

City of Salinas

200 Lincoln Ave., Salinas, CA 93901

www.cityofsalinas.org



Meeting Agenda

Wednesday, April 24, 2024

6:00 PM

Community Room, Salinas Police Department

General Plan Steering Committee

STEERING COMMITTEE MEMBERS

Jose Luis Barajas
Alejandro Chavez
Jonathan De Anda
Dennis Donohue

Natalie Flores
Rosa Gonzalez
Xago Juarez
Vicente Lara

Robin Lee
Alexis Mendez
Salvador Muñoz
Alexis Mendez

Omar Perez
Micheal Talavera

*Visión Salinas 2040 is about our community's future, goals
and priorities, and above all, our people.*

*Lisa Brinton, Community Development Director
Monica Gurmilan, Senior Planner, Steering Committee
Executive Secretary*

monicag@ci.salinas.ca.us, (831) 758-7409

ROLL CALL

PUBLIC COMMENT SUBMISSION PROCEDURES

If you wish to make a comment on a specific agenda item, please submit your comment, limited to 250 words or less via email by 2:00 P.M. on the day of the meeting to the Senior Planner at monicag@ci.salinas.ca.us.

Reading of Public Comments: City Staff shall read all email comments, provided that the reading shall not exceed two (2) minutes and shall become part of the record. Every effort will be made to read your comment into the record, but some comments may not be read due to time limitations.

MEETING OBJECTIVES

Review Draft General Plan Introduction Chapters and Pillar Introductions

PUBLIC COMMENT TIME RESTRICTIONS

Public comments generally are limited to two minutes per speaker; the Chair may further limit the time for public comments depending on the agenda schedule.

PUBLIC COMMENTS

Receive public communications from the audience on items that are not on the agenda and that are in the City of Salinas' subject matter jurisdiction. Comments on Consent or Discussion items should be held until the items are reached. The public may request that the committee consider adding an item for consideration on a future agenda. In order to be respectful of all speakers' views and to avoid disruption of the meeting, the audience shall refrain from applauding or jeering speakers who have been recognized by the Chair.

CONSENT

Minutes

Recommendation: Approve minutes of November 15, 2023 Meeting

DISCUSSION ITEMS

General Plan Introduction Chapters

Steering Committee review of Draft General Plan introduction chapters and pillar introductions.

General Plan Timeline

FUTURE AGENDA ITEMS

Draft General Plan

ADJOURNMENT

Monica Gurmilan, Senior Planner**AGENDA MATERIAL / ADDENDUM**

Any addendums will be posted within 72 hours of regular meetings or 24 hours of special meetings, unless otherwise allowed under the Brown Act. City Commission/Board/Committee reports may be viewed at the Salinas City Clerk's Office, 200 Lincoln Avenue, Salinas, and are posted on the City's website at www.cityofsalinas.org. The Commission/Board/Committee may take action that is different than the proposed action reflected on the agenda.

Disability-related modification or accommodation, including auxiliary aids or services, may be requested by any person with a disability who requires a modification or accommodation in order to participate in the meeting. Requests should be referred to the City Clerk's Office At 200 Lincoln Avenue, Salinas, 758-7381, as soon as possible but by no later than 5 p.m. of the last business day prior to the meeting. 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.

PUBLIC NOTIFICATION

This agenda was posted on Wednesday, April 17, 2024, at the Salinas Rotunda.

**MINUTES
OF THE
VISION SALINAS 2040 STEERING COMMITTEE
GENERAL PLAN UPDATE
November 15, 2023**

WELCOME AND STAFF INTRODUCTIONS

PRESENT: Jose Luis Barajas, Alejandro Chavez, Jonathan De Anda, Dennis Donoue, Natalie Flores, Rosa Gonzalez, Xago Juarez, Vicente Lara, Robin Lee, Alexis Mendez, Omar Perez, Michael Talavera, Salvador Muñoz

ABSENT:

STAFF: Lisa Brinton (Community Development Director), Grant Leonard (Planning Manager), Monica Gurmilan (Senior Planner), Jonathan Moore (Senior Planner), Donovan Arteaga (Community Outreach Assistant)

COMMENTS FROM THE PUBLIC

None.

MEETING OBJECTIVES

- I. Discussion of First Draft Goals/Policies/Actions for Land Use and Infrastructure, Community Design and Public Safety Elements

DISCUSSION ITEMS

Alexis Mendez called the meeting into order. Roll call was taken.

Jonathan Moore began the discussion on Land Use and Infrastructure. The Committee reviewed its goals, policies, and actions and began to ask questions. Jon then transitioned to the Community Design Element. The Committee discussed the goals, policies, and actions.

Monica Gurmilan then transitioned the meeting to the Public Safety Element. The committee reviewed its goals, policies, and actions. The discussion focused on law enforcement's place in

the community and more specifically in schools. The committee also discussed police alternatives to improve community safety.

The next meeting will be in the Spring. More information to come.

FOLLOW-UP REPORTS

None.

FUTURE AGENDA ITEMS

- I. Climate Action Plan
- II. Policy Review

ADJOURNMENT

Alexis adjourned the meeting.

1. Vision and Introduction

A. Vision Statement and Plan Purpose

Vision Statement: *In 2040, Salinas is an inclusive and safe city where all persons can thrive. Salinas is a city that values transparency, community participation, and opportunity for youth residents. Its unique culture and identity as a diverse community with agricultural, ecological, and architectural resources is celebrated and honored through festivities, art, and community design. Responsible growth and redevelopment promote equitable economic opportunities, diverse housing options, quality infrastructure, and safe access to parks, schools, commercial centers, and other community amenities.*

Visión Salinas 2040 is the first comprehensive update to the City of Salinas General Plan since 2002. Over the past two decades, Salinas has grown in both size and population, continuing its transformation from a town of under 14,000 in 1940, to largest city in Monterey County with over 163,000 residents. New State laws have changed the planning landscape since 2002, requiring local governments to address the housing crisis and climate change. The General Plan update comes at a crucial moment for the city and is an opportunity to evaluate the community's current housing needs; promote small business development; practice smart growth; enhance public spaces, parks, and recreation; and make Salinas more sustainable.

General Plans are required in California to guide future development, investment, and programs based on the community's vision. The General Plan plays the foundational role in regulating land use in the city and provides direction for all zoning regulations, ordinances, guidelines, and area or specific plans. The goals, policies, and actions of Visión Salinas 2040 reflect the voice of the community and help determine City values, budget, and priorities over the next 20 years. In short, the General Plan update will affect where people live, work, and play, how they get around, and much more.

B. Core Value and Guiding Principles

Visión Salinas was originally an initiative launched in 2017 to coordinate public outreach of multiple planning efforts happening at the same time and to develop a vision and guiding principles for the eventual General Plan Update. The Vision Statement above, overarching core value, and Guiding Principles below are the result of an extensive engagement effort and shaped the policymaking of this General Plan.

Overarching core value: An inclusive, diverse, and welcoming city where all persons can thrive.

- **Economic Prosperity, Equity, and Diversity:** A city where all persons have equitable access to prosperity through a diversified economy, jobs, and educational and training opportunities.
- **Housing Opportunities for All:** A city with a diversity of housing types and affordability levels for its residents.

- **Healthy and Safe Community:** A city that strives to protect and improve the personal safety, health, and welfare of the people who live, work, and visit.
- **Youth are the Future:** A city where youth flourish and have equitable access to education, recreation, and a healthy urban environment.
- **Collaborative, Inclusive, and Engaged Decision-Making:** A transparent and responsive City government driven by the voices of a participatory community.
- **Livable and Sustainable Community:** A well-planned city with a thriving community core and commercial corridors, excellent infrastructure (streets, sewers, parks, trees and open spaces, libraries, and community facilities, etc.) that meet the unique and changing needs of the community.
- **Connectivity, Access, and Mobility:** An active city with a well-connected, eco-friendly network of multi-modal streets, bikeways, greenways and trails, and effective public transportation options.
- **A Community to Celebrate:** A city that celebrates, promotes, preserves, and honors the diversity, history, art, and culture of its community.

C. Related Plans

The General Plan update builds off extensive community planning efforts occurring since the 2002 General Plan, particularly those in recent years. Between 2015 and 2024 alone, Salinas completed over a dozen citywide and district plans and community engagement projects, as well as participating in regional planning efforts in the Monterey County area. Related Plans include:

- Ag-Industrial Center Specific Plan (2009)
- Downtown Vibrancy Plan (2015)
- Consolidated Plan and Alisal Neighborhood Revitalization Strategy (2015)
- Economic Development Element (2017)
- Urban Greening Plan (2017)
- Salinas and Pajaro Valley Farmworker Housing Study and Action Plan (2018)
- Visión Salinas Guiding Principles (2018)
- The Salinas Plan (2018)
- East Alisal Street Corridor Plan (2019)
- Parks, Recreation, and Libraries Master Plan (2019)
- Regional Analysis of Impediments to Fair Housing Choice (2019)
- Alisal Vibrancy Plan (2019)
- Chinatown Revitalization Plan (2019)
- West Area Specific Plan (2019)
- Public Art Master Plan (2020)
- Central Area Specific Plan (2020)
- Consolidated Plan and Alisal Neighborhood Revitalization Strategy (2020)
- Vision Zero Action Plan (2021)
- Monterey-Salinas Transit Comprehensive Operational Analysis (2021)
- Monterey County Multi-Jurisdictional Hazard Mitigation Plan (2022)
- Safe Routes to School Plan (2022)
- 2045 Metropolitan Transportation Plan and the Sustainable Communities Strategy (2022)
- Salinas Safe Routes to School Plan (2022)
- Salinas Sanitary Sewer Master Plan Update (2023)

- Housing Element Update (2023)
- Alisal Streetscape Masterplan (2024 – in progress)
- Alisal District Identity Masterplan (2024 – in progress)
- Active Transportation Plan (2024 – in progress)
- Salinas Airport Masterplan (2024 – in progress)

D. Plan Organization and Use

California law (Government Code section 65302) requires every city and county to prepare and adopt a comprehensive and long-range General Plan that addresses eight topics (or “elements”): land use, housing, circulation, noise, conservation, open space, environmental justice, and safety. These can be tailored to meet the needs of the community, as is the case with Visión Salinas 2040.

While each element is independent and required for the General Plan, all elements are also interrelated and work together to support the City’s vision for the future. Certain goals and policies of one element may also address issues that are the primary subjects of other elements. The integration of overlapping issues throughout the General Plan elements provides a strong basis for implementation of plans and programs, and achievement of community goals.

Below is a brief description of each General Plan Element:

- The **Land Use and Infrastructure Element** describes present land uses and guides the future general distribution, location, extent, and intensity of place types such as residential, mixed-use, industrial, or open space and public service.
- The **Housing Element** establishes the City’s goals and policies for addressing housing needs across all income levels. Due to its unique statutory requirements, a 2023-2031 Housing Element was adopted in December 2023 as a separate document. This document contains a summary of the adopted Housing Element and demonstrates consistency with its goals and programs.
- The **Community Design Element** addresses the conservation and enhancement of the natural, historic, and aesthetic resources in Salinas that form the community’s unique character.
- The **Circulation Element** coordinates the citywide circulation system with planned land uses and promotes the non-private automobile modes of transportation such as walking, biking, and public transit.
- The **Noise Element** addresses the physiological, psychological, and economic effects of noise by providing effective strategies to reduce excessive noise and limit community exposure to loud noise sources.
- The **Conservation and Environmental Safety Element** identifies potential natural and human-caused hazards to the community, including the effects of climate change, and addresses practices to increase the resilience and adaptability of residents, workers, and visitors, while also improving emergency preparedness and response.
- The **Open Space Element** expresses community goals to protect and enhance the city’s parks and recreational spaces to ensure a high-quality living environment in Salinas.
- The **Health and Environmental Justice Element** establishes important goals and programs to address historic injustices in the community related to the built

and natural environment, as well as improving overall community health and well-being.

- The **Economic Development Element** identifies existing and new opportunity areas for economic growth, expansion of employment opportunities through business retention and expansion, and advancement of economic prosperity for residents through workforce development and education.
- The **Arts, Culture, and Youth Element** establishes goals and programs related to increased youth empowerment, public art programs, and community events that celebrate Salinas' unique culture.
- The **Public Safety Element** addresses issues of crime, violence, and other human caused hazards and identifies methods to provide a safe and enjoyable environment.

Visión Salinas 2040 consolidates the eight mandated elements plus custom elements for Salinas into three "pillars" (i.e., chapters):

State-Mandated Element	Visión Salinas 2040 Element	Pillar
Land Use	Land Use and Infrastructure Element	Built Environment Pillar
Housing	Housing Element	
Circulation	Circulation Element	
Noise	Noise Element	
<i>Optional</i>	Community Design Element	
Conservation	Conservation and Environmental	Environment and Sustainability Pillar
Safety	Safety Element	
Open Space	Open Space Element	
Environmental Justice	Health and Environmental Justice Element	Socioeconomic Systems Pillar
Safety	Public Safety Element	
<i>Optional</i>	Economic Development Element	
<i>Optional</i>	Arts, Culture, and Youth	

The General Plan Elements include maps, diagrams, and technical analysis that serve as foundation for future planning efforts. The Elements also contain the City's long-range goals for the future, and the policies and actions to meet those goals. The goals, policies, and actions are structured as follows,

- **Goals:** Broad statements that describe community desires. Each goal has one or more policies associated with the goal.
 - **Goal numbering:** Each goal starts with the element acronym and is followed by the number of the goal. (e.g., LUI -1 = Land Use and Infrastructure Element, first goal)
- **Policies:** A more specific statement that guides decision making and directs ongoing efforts as the City works to achieve a goal. Each policy has one or more actions associated with the policy.

- **Policy numbering:** The policy has two parts: first, the number of the goal it supports, and second, the number of the policy in the order underneath that goal. (e.g., Policy LUI-1.3 = Land Use and Infrastructure Element, first goal, third policy)
- **Actions:** A measure, procedure, or specific task intended to help implement a specified goal or policy.
 - **Action numbering:** The action has three parts: first, the number of the goal it supports, second, the number of the policy it supports, and third, the number of the action in the order underneath that goal and policy. (e.g., LUI-1.3.2 = Land Use and Infrastructure Element, first goal, third policy, second action)

Together, these components convey a long-term community vision and guide local decision making to achieve that vision. City staff apply General Plan goals and policies to provide direction to development applicants and land use analysis for the City Council, Planning Commission, and other boards and commissions. In addition, the General Plan actions comprise a detailed implementation program to guide City department work programs and budgeting.

2. Community Profile

A. Salinas History

Centuries before the arrival of Spanish soldiers and the establishment of the Presidio at Monterey and missions, the Salinas area was home to Native Americans, known as the Ohlone/Coastanoan-Esselen people. Salinas came into existence after Mexico seceded from Spain in 1822 and began granting rancho lands to settlers. During the rancho period of Mexican rule in California, the Salinas area included several large land grants but a minimal human population. Salinas evolved from purchasing two ranchos (Rancho Nacional and Rancho Sausal) and the business dealings of two early settlers (James Bryant Hill and Jacob Leese). Salinas is named after the Spanish for "salt marsh" and has existed as a town since 1856.

During the 1860s, Salinas began taking on the characteristics of an actual city. It wasn't until later in that decade that real growth began when Salinas started to receive attention for its agricultural richness. With its beginnings in wheat, barley, and cattle ranching, growth as a town began in the late 1860s when the valley's fertility was publicized. July 1868, Salinas only contained 12-14 buildings. By the end of that year, there were approximately 125 buildings, with more under construction. The Southern Pacific Railroad came to Salinas in November of 1872 when Salinas was granted the limited incorporation status. Soon after, Salinas became the county seat of Monterey County, and the City of Salinas was formally incorporated in 1874. The region's agricultural industry and railroad growth shaped the city's growth, allowing for more permanent development. The county's agricultural industry and government services are centered in Salinas to this day.

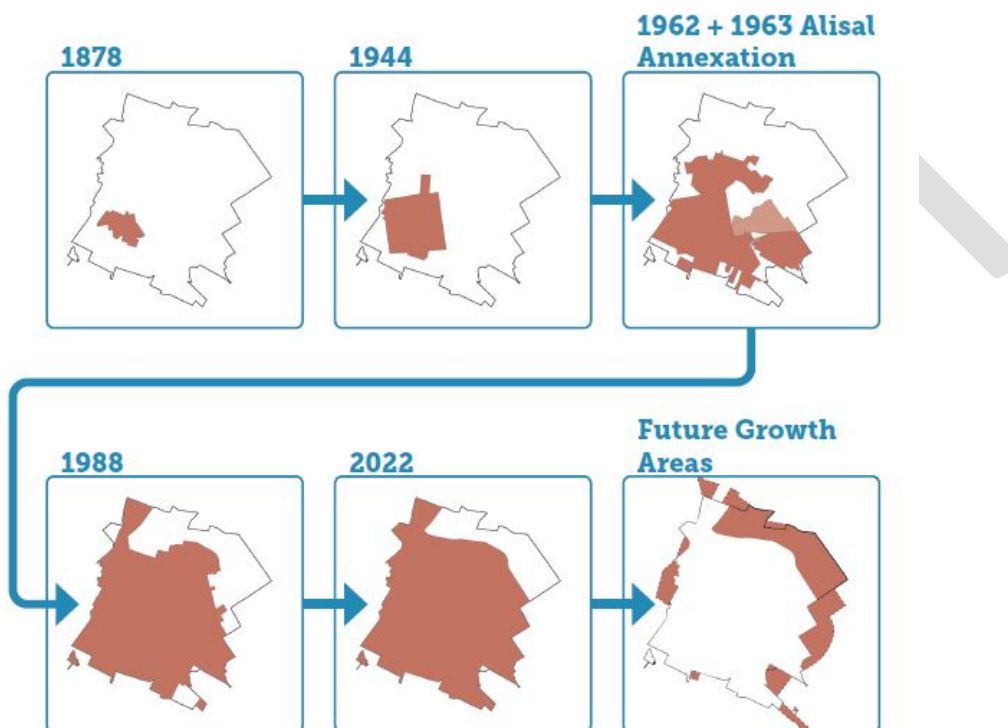
During the 1920s, a significant change in agriculture occurred with the introduction of lettuce and other row crops. The development of ice-bunkered railroad cars made it possible to ship fresh produce nationwide, and lettuce became a Salinas Valley mainstay. The availability of electrical power influenced farming practices. Electric power allowed farmers to extract groundwater, allowing for a greater variety of crops to be planted and harvested, as the agricultural operations no longer had to rely solely on rainwater.

By the 1930s, Salinas had transformed not only in its physical landscape but also in its cultural diversity as immigrants came with unique stories and contributions. From Dust Bowl refugees (known as "Oakies" from Oklahoma and "Arkies" from Arkansas) to Filipino field laborers, Japanese flower growers, Chinese and Korean merchants, Italian and Portuguese fishermen, Mexican "braceros" and East Coast refugees, Salinas became a melting pot of cultures and adding to the diversity of Salinas, making it a unique and vibrant place to live and work.

The growth of the region's agricultural industry created a significant demand for low-cost labor, drawing large numbers of immigrants. The Chinese Exclusion Act 1882 prohibited Chinese immigrants from living in established neighborhoods. Many migrants from other nations chose to settle in Chinatown and the Alisal neighborhood because they were not welcome in established areas of Salinas. Well into the 20th century, Salinas' Chinatown was a thriving, multicultural, mixed-use neighborhood, but it faced a sharp decline in the second half of the 20th century. The Alisal was originally separate from Salinas, but was annexed into the City in 1963, but the incorporation did not solve the community's issues, such as overcrowding with inadequate infrastructure. Improvements were seldom made to the east side of Salinas. Both these

communities faced immense racial barriers with segregation by design, with created trauma and challenges that are still present today.

Following World War II, development saw much farmland converted to facilitate city growth. Over the past 70 years, the community of Salinas has undergone extensive change. The city saw leaps in population in the 1950s and 1960s and again in the 1990s and early 2000s. Salinas has grown from a small agricultural community of 14,000 in 1950, to the largest city in the County with a population over 163,000 and a land area of approximately 23.5 miles. The most rapid growth occurred between 1970 and 2000. In addition to being a population center, Salinas holds about one-third of all jobs in the County.



Data Source: City of Salinas, 2022.

Today The City of Salinas can be identified by its agricultural crops and the life and work of Nobel/Pulitzer Prize- winning novelist John Steinbeck. The community offers many attractions for locals and visitors, including the California Rodeo Salinas, National Steinbeck Center, Steinbeck House, California International Airshow, Ciclovía, and other community festivals.

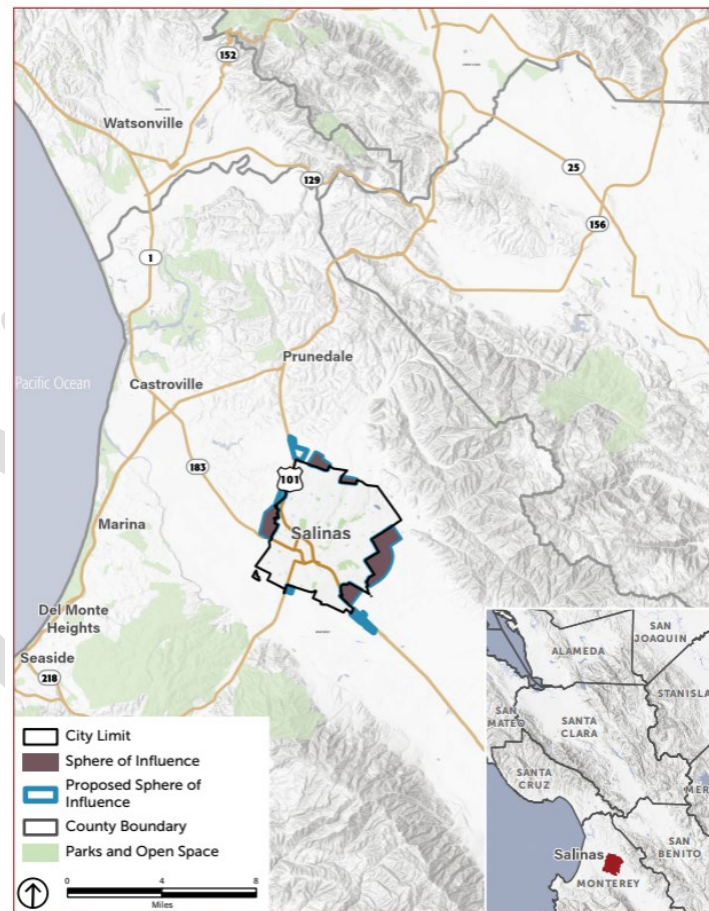
B. Demographics

Introduction

This section provides an overview of the existing conditions in Salinas and includes demographic information (such as population, age, and race/ethnicity) and a summary of Salinas that describes the three pillars of the General Plan.

The City of Salinas is approximately 105 miles south of San Francisco in Monterey County and at the north end of the Salinas Valley. Salinas is surrounded by unincorporated rural and agricultural land. Nearby unincorporated communities include Bolsa Knolls to the north, Speckles to the south, and Boronda to the west. Salinas is the largest of 12 incorporated cities in Monterey County and is in the northeast portion of the county (see Figure 1). The area is known as a the “Salad Bowl of the World,” due to its vibrant agricultural industry. The City has served as the county seat since 1872, making it a population, economic, and governmental center for the county.

Figure 1. Regional Vicinity of City of Salinas and Sphere of Influence

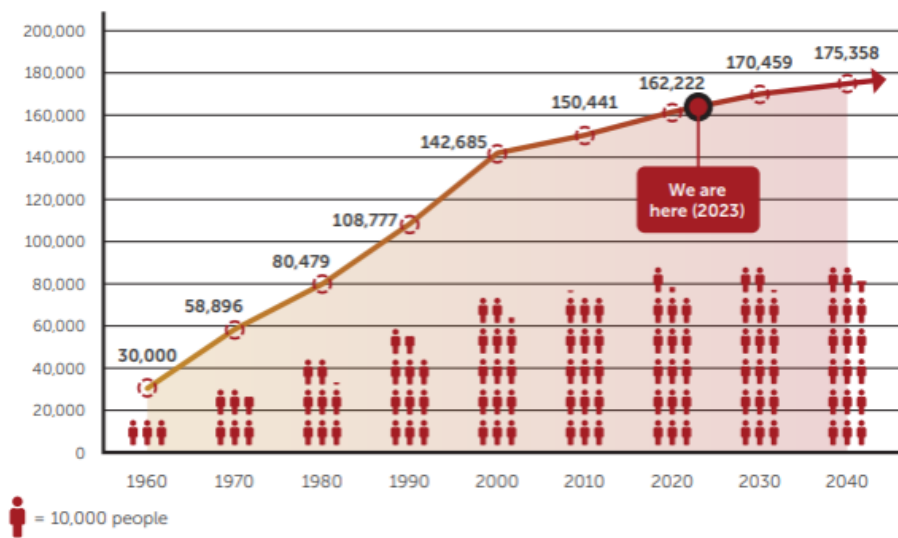


Demographics

Population

Salinas had a population of over 163,000 people in 2022, making it the largest city in Monterey County. By 2040, Salinas' population is expected to be over 175,000. Salinas is projected to experience a growth rate of approximately 12 percent between 2015 and 2045, as estimated by the Association of Monterey Bay Area Governments (AMBAG). Projections estimate that the number of housing units will increase by 24 percent, with jobs projected to increase by 17 percent over this time period, which could help alleviate the current housing shortage in Salinas.

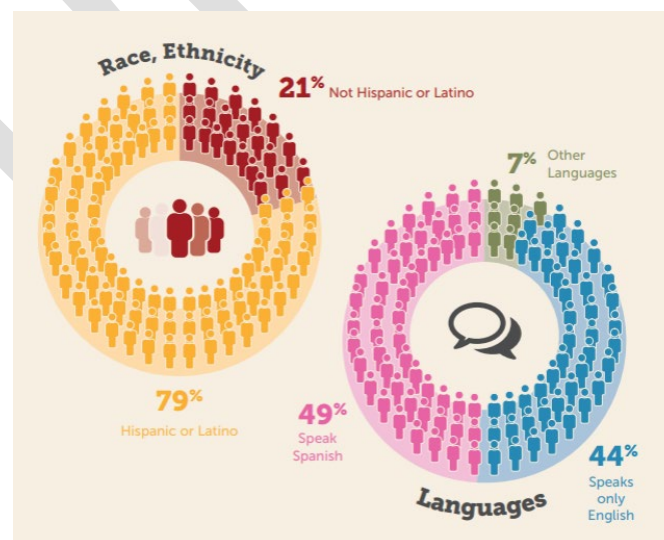
Figure 2. Population Growth in Salinas, 1960 - 2040



Data Source: AMBAG 2022 Regional Growth Forecast, California Department of Finance.

Race and Ethnicity

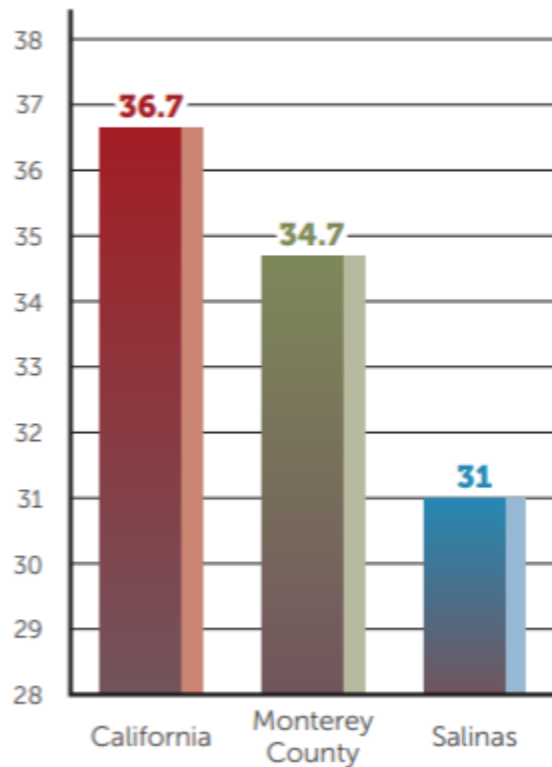
The majority of residents in the city are a part of an ethnic or racial minority group. Nearly 80 percent of residents identified as Hispanic or Latino in 2020, which is more than the neighboring jurisdictions of the city of Monterey (17 percent) and Monterey County (59 percent). Nearly half (49 percent) of Salinas residents speak Spanish at home.



Age

Salinas has a median age of 31 years, compared with the median age of 36.7 in California and 34.7 in Monterey County. This presents an opportunity to plan a community for all ages where residents of Salinas can work, learn, play, and age within their local community.

Figure 4. Median Age



Education

Educational attainment refers to the highest level of education that an individual has completed. In Salinas, 21 percent of adults over the age of 25 have an associate degree or higher. Forty-one percent of adults do not have a high school diploma.

Income

Much of the population in Salinas earns less than the state median income. In 2020, the median household income for Salinas was \$67,914, compared with \$76,943 in Monterey County and \$78,672 in California.

3. Community Engagement

These totals will be converted into a figure like the one below

Community Engagement Summary:

- **11,200+** total people engaged
- **16** Steering Committee Meetings
- **100%** Bilingual process
- **22** Large Workshops
- **17** Pop-ups at community events and public spaces
- **8** Working Group Meetings
- **3450** People reached through SALC engagement
- **5913** People reached through Global Budget Engagement

Vision Salinas: An Integrated Planning Initiative

In 2017, Visión Salinas was initiated to coordinate public outreach and planning efforts in Salinas and ensure equity and inclusion. For this General Plan Update, Visión Salinas was rebranded to Visión Salinas 2040 and served as the backbone of the planning process. Furthermore, through extensive public engagement, it helped establish an Overarching Core Value and Guiding Principles that will guide each policy and action in the General Plan.



Overarching Core Value: ***An inclusive, diverse, and welcoming City where all persons can thrive.***

This Overarching Core Value is embedded in each of the following Guiding Principals:

- Economic Prosperity, Equity, and Diversity
- Housing Opportunities for All
- Healthy and Safe Community
- Youth and Future
- Collaborative, Inclusive, and Engaged Decision Making
- Livable and Sustainable Community

- Connectivity, Access, and Mobility
- A Community to Celebrate

Visión Salinas 2040

Visión Salinas 2040, like the Alisal Vibrancy Plan (AVP), The Parks, Rec and Libraries Master Plan and the Chinatown Revitalization Plan, was developed and is to be implemented with equity at the center. Equity in the engagement process meant building an outreach strategy with key community stakeholders, ensuring the use of the Spectrum of Community Engagement to assess outreach strategies and outcomes, and removing barriers of participation. The Visión Salinas 2040 community engagement strategy replicated the AVP's equitable outreach vision, and with lesson's learned from that process, augmented efforts to bring more voices into the conversation.

Alisal Vibrancy as a roadmap for engagement

The AVP planning process was the first time City staff and residents collaborated to create a systemic set of action steps to improve the quality of life for hardworking families who live and work in the Alisal. This proved to be a huge success and inevitably became the standard for community engagement in the City. Following the AVP's acceptance, the City has shown a commitment to authentic engagement with its residents and stakeholders that removes barriers to participation for the vulnerable and the underrepresented and creates a process for true policy collaboration with the community.

At the beginning of the Visión Salinas 2040 process, COVID-19 brought new challenges to outreach and required new and deliberate strategies to make sure the process was equitable and inclusive of Salinas' diverse voices. This meant shifting from the traditional approaches, and many of the initial AVP strategies, and move to digital mediums. While restructuring proved challenging at first, the process was able to kick-off under a similar structure as the AVP. Initial meetings were help online over Zoom and eventually transitioned to in-person once allowed by County and City protocol.

Removing barriers to participation and building capacity

The City took many steps to enable community members to participate in the planning process at the level they desired, whether someone wanted to simply share their ideas through a pop-up, by attending a workshop, or if they wanted sustained participation in the multiyear planning effort. These steps included:

- Holding virtual meetings during social distancing protocols,
- Holding meetings after business hours, typically from 6-8 PM,
- Providing food and childcare, when appropriate,
- Conducting workshops and meetings in English, with translation to Spanish, and bilingual materials (when appropriate), Mixteco interpretation when requested, and
- Contracting outside outreach support to reach underserved populations.

Community Engagement Structure

Internal/Eternal Technical Advisory Committee:

The planning process began with the creation of an internal Technical Advisory Committee (TAC). The internal TAC was comprised of City staff from each of the five key departments- Community Development, Public Works, Library and Community Services, Fire and Police. The City TAC played a huge role in the comprehensive review of 2002 GP goals, policies, and actions along with the policy review of the planning documents that followed the 2002 update.

Following the City TAC, was the formation of an external TAC. The external TAC, following the AVP as an example, was comprised of outside stakeholders from community-based organizations, neighborhood groups, the Monterey County Health Department, and various school districts (among others). The external TAC supported City staff with the broad Community Engagement Strategy and some members transitioned to the GP Steering Committee. Before transitioning to the Steering Committee, the TAC assisted with vetting engagement values, as well as the previously used Spectrum of Community Engagement, and establishing the broad engagement structure with the Steering Committee set as the guardians of the process.

Further along the process came the creation of the Working Groups, meant to support content development, and included Steering Committee representation, internal TAC and other key stakeholders.

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Engagement Values:

The following engagement values were key to ensuring the General Plan Update engagement was done with equity at the center. They are adapted from the values used during the Alisal Vibrancy Plan process, which were created by the Building Healthy Communities Land Use Action Team and vetted by the Visión Salinas 2040 Technical Advisory Committee & Steering Committee:

Transparency	<ul style="list-style-type: none">• Clearly communicate publicly and explicitly to all stakeholders all components of the process and exactly how decisions are made• Open door policy during all learning and decision-making processes
Inclusion	<ul style="list-style-type: none">• Language and timing accessibility for all residents; Salinas residents speak many languages, and work during normal government business hours. Translation and interpretation, evening and weekend meetings, and childcare are needed provisions for accessibility (once in-person meetings are safe to resume)• Resident leadership within working groups and committees• Multiple opportunities for broader community to participate in planning process• Removal of barriers to participation, including the digital divide

Relevance	<ul style="list-style-type: none"> • Planning process is designed to uncover and address actual challenges faced by the Salinas community • Planning process and the solutions in the plan are culturally relevant to residents • Planning process adheres to changes in state law and makes the City competitive for funding to address identified challenges
Equity	<ul style="list-style-type: none"> • Public funds are committed to the planning and implementation process and account for previous inequitable resourcing practices that worked against Salinas families • Partner with community organizing groups that work directly with Salinas youth and families to identify ways to account for limited political and economic influence of Salinas residents and ensure that their needs and interests have direct influence on the design and implementation of the plan
Collaboration	<ul style="list-style-type: none"> • Authentic partnerships between the City and community-based organizations that are actively engaged in community development issues in Salinas to carry out an equitable planning process and implement community-driven solutions to challenges faced by Salinas residents

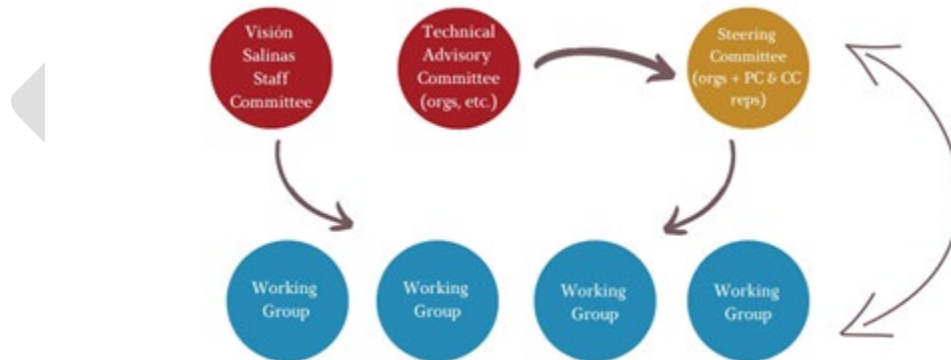
The TAC also adopted the Spectrum of Community Engagement to Empower for Impact Matrix developed by Movement Strategy Center and updated by the Action Council of Monterey. The City and its partners strived to include activities that resulted in a wider dialogue instead of one-way communication.

Figure 3.2 Spectrum of Community Engagement to Empowerment

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

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

Initial Community Engagement Structure:



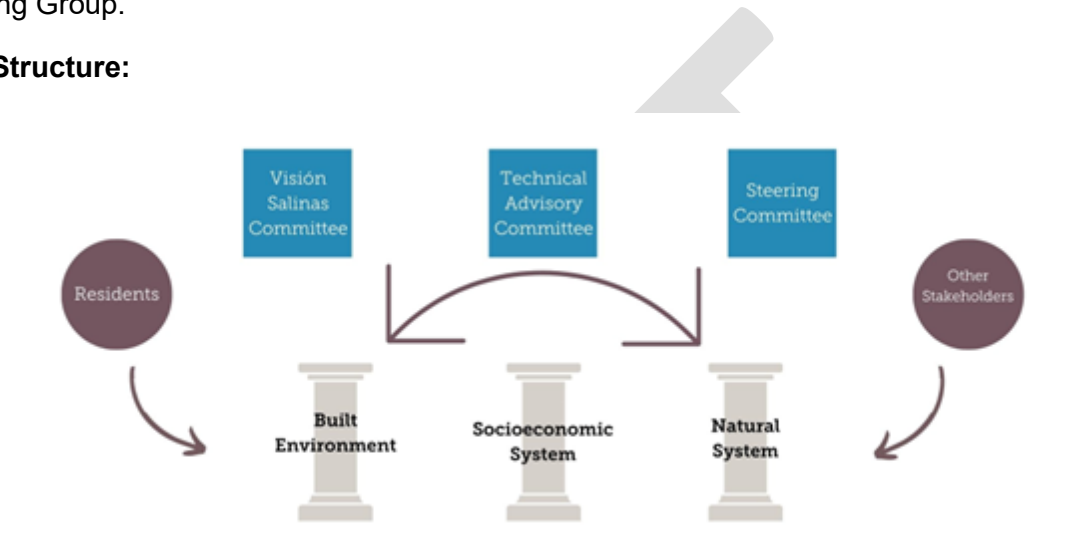
Steering Committee:

The Steering Committee was comprised of key community stakeholders representing Community Based Organizations, the business sector, agriculture, schools, youth, and one representative for each of the six City Council districts and one representing the Mayor. The Visión 2040 Steering Committee was responsible for:

- Guiding the General Plan Update process and document structure
- Communicating information and priorities to drive engagement
- Develop content within Working Groups
- Providing guidance on project issues and key policy topics

The Steering Committee also provided significant support with establishing the document structure. The plan was split into three sections/pillars: the Built Environment, Socioeconomic System and Natural System- later Environment and Sustainability. Each of the pillars became a Working Group.

Plan Structure:



Working Groups:

The purpose of the Working Groups was to allow residents, stakeholders and technical advisors the chance to expand on the 2002 General Plan's goals, policies and actions. Working Group members had the opportunity to expand on, vet and refine the content outlined in the policy matrices. Due to the COVID-19 Pandemic, the early Working Group meetings were offered on Zoom and later transitioned to in person meetings centered around the three GP pillars. Meetings were exclusively held in the evenings to allow for more participation with food and translation available.

Community Workshops/Webinars:

The City held twenty-two (22) community workshops covering a variety of topics. In the early stages of the update process, workshops were held on Zoom and later transitioned to large in-person meetings.

- August 17th, 2021: **District 2 Land Use Workshop**
- August 19th, 2021: **District 1 Land Use Workshop**
- August 26th, 2021: **District 3 Land Use Workshop**

- September 1st, 2021: **District 4 Land Use Workshop**
- September 9th, 2021: **District 6 Land Use Workshop**
- October 7th, 2021: **District 5 Land Use Workshop**
- October 13th, 2021: **Mayor Craig Land Use Workshop**
- January 20th, 2022: **Existing Conditions/Working Group Kick-off**
- April 28th, 2022: **Climate Action Plan Webinar**
- June 29th, 2022: **Community Design Webinar**
- September 28th & 29th, 2022: **Environmental Justice Workshops**
- March 28th and 29th, 2023: **Public Safety Workshops**
- April 19th, 26th and 27th, 2023: **Housing Element Workshops**
- November 2nd: **Active Transportation Workshop**
- February 1st, 2024: **Transportation Open House**
- February 27th, 28th, 29th, 2024: **Land Use Info Sessions**

Pop-ups:

Community Development staff, with some outside support from the Center for Community Advocacy, completed seventeen (17) pop-up activities at community events and public spaces. They were designed to quickly attract and engage community members, share information and provide a voice to residents who are affected but have not been represented in the collaborative process.

Sustainable Agriculture Lands Conservation Grant (SALC) Engagement:

In 2020, The City was awarded a grant through the California Department of Conservation, the Sustainable Agriculture Lands Conservation Grant (SALC) to support Visión Salinas 2040. The SALC grant augmented public engagement efforts focused on direct outreach to farmworkers. With the support of the Center for Community Advocacy (CCA) and eleven (11) General Plan Update Ambassadors, over nine hundred (900) farmworkers have been reached and a total of three thousand four hundred and fifty (3,450) Salinas community members were engaged using pop-up activities, food bank distributions, and lunch time field visits. This outreach was supported by staff with the preparation of pop-up materials focused on environmental justice, public safety, transportation, and housing.

City Budget Engagement:

Over the last few years, the City has been committed to a robust community engagement process designed around the City budget. The 2022 and 2023 City Budget engagement process included forty (40) pop-up activities and over four thousand (4,000) survey responses. This feedback was reviewed and included in the recurring themes of each of the plan chapters, which helped establish topic priorities and new goals, policies and actions.

Plan Communication:

- Project website-visionsalinas.org
- Surveys
- Email blasts
- Letters and postcards

- Social media

****Side bar****

Out of the box engagement...

- La Plaza 5 am Pop-up – meant to engage farmworkers at a popular bakery on their way to work.
- LCS Activity Kit – 400 kits distributed through the Salinas rec centers to share GP information.
- Coasters – 500 distributed to restaurants and bars. Coasters shared information related to the project website and invited folks to complete a GP survey.
- House meetings- with the support of CCA, GP Ambassadors completed 95 house meetings. This is a common grassroots community organizing strategy where you hold small meetings anywhere community members are gathered, most often in their homes.

4. Built Environment Pillar

A. Pillar Introduction

The Built Environment Pillar is comprised of the Land Use and Infrastructure Element, the Housing Element, the Community Design Element, the Circulation Element, and the Noise Element. While each element of the Built Environment Pillar makes up a separate piece of the General Plan, they are interconnected with one another and work together to advance the community's vision for Salinas. Together, the elements of the Built Environment Pillar focus on how existing and future development can meet the needs of the community in terms of where people live, work, play, and how they get around.

- The Land Use and Infrastructure Element describes present land uses and guides the proposed general distribution and intensity of land use throughout the city, as well as major infrastructure facilities and needs.
- The Housing Element Summary describes the City's goals and policies for addressing its housing needs across all income levels. The full 2023-2031 Housing Element was adopted in December 2023 as a standalone document due to statutory deadlines.
- The Community Design Element addresses the conservation and enhancement of the natural, historic, and aesthetic resources in Salinas that form the community's unique character.
- The Circulation Element coordinates the citywide circulation system with planned land uses and promotes the use of other modes of transportation such as walking, biking, and public transit.
- The Noise Element addresses the physiological, psychological, and economic effects of noise by providing effective strategies to reduce excessive noise and limit community exposure to loud noise sources.

B. Equity Connection

An equitable built environment provides a just distribution of the benefits and burdens of Salinas' land use patterns, transportation networks, and infrastructure systems. Historically, low-

income and Black, Indigenous and People of Color (BIPOC) communities have been negatively impacted by discriminatory land use practices, such as segregation, siting communities close to pollution from industry and highways, and forced removal from land. Many communities today are still faced with the negative effects of these damaging practices. Because of increasingly unaffordable housing prices, lower-income residents often must live far from work or in overcrowded conditions.

In response to these issues, the State and local jurisdictions have embarked on a shift over the last decade towards equity-focused policies and programs, including Senate Bill (SB) 1000 and Affirmatively Furthering Fair Housing. Placemaking is a critical component of the Built Environment Pillar, building on Salinas' rich culture and history, which is often owed to people who have faced and overcome marginalization and discrimination, such as those in Chinatown and the Alisal.

However, equitable placemaking will not be possible if these residents do not receive the benefits of neighborhood improvements. As such, initiatives that promote equitable access to quality resources and opportunities for all Salinas residents can also be found throughout the goals, policies, and actions of the Built Environment Pillar's elements.

- The Land Use and Infrastructure Element proposes a more diverse mix of land uses throughout the city, to make opportunities for housing, jobs, and recreation accessible to the whole community. It also addresses infrastructure challenges that may most impact disinvested communities.
- The Housing Element includes goals and programs to make housing attainable, secure, and safe for all of Salinas' population. This includes supporting affordable housing for low-income residents, creating more residences specifically for farmworkers, getting the unhoused permanent supportive solutions, and resources for the undocumented.
- The Community Design Element seeks to build on Salinas' unique heritage and culture to make great places and neighborhoods, preserve local history, and create a welcoming community.
- The Circulation Element strives to create a more connected and healthier city by making it easier to walk, bike, or use transit. A balanced transportation system will also help reduce harmful emissions and increase accessibility for those without their own car. It also calls for investments in maintaining our road network and increasing safety for all users.
- The Noise Element goals and policies aim to reduce and prevent physical harm from noise pollution, which often disproportionately affects disadvantaged communities.

C. Guiding Principles Connection

- **Economic Prosperity, Equity, and Diversity:** A flexible land use framework will encourage commercial and mixed-use opportunities throughout the city in locations that help meet the daily needs of residents while providing space for new and expanding businesses. Quality infrastructure and beautiful streets create lively shopping experiences, position the city for future investment and economic growth, and improve mobility and access to employment and educational opportunities.

- **Housing Opportunities for All:** Salinas residents should have access to safe, high-quality, attractive, and affordable housing options. Through the creation of new place types, new housing opportunities can be created that expand the diversity of housing types and choices, respect existing character, and take advantage of underutilized land on major corridors to allow for higher-density developments with good access to public transportation.
- **Healthy and Safe Community:** Land use and urban design strongly influence the health and safety of the city through the built environment. Modifying current land use regulations and improving circulation and public infrastructure throughout the city can increase access to public gathering spaces, the natural environment, and essential services like medical care and healthy foods, all factors that improve community safety and health.
- **Youth are the Future:** Salinas schools, recreation facilities, libraries, and parks are crucial to the healthy development of the community's youth. Supporting land use policies that promote the development of these facilities is vital to increasing access to education, recreation, and a healthy environment. Alternative transportation options are also key to mobility and independence for youth. Affordable, convenient, efficient, and safe alternative modes help youth access educational and recreational programming and opportunities that improve their well-being.
- **Collaborative, Inclusive, and Engaged Decision-Making:** Successful implementation of the General Plan requires intentional and ongoing collaboration and engagement with the community. It is critical that policies and projects are driven by the most impacted residents and that the City government is committed to transparent communication and engagement.
- **Livable and Sustainable Community:** Land use is one of the principal mechanisms to ensure a livable and sustainable community by coupling smart growth development with high-quality infrastructure and public transit to reduce carbon emissions and encourage alternative modes of transportation. Incorporating green infrastructure in the public realm and green technologies or renewable energy into new and existing private development is a key part of creating a more sustainable Salinas.
- **Connectivity, Access, and Mobility:** Improving connectivity, access, and mobility means creating access to equitable, safe, and efficient transportation, regardless of mode choice. A well-connected and integrated network of streets, sidewalks, transit routes, and transportation corridors is important to ensuring that residents have multiple means of accessing their daily needs.
- **A Community to Celebrate:** Salinas' heritage and culture is integrated and celebrated through public art and architecture that reflect the diverse community. Encouraging new urban community public spaces will create new gathering places that can host festivals, performances, and other celebrations.

5. Environment and Sustainability Pillar

A. Pillar Introduction

The Environment and Sustainability Pillar is comprised of the Conservation and Environmental Safety Element and the Open Space Element. Both elements focus on the interface between humans and the natural environment and seek to support those who are most vulnerable to natural hazards such as drought, high heat, flooding, severe weather, sea level rise, landslides, and wildfires. Together, these elements work in collaboration to enhance the quality of, access to, and protection from the natural environment.

The Conservation and Environmental Safety Element identifies potential natural and human-caused hazards to the community and addresses practices to increase the resilience of residents, workers, and visitors, and to improve emergency preparedness and response.

Three major issues are addressed by the goals, policies, and actions of the Conservation and Environmental Safety Element are:

1. The impact of high dependence on groundwater and increased water demand from urban and agricultural uses
2. Energy conservation and a citywide shift towards renewable energy
3. Protection of ecological and biological resources

The Open Space Element contains community goals to protect and enhance the city's parks and recreational spaces to ensure a high-quality living environment in Salinas. The Open Space Element provides a vision for an innovative, inclusive and interconnected system of parks and open spaces that promotes outdoor recreation, healthy living and sustainability as integral elements of a thriving, livable Salinas.

B. Equity Connection

The City's decisions, policies, and practices related to conservation, environmental safety, and open space are rooted in the principles of social equity and resilience so that the fundamental needs of all people are met regardless of their race, color, ethnicity, language, age, marital status, gender identity or sexual orientation, religion or beliefs, income, where they live, citizenship status, health, or disability. This Overarching Core Value is reflected in the goals, policies, and actions of the Environment and Sustainability Pillar.

Populations that are potentially vulnerable to climate change-related hazards are identified in the related Vulnerability Assessment and are evaluated using two criteria: impact (the potential for harm) and adaptive capacity (the ability to resist or recover from harm given existing resources). Populations and community assets with high impact and low adaptive capacity are the most vulnerable to climate change-related hazards, while those with low impact and high adaptive capacity are least vulnerable (although not immune).

Populations found to be the most vulnerable include outdoor workers, seniors living alone, incarcerated and formerly incarcerated individuals, persons experiencing homelessness, low-

resourced people of color, and financially constrained households. Members of vulnerable populations and communities may historically or currently lack access to the resources and support needed to prepare for or recover from future hazards and therefore can be more susceptible and negatively impacted than other populations.

C. Guiding Principles Connection

- **Economic Prosperity, Equity, and Diversity:** Policies and regulations to reduce the community's risk of potential natural and human-caused hazards, or to improve the community's ability to resist and recover from these hazards, can improve the health and safety of Salinas residents and businesses. Community resilience can help position the city for future investment and economic growth and improve residents' mobility and access to employment and educational opportunities.
- **Housing Opportunities for All:** Healthy, affordable, and safe neighborhoods and housing strengthen the community one block at a time by employing methods to adapt to and mitigate risk of environmental hazards such as fire, flooding, earthquakes, and drought.
- **Healthy and Safe Community:** Salinas prioritizes the health and wellbeing of the most vulnerable members of the population. Community health and safety can be improved by policies and regulations that mitigate the risk of natural hazards and promote a safe and equitable supply of resources for the community's current and future needs. Ensuring that neighborhoods and community facilities are clean, safe, and accessible also supports quality of life by encouraging residents to socialize and participate in healthy physical, educational, and enrichment activities.
- **Youth are the Future:** Access to recreation facilities, libraries, and parks are crucial to the healthy development of the community's youth. Supporting land use policies that promote the development of these facilities is vital to increasing access to education, recreation, employment, and a healthy environment.
- **Collaborative, Inclusive, and Engaged Decision-Making:** Successful implementation of the plan requires intentional and ongoing collaboration and engagement with the community. Efforts to reduce energy and water use and improve resilience also require an educational component for residents and businesses in the city.
- **Livable and Sustainable Community:** Salinas' park system, open space, and recreational facilities support a diversity of programs and opportunities that create a livable and sustainable community. Policies and programs that encourage responsible use and conservation of resources will help ensure that all residents can continue to thrive during times of environmental stress and resource scarcity.
- **Connectivity, Access, and Mobility:** New and modified transit networks throughout Salinas should support improved accessibility and connectivity for residents and visitors to neighborhoods, employment centers, key services, and recreational facilities.
- **A Community to Celebrate:** The physical setting and natural resources of Salinas contribute to the community's unique identity. Parks, open space, public spaces, and recreational facilities should be designed in a manner that supports public health and is accessible and relevant to the community that they serve. Encouraging new facilities and open space will create new gathering places that can host festivals, performances, and other celebrations for the community.

6. Socioeconomic Systems Pillar

A. Pillar Introduction

The Socioeconomic Systems Pillar is comprised of the Health and Environmental Justice Element, the Economic Development Element, the Arts, Culture, and Youth Element, and the Public Safety Element. All elements that make up the Socioeconomic Systems Pillar focus on quality-of-life aspects for Salinas residents, businesses, and visitors. These elements help bring color and life into the city and are the foundation for Salinas' vibrant neighborhoods.

- The Health and Environmental Justice Element contains community goals to enhance equity and health for all community members, which is a common thread among all pillars of Visión 2040.
- The Economic Development Element identifies existing and new opportunity areas for economic growth, expansion of employment opportunities, advancement of economic well-being, and enhancement of community safety and health. It builds off the 2017 EDE and previous economic development planning efforts.
- The Arts, Culture, and Youth Element addresses ways to support and promote community pride through culturally relevant art and education as well as programs focused on Salinas youth development. The Parks, Rec and Libraries Master Plan, The Alisal Vibrancy Plan and the Public Art Master Plan objectives are highlighted in this element.
- The Public Safety Element identifies goals and methods to address issues of crime, violence, and other human caused hazards that affect Salinas to provide a safe and enjoyable environment for all.

B. Equity Connection

Equity is a common thread throughout the plan and the foundation of the Socioeconomic Pillar. Assessing the challenges connected with social equity disparities in housing, economic development, food and healthcare access, exposure to pesticides and other contaminants, among others, served as a guide for this pillar. The Health and Environmental Justice Element, the result of SB 1000, is meant to promote health and equity and help mitigate the unjust distribution of environmental hazards low-income communities of color have faced in Salinas. The Alisal Vibrancy Plan addressed many of these issues given its focus in east Salinas, a historically underserved community. The HEJ Element expands on the AVP goals, policies and actions and includes a new city-wide path forward. The Economic Development Element, Arts, Culture and Youth Element, and Public Safety Element augment this path by promoting a diversified economy and leadership training opportunities, supporting culturally relevant public art, increasing public safety through non-violent resolution methods, and encouraging community involvement in decision-making.

C. Guiding Principles Connection

- **Economic Prosperity, Equity, and Diversity:** The quality of life in Salinas can be enhanced through investment in educational enrichment, leadership programs, and opportunities that lead to living-wage jobs and a diverse local economy that provides

equal opportunities for all. Supporting businesses and workers with educational resources, technical expertise, program support, and access to capital resources can help build a stronger economy and promote equitable access to employment opportunities, services, and amenities. Art, cultural, and recreational programming, activities, and events are also economic drivers that generate commercial activity and provide creative entrepreneurial opportunities across the region.

- **Housing Opportunities for All:** Salinas, like many jurisdictions, faces a housing crisis. Efforts to boost worker incomes and create more affordable housing can help put higher quality and stable housing within reach for more people to help stabilize the workforce, reduce overcrowding, and create complete neighborhoods with healthy food sources, medical services, and beautiful, safe, and active gathering spaces.
- **Healthy and Safe Community:** Safety is one of the most important issues for Salinas residents, businesses, and visitors. Community safety can be enhanced by empowering residents to take a leadership role in the future of their community and continuing to improve relationships between the community and law enforcement.
- **Youth are the Future:** Youth need a voice in decisions about the future of their community. Creating and enhancing spaces that promote positive youth development in the community builds trust, strengthens relationships, increases opportunities, and supports health and safety in the city. Efforts to support youth will focus on increasing education, enrichment and leadership development activities and opportunities, addressing restorative justice models, providing safe spaces to learn and create, and promoting healthy eating.
- **Collaborative, Inclusive, and Engaged Decision-Making:** Culturally effective engagement strategies and a commitment to removing barriers to participation will empower more Salinas residents and business owners to share their voice and guide local government decision-making and projects for the betterment of the community. Providing community-based organizations with training, technical assistance, and funding and collaboration opportunities will support increased resident access to resources and engagement for more collaborative, inclusive, and engaged decision-making.
- **Livable and Sustainable Community:** Livable and sustainable neighborhoods and community spaces support health and safety while improving the quality and long-term sustainability of the environment. Incorporating landscaping and green spaces as well as quality infrastructure and active streets that encourage multiple safe modes of transportation can encourage healthy activity, increase neighborhood attractiveness, and improve access to services while reducing vehicular traffic congestion and emissions.
- **Connectivity, Access, and Mobility:** Improving access and eliminating barriers to quality transportation options is crucial to increasing residents' mobility and ability to enjoy the city's parks and open spaces, arts and cultural activities, and community facilities. Creating safe, well-connected streets and multi-modal networks will also provide better access to jobs, goods, and essential services for residents, employees, shoppers, and business owners.
- **A Community to Celebrate:** Promoting visual art, dance, music, and theater supports the cultural and creative expression of the community. Public spaces that serve the entire community, including youth, adults, families, and seniors, also instill a sense of pride and neighborhood character. Creating spaces for residents and visitors to come

together and celebrate helps build community partnerships, promotes wellness for all, and enhances public safety.

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