to the development potential of the sites based on known constraints or market projections. The acreages for all of the sites, except Uni-Kool (Site A), were assumed to be gross figures, and were reduced by 20 percent to obtain net acres. The resulting figure for Site D – Airport West, was reduced by half to remove the area in the flood plain. In addition, the buildout employment was reduced on most of the sites to obtain overall growth figures that fall within the 2035 projections shown in Table 3 below. This process involved some judgments based on known constraints on the sites. Thus, Uni-Kool is assumed largely to build out during this

period, while Sites F and K are assumed to be just getting started by 2035. In terms of predominant land use for the analysis, many of the areas are assumed to be single-use sites. However the Uni-Kool site is planned to include ancillary retail and office uses and it is likely there would be some mix on other sites as well.

For the infill areas, we have estimated the development potential for certain signature catalyst sites or assumed a certain level of commercial revitalization based on available data from past or ongoing planning efforts. These assumptions are described for each area below. In a number of cases, there are considerations for residential and mixed use development in these areas. For the purposes of this analysis, we have not evaluated the residential opportunities but have focused instead on the business development opportunities. Since this analysis is illustrative, we have not attempted to develop buildout scenarios for these areas but have focused on more short term opportunities.

AIRPORT INDUSTRIAL PARK (AREA C): There are approximately 10 acres remaining undeveloped in this area, which are assumed to develop in job-generating uses (office space) to complete the business park in the future.

DOWNTOWN VIBRANCY PLAN (AREA P): The City is currently engaged in developing a Downtown Vibrancy Plan and the final recommended economic scenario is not available as of this writing. However, key concepts under discussion in the plan include mixed use development with residential, retail and office uses and potentially a downtown hotel. A mix of these uses has been modeled in the figures shown in Table 2 below.

TRANSIT ORIENTED DEVELOPMENT (AREA Q): While this area has the potential for mixed use residential development, we have shown the revenue and job generating potential of also including a new hotel in this area. Based on available site characteristics, we have projected for illustrative purposes a four-story, 130 room hotel of 75,000 total sq.ft. In addition the area could add office space and a limited amount of commercial development.

CHINATOWN (AREA R): The report *Chinatown Rebound* (2010) identifies six catalyst sites in Chinatown that could help stimulate revitalization in this area. Several of these involve residential development, but for purposes of this analysis we have focused on the Health and Human Services campus, which would have job generating benefits as well as the social and health care benefits of providing services closer to the population. In addition, there are seven vacant parcels that we have projected for development in commercial uses.

ALISAL MARKET PLACE (AREA T): The project sponsor for this project has developed a preliminary plan which includes a mix of residential, commercial, office, institutional and industrial uses, as well as a hotel. This plan has not received formal review and approval by the City, but it reflects one potential scenario for the job and revenue creation potential of the site.

EAST ALISAL/EAST MARKET (AREA U): The City's retail market analysis completed by Buxton indicates a retail leakage of \$580 million in East Salinas with the potential for 150 new stores. However, given the existing concentrations of major retail outlets in the Northern areas of the City, it is unclear how much of this potential can be realized through revitalization of the Alisal and Market St. corridors. Based on City sales tax records, we estimate that the average taxable sales per store in the commercial area of

the Salinas United Business Assn. (SUBA) is about 28 percent below the citywide average. While per capita incomes are about 25 percent lower in this area, household incomes which tend to drive consumer spending patterns, are close to the City average. If the area could be revitalized to close the gap in spending capture, it would increase retail sales by \$60 to \$80 million per year with resulting sales tax increases of at least \$600,000 per year for the City.

CARR LAKE (AREA V): One key opportunity for the Carr Lake area would be the expansion of the City’s recreational facilities. From an economic development perspective, this would have the indirect benefit of potentially attracting out of town visitors for youth sports tournaments and possibly events for adults. For example, Overland Park Kansas estimated an economic benefit of \$4 million from hosting the one-week U.S. Youth Soccer National Championships in 2013, including nearly 8,000 hotel room nights sold. With this kind of performance, the City has nearly recouped its investment in the facility in three years.¹ A review of academic studies of youth sports economic impact suggests that even more routine tournaments can generate revenues up to \$65 per participant per day, which can generate thousands in City sales tax and lodging revenues over the course of an annual season.²

**TABLE 2:
POTENTIAL ECONOMIC OUTCOMES FOR PRIORITY OPPORTUNITY SITES**

Opportunity Site	Acres	Pre-dominant Land Use	Build-out Jobs	2035 Jobs	Average Wage	Total Wages (millions)	Net Annual City Revenue	Taxable Sales (millions)
Jobs Generating								
A. Uni-Kool	240	Industrial	4,140	3,140	\$54,733	\$171.9	\$1,477,929	\$39.2
D. Airport West	342	Industrial	1,788	1,388	\$55,577	\$77.1	\$246,114	\$0.0
E. Airport East/Hartnell	170	Inst/Off/Ind	3,949	3,500	\$56,075	\$196.3	\$500,903	\$0.0
F. Eastern Expwy	2,220	Industrial	23,209	500	\$55,577	\$27.8	\$88,672	\$0.0
K. North Entrance	875	Office	25,410	400	\$56,005	\$22.4	\$62,719	\$0.0
Subtotal	3,847		58,496	8,928	\$55,495	\$495.5	\$2,376,336	\$39.2
Revenue Producing								
L. Westside Expwy	342	Retail	4,334	1,750	\$38,561	\$67.5	\$5,870,194	\$288.7
N. 1. Hwy 68 Gateway	20	Retail	317	317	\$33,741	\$10.7	\$1,062,716	\$52.3
P. Vibrancy Plan	135	Ret/Off/Hot	NA	250	\$48,048	\$12.0	\$236,830	\$9.2
Q. TOD Rail Site	90	Ret/Off/Hot	NA	622	\$51,664	\$32.1	\$251,819	\$5.6
Subtotal	362		4,651	2,067	\$37,822	\$78.2	\$6,932,910	\$341.0

¹ Laura McCallister and Jeanene Kiesling, "Youth Soccer Tournament Brings with it Huge Economic Impact". 2013, KCTV (Mereditth Corp.).

² John L. Crompton and Seokho Lee. *The Economic Impact of 30 Sports Tournaments, Festivals, and Spectator Events*. Journal of Park and Recreation Administration. Summer 2000. Vol. 18, No.2. pp.107-126Note: ADE adjusted figures from this report for inflation.

Opportunity Site	Acres	Pre-dominant Land Use	Build-out Jobs	2035 Jobs	Average Wage	Total Wages (millions)	Net Annual City Revenue	Taxable Sales (millions)
Infill								
C. Airport Indus. Pk.	10	Office	363	363	\$56,005	\$20.3	\$56,917	\$0.0
R. Chinatown	3	Inst./Retail	58	58	\$51,045	\$3.0	\$53,961	\$2.4
T. Alisal Market Place	82	MU	1,470	1,470	\$38,888	\$57.2	\$2,257,514	\$103.3
Subtotal	95		1,891	1,891	\$145,938	\$80.5	\$2,368,393	\$105.7
Special								
U. East Alisal/ East Market	193	Retail	275	275	\$33,741	\$9.3	\$600,000	\$60.0
V. Carr Lake	900	Recreation	NA	NA	NA	NA	NA	NA
TOTAL	5,397		63,510	13,161	\$50,404	\$663.4	\$12,277,639	\$545.9

Source: ADE

As discussed above the job estimates in the table are based on average factors shown in Figure 26 below, and scaled to the 2035 projections shown in Table 3. The average wages are based on the general land use category factors shown in Figure 27 and Table 4 below. The Net City Revenue reflects the net fiscal impact of 2035 development on each site, including both new City taxes and also new City costs for services. Similarly, the taxable sales figures indicate how much retail sales would increase on the sites by 2035. Overall, development on these priority sites is projected to create 13,161 jobs by 2035, with a total payroll of \$663.4 million and a gross average wage of \$50,404. In terms of fiscal impact, the development would add \$12.3 million to annual City disposable tax revenues, based on current City service cost ratios.

2035 SCENARIO

Table 3 shows the jobs projections as presented in the Target Industry Analysis.

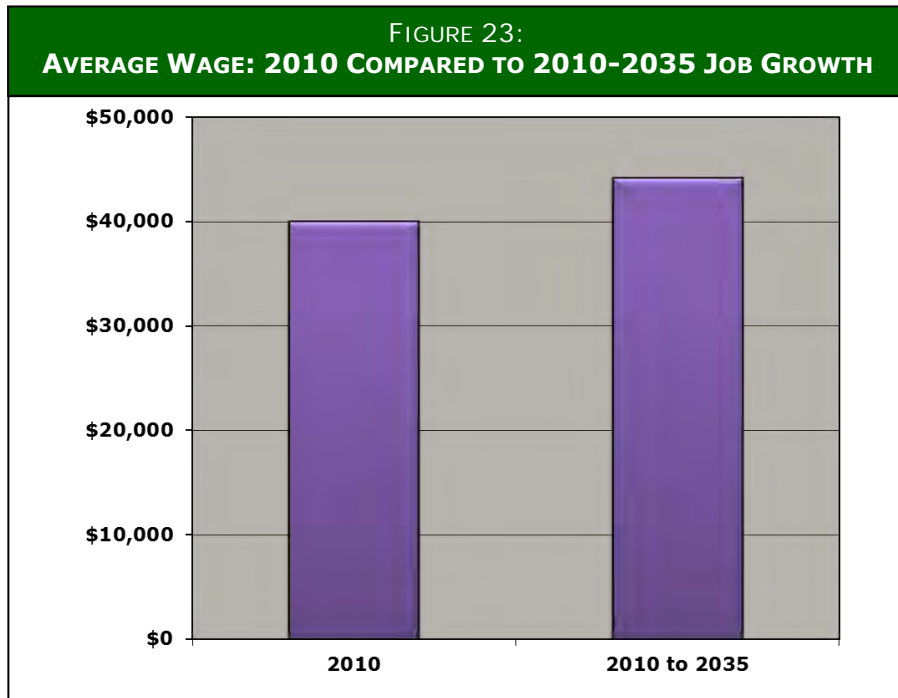
TABLE 3: DETAILED EMPLOYMENT PROJECTIONS FOR SALINAS								
Land Use	2010	2015	2020	2025	2030	2035	2010 – 2035 Change	Acres
Agricultural	13,125	13,713	14,319	14,931	15,557	16,197	3,072	w/ind
Industrial	6,415	6,641	6,865	7,091	7,319	7,545	1,130	241.2
Office	6,106	6,452	6,802	7,146	7,486	7,821	1,715	47.2
Commercial	8,066	8,725	8,735	9,409	10,115	10,856	2,790	140.9
Visitor Serving	3,637	4,447	5,337	6,322	7,392	8,558	4,921	497.1
Institutional	17,153	18,866	20,698	22,650	24,714	26,960	9,807	450.3
TOTAL	54,502	58,843	62,757	67,550	72,583	77,938	23,436	1,377

Source: ADE

During the 2010-2035 period, AMBAG projects Salinas to add about 19,300 people in 4,200 new housing units. The current labor force participation rate in Salinas is about 47%, meaning that the new population growth would also add about 9,100 workers to the population. The job growth at 23,400, is more than double the work force growth, allowing the City to reduce unemployment and improve the existing jobs/housing balance from 1.28 in 2010 to 1.66 in 2035.

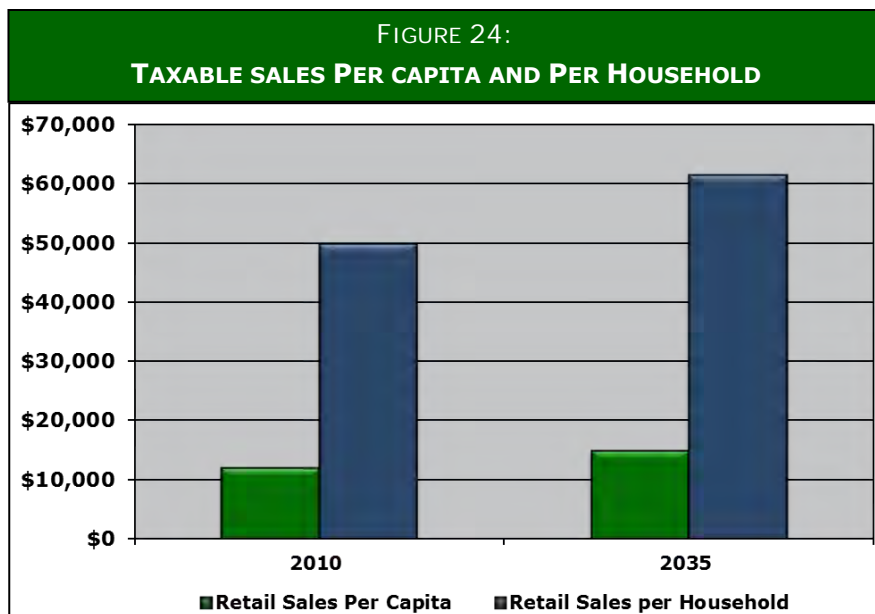
One of the indicators addressed the issue of matching job opportunities to skills in the labor force. In 2010, we identified a lack of industrial, office and visitor serving jobs in relation to the size of the workforce in these sectors in Salinas. The jobs projections address these gaps. Conversely, there are more education and health care jobs in Salinas (in the Institutional Land Use) than there are workers. The projections would exacerbate this imbalance, but perhaps signify a need for greater workforce training in these areas. As discussed below, the institutional jobs are relatively high paying.

The projected increment of job growth would generally provide a mix of higher paying jobs. As shown in Figure 23, the 2010 mix of jobs in Salinas produces an average annual wage of \$40,000, while the increment of job growth between 2010 and 2035 would average \$44,000 per year. In the next section, there is more data and discussion about wage rates for detailed target industries.



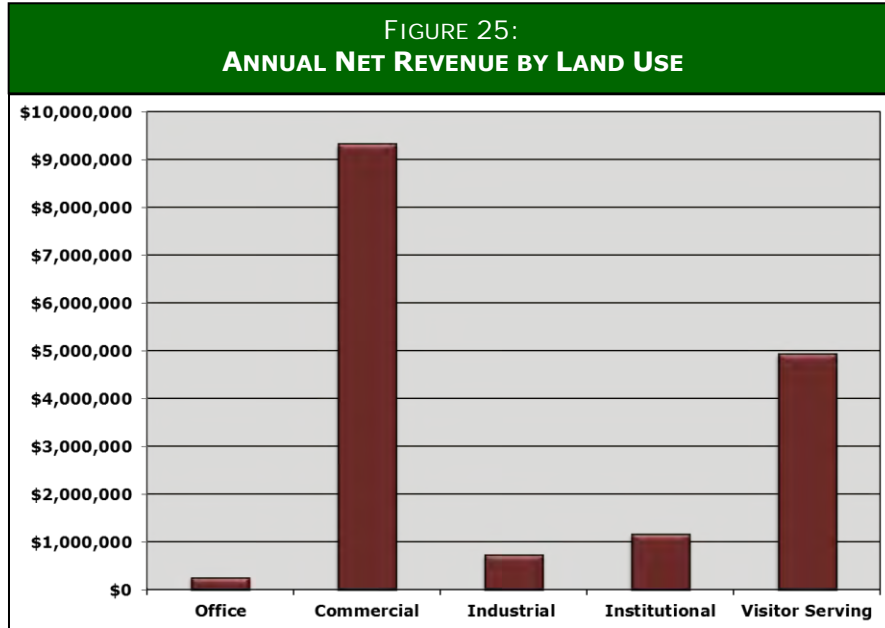
Source: ADE

Figure 24 shows the effect of achieving the commercial development goals in the projections in terms of taxable sales per capita and per household. Retail sales per capita would increase from \$12,000 in 2010 to about \$14,900 in 2035. Similarly, per household taxable sales would increase from \$50,000 to \$61,600 in 2035.



Source: ADE

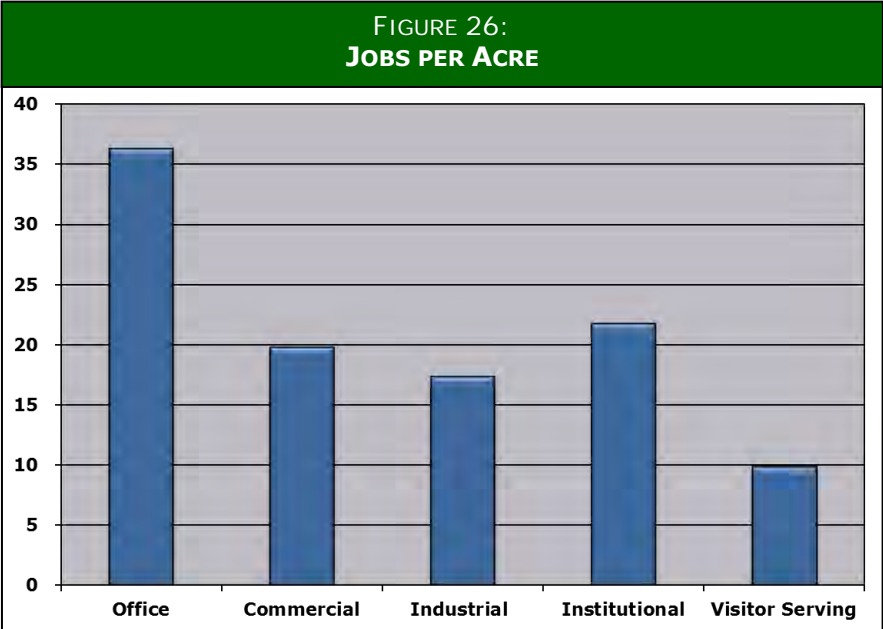
Figure 25 addresses the fiscal impact of the job projections by land use. Clearly the commercial and visitor-serving uses dominate this indicator by virtue of the increased sales tax and transient occupancy tax.



Source: ADE

LAND USE INDICATORS

Each type of land use has a different rate of job creation (Figure 26). The visitor serving uses average a little lower than normal because some of the acreage is devoted to recreational types of facilities and uses.



Source: ADE

Individual employment sectors would offer the opportunity for higher wages (Figure 27). The institutional sector includes education and health care as well as government. As indicated above, greater training opportunities are needed for Salinas workers to access these relatively high paying jobs.



Source: ADE

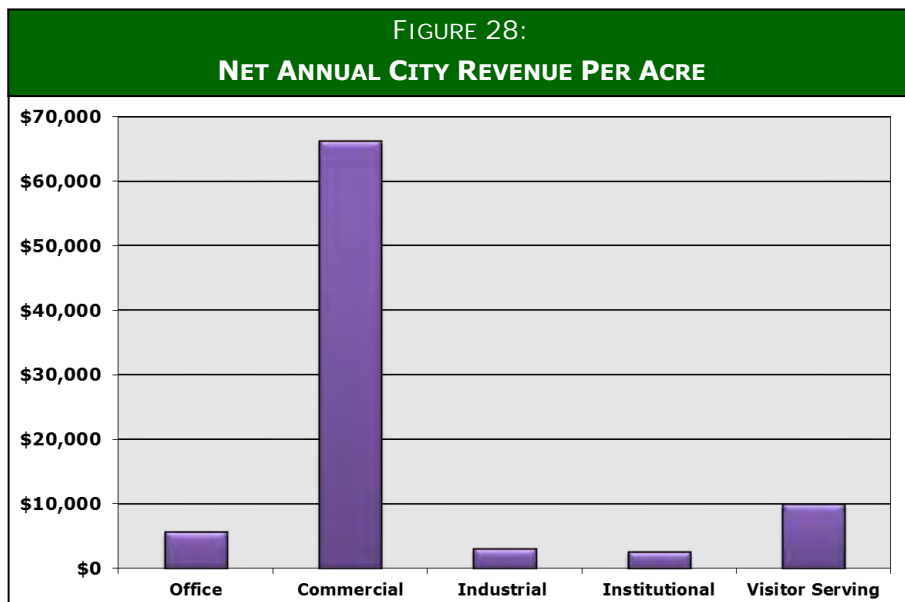
The detailed wages by employment sector are shown in Table 4.

TABLE 4: AVERAGE ANNUAL WAGES BY LAND USE AND EMPLOYMENT SECTOR		
NAICS Code	Description	2012 Avg. Annual Wage
Industrial Land Use		\$55,577
11	Agricultural	\$36,354
23	Construction	\$44,731
31-33	Manufacturing	\$56,535
311	Food Processing	\$47,447
312	Beverages	\$70,929
314	Textile Product Mills	\$26,560
315	Apparel	\$37,885
316	Leather and Allied Products	\$36,416
321	Wood Products	\$45,744
322	Paper Products	\$77,902
323	Printing and Related Support Activities	\$35,902
325	Chemicals	\$70,865
326	Plastics and Rubber Products	\$52,552
327	Nonmetallic Mineral Products	\$74,216
331	Primary Metals	\$58,826
332	Fabricated Metal Products	\$44,015
333	Machinery	\$58,028
334	Computer and Electronic Products	\$76,417
335	Electrical Equipment, Appliance, and Components	\$73,662
336	Transportation Equipment	\$36,467
337	Furniture and Related Products	\$47,854
339	Miscellaneous Manufacturing	\$31,667
42	Wholesale Trade	\$76,284
48-49	Transportation and Warehousing	\$53,368
562	Waste Management and Remediation Services	\$66,187
Office Land Use		\$56,005
51	Information	\$62,551
52	Finance and Insurance	\$67,407
53	Real Estate and Rental and Leasing	\$29,897
54	Professional, Scientific, and Technical Services	\$51,307
541380	Testing Laboratories	\$59,850
541420	Industrial Design Services	\$39,666
541511	Custom Computer Programming Services	\$88,063
541512	Computer Systems Design Services	\$76,795
541513	Computer Facilities Management Services	\$34,983
541519	Other Computer Related Services	\$44,600
541690	Other Scientific and Technical Consulting Services	\$43,212
541712	Research and Development	\$91,991

NAICS Code	Description	2012 Avg. Annual Wage
55	Management of Companies and Enterprises	\$95,772
561	Administrative and Support Services	\$29,098
Commercial Land Use		\$29,028
44-45	Retail Trade	\$33,741
81	Other Services (except Public Administration)	\$24,314
Visitor Serving Land Use		\$26,083
71	Arts, Entertainment, and Recreation	\$26,210
487	Scenic and Sightseeing Transportation	\$25,260
72	Accommodation and Food Services	\$26,779
Institutional Land Use		\$56,150
61	Educational Services (Private)	\$32,648
902612	State Colleges, Universities, and Prof. Schools	\$62,024
903611	Local Elementary and Secondary Schools	\$62,758
903612	Local Public Colleges and Professional Schools	\$32,149
62	Health Care and Social Assistance	\$57,081
902622	Hospitals (State Government)	\$56,514
903622	Hospitals (Local Government)	\$107,756
90	Government	\$78,721
902999	State Government, Excluding Education and Hospitals	\$64,719
903999	Local Government, Excluding Education and Hospitals	\$83,679

Source: EMSI

Finally, the fiscal performance per acre by land use (Figure 28) is fairly consistent with the overall fiscal benefit in Figure 3 above.



Source: ADE

