Salinas Agricultural Policy Framework

March 2024


SALINAS
INTERO

Table of Contents

01 Introduction

Introduction

Background and Context

Salinas is synonymous with the agricultural lands that surrounds the city, which tens of thousands rely on for employment, and millions more rely on for food. Agriculture contributes an estimated economic impact of over $8 billion per year to the Salinas Valley and is the leading employment industry in the city. The agricultural land surrounding Salinas and its related industry are among the most valuable features of the community, and of the utmost importance to preserve. Salinas has grown in both size and population since the current General Plan was adopted in 2002.

Salinas' relationship with the agriculture industry continues to evolve as Salinas changes, growing from 14,000 residents in 1940, to over 160,000 in 2023. As fields converted to neighborhoods, commercial centers, and industry, Salinas became the "value-add" hub of the region, packaging and processing produce for distribution. Farmland within municipal boundaries has shrunk and both the 1988 and 2002 General Plans envisioned the long-term conversion of remaining fields to other uses. In the past decade, Salinas has also emerged as a leader in Agriculture Technology (Ag-Tech), and hosted the Forbes Ag-Tech summit for five consecutive years pre-Covid-19 pandemic.

In 2021, the City launched a comprehensive General Plan Update, branded Visión Salinas 2040. This is the time to examine Salinas' current relationship to the agricultural industry and how to plan for its future. A lack of available industrial/commercial space, development-ready land,and other factors make business expansion/attraction difficult. The livelihood of many Salinas residents is tied directly or indirectly to agriculture, but its median household income is below that of the state and Monterey County. High housing and other costs exacerbate industry workforce challenges. The General Plan Update is an opportunity to position Salinas and the agriculture industry for an adaptable and resilient future that raises the quality of life for all in the community.

SALC Planning Grant

The City received a Sustainable Agricultural Land Conservation Planning Grant (SALC Grant) that funded an agricultural economic and land use analysis and grassroots engagement of farmworkers and Salinas residents in the General Plan process. The economic analysis examined industry crop and labor trends, challenges and threats, and real estate and land use suitability. The outreach component focused on a wider range of topics impacting the local labor force, and was used to reach community members who are underrepresented in traditional policy-making efforts.

The final grant deliverable, this Agricultural Policy Framework, is the result of these projects, and collects draft policies and recommendations for the General Plan update related to the industry in a central document.

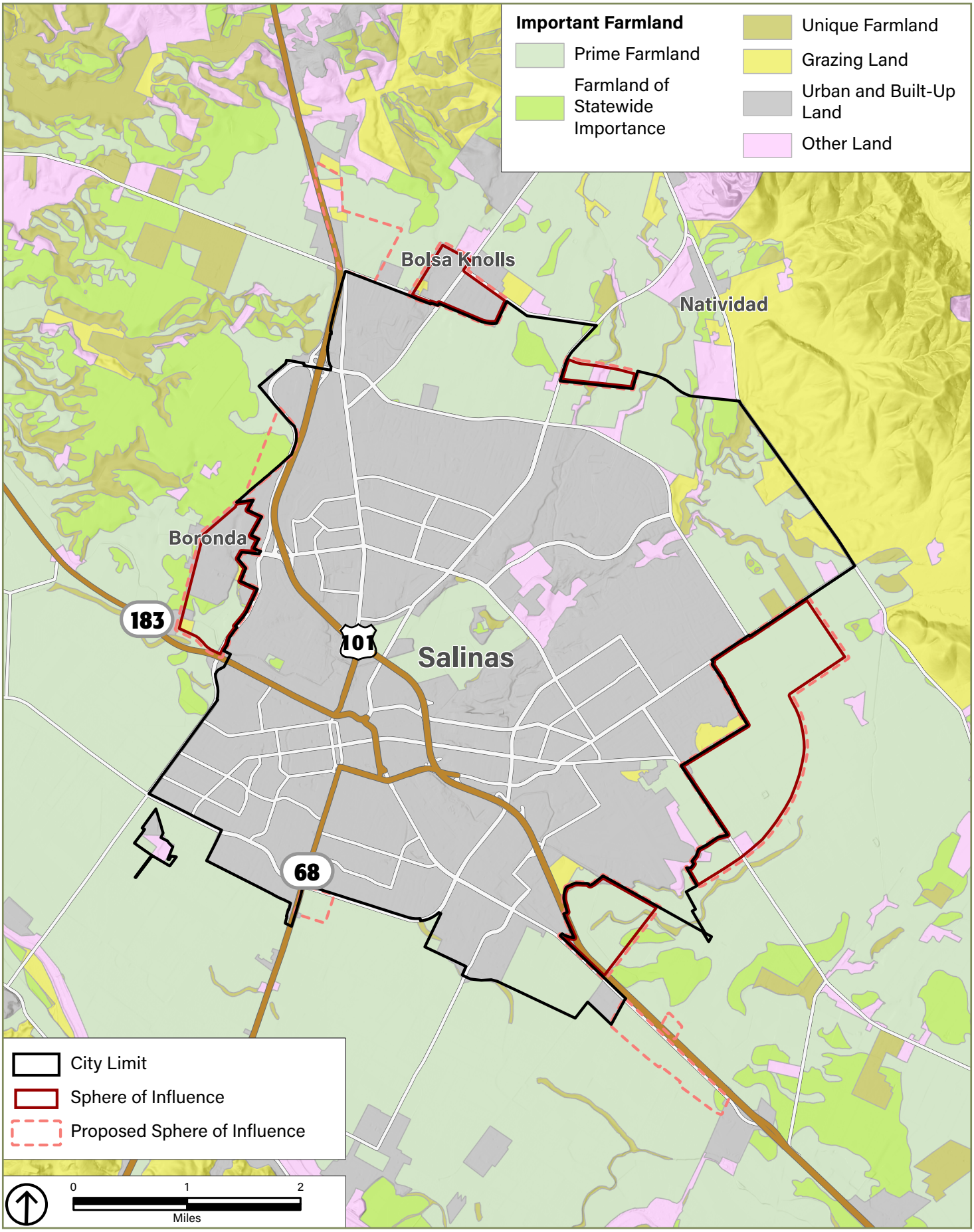
Document Organization

This document is organized into three chapters and appendices: Chapter 1 is this introduction. Chapters 2 and 3 summarize the economic analysis and community engagement results and provide the draft policies for the General Plan Update. The unabridged Salinas Agriculture Economic and Land Use Study and community engagement documentation are appendices to this Framework.

Key Findings

- The landscape of the agriculture industry in Salinas is in its next evolution, as future growth will convert most active growing fields in City boundaries, it faces increasing competition from other Monterey County cities and other regions of the United States.
- Addressing transportation and water infrastructure are critical to retaining and attracting packing/shipping and other value-add agricultural businesses. Improving access to US 101 and increasing industrial wastewater capacity in particular.
- Land and facility availability for new businesses is extremely tight. Facilitating development of the Agriculture Industrial Center is critical to relieving this limited capacity.
- The General Plan Update should encourage a more flexible zoning code. In addition, improving the permitting process and experience are important to elevating the perception of the City as open to business development.
- The City needs more direct and intentional communication with the agriculture industry to build relationships and gain a deeper understanding of its core challenges. This should help tailor economic development efforts supporting the industry.
- The industry, City, and educational partners need to work together to prepare the labor force for the future. Increasing educational attainment in technology, chemistry, and other related fields can help increase the career prospects of residents and attract companies to grow Salinas as an Ag Tech and research destination.
- Climate change threatens both the agriculture industry and its workers. Increased flooding and wildfire in recent years have damaged cropland, led to product and wage losses, and created hazardous working conditions. Risks of pests, reduced water availability, and changing growing suitability are additional threats.
- Housing affordability is both a top resident concern and a labor issue. Low wages and high costs make Salinas an unaffordable place and leads to overcrowding and other challenges. The industry, City, and housing partners all must place larger roles in impacting this housing crisis.
- Pesticide exposure, pollution burden, food access, limited open space, and housing conditions are all environmental justice issues facing Salinas farmworkers. Draft policies for the City's first Health and Environmental Justice Element seek solutions to these and other concerns.

Agricultural Land In and Around Salinas



Data Source: California Department of Conservation, 2018; PlaceWorks, 2021.

02 Economic and Land Use Analysis of Agriculture in Salinas

Introduction

This chapter summarizes the Salinas Agriculture Economic and Land Use Study prepared for the City of Salinas. It also adds additional context and the draft General Plan policies related to its recommendations. See Appendix A for the complete, original Study.

Salinas is at the forefront of one of the most productive agricultural economies in the world and continues to grow and evolve both as a community and an economy. The economic opportunities in Salinas continue to provide opportunities to diversify. This Ag study focuses on the agricultural economy. It identifies how Salinas can continue to benefit from agricultural production while planning for future challenges and providing opportunities to grow, continuing to keep the agricultural economy strong. Salinas serves as an operation base for multiple functions within the agricultural economy, including equipment vendors, employment services, administrative support, and distribution and warehousing. These operations act as standalone companies and as part of larger agricultural companies.

To address future capacity issues, Salinas has identified an opportunity area called the Salinas Agricultural Industrial Center (the Ag Center). The Ag Center has gone through a specific plan process and discussions around this site have centered on a need for specialized cooling and other logistics and warehousing facilities, as well as potential space for processing activities and administrative and support functions. While projected job growth for Salinas shows modest net growth in demand for industrial spaces, demand for the center could also be driven by relocation of existing businesses within town. This creates an opportunity to optimize the replacement use to the benefit of the industry and the City. The Ag Center would potentially help agricultural production businesses in Salinas remain competitive and stay in Salinas by helping to reduce operational input costs.

Therefore, Salinas' capacity to expand its role as the industrial and administrative center of Monterey County's agricultural economy would be enhanced with the establishment of the Ag Center. The Ag Center would provide modern spaces for existing operations looking to expand or replace aging facilities and serve as a potential business attraction location. The Center would also provide a unique opportunity to reorganize Salinas' economic geography by relocating industrial uses that are situated closer to residential neighborhoods, and allowing the existing spaces to be redirected towards redevelopment and placemaking activities that can support other economic activities and better meet market demand from residents as well as tourists. Key trends discussed in this chapter include:

- Recent years have shown Salinas' economic base growing at a modest pace, with agriculture making up the largest portion of economic activity. Salinas' labor force is young, with a large proportion of workers lacking a high school or college education. Salinas also has a shortage of both agricultural production workers as well as health care and educational workers. The labor force also has a sizable number of professionals and construction workers who commute to jobs outside of Salinas and Monterey County. The role of Salinas as a bedroom community for those workers has put upward pressure on housing prices, and the regional shortage of agricultural workers as well as the tourist-serving hospitality workers is an outcome of that trend.
- Salinas has numerous opportunities with agriculture and other economic sectors; however, its competitive position with agriculture has been the strongest. As Salinas evolves, other communities along the 101 corridor, such as Gonzales and King City, have also begun to compete for industrial functions.

- Constraints to expansion and modernization of Salinas' agricultural sectors are extensive and must be addressed. Most prominently, the City's water supply and wastewater infrastructure face numerous challenges. In addition, circulation constraints have put Salinas at a disadvantage compared to other locations, such as the Central Valley. The 101/Abbott interchange project will need to be a priority in conjunction with the Center project.

Existing Conditions and Key Issues

Employment base and key industries

Salinas is the leading economic center for Monterey County, and its composition and recent trends parallel the broader regional economy to a large extent. For both Salinas and the County, the employment base is dominated by agricultural production. Salinas' employment base totaled about 65,200 jobs in 2021..By comparison, the County had a total of 188,400 jobs. The largest employers in Salinas are agriculture, health care, retail trade, educational services, and public administration. About 25 percent of the agricultural employment in the county is in Salinas. This mirrors the overall job distribution that also shows about a quarter of the total jobs in Monterey County are located in Salinas, according to data from JobsEQ[1].

Some growing economic base industries, (those with positive job growth and high existing concentration) according to the same data, include agricultural support services, food manufacturing, wholesale trade, and hospitals. Emerging industries (those with positive job growth but a low existing concentration) include construction, manufacturing, health care, data and information services, and multiple professional services sectors. It is critical that land use and zoning policies are flexible enough to respond to needs to both base and emerging industries and provide land availability for both. These are still broad industry categories and particularly for emerging industries, more research is needed to identify business types to better understand how to attract and grow these jobs.

Labor force trends

Salinas' potential job creation strength lies in its changing demographics and educational and economic characteristics. Salinas' relative youth with a median age of 31 years, slightly increasing educational attainment levels, and substantial college or graduate school enrollment are all positive traits that could lead to a higher trained and more qualified workforce able to fill potentially higher paid jobs. Combined with greater and targeted local educational opportunities through Hartnell Community College and California State University Monterey Bay, as well as research and development facilities at the Naval Postgraduate School in Monterey and the University of California at Santa Cruz, Salinas is geographically well positioned to build upon these strengths. In addition, the unemployment rate for Salinas in 2021 was 5.5 percent, which is notably lower than California (8.3 percent) and Monterey County (6.8 percent).

While increasing, educational attainment in Salinas is still behind both California and Monterey County with only 57.7% of those at least 25 years of age graduating from high school and 12.5% obtaining a bachelor's degree or higher. These figures are at 74% and 27.2% for Monterey County, and 84.4% and 36.2% for California[2]. Salinas also comparatively lacks lacks high-paying jobs, with an average household income lower than the State or County average[3]Increasing educational attainment and direct training/apprenticeships are important for pathways to better paying jobs and attracting more companies with those kinds of opportunities.

1 Source: JobsEQ (historical data from Quarterly Census of Employment and Wages)

2 US Census American Community Survey (2021 one-year sample).

3 US Census American Community Survey (2020 five-year estimate)

Crop Patterns and Trends

Monterey County is one of the leading agricultural producing regions in the world, and in particular has large concentrations of high value crops that go directly to consumers for consumption. Total agricultural production was about $4.1 billion in 2021, and the overall production remained above $4 billion every year over the past decade, except the beginning of the COVID-19 pandemic in 2020. The unadjusted crop production value since 2012 peaked at $4.8 billion in 2015.

The leading crops in Monterey County in 2021 include strawberries, lettuce, broccoli, wine grapes, spinach, cauliflower, celery, livestock, brussels sprouts, and nursery products. The prevalence of strawberries, lettuce, broccoli, and wine grapes has been consistent over the long-term. However, in recent years nursery products production has dropped.

With the production value per acre, strawberry crops averaged over $93,000 in 2021. This production value per acre has shown long-term growth over the past decade, while most of the other leading crops have a production value per acre below $20,000 with minimal long-term change since 2012.

Other high value crops with over $100,000 in production value per acre include nursery products and mushrooms. It should be noted that many of the individual commodities for those high-value crops are grown under cover and therefore tend to utilize less space than other crops grown in the open.

The cultivated crop acreage in Monterey County in 2021 was about 294,700 acres. This is a decline from prior years, which showed a recent peak of 373,500 acres in 2013 and steadily declined afterwards. . It remains to be seen whether the decline in vegetable crop acreage was a temporary phenomenon brought on by pandemic-driven labor shortages, or if this represents a more permanent reduction.

Cannabis represents a significant addition to agricultural production, but in the short-term the sector remains highly volatile as wholesale prices dropped significantly in 2022 due to overproduction throughout the State of California.

Consideration of Climate Change

Climate change has impacted California agriculture in many ways. Increasing temperatures and reduced chill hours, volatile precipitation, extreme weather (droughts, floods, and fires), and an uptick in pests are significantly impacting California agriculture, crops, and crop rotation patterns. Moving forward, the farming community is forced to address the impacts of climate change to remain productive as the global crop demand is expected to double by 2050.[4]

Global temperatures have increased by 2.5°F since 1880 and are projected to continue to increase in California throughout the 21st century[5]. With a warming climate have come rising nighttime temperatures and an increase in extreme heat[6], the latter of which puts pressure on the farmworkers. Further, increased heat has reduced winter chill hours (hours under 45°F)[7], which are essential for the growth of many California seed and fruit crops, including almonds, walnuts, avocados, cherries, and oranges, among others.[8]

4 Ray, D. K., Mueller, N. D., West, P. C., & Foley, J. A. (2013). Yield trends are insufficient to double global crop production by 2050. PLoS ONE, 8(6). https://doi.org/10.1371/journal.pone.0066428

5 Fernandez-Bou, A. S. (2022, June 13). Climate change and the future of Agriculture. CalCAN. https://calclimateag.org/climate-change-and-the-future-of-agriculture/

6 Gershunov, A., & Guirguis, K. (2012). California heat waves in the present and future. Geophysical Research Letters, 39(18). https://doi.org/10.1029/2012gl052979

7 Luedeling, E., Zhang, M., & Girvetz, E. H. (2009). Climatic changes lead to declining winter chill for fruit and nut trees in California during 1950–2099. PLoS ONE, 4(7). https://doi.org/10.1371/journal.pone.0006166

8 CalCAN. (2021, December 7). Climate threats

In addition, the warmer environment creates a faster snowmelt runoff, which leads to both winter flooding (similar to the recent flooding that occurred in 2023 in Monterey County) and summer water deficits.[9] The effects of climate change present multiple challenges to crop survival, as oxygen availability decreases, root asphyxia occurs, and plant disease rates increase.[10]

Not only are droughts and flooding becoming a pattern, but wildfires are also occurring at an increasing rate.[11] Fires have eliminated many fields altogether and have also led to vast increases in insurance premiums for farmers. Some have lost coverage entirely.[12]

Climate change is also impacting agriculture through an increased presence of pests and plant diseases. Pathogen development and survival rates have increased with the warmer climate[13],putting crops at risk of animal, fungal, bacterial, and other viral pathogens.[14]

Agricultural Cluster Trends

Agricultural production represents a multifaceted activity in Salinas and Monterey County that creates demand for businesses in other support sectors. Some of the supporting industries for agriculture are more concentrated than others. Some specific areas of note include:[15]

- Support activities for crop production are concentrated in Salinas and include a combination of farm management and contract labor, in addition to specialized crop and harvesting services.
- Trucking, warehousing, and storage are lacking in Salinas. While some trucking services have an above-average concentration in Salinas, some other types of transportation and transportation

to agriculture. CalCAN. https://calclimateag.org/climatethreatstoag/

9 Sommer, L. (2017, February 28). With climate change, California is likely to see more extreme flooding. NPR. http://www.npr.org/2017/02/28/517495739/with-climate-change-california-is- likely-to-see-mo-re-extreme-flooding

10 Pioneer Agronomy. (n.d.). Flooding Impact on Crops. Pioneer® Seeds. https://www.pioneer.com/us/agronomy-science.html

11 Westerling, A. L., Hidalgo, H. G., Cayan, D. R., & Swetnam, T. W. (2006). Warming and earlier spring increase western U.S. forest wildfire activity. Science, 313(5789), 940–943. https://doi.org/10.1126/science.1128834

12 California State Assembly. (2020, November 18). The Impact of Wildfires on California Agriculture Report Informational Hearing.

13 Ahanger, R. A., Bhat, H. A., Bhat, T. A., Ganie, S. A., Lone, A. A., Wani, I. A., Ganai, S. A., Haq, S., Khan, O. A., Junaid, J. M., & Bhat, T. A. (2013). Impact of Climate Change on Plant Diseases . International Journal of Modern Plant & Animal Sciences, 105–112. https://doi.org/10.1201/b14056-16

14 17 Pathak, T., Maskey, M., Dahlberg, J., Kearns, F., Bali, K., & Zaccaria, D. (2018). Climate change trends and impacts on California agriculture: A detailed review. Agronomy, 8(3), 25. https://doi.org/10.3390/agronomy8030025

15 Data from JobsEQ

Climate change raises the risks of increased regional flooding

support sectors, such as freight transportation arrangement and support activities for road transportation do not have a high concentration. Warehousing and storage sectors also have a low concentration in both Salinas and Monterey County.

- Trade and regulatory organizations in Salinas generally show a comparatively low concentration of jobs. Only public sector regulation of agricultural marketing and commodities shows a high concentration.

- Salinas is under-represented in food and beverage manufacturing. Many individual food processing industries have not developed in Salinas. The processing activity often ties into what a region grows, and as mentioned in the previous section, much of Monterey County's agricultural product is consumed directly rather than designated for further processing activity beyond cooling and packaging. The only food manufacturing sector with above-average concentration is other food manufacturing.

- Beverage manufacturing also shows a low concentration of jobs in Salinas. This may be an excellent target for future capture in Salinas, as County data (see subsequent section) show the industry is otherwise well- represented in the region. Again, this may be an industry that helps fill out the industrial base of the City.

Supporting Operations

Crop production in Monterey County creates demand for more than $2.0 billion in supplier purchases, with 34 percent of the purchases occurring locally. The highest supplier demand occurs in agricultural support services, chemical manufacturing, other farm products, real estate, and petroleum/coal products.

Supplier industries with the highest demand by crop producers include agricultural support services, chemical manufacturing, other crop producers, real estate, and petroleum/coal product manufacturing. Each of these sectors generate more than $100 million in supplier demand by crop producers.

Warehousing and storage only generate about $8.7 million in annual supplier demand. Most warehousing and storage use the crop producers' own facilities, rather than supplied through an outside firm.

The sectors with the highest in-region purchase percentage are support activities for agriculture and trade with other crop producers. At least 75 percent of the purchases for these sectors are made with other Monterey County businesses.

The largest unmet commodity demand is with chemical manufacturing, for which only 15 percent of the supplier purchases are made in-region.

The types of businesses that can be supported in Salinas would need to account for the high degree of urbanization within the City Limits, compared to unincorporated Monterey County. While sectors such as chemical and petroleum/coal product manufacturing have very large unmet demand by agricultural businesses that is imported into Monterey County, those types of uses also generate externalities (noise, pollution, safety risks to adjacent residential neighborhoods, etc.) on a scale that make them undesirable uses for a populated area with high average household sizes such as Salinas.

The largest suppliers with potential for import substitution also include several manufacturing sectors, such as machinery, wood products, paper products, electrical equipment, plastic/rubber, and fabricated metal manufacturing. The general site conditions for that type of manufacturing can be potentially accommodated within Salinas' existing and planned industrial areas. Each of these sectors have at least $20 million of unmet agricultural supplier demand in Monterey County.

Role of Agricultural Technology

For Salinas to determine its own economic future, jobs will need to be created in sectors dissimilar from the past, but also related to opportunities in ag tech. Many of the most innovative ag tech companies

are either centered in the area or are focused on applied research and commercial applications in the vegetable growing fields of the surrounding Monterey Bay region.

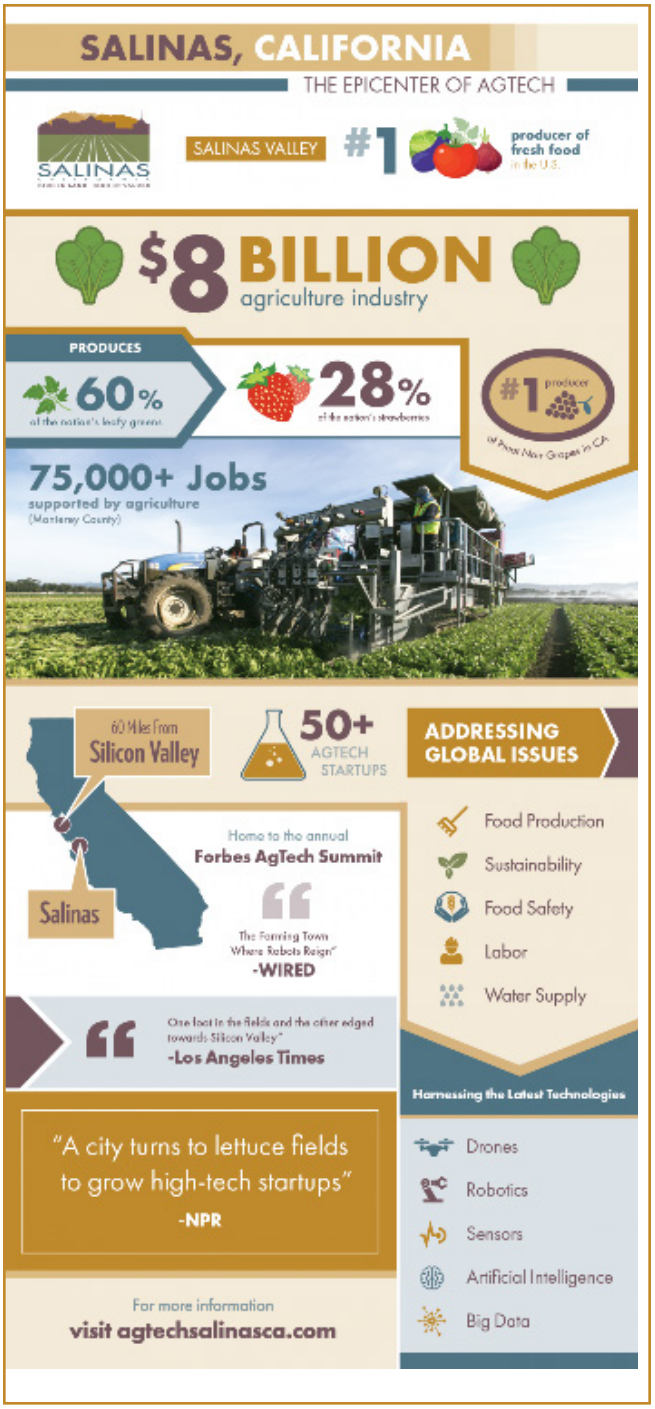
Moreover, a basic tenet of economic development is the expansion of capacities that contribute to the advancement of society through the realization of individual, firm, and community potential. With that in mind, the future of Salinas' economic growth should come from an increased commitment to nurturing its greatest economic strength—agricultural production and distribution—but also an increased emphasis on technology-based industries mentioned above, especially as they relate to agricultural innovation.

Over the last decade, Salinas has become a leader in AgTech, with advances like the Western Growers Center for Innovation and Technology, a burgeoning start-up scene, and hosting the Forbes AgTech summit multiple times. The City must do what it can to keep momentum in this space going and help its educational partners prepare residents for opportunities in this sector.

Required Space Type and Acreage

Projected employment growth in Salinas through 2031 will potentially support over 350,000 square feet of industrial space. In addition, wholesale trade job growth will potentially support nearly 200,000 square feet and transportation and warehousing growth could potentially support as much as 100,000 square feet of space in Salinas. Altogether, this represents nearly 650,000 square feet of industrial and similar building space that would be needed over the next 10 years. Depending on the floor area ratio (FAR) assumption, this potentially creates demand for over 40 acres of industrial land.

It should be noted that the projected job growth would represent a significant slowdown from the job growth trends over the past decade. If the growth projection continues the high growth trend that Salinas experienced over the past decade, then the overall demand for industrial space would come out to nearly 2 million square feet of industrial space, with a potential land demand of up to 130 acres. Over a 20-year period, this high growth scenario would result in more than 4.7 million square feet of industrial space demand, and a potential land demand of more than 300 acres.



In addition, the square footage demand does not include agricultural production, which generally supports outdoor and greenhouse operations that do not require built-up industrial spaces. However, many of the most prominent crop types in Monterey County, such as lettuce and salad products, require refrigerated storage and chilling facilities before heading to market. This increases the potential need for light industrial spaces. It should be noted that the need for expanded cooler functions does not depend on large demand for more workers. Because of the high cost for these facilities, the private sector has been hesitant to take on the construction risk.

The Salinas Agricultural Industrial Center (the Ag Center), a 257-acre ag-related industrial park located within Salinas, presents an opportunity for the City to revitalize and expand their industrial offerings, attracting new facilities and users. Recent land use plans prepared for the Ag Center anticipate the center will contain approximately 1.5 million square feet of major industrial uses (agricultural processing center), 2.0 million square feet of minor industrial uses (ag. cooling, distribution, & general light industrial), and 770,000 square feet of minor (Flex) industrial uses (sales, contractor yards). The expected capital subsidy of $35 million (2023 $) to be provided by the City based on new property tax increment generated by the site should be an effective approach to keeping the cost of land and space at levels affordable to support industry.

The Agricultural Industrial Center Specific Plan was adopted in 2009 and to date has seen no construction on the property. As the only significant industrially-zoned undeveloped land in the City, this has helped create a tight market for related uses. Enabling Ag Center development is critical to maintaining Salinas' lead role in the industry and keeping existing facilities in the city, as well as attracting new ones. If existing companies within Salinas relocate to the Ag Center, that would also open new industrial and light industrial opportunities on their former sites. Many of the older facilities in town are in two distinct areas, the Market Street area, and other areas. Where possible, treating these areas as "sending" zones and positioning Abbott Steet as the "receiving" zone

Agriculture Industrial Center Site from above Harris Road

would be a gradual and systematic approach to consolidating and strengthening land use patterns in Salinas, allowing appropriate adaptation of close-in land supply on the periphery of the downtown district. The reorganization and consolidation of ag functions to the Abbott Street area sets up the potential for site reuse for housing and other uses as appropriate Key stakeholders in the City's agricultural industrial business community have identified a lack of industrial land supply available for business expansion/development where development costs are feasible. The Ag Center site is the "ripest" site for agricultural industrial business development due primary to its advanced entitlement status. The rate at which development absorption will occur is unknown at this time. Regardless, it is prudent for the City to be planning for longer-term agricultural industrial development capacity as such is important for longer term growth and for managing industrial land costs through adequate competition.

Transportation and Infrastructure Barriers

Transportation, water availability, and industrial wastewater are three infrastructure components that will limit the agriculture industry in Salinas if not properly addressed. Existing circulation constraints have and will continue to be a disincentive for existing agricultural businesses in the southwest portion of the City. While not explicitly expressed by focus group participants as a likely sole rationale for curtaining new investment in Salinas, circulation challenges were universally identified and noted as a potentially important variable in Mann Packing's decision to relocate to Gonzales.

Agricultural industrial businesses in and near the Abbott Street industrial corridor have long been concerned about circulation constraints, as identified in the transportation analysis conducted for the Salinas Ag Center, and the public outreach process for the Economic Development Element (EDE). Several sector stakeholders also noted the poor pavement conditions on a number of roadways in and around the industrial core as indicative of a decline in the quality of the transportation system.

Freight infrastructure and circulation are key issues to address

This includes heavy-duty truck access from Highway 101 back to the industrial areas. Studies have identified congested conditions and limited access due to limited roadway capacity. Due to uncertainty about mitigation feasibility for a number of improvements, the Salinas Ag-Industrial Center EIR found many impacts to be potentially significant and unavoidable.

Circulation improvements needed to resolve operational challenges are known, but their implementation is constrained by funding and physical limitations along some routes. The Transportation Agency of Monterey County (TAMC) is in the preliminary planning stages for a project to improve the U.S. Highway 101/Abbott Street interchange. This could provide some incremental relief, particularly for future end users in the Salinas Ag Center. The possibility for a new interchange accessing 101 at Abbott Street and Harris Road would be a more direct improvement for the existing industrial users and the Ag Center.

Cal Water extracts groundwater from the 100/400-foot aquifer to supply agricultural industry in Salinas. The aquifer is in overdraft condition. New demand from expanded operations on existing sites and/or revitalization of underutilized/vacant sites would

worsen overdraft conditions; such demand could come under heightened scrutiny.

Farmers are already making decisions about moving agricultural production and associated processing and packaging operations to other locations and/or extending the duration of production in other locations in part due to concerns about water supply availability.

Water supply availability is a key concern for agricultural industrial sector stakeholders as it affects both the direct and indirect financial viability of their businesses. Sufficient supply to accommodate business expansion going forward and sufficient supply for continuing agricultural crop cultivation are cited as the two main potential constraints. Potential constraints stem primarily from the perceived threat of water supply being constrained to ensure sustainability of groundwater supply.

Agricultural industry stakeholders and the City understand the implications of groundwater sustainability plans (GSP) developed by the Salinas Valley Groundwater Sustainability Agency (GSA). The status of groundwater supply, both quantity and reliability, suggests that constraints on water supply availability are possible now and in the future. These constraints include historical overdraft of groundwater (with agricultural demand accounting for 90 percent). In addition, the GSP underestimates future subbasin overdraft for urban growth that occurs as infill rather than new expansion onto agricultural land. Overdraft can be mitigated by reducing pumping or recharging the subbasin through direct or in-lieu means.

There may be sufficient uncertainty on the part of the agricultural industry and farmers regarding fair share costs to consider options to continuing to re-invest in the Salinas Valley and Salinas. This has potential to be a negative influence on agricultural productivity and on the economic health of the agricultural industrial sector.

Cal Water's 2020 Urban Water Management Plan (UWMP) is the purveyor-level plan for providing water to areas of the City that are home to its existing agricultural industrial businesses and future businesses (e.g., Salinas Ag Industrial Center). The UWMP is now being implemented under the umbrella of groundwater supply management planning being conducted and implemented by the GSA.

While Cal Water believes that groundwater supply will meet future demands, the Sustainable Groundwater Management Act may impact future supply reliability. Projected industrial water demand shows zero growth between 2020 and 2045. Cal Water would be subject to pumping reductions/allowances should such be required by the GSA in the future. The Ag Center was projected to have no net impact on groundwater overdraft because it would convert agricultural water demand to urban demand.

Industrial wastewater treatment capacity at the City's industrial wastewater treatment facility (IWTF) is limited. Limited capacity is currently a constraint to agricultural industrial sector business growth, and as a result, also potential constraint to business retention. Concern about this constraint is universal to associated stakeholders. However, the City is now actively planning IWTF expansions for the short term and for the medium to long term that should provide increased stakeholder confidence that the constraint can be resolved. These expansions may help catalyze development of the Salinas Ag Center by reducing uncertainty about the cost and timing of securing new industrial wastewater treatment capacity.

The IWTF accepts wastewater flow from 23 different industrial facilities and is operating at or near its permitted capacity of 4.0 million mgd.

Limited capacity at the IWTF is a barrier to existing businesses who may wish to expand operations at their existing locations, businesses who may wish to locate on existing vacant and/or underutilized infill industrial parcels, and to new businesses that could

located within the Ag Center industrial business stakeholders were near universally concerned about this issue.

The IWTF must be expanded to accommodate any new source(s) of treatment demand, due to insufficient capacity even with the City's agreement with Monterey One Water (M1W) to pipe wastewater to their regional plant.[16]

To further complicate existing operational conditions, the IWTP overtopped during recent storms. Industrial wastewater mixed with flow in the Salinas River. The Regional Water Quality Control Board has indicated that the City must invest improvements to better flood proof the facility—a significant cost that had not been anticipated by the City.[17]

Strategic Action Recommendations and Draft Policies

Altogether, agriculture is part of Salinas' past and present. It also stands to be a prominent part of the City's future. The analysis and findings identified in this report outline strategic actions that Salinas can take to help ensure the continued prosperity of agriculture and the many other activities that tie into it, summarized below. Related draft General Plan policies are included with their relevant section in italics. Adoption of the General Plan is anticipated by the end of 2024 and these draft policies may continue to evolve in that process.

Land Supply and Space:

- Prioritize the Ag Center to address identified short-term needs, such as aging cooling and industrial support facilities in Salinas. Consider a two-phased approach that would develop the second phase as market needs are fulfilled by the initial building development phases.
- Ensure that Salinas' future supply of industrial space is adequate for supplier industries that might want to locate in Salinas or for existing businesses to expand. Contingency options in the event that the Ag Center development process does not proceed as expected include existing industrial land capacity designated through the General Plan, and potential synergies between the Ag Center and surrounding land areas.
- Amenitize Abbott Street District to provide services to workers and potential new kinds of spaces for people to visit through integration of arts, food offerings, and small-scale manufacturing.

Goal LUI (Land Use and Infrastructure Element)-1: Support a balanced, diverse, and equitable land use pattern that provides a wide range of jobs, housing, recreation, and services.

Action LUI-1.1.1: Update the zoning code to include more mixed use districts based on Place Type designation and emphasize form over use in these districts.

Action LUI-1.1.5: Align future land uses with Economic Opportunity and Target Areas through appropriate Place Types.

Policy LUI-1.4: Maintain a compact urban form, locating growth areas in a manner that mitigates negative impacts of future growth on environmental quality and quality of life and minimizes loss of important agricultural resources, while allowing for the reasonable expansion of the City to address projected population growth.

Action LUI-1.4.3: Direct most urban expansion to the North and East, away from the most productive agricultural land. Encourage industrial development to locate within the approved Salinas Ag-Industrial Center Specific Plan area.

16 M1W has recently stated that it can no longer take the wastewater because it doesn't meet M1W standards. If this continues to be the case, the effective capacity of the IWTP would be reduced by this amount.

17 David Jacobs, City of Salinas Public Works Director, March 15, 2023

Action LUI-1.4.7: Do not pursue growth into Economic Reserve Areas until full buildout of Future Growth/Target Areas. As this buildout occurs re-evaluate Economic Reserve Area land use to best meet needs of the community.

Policy LUI-1.6: Promote economic development through focused land use planning and infrastructure improvements, and targeted resource expansion.

Action LUI-1.6.5: Use the Place Types to increase flexibility in the zoning code to accommodate innovative economic development activity.

ED (Economic Development Element)-4.2.1: Create 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.

Economic Development Outreach and Operational Support:

- Prioritize economic development activity focused on the ag industry. This includes identifying potential incentives for business retention, expansion, and attraction; organizing grant and opportunity zone efforts; identifying direct funding resources, such as grant funding and revolving loan funds; and identifying supportive zoning solutions.
- Conduct outreach to local agricultural producers to identify the extent to which their Salinas operations extend into office, manufacturing, distribution, and/or other industrial activities.
- Promote industry diversification by encouraging other value-added activities and land uses to support the anchor producers.
- Maintain communication with prominent agricultural production businesses in Salinas and identify the extent of their operations in Salinas.
- Conduct outreach to local cannabis producers that can help identify potential demand and constraints on local resources as that sector expands. Recognize cannabis as a source of jobs and public/private revenue.
- Promote a vision of Salinas as a major ag research and ag technology center.

Goal ED-1: Support a diverse economy that provides jobs responsive to the future while promoting the continued economic success of the Salinas Valley as the premier center of agricultural productivity and technological advancement in the fresh food/produce sector.

Policy ED-1.1: Encourage economic expansion and diversification in the high-tech sector and other industries that are ecologically compatible with Salinas and that promote stable, year-round higher paying employment opportunities.

ED-1.1.1: Promote training and educational opportunities to encourage a diverse and educated workforce and the upward mobility of the City's residents.

Policy ED-1.2: Maintain and enhance Salinas and the Salinas Valley as the premier center of agricultural productivity and technological advancement in the fresh food/produce sector.

ED-1.2.1: Partner with the County and communities of Monterey County to facilitate growth of the agricultural cluster supply chain in Salinas and the Salinas Valley.

ED-1.2.2: Invest in a coordinated program that attracts investment capital and research activity in agricultural technology to Salinas and the Salinas Valley.

ED-1.2.3: Ensure supply of industrial land use space is adequate for agriculture business expansion by facilitating realization of the Ag Industrial Center through an Enhanced Infrastructure Financing District and other support.

ED-1.2.4: Build a stronger direct relationship between the City and industry stakeholders to keep informed of ag business and facility needs. Consider creating an ag liaison position.

ED-1.1.2: Maintain a competitive supply of sites for businesses and manufacturers associated with high technology and light manufacturing industries.

ED-2.1: Ensure that existing businesses have access to the resources and services they need to prosper and expand in Salinas.

ED-2.1.1: Develop and maintain a business retention and expansion program, including a menu of incentives and City services available to existing businesses to help facilitate growth and expansion.

ED-2.2: Support new business development and attraction in Salinas and promote entrepreneurship and business innovation.

ED-2.2.1: Employ a proactive business attraction strategy to add complementary and new businesses to the City.

ED-2.2.2: Identify vacant and/or underutilized buildings that could be used as incubator spaces for innovative business models that nurture entrepreneurship and attract home grown businesses.

ED-2.2.3: Leverage local agriculture, food, and non-profit resources to create entrepreneurial development, microlending, and job opportunities.

ED-2.3.1: Continue Business Navigator positions as a point of contact in the city to assist new and existing businesses through regulatory processes and to share knowledge of accessible and affordable resources, training programs, and funding opportunities to support business creation, retention, and expansion.

ED-2.3.2: Continue streamlining and simplifying the business licensing and permitting process.

Labor Force:

- Strengthen Salinas' existing strategic partnerships, both formal and informal, with workforce development programs at Hartnell College, CSU Monterey Bay, UC Santa Cruz, regional providers, and trade schools meet the needs of agriculture in light of shifts in technology and market changes.
- Expand strategic partnerships with trade groups and establish an agricultural industry working group in Salinas to address business climate and workforce preparedness issues to improve and formalize City-Industry communications.
- Address housing needs for agricultural and other seasonal worker housing and engage with private businesses that have been providing worker housing.

ED-1.2.8: Promote capacity building/trainings for existing workforce to ensure upward mobility in ag tech sector.

Goal ED-3: Narrow social and economic disparities in the City of Salinas through workforce development and community support.

ED-3.1.1: Partner with local and regional educational institutions and nonprofit organizations to increase the number of high school graduates, literate adults, and completed general education development (GED) or vocational programs to increase job readiness skills and opportunities. Integrate adult learning programming, such as GED courses and English as a Second Language (ESL) classes, into vocational training and workforce development programs.

Action ED-3.1.2: Encourage educational institutions and workforce development programs to expand and create new educational and training programming based on employer/industry needs.

Action ED-3.1.3: Create or recruit new job training programs (e.g., JobCorps) to connect existing and future residents with job opportunities and to satisfy the needs of local industry.

Policy ED-3.2: Promote economic security by providing access to economic opportunities for all workers and households in the community.

Action ED-3.2.3: 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 ED-3.2.5: Support reskilling and apprenticeship programs that provide upward career mobility for residents.

HE (Housing Element) Goal 1:Increase housing supply and opportunities for all.

HE Goal 2: Provide Tenant Protections.

HE Goal 4: Advance Housing Affordability and Opportunity at all Income Levels.

Housing is discussed more in Chapter 3 of this report. The City adopted its 2023-2031 Housing Element in December of 2023, which was found in substantial compliance by the state in January, 2024. The Housing Element contains additional policies and specific actions for affordable housing and farmworker housing.

Infrastructure:

- Confront the need for further public investment in short- and long-term infrastructure, specifically circulation, water supply, land use, and wastewater treatment.
- Circulation constraints have and will continue to be a disincentive for agricultural businesses. While the City's ability to improve interchanges is limited, TAMC has improvements under study that could improve access to the Ag Center area in the future.
- Water supply has been a constraint to the economic vitality of the agricultural industrial sector. The City should be proactive in pursuing new sources, including savings from land use changes; opportunities for reuse/recycling of process water; and requiring reuse/recycling of process water within the Ag Center.

ED-1.2.5: Address critical infrastructure issues affecting the ag industry, including freight transportation, water availability, and wastewater treatment.

ED-1.2.6: Assist ag industry with identifying paths to modernizing existing facilities to keep businesses in Salinas.

Policy C (Circulation Element)-1.2: Improve regional and intra city road, rail, and air logistics and connections.

Action C-1.2.3: Continue efforts to reduce adverse impacts of truck traffic and parking in non-industrial areas while recognizing on the local economic importance of freight and logistics and responding to industry needs.

Action C-1.2.3: Coordinate funding, planning, and/or implementation for critical transportation infrastructure and facility needs throughout the Salinas Valley.

Goal C-3: Support the local economy through a circulation system that moves products safely and efficiently.

Policy C-3.1: Improve transportation infrastructure necessary for efficient freight logistics.

Action C-3.1.1: Coordinate with state and regional partners on improving truck access to U.S. 101 in Salinas and at the Abbott Street interchange southeast of the City's boundary and potential new interchange at Harris Road.

Action C-3.1.2: Improve street maintenance of designated truck routes.

Action C-3.1.3: Support freight movement via rail and other alternatives if feasible.

ED-1.2.7: Work with the industry to reduce climate

impacts and adapt to changes such as increased temperatures, volatile precipitation, water supply threats, and increased pests.

Goal COES (Conservation and Environmental Safety Element)-1: Increase the adaptability and resiliency of Salinas to the effects of climate change.

Action COES-1.1.2: Explore options and resources for protecting outdoor laborers (farmworkers, construction workers, etc.) from the dangers and potential wage loss from extreme heat and flooding events.

Action COES-2.1.1: Work with water providers to institute conservation programs to address water supply problems caused by groundwater overdrafting.

Action COES-12.1.3: Promote responsible and sustainable water usage education for City residents, businesses, and surrounding agricultural producers.

Action COES-12.1.4: Enforce the City's Water Conservation Ordinance and apply standards that promote water conservation in agricultural, residential, and non-residential uses.

Goal LUI-2: Ensure that above- and below-ground infrastructure meets the existing and future community needs.

Policy LUI-2.1: Maintain, improve, and expand flood, wastewater, and sewer systems to meet current and anticipated demands.

Action LUI-2.1.2: Provide a sewer system that meets the needs of the community for sewer collection and treatment and work with Monterey One Water (M1W) for sewer treatment needs. Coordinate with M1W for additional treatment capacity of expanded sewage disposal needs.

Action LUI-2.1.3: Ensure existing wastewater, industrial wastewater, and storm drainage infrastructure systems, including broad municipal level wastewater and stormwater solutions for water reuse are maintained and upgraded to accommodate existing and future businesses and development.

Action LUI-2.1.4: Continue to work with both MCWRA and M1W to recycle industrial wastewater for regional reuse which will in turn aid in the expansion of the Industrial Wastewater Treatment Facility.

Action LUI-2.1.6: Require new development, to the extent feasible, to provide flood control facilities that are visually attractive and ecologically beneficial, and require on-going maintenance of the facilities by the development through a maintenance district. Apply appropriate development standards and fees to improve present drainage systems and provide adequate stormwater detention basins and sedimentation ponds with new construction.

Action LUI-2.2.1: Develop an infrastructure funding toolkit which describes infrastructure funding options and mechanisms available to the City and for partnerships with the private sector.

Action LUI-2.2.2: Incorporate priority infrastructure projects into the Capital Improvement Plan to ensure they are programmed for funding and implementation in an appropriate timeframe to meet priority community objectives.

03 Farmworker and Grassroots General Plan Engagement

Grassroot Outreach

Overview

In 2021, the City initiated the community engagement process for the General Plan Update (GPU). The City has augmented GPU community engagement with the support of the SALC Grant. Part of this grant includes a contract for direct outreach with the support of a community-based organization (CBO). The SALC Grant presented a unique opportunity to reach agricultural workers of Salinas, their families, and related community and bring them into the General Plan process beyond discussions of agriculture. The City wanted to partner with a CBO because it knew it needed grassroots connections and trust it did not have on its own.

In the Summer of 2022, after a formal proposal process, the City entered a contract with the Center for Community Advocacy (CCA). CCA is tasked with leading direct outreach with Salinas stakeholders, focusing primarily on farmworkers and their families. This work is facilitated by eleven (11) General Plan Update Ambassadors. CCA staff and ambassadors began GPU engagement early June 2022 and have utilized a variety of strategies.

The General Plan Ambassadors have assisted with the distribution of information regarding the General Plan and have collected concerns and challenges raised by the communities they have reached. Overall, seven (7) community pop-ups were conducted by Ambassadors reaching approximately 1,290 people. These larger pop-ups covered housing and other topics and raised awareness of the GPU and subsequent community workshops. These took place from June 2022 to January 2023 and were conducted in targeted locations (agriculture fields, food bank, community meetings).

Ambassadors also conducted community conversations with smaller groups. The conversations took place from June 2022 to November 2023, reaching over 1,800 people. City staff assisted CCA with the preparation of bilingual outreach materials. Alongside surveys, a GPU tool kit has been widely used to lead broad conversations and gather community input. The tool kits have targeted five priority areas- Housing, Public Safety, Environmental Justice, Climate Action, and Transportation.

SALC Ambassadors participated in four (4) pop-up activities over the summer of 2022. These efforts focused on environmental justice priorities and preferred building densities.

Throughout the GPU process, larger community meetings have been held to gather community feedback by City staff. Meeting topics included: Environmental Justice, Housing, Public Safety, and Active Transportation. Meetings were held in both English and Spanish. CCA assisted with advertising the meeting to traditionally disadvantaged communities to encourage their voices be present at meetings.

House Meetings are a traditional community-organizing tactic to gather community input and share information on a particular campaign. Ambassadors began house meetings focused on the Housing Element early February 2023 and continued through April 2023. Collectively they've facilitated ninety-five (95) house meetings reaching over three hundred and forty (340) farmworkers and their families. SALC outreach efforts have primarily been conducted in Spanish, Mixteco, and Triqui and aim to include resident voices who are often left out of the decision-making process. CCA's report and their collective outreach results are included as Appendix B. Recurring themes of the engagement are summarized in the following pages by topic area, with related draft General Plan policies in italics.

Engagement findings and recommended policies

ENVIRONMENTAL JUSTICE

- Need open space/parks for youth to play
- Opportunities for physical activity for all ages
- Access to open space in new housing
- Clean/fix storm drains to avoid flooding
- Access to resources/health care for undocumented, low-income, Spanish-speakers, native speakers, etc.
- Difficult to buy food due to high prices and low income
- Don't feel safe to walk in my neighborhood
- Afraid to allow kids to play in parks/greenspace due to violence, homeless, gangs, etc.
- Less exposure to pollution

Goal HEJ (Health and Environmental Justice Element)-1: Improve the quality of the built and natural environments to support healthy lifestyles & reduce health inequities

HEJ- 1.1: Adopt land use policies, programs, and decisions that improve environmental quality and reduce resident and worker exposure to toxins and pollution.

HEJ-1.1.1: Improve air quality through proper planning for land use and development design that maintains air quality and reduces direct and indirect emissions of air contaminates.

HEJ-1.1.2: Support alternative modes of transportation, such as walking, biking, and public transit, and develop bike- and pedestrian-friendly neighborhoods to reduce emissions associated with automobile use.

HEJ-1.1.3: Work with the State, agribusiness and agricultural worker organizations to ensure that agricultural use of pesticides and fertilizers do not negatively affect public health and safety.

HEJ- 1.1.5: Seek funding for clean/up remediation of City owned land to anticipate future development projects.

HEJ- 1.2: Ensure that sensitive land uses are not negatively impacted by hazardous materials or toxic air contaminant sources.

HEJ-1.2.1: Work with responsible federal, state, and county agencies to decrease air pollution emissions occurring within the air basin.

HEJ-1.2.2: Work with federal and state agencies to identify toxic disposal or leakage sites and pursue prompt cleanup.

HEJ-1.2.3: Require that hazardous waste facilities and waste transfer stations comply with the Monterey County Hazardous Waste Management Plan.

HEJ-1.2.4: Ensure that hazardous materials used in residential, business and industry are properly handled and that information of their handling and use is available to residents, fire protection and other safety agencies.

HEJ-Goal 2: Provide and maintain a range of community services, programs, and institutional

Residents need more affordable healthy food

facilities to equitably meet the needs of the community.

HEJ-2.2: Provide equitable access for all residents to a variety of well-maintained and high-quality parks, green space, and recreational opportunities that enhance quality of life.

HEJ-2.2.1: Strive to create development patterns that allow the majority of residents to be within one-half mile walking distance of a park, greenway, public plaza or recreation center.

HEJ-2.2.3: Ensure parks and green space is Safe, Accessible, and Reflective of the Community's needs.

HEJ-2.2.4: Improve existing parks and recreational facilities in need of repair across the city.

HEJ-2.3: Strengthen the capacity and sustainability of community-based organizations (CBOs) and foundations in the City to provide critical services.

HEJ-2.3.1: Offer capacity building training and technical assistance to existing community-based organizations.

HEJ-2.3.2: Facilitate the creation of new or expanded community-based organizations throughout the city.

HEJ-Goal 3: Ensure all Salinas' residents have access to purchase and grow healthy, affordable, and culturally diverse relevant foods.

HEJ 3.2: Promote and expand year-round access to sustainable, locally sourced and culturally appropriate food through urban agriculture and emergency food resources.

HEJ- 3.2.2: Continue to support the local food banks.

HEJ- 3.2.3: Encourage and facilitate the development and management of community gardens prioritizing areas of high food insecurity.

HEJ- 3.2.4: Support the creation of Food Rx programs to connect low-income patients and their families to access fresh fruits and vegetables.

HEJ-Goal 4: Ensure safe and sanitary homes.

HEJ- 4.1: Work to eliminate the health risks associated with lead-based paint, mold and other contaminants.

HEJ- 4.1.2: Create a funding source to encourage and facilitate remediation to benefit low-income families.

HEJ-Goal 5: Promote spaces for physical activity.

HEJ- 5.1: Continue to create and maintain safe and accessible public spaces to encourage physical activities throughout the community.

HEJ- 5.1.1: Create trail networks for walking and bicycling.

HEJ- 5.1.2: Develop signage and 'how to' visuals in public parks to encourage and facilitate physical activity.

HEJ- 5.1.5: Support private and public development of public spaces (Carr Lake, Soccer Complex).

HEJ- 5.2: Provide resources and programming for seniors and youth to engage in safe physical activities.

HEJ- 5.2.1: Leverage partnerships to improve access to exercise and safety equipment.

HEJ- 5.2.2: Invest in exercise equipment for parks throughout the city, prioritizing the underserved areas.

HEJ- 5.2.3: Continue to expand programming that encourages physical activity for seniors.

HEJ- 5.2.4: Foster and develop partnerships with CBOs and schools to encourage physical activity for youth.

HEJ- 5.2.5: Encourage and facilitate opportunities for adult recreation in the evenings (i.e., adult leagues).

HEJ: 5.2.6: Work with schools to streamline the Joint Use Agreement process to expand the use of

available recreation space.

Goal 7: Improve existing and create new programs that address the needs of disadvantaged communities.

HEJ-7.1: Continue to provide needed social services to stabilize the homeless population.

HEJ-7.1.1: Expand physical and mental health services, such as substance abuse counseling and rehabilitation services through an interdisciplinary team for individuals experiencing homelessness.

HEJ-7.1.3: Help improve access to bathrooms and personal hygiene supplies for individuals experiencing homelessness.

HEJ- 7.2.5: Create a relocation assistance program for rapid rehousing that helps cover move-in costs (credit check, first month, deposit).

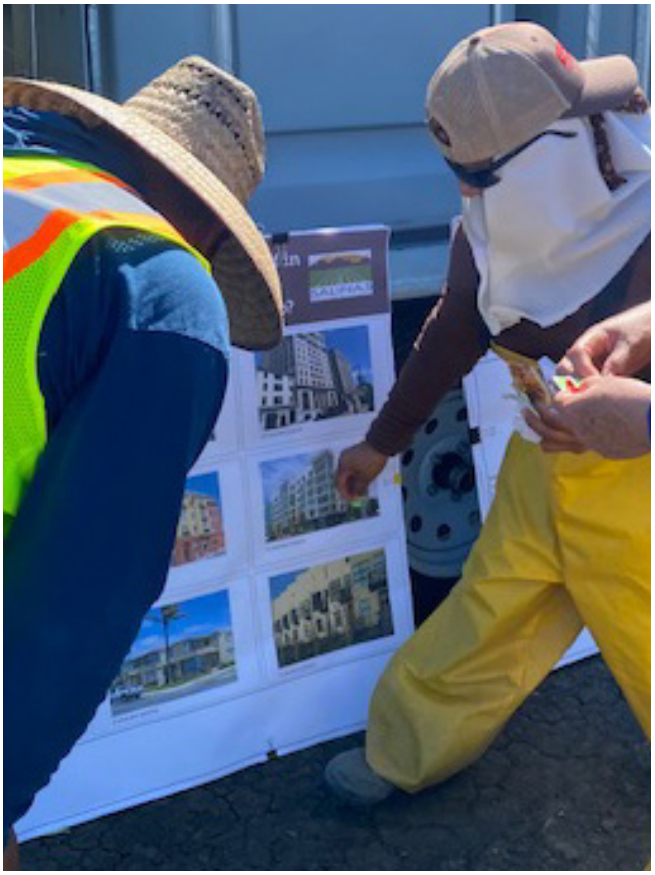
HOUSING

- Need to build new housing
- Affordable housing/low-income housing
- Housing for fieldworkers
- Housing with accommodations for kids
- Less discrimination when seeking housing
- I have felt discriminated due to:
- Immigration status
- Race
- Income
- Occupation
- Size of family/having kids
- Language barriers
- Lack of credit
- Lower rents/rent stabilization
- Different housing types—apartments, single family homes
- Homeless issue
- Tenant support/protections
- Opportunities for home ownership for all (low-income, undocumented)
- Lack of upkeep from landlords
- Easer process to apply for apartments

HE (Housing Element)-Goal 1: Increase housing supply for all

HE Policy 1.1: Incentivize and support the production of new housing units.

HE Policy 1.4: Encourage a mix of diverse housing types.



Field workers complete a pop-up on housing

Goal 2: Provide Tenant Protections

HE Policy 2.1: Pursue policies and programs that prevent displacement.

HE Policy 2.2: Advance rent stabilization.

HE Policy 2.3: Develop additional programs and policies to support tenants' rights and uphold fair housing/landlord laws.

HE Policy 2.4: Provide education on fair housing and connect tenants to related legal services.

Goal 3: Access to Safe and Healthy Housing for All Residents

HE Policy 3.1: Improve the quality and condition of rental housing.

HE Policy 3.2: Continue to promote the rehabilitation of existing housing units.

Goal 4: Advance Housing Affordability and Opportunity at all Income Levels

HE Policy 4.1: Facilitate the production of affordable housing.

HE Policy 4.3: Promote housing opportunities for existing residents.

HE Policy 4.4: Connect residents to financial resources.

Goal 5: Stabilize and Support Neighborhoods

HE Policy 5.2: Leverage code enforcement strategies to improve neighborhoods.

Goal 6: Improve City Homeless Response

HE Policy 6.2: Improve the quality of homeless services and coordination with community providers.

HE Policy 6.3: Pursue funding opportunities to support existing and new homeless services programs.

PUBLIC SAFETY

- Need more safety throughout the City
- Stronger police force/presence
- Security/police needed in parks, stores, schools
- More lighting in the streets
- Access to childcare/after-school programs to keep kids safe/out of gangs
- Streets feel unsafe (high speeds, high traffic volume)
- Afraid of violence and gang activity
- Not always comfortable to call/interact with police
- Better training for police (dealing with immigrant communities, Spanish/Indigenous language)
- More safety for children/schools
- Disagreements with neighbors

Goal PS (Public Safety)-1: Continue to play a central role in the creation and maintenance of a community that resolves its problems in non-violent ways.

Policy PS-1.1: Improve community safety and health through civic engagement and relationship building.

Action PS-1.1.1: Create opportunities to build more trusting and transparent relationships between the community, businesses and public safety officers to enhance collaboration and strengthen community safety, inclusion, and engagement.

Action PS-1.1.2: Ensure language inclusivity (including indigenous languages) to increase communication and connections with community members.

Action PS-1.1.3: Support and facilitate youth and resident led community events like National Night Out and Ciclovía.

Policy PS-1.2: Implement alternative policing methods, Community Policing, youth programs and crime awareness public education programs to reduce the incidence of crime within Salinas.

Action PS-1.2.1: Promote neighborhood cohesion programs, and Neighborhood Watch programs to reduce the risk of criminal activity.

Action PS-1.2.2: Support after school programs and other youth programs/activities (e.g., Explorer Program, outreach positions for at-risk youth, etc.)

Action PS-1.2.3: Offer crime/violence prevention trainings/programs.

Goal PS-2: Provide effective and responsive police and fire services to ensure a safe and vibrant community.

Policy PS-2.1: Ensure Salinas' residents have effective and responsive fire, EMS, and police services.

Action PS-2.1.1: Address staffing needs by:

**Adding additional response units during periods of high incident activity;*

**Adding additional battalion chief(s) per shift;*

**Plan for the addition of facilities and staff in future growth areas;*

**Exploring opportunities to reduce response workload;*

**Addressing administrative and support staff needs.*

Actin PS-2.1.2: Offer mental health/emotional support services for fire/police officers.

Action PS-2.1.3: Encourage capacity building and trainings for staff.

Policy PS- 2.2: Improve facilities and access to equipment and technology.

Action PS- 2.2.2: Extend use of cameras at intersections and high traffic public spaces.

Policy PS- 2.3: Fire/PD collaboration with other City departments and outside agencies/organizations to help improve the built environment and connect residents to services.

Action PS-2.3.1: Work with the Community Development Department to assist community members with housing/shelter needs.

Action PS-2.3.4: Work with County of Monterey and other agencies to connect residents with mental health, social, domestic violence support and other services.

Policy PS- 2.4: Provide a range of fire/police services to support community education and non-emergency situations.

Action PS-2.4.1: Seek funding opportunities to support local schools with first aid and safety trainings/demonstrations.

Action PS-2.4.4: Promote the use of the Salinas Police Department anonymous tip line.

Goal PS-3: Create a safer community through the use of design techniques for existing spaces, new developments and reuse/revitalization projects.

Policy PS-3.1: Promote the use of Crime Prevention through Environmental Design techniques/strategies.

Action PS-3.1.1: Encourage physical features that improve building visibility, as well as well-marked entrances and exits, proper lighting, and landscape design to improve or limit access to certain areas.

Action PS-3.1.2: Create welcoming and accessible community spaces with both safety and design features (e.g., signage, public art, large planters/ boulders to discourage vehicles, etc.)

Policy PS-3.2: Cultivate a safe and clean neighborhood environment in which residents, employees, and visitors feel comfortable and safe at all times.

Action PS-3.2.1: Ensure that streets, sidewalks, and

public spaces are clean and well maintained.

Action PS-3.2.2: Maintain and improve lighting in parks.

CLIMATE ACTION

- Create more/protect existing green space/open space
- Improve pedestrian/bike infrastructure
- Reusable energy in City facilities
- Plant more trees throughout the City
- Clean waterways to prevent flooding
- Don't feel safe allowing kids out alone (to walk, bike, access greenspace)
- Provide support to residents after natural disaster events

Goal COES-1: Increase the adaptability and resiliency of Salinas to the effects of Climate Change

Policy COES 1.1: Protect climate vulnerable populations.

Action COES-1.1.3: Provide multilingual guidance and resources on how to prepare for emergencies and disasters through social media and at libraries, community centers, and other community facilities.

Wildfires, like those in 2020, create unsafe air conditions for outdoor workers

Action COES-1.1.5: Establish or support outreach programs to conduct wellness checks and help distribute resources in preparation for or in the aftermath of a disaster.

Policy COES 1.2: Prepare the built and natural environments for a different climate and more severe natural events.

Action COES-1.2.1: Identify critical infrastructure vulnerable to climate change and means of increasing protection and resiliency, such as installing back-up power generators or flood prevention.

Action COES-1.2.2: Encourage resilient landscaping and plant selection for a warmer climate through municipal codes, plans, and public resources.

Action COES-1.2.5: Invest in expanding Salinas' urban tree canopy, particularly in under-resourced neighborhoods.

Goal COES-2: Ensure a safe and adequate water supply for the community

Policy COES-2.3: Protect and enhance water quality.

Action COES-2.3.3: Work with partners to enhance Carr Lake as a reclamation/flood control facility in addition to its other functions in addressing water quality, enhancing traffic/circulation, and creating recreational opportunities

Action COES-2.3.4: Promote public and private development that creates green infrastructure that captures and infiltrates water.

Goal COES-3: Encourage energy conservation.

Policy COES-3.1: Apply standards and develop programs that promote energy conservation and a community-wide shift towards renewable energy.

Action COES-3.1.1: Enforce State Title 24 building construction requirements.

Action COES-3.1.2: Encourage land use arrangements and densities that facilitate the use of energy efficient public transit and locate or retain neighborhood-level services (e.g., family medical offices, dry cleaners, grocery stores, drug stores) throughout the City to reduce energy consumption through automobile use.

Action COES-3.1.3: Participate in programs that promote energy conservation.

Action COES-3.1.5: Encourage buildings that are energy efficient and support sustainability and occupant health using green construction and design techniques, including passive house design, heat pumps, appliance electrification, solar energy, and other technologies, techniques and materials.

Action COES-3.1.6: Support initiatives for equity in electrification and making electrification possible for all residents.

Goal COES-4: Protect and enhance significant ecological and biological resources in the planning area.

Policy COES-4.1: Identify, protect, and enhance creek corridors, river corridors, the reclamation ditch, sloughs, wetlands, hillsides, and other potentially significant biological resources for their value in providing visual amenity, flood protection, habitat for wildlife and recreational opportunities.

Action COES-4.1.3: Explore with Monterey County the potential for creation of a Gabilan Creek Regional Park extending along the creek from the urban edge to the headwaters in the Gabilan Mountains.

Action COES-4.1.4: Actively maintain creek corridors to ensure flood protection, water quality, and regulatory compliance with maintenance permits.

Goal COES-5: Reduce the risk to the community from flooding, wildfire, seismic activity, geologic conditions, and other natural hazards.

Policy COES-5.1: Encourage policies, programs, and measures to reduce the risk to the community from potential flooding, wildfire, and seismic activity.

Action COES-5.1.2: Design flood control systems in new development areas to avoid increasing flood hazard elsewhere.

Action COES-5.1.3: Maintain open areas needed to retain stormwater and prevent flooding of urban or agricultural land.

Action COES-5.1.4: Provide stormwater retention capacity consistent with Reclamation Ditch capacity to avoid damage to urban development as a result of a 100-year flood.

TRANSPORTATION

- Sidewalks need maintenance
- Improve pedestrian/bike infrastructure
- Need services/resources closer to homes
- Safe routes for bikes/pedestrians
- Current infrastructure feels unsafe
- Dark at night/lack of streetlights
- Feel unsafe to walk
- A lot of car traffic
- Better transportation options for students
- Improve pedestrian crossings
- Better public transit options

Goal C (Circulation Element)-1: Provide and maintain a safe and integrated circulation system that meets the current and future needs of the community for all modes of travel.

Policy C-1.1: Design and maintain safe streets.

Action C-1.1.1: Use traffic calming methods within residential areas where necessary to create a pedestrian-friendly circulation system.

The City must work with Monterey-Salinas Transit to create a system that works for its residents

Action C-1.1.2: Continue to enforce traffic laws, including those addressing bicycle and pedestrian traffic, to ensure a circulation system that is safe for motorized, bicycle, and pedestrian traffic.

Action C-1.1.4: Implement Vision Zero Plan recommendations and invest in safer transportation infrastructure for pedestrians, cyclists, and other modes of travel.

Policy C-1.3: Promote proper capacity and traffic flow on City streets.

Action C-1.3.1: Utilize roundabouts, where feasible, to promote improved traffic operations and to enrich the driving experience. Utilize the center of the roundabouts for public art and landscaping.

Action C-1.3.2: Design roadway capacities to adequately serve planned land uses. Discourage diversion of traffic to local streets by providing capacity on arterial streets and locating high traffic-generating uses on or near arterial frontages.

Action C-1.3.3: Reduce the number of existing driveways on arterial streets whenever possible for reuse/revitalization projects to improve traffic flow.

Action C-1.3.4: Continue to require new development to contribute to the financing of street improvements, including formation of roadway maintenance assessment districts, required to meet the demand generated by the project.

Goal C-2: Create and support sustainable and healthy transportation options that encourage a reduction in single-occupancy vehicle commuting and overall Vehicle Miles Traveled (VMT).

Policy C-2.1: Provide and maintain safe routes to school, work, shopping, and recreation for pedestrians.

Action C-2.1.1: Improve the walking environment by increasing the availability of safe, attractive, and well-maintained sidewalks, cut-throughs, landscaping, use of traffic-calming devices on local streets, adequate pedestrian separation from automobile traffic and the inclusion of pedestrian-scaled amenities such as lighted crosswalks and increased lighting along sidewalks in all areas of the City.

Policy C-2.2: Provide and maintain an extensive public bicycle network with safe and equitable on-street and off-street facilities.

Action C-2.2.1: Continue to develop a safe and attractive network of on- and off-street bicycle

routes to encourage and facilitate the use of bicycles for commuting, recreation, and other trips. Eliminate gaps and provide connections between existing bicycle routes.

Action C-2.2.3: Create an interconnected active transportation network by developing off-street trails throughout Salinas along creeks/waterways and through parks that integrate with on-street bicycle and pedestrian infrastructure.

Policy C-2.3: Promote and maintain an efficient, reliable, and equitable public transportation network, that provides a feasible alternative to driving.

Action C-2.3.2: Support Monterey-Salinas Transit initiatives to provide adequate and improved (e.g., more frequent availability and use of Intelligent Transportation System measures where appropriate) public transportation service.

Action C-2.3.3: Promote public transportation that is bike- and pedestrian-friendly by encouraging buses with bicycle racks at public transportation stations and for all new or modified bus stops to take pedestrian access into consideration.

Action C-2.3.4: Design development and reuse/ revitalization projects to be transit-oriented to promote the use of alternative modes of transit and support higher levels of transit service.

VISIÓN SALINAS 2040

SALINAS