



City of Salinas

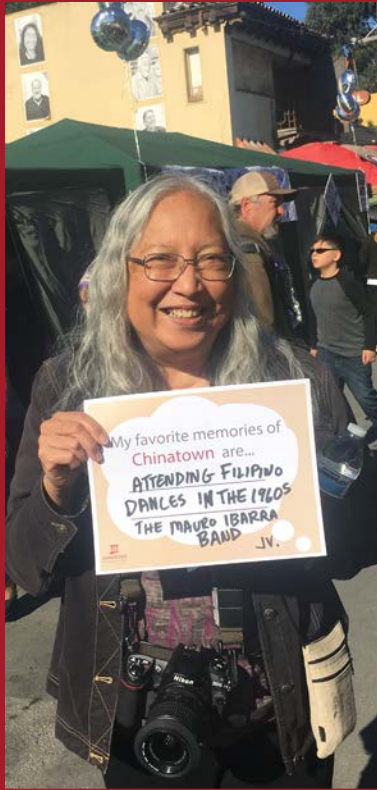
Chinatown

REVITALIZATION PLAN

Second Review Draft

December 2019





City of Salinas



CHINATOWN

Revitalization Plan

Second Review Draft | December 2019

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Contents

1 COMMUNITY VISION AND INTRODUCTION	11	4 LAND USE AND DESIGN	57	8 TRANSPORTATION AND INFRASTRUCTURE	155
1.1. Purpose.....	12	4.1. Introduction.....	58	8.1. Introduction.....	156
1.2. Structure and Plan Overview.....	13	4.2. Community Assets and Opportunities	62	8.2. Community Assets and Opportunities	160
1.3. Project Location	17	4.3. Goals, Policies, and Implementation Actions	64	8.3. Goals, Policies, and Actions.....	162
1.4. Context with Previous Planning Efforts and Other Plans.....	18	5 HOUSING AND NEIGHBORHOODS	83	9 ARTS, YOUTH, PROGRAMMING AND COMMUNITY FACILITIES	177
1.5. Visión Salinas Guiding Principles.....	20	5.1. Introduction.....	84	9.1. Introduction.....	178
2 COMMUNITY OVERVIEW	29	5.2. Community Assets and Opportunities	88	9.2. Community Assets and Opportunities	182
2.1. Introduction.....	29	5.3. Goals, Policies, and Actions.....	90	9.3. Goals, Policies, and Actions.....	184
2.2. Community History	29	6 ECONOMIC DEVELOPMENT	109	10 NEXT STEPS AND IMPLEMENTATION	207
2.3. Existing Conditions	31	6.1. Introduction.....	110	10.1. Introduction.....	207
3 COMMUNITY ENGAGEMENT	43	6.2. Community Assets and Opportunities	114	10.2. Planning & CEQA Context.....	208
3.1. Introduction.....	43	6.3. Goals, Policies, and Actions.....	115	10.3. Emerging Priorities	208
3.2. Community Engagement Strategy 48		7 HEALTH AND SAFETY	131	10.4. Next Step Actions and Priorities.....	212
3.3. Community Engagement Structure	50	7.1. Introduction.....	132	10.5. Funding Strategy and Context ...	226
3.4. Community Engagement Tools and Outcomes	51	7.2. Community Assets and Opportunities	136	10.6. Plan Tracking, Updates and Accountability	224
3.5. Vision Statement Development	52	7.3. Goals, Policies, and Actions.....	139	10.7. Continuing Community Engagement	226
3.6. What We Heard.....	53				



My favorite memories of Chinatown are...
Family would hang
Chinatown in '30, '40

My favorite memories of Chinatown are...
Bring Hope to the lost
and show Grace!
Prophet Chris
CROSS MC San Jose

My favorite memories of Chinatown are...
2017 Found true Friends & Family
in Chinatown. More support
& Love here in this Community than
Anywhere.

My favorite memories of Chinatown are...
PEOPLE

My favorite memories of Chinatown are...
Meeting people &
meeting down here!

My favorite memories of Chinatown are...
ATTENDING FILIPINO
DANCES IN THE 1960S
THE MAURO IBARRA
BAND JV.

My favorite memories of Chinatown are...
helping the
homeless!

My favorite memories of Chinatown are...
When community
comes together for
Peace & Love &
HAPPINESS!

My favorite memories of Chinatown are...
CHRIS BEING SAVED
BY THE LORD & OFF
THE STREETS!
@ Victory Mission

My favorite memories of Chinatown are...
Serving at the victory
mission



Contribute to the future of Chinatown

¡Si Se Puede!

More Community Involvement
Build More Housing

Connecting People with services,
official channels first, and by surviving
until they do.
Organic

Urban Arts
Collaborative
CHINA TOWN

more story!

Community Vision and Introduction

Community Vision

Chinatown is envisioned as a thriving, affordable, safe, walkable, healthy, and well-connected community that serves as a cultural center for the arts and a vibrant tourist destination for the City and the region. To support the needs of its existing and growing population, Chinatown will include diverse land uses that create a more balanced neighborhood, including affordable and market-rate housing, health and social services, healthy and multicultural food establishments, open spaces, and employment options for all residents. Culturally relevant urban design, coupled with the rehabilitation of existing historic buildings, will help ensure that future development serves to complement and preserve the neighborhood's rich cultural fabric.

The community's vision for the Chinatown Revitalization Plan is forward thinking and aspirational, building upon the history and cultural uniqueness of this Downtown adjacent neighborhood. Although Chinatown today suffers from past disinvestment, blight, and substantial homelessness, significant housing development offers new opportunity and hope. Past plans incorporated a concept of a Service Campus Model within the Core of Chinatown. Yet through widespread community engagement, it became clear that Chinatown stakeholders envision a more balanced neighborhood home to a variety of different residents including those without shelter, artists in live/work units, and urban professionals in market rate housing. Chinatown is also seen as a hub for arts and culture and a place where existing business can be nurtured, and new businesses can grow. The 2019 Chinatown Revitalization Plan is an action oriented, comprehensive strategy to achieve this vision.

1.1 PURPOSE

Planning History

This Plan is not the first community planning effort undertaken to stimulate Chinatown's revitalization. The 2007

Chinatown Renewal and 2010 Chinatown Rebound community plans sought to revitalize Chinatown and restore its unique historical and cultural identity through proposed solutions that addressed identified challenges. Many of the recommendations of these past plans have been re-incorporated into the 2019 plan. However, since these plans were developed, the primary plan implementor, the Salinas Redevelopment Agency, was dissolved in 2012, therefore necessitating the development of a new plan that was more reflective of the existing community needs and visions for the future.

By revisiting these past plans, many community stakeholders expressed concern regarding the Chinatown Health and Human Services Campus concept. While many Chinatown stakeholders advocated for the inclusion of services and housing to assist residents living in nearby encampments, they did not support concentrating homeless services in Chinatown, a small geographic area that is physically isolated from other parts of the City. Focusing social services for those experiencing homelessness into one geographic area is no longer considered a best practice. Thus, the 2019 Chinatown Revitalization Plan endeavors to balance

the need for homeless services with the desire to transcend its reputation as ground zero for the unsheltered. Instead the emphasis of this Plan is on becoming a more complete community with diversified of businesses, housing opportunities, and residents as highlighted in the vision statement.

The Chinatown Revitalization Plan represents nearly three years of extensive work guided by dedicated Chinatown stakeholders who helped develop its content including many specific actions and policies. As with all of Salinas' planning efforts, public input was critical and participation from a broad stakeholder base including residents, business owners, housing developers, social service providers, cultural and faith-based organizations, and individuals experiencing homelessness was vital in ensuring this process was reflective and inclusive of the community. The resulting plan communicates the collective community vision. Community recommendations, which evolved into Goals, Policies and Actions are the "heart" of the Revitalization Plan and will inform the update of the City's General Plan, anticipated to begin early 2020.

The policies and implementation actions in the Plan establish the conceptual and regulatory groundwork for a comprehensive neighborhood transformation based on principles of social equity, inclusivity, prosperity, and sustainability. The Plan will guide future private, public, and social investment. Short and long-term strategies will help identify priorities that will support City staff and partners in effectively targeting limited resources to actions most important to community stakeholders.

The intent of the 2019 Revitalization Plan is to reflect and celebrate Chinatown's unique identity, providing focused planning guidance that is driven by the community and focused on its particular needs and special character. The Plan aims to alleviate and reverse the neglect and underinvestment that the community has faced by creating a more vibrant, equitable, and healthy community in a way that builds upon the social and cultural wealth of Chinatown.

1.2 STRUCTURE AND PLAN OVERVIEW

The Chinatown Revitalization Plan is organized into the following ten chapters:

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

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

The subsequent six chapters (Chapters 4 through 9) provide context and recommendations in six key topic areas: land use and design; housing



New development will aim to complement and preserve the neighborhood's rich cultural fabric.

and neighborhoods; economic development; community health and safety; transportation and infrastructure; and art, youth, community facilities, and programming. Each topic chapter provides the community's aspirational vision and topic connection to the Visión Salinas Guiding Principles, an assessment of related assets and challenges, and goals, policies, and implementation actions. Specific policy ideas and implementation actions recommended by the Technical Advisory Committee, working groups, and community members and stakeholders who participated in the planning process, are summarized in an Implementation



The Buddhist Temple of Salinas during the Obon Festival.

matrix.

Each chapter starts with a brief summary of the chapter's goals and follows the format below.

Guiding Principles Connection

This section describes how the chapter's goals, policies, and actions relate to and further Visión Salinas' eight guiding principles further discussed in Section 1.5 of this chapter.

Introduction

A brief summary of the objectives and content in the chapter.

Assets and Challenges

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

Goals, Policies, and Implementation Matrix

Each chapter contains goals and policies to achieve the community's vision. These are intended to provide clear direction for how the City and community partners will work collaboratively to implement the overall vision of this plan. Many of these goals and policies come directly from the community through the community engagement process described in Chapter 3. This section contains:

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

Within an implementation matrix, a brief summary of goals and policies for each along with more specific actions for policy implementation. The implementation matrix includes:

- **Implementation Action.** A brief statement and detailed description of the action.
- **Department/Organization Lead.** Identification of the City, partner agencies, and/or community partners



Lion dance performed at the Asian Festival. Cultural events and institutions are prominent assets the Plan seeks to build on.

FIGURE 1.1 CHINATOWN PLANNING AREA



Salinas Chinatown

Expanded Boundary

Map Legend

- Study Area Boundary
- Original Boundary Line
- 1st Boundary Line Expansion
- 2nd Boundary Line Expansion

that will lead the implementation of the action.

- Timeframe. An estimated timeframe organized into the following categories:
 - o Ongoing – already started and continuing into the future
 - o Immediate – within a year
 - o Short – 1-3 years
 - o Medium – 4-6 years
 - o Long – 6-10 years

Although most of plan content as described above came directly from the community, staff and the consultant team did add some goals, policies, and actions to incorporate best practices or provide for a more comprehensive approach to achieving the community's desired outcome.

Emerging Priorities

Each chapter includes dozens of actions. The emerging priorities section describes the top implementation priorities for the chapter, as identified by the Technical Advisory Committee, and Draft Plan Open House attendees. The community, City staff, and the City Council will revisit these

priority actions annually.

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

1.3 PROJECT LOCATION

Chinatown is centrally located within Salinas and proximate to several key destinations, amenities, and institutions. It lies immediately north of the City's Downtown, immediately east of the Salinas Intermodal Transportation Center (ITC), and within approximately three miles of the emerging Future Growth Area to the north east of the City. The City's Alisal Vibrancy Plan and the Carr Lake Project by Big Sur Land Trust are two other recent planning projects and are located within two miles from the Chinatown planning area, which is 104 acres and an area of 17 square blocks.

Boundary Expansion

The original project study area has evolved twice throughout this planning process, which started in December of 2016. The original planning area was bounded by Market Street to the south, Sherwood Drive to the east, Rossi Street to the north, and Monterey Street to the west. This planning area is comprised of approximately 32 acres and 9 square blocks. The original plan area is referred throughout this planning effort as the "Chinatown Core."

As a result of the community engagement process, the original study area boundary was extended eastward along Market Street, north of Sherwood Drive, Sun Street and the US 101. This expansion area is comprised of approximately 48 acres and five square blocks. The decision to expand the boundaries was driven by the desire to include the Filipino Community – Salinas Valley Community Center and the Haciendas Development (Phase 1 and II) into the plan area boundaries.

The Filipino Community Center has had a long cultural and historical connection to Chinatown and along with the Buddhist Temple of Salinas and the Chinese Association of Salinas, represents the

historic populations of Chinatown. Along Calle Cebu, across from the Filipino Community Center, the Haciendas Development was constructed and is managed by the Housing Authority of the County of Monterey (HACM). Two other recently developed HACM projects, Dai-Ichi Village and Hikari Apartments are located within the original planning area. By integrating all three of these affordable housing developments into a single planning area, the City is in a better position to leverage significant housing investment to transform the surrounding built environment. Staff and stakeholders alike felt that this expanded area would be a stabilizing force and would improve the likelihood of securing grant funding.

The planning area boundary was expanded again as a result of the City's continued work with neighborhood business and property owners, and residents.

Recognizing the need to include a broader area for employment, the boundary was extended to the west along Simas Street and the US 101. This expansion is approximately 24 acres and 3 square blocks. This expansion provides more industrially zoned parcels and potential areas for parks and open space. Chinatown's stakeholders understood that further diversifying the plan area's land uses would help transform Chinatown into a thriving community inclusive of all uses residents, business and property owners.

1.4 CONTEXT WITH PREVIOUS PLANNING EFFORTS AND OTHER PLANS



The 2019 Chinatown Revitalization Plan re-evaluates the proposed recommendations stemming from Chinatown's 2007 and 2010 plans. In 2007, the Salinas Redevelopment Agency (SRA) along with the California Local Government Commission (LGC), CSUMB, Walkable Communities and other partners convened a series of community charrettes to advance a vision for Chinatown's economic and cultural resurgence. The input from these charrettes was used in the development of the "Chinatown Renewal Project Plan". Proposed high-level recommendations included preserving cultural heritage, improving housing quality and supply, strengthening access to social services, and creating complete streets that prioritize the



The Alisal Vibrancy Plan and Parks, Rec and Libraries Masterplan are two other Visión Salinas plans accepted in 2019.

safety and comfort of all users.

In 2010, SRA, LGC and its partners then produced an Implementation Strategy – “Chinatown Rebound” – that created a blueprint to translate 2007 planning effort goals and strategies into action. This implementation strategy focused on addressing concerns expressed in the 2007 planning effort, especially around housing densities, connections to the Downtown and to the nearby Intermodal Transportation Center and the lack of open space. The Chinatown Rebound planning effort proposed the transformation of Soledad Street as the “anchor” of new development in the form of housing and retail projects, the relocation of conflicting land uses to other areas, the creation of a Service Campus Model for Service Providers along Bridge Street, the redevelopment of the Housing Authority sites along E. Rossi Street and the return of all streets in Chinatown to two-way traffic. With the economic impacts of the 2008 economic recession still lingering and dissolution of California Redevelopment Agencies in 2012, many of the implementation strategies that were developed as part of the 2007 and 2010 planning efforts could not be realized.

As the City’s Economic Development Element (accepted in 2014, adopted in 2017) to the General Plan was being finalized, Chinatown was identified as a key Economic Opportunity Area. As a result of this distinction, a new planning effort for Chinatown was started on December of 2016. Since then, City staff have completed three other reports to inform this planning effort:

1. Homelessness in Chinatown: 2017 Count, Survey and Findings;
2. Local Economics Advisory Program (LEAP) Report (April 2018); and
3. Salinas Chinatown Slum and Blight Designation Report (October 2018)

The first of these reports, Homelessness in Chinatown: 2017 Count, Survey and Findings, was conducted in February of 2017 in conjunction with the Institute of Urban Initiatives (UI). City staff collaborated with Joe Colletti, PhD, Chief Executive Officer of UI and Sophia Herrera, PhD, Director of Research, Planning, & Policy, to develop and conduct this report that counted, surveyed, and documented findings of the homeless population that lives in Chinatown.

The second report was the Local Economics Advisory Program (LEAP) Report conducted by the California Association for Local Economic Development (CALED). This report was completed in April 2018. The report was based upon stakeholder interviews conducted by a five person team composed of Wes Ervin, LEAP Program Manager; Constantine Baranoff, Attorney at Law; Denise Malvetti, Senior Project Manager at the City of Sacramento; Diana Sasser, Director of Economic Development Finance Programs at the National Development Council; Michelle Stephens, Program Manager at CALED; and Paul Wisniewski, Project Manager, SCS Engineers. The purpose of this report was to provide strategies to boost the local economy of Chinatown by recommending a short term (1-3 years) set of actions to catalyze redevelopment, revitalization, and economic activity in the neighborhood.

The third report was the Salinas Chinatown Slum and Blight Designation Report. This report was submitted to the U.S. Department of Housing and Urban Development (HUD) on July 2017 and it was accepted on May of 2019. The designation of Chinatown as a Slum and Blight Area

became effective July 1, 2017 with a term of ten years. With this designation, the City will have more flexibility in allocating Community Development Block Grant (CDBG) funds, particularly around blight by providing financial assistance to property and businesses owners to upgrade and rehabilitate their properties.

In addition to these specific Chinatown planning efforts, the area has been guided by Salinas' General Plan, which more broadly states the City's vision for its future and outlines goals, policies, and implementation measures to achieve this vision. Since its adoption in 2002, the City has updated the Housing Element (2015), added a new Economic Development Element and undertaken multiple plans and planning efforts; some addressing citywide topics, with others focusing on geographical areas. City wide plans include the Consolidated Five-Year Action Plan (2015), Regional Farmworker Housing Study and Action Plan (July 2018), Regional Analysis of Impediments to Fair Housing Choice (2019), Parks, Recreation and Libraries Master Plan (July 2019), and Public Art Master Plan (anticipated late 2019). Area specific plans include the Alisal Housing and Neighborhood Revitalization

Strategy (2015), Downtown Vibrancy Plan (2015), East Alisal Corridor Plan (ACP- January 2019), and the Alisal Vibrancy Plan (November 2019). All plans are available on the City's website.

Due to multiple planning efforts occurring at once, the City formed "Visión Salinas" (2017) to coordinate the public outreach efforts of the Alisal Vibrancy Plan, the Chinatown Revitalization Plan and the Parks, Recreation and Libraries Masterplan, to develop "Guiding Principles" to inform the preparation of the three plans, and to ensure policy consistency across documents. It is intended that recommended land use policies and actions from these plans will inform the update of the City's General Plan, anticipated to begin early 2020.

1.5 VISIÓN SALINAS GUIDING PRINCIPLES

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

future.

The City began drafting the Guiding Principles based on the prior public input received from the community as part of the initial Visión Salinas outreach process in 2017, other current City planning efforts (the Alisal Vibrancy and Corridor Plans; Chinatown Revitalization Plan; Library, Parks and Recreation Master Plan, etc.), and recently adopted City documents (the Housing and Economic Development Elements, Downtown Vibrancy Plan, etc). To ensure the draft Guiding Principles accurately reflected the community's values and vision, the City undertook an extensive bilingual public engagement process between May and August of 2018 to obtain feedback. This engagement process included stakeholder meetings, 9 pop-up events and an online survey, which was sent to approximately 1,200 community members. Over 500 members of the community were ultimately engaged as part of this process, with the majority of community members indicating strong support for the draft Guiding Principles. The comments that were received from the public and stakeholders during the engagement process were incorporated into the draft document.

The Asian Cultural Experience (ACE) was one of the stakeholder groups that specifically reviewed and commented on the draft Guiding Principles. ACE's mission is to preserve, promote, and enrich the history and multicultural identity of Salinas' Chinatown. ACE's comments focused on ensuring the eight principles promote equity and inclusivity across Salinas and positively shape the future Chinatown. This plan utilizes the Guiding Principles to inform the unique goals for the Chinatown community that align with the overall vision for a better Salinas.

Core Value

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

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

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



The Chinatown Revitalization Plan relates to and builds from the guiding principles identified for Visión Salinas.

GUIDING PRINCIPLES



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

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



Nursing students' graduation at Hartnell College in Salinas



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

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



Affordable multi-family units at El Tesoro in northern Salinas



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

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



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

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



"Horsies" race at the California Rodeo, Salinas



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

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



Popup event at Ciclovía, 2018



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

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



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

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



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

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



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



Ciclovía—an entirely youth-led event

The Chinatown Revitalization Plan builds upon and adapts these Guiding Principles to respond to the unique challenges facing the Chinatown community. It elucidates the path toward a safer, more active, and more vibrant Chinatown community through a broad range of actions that include, but are not limited to:

- improving housing quality and affordability
- supporting commercial vitality
- strengthening public infrastructure
- maintaining safe and clean sidewalks
- reconnecting streets

These physical improvements will be accompanied by equally important programmatic considerations, including:

- improving health and social services for the most vulnerable individuals experiencing homelessness
- collaborating with community-based organizations to create new community events
- commissioning the development of public art installations

- launching vocational training and education workshops
- youth programming









Community Overview

2.1 INTRODUCTION

This chapter describes the historic, socioeconomic, cultural, and physical conditions of present-day Chinatown. It creates the foundation for the Revitalization Plan's goals, policies, and actions by summarizing the current conditions of the neighborhood and identifying opportunities to transform and revitalize Chinatown.

2.2 COMMUNITY HISTORY

Established by Chinese merchants on Soledad Street in 1893, Chinatown is one of the oldest and historically and culturally rich neighborhoods in the Salinas. An important crossroads in California immigrant history, it is the largest, active Chinatown between San Francisco and Los Angeles.

Chinatown's past reflects a legacy of multiculturalism and ethnic diversity born

out of discrimination. The City of Salinas was incorporated in 1874, and growth in the region's agricultural industry around that time created significant demand for low-cost labor, drawing large numbers of Chinese workers to Salinas. However, the Chinese Exclusion Act of 1882 prohibited Chinese immigrants from living in established city neighborhoods, including Downtown. As a result, many agricultural

workers settled on the outskirts of town just north of the railroad tracks – the core of today’s Chinatown.

Because they were not welcome in other neighborhoods, migrants from other nations continued to settle in Chinatown in the decades that followed. Japanese farmworkers came to Chinatown in the 1890s, followed by Filipinos in the 1920s, and Mexican “braceros” in the 1940s. These new residents created an authentic and culturally diverse community with a mix of housing, hotels, retail, restaurants, bars, and religious institutions. Well into the 20th century, Chinatown was a thriving, multicultural, mixed-use neighborhood which welcomed immigrants and was a place of refuge for non-white residents.

Despite these vibrant origins, a pattern of decline and disinvestment emerged in the second half of the 20th century. By the 1950s and 1960s, the neighborhood had become well known for its bars, bordellos and gambling houses. Many establishments closed by the 1980s, weakening the once-thriving neighborhood’s economic base and paving the way for increased criminal activity including drug dealing and prostitution. Concurrent with these events was the relocation of several

homeless community services providers to Chinatown, particularly along Soledad Street.

This deterioration of Chinatown’s socioeconomic fabric is exacerbated by its physical isolation from surrounding communities. For many decades, Chinatown was accessible from Downtown Salinas and integrated with other neighborhoods. At-grade railroad crossings at Bridge., Soledad, and California Streets allowed traffic to flow from Downtown into Chinatown. As the neighborhood experienced increases in crime, connections between Chinatown and Downtown were removed. The three at-grade railroad crossings were closed and fenced, and Chinatown was completely cut off from Downtown. Connectivity to the north was closed at Bridge St. when a wall was constructed to create a barrier between the new Housing Authority of Monterey County properties on E. Rossi St., Dai-Ichi Village and Hikari Apartments and the illegal activities of drug dealing and prostitution that was occurring in the Chinatown core.

This separation worsened as Chinatown was cut off by the surrounding arterials including E. Market, Sherwood, E. Rossi,

and North Main Streets (State Highway 183). In an effort to curtail criminal activity, many internal neighborhood streets were converted to one-way traffic. However, these changes actually worsened Chinatown’s isolation by cutting off access within the neighborhood and discouraging vehicle traffic from other neighborhoods. The area no longer had ethnic restaurants, bars, or other reasons for people to come to the neighborhood.

These deliberate acts of segregation-by-design have reinforced and aggravated the blight, disinvestment and isolation that persist to this day. The lively and vibrant establishments that once anchored this mixed-use neighborhood have long vanished. Remaining businesses, housing and churches in the community have also been marginalized through minimal public and private investment in businesses, infrastructure, and public right of way over time. Today, parts of the neighborhood are dominated by homeless encampments, abandoned buildings, vacant properties, contaminated parcels, dilapidated infrastructure, and recurrent illegal and unwanted activities such as prostitution, drug dealing, and illegal dumping, among others. Despite these challenges, Salinas’ Chinatown is a historically, physically



Soil contamination in the historic core of Chinatown creates challenges for land improvement.



Slum and blight are elements of Chinatown's built environment.

and socially distinct neighborhood that is at a turning point in its revitalization efforts, and with this Plan has strategies for encouraging new investment and renewed vitality.

2.3 EXISTING CONDITIONS

This section provides an overview of the existing conditions of the Chinatown planning area and includes demographic information (such as population, income, and race/ethnicity) and a summary of Chinatown's current physical setting and

character that describes existing land use and built environment. The data provided in this chapter is inclusive of the entire plan area for the Revitalization Plan, which is bounded Main Street to the west, Rossi Street to the north, Highway 101 to the east, and Market Street/Way to the south. Demographic information that follows is based on American Community Survey 2015 5-year estimates and does not include the new residents of Haciendas Place Phase I and II, Hikari, and Dai-Ichi Village housing developments, nor does it include the future residents of Moon Gate Plaza.

In comparison, Chinatown's population is younger, more ethnically diverse, and has lower levels of educational attainment than Salinas as a whole. It is a predominately low-income community, with families comprising the majority of households. The number of individuals living on the streets in Chinatown has dramatically increased over the years. Individuals experiencing homelessness camp and store personal belongings on public sidewalks throughout the area, including directly in front of and inside vacant properties, a physical condition that it impossible to

avoid or ignore.

As a result of isolation and lack of investment, the physical condition of Chinatown is in a general state of deterioration and meets the federal definition of Slum and Blight where at least 25% of properties and or infrastructure throughout the area experience physical deterioration of buildings, contamination and/or abandonment of properties, and significant declines in property values.

In terms of land use, commercial and light industrial uses predominate in the historic core of Chinatown, however, due to the homeless encampments, there are few active businesses. While single- and multi-family residential structures encompass much of the area east of Sherwood Drive, in recent years, new affordable multi-family, senior and permanent supportive housing units have been constructed immediately adjacent to and within the Chinatown Core, bringing more residents to the neighborhood.

Demographics

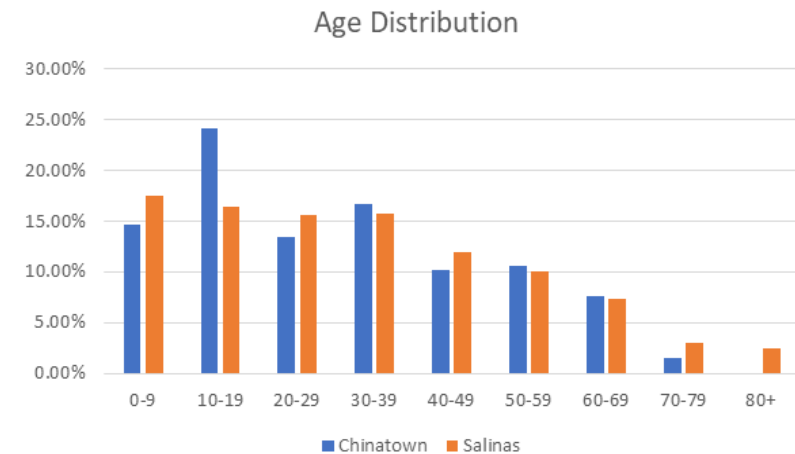
Population

The City of Salinas is home to 157,596 people, 1,886 of whom live in Chinatown. While the population of Salinas as a whole increased by 5.4% in the period between 2000-2010, Chinatown's population decreased by 1.8%. This trend is shifting as recent affordable housing developments constructed and operated by the Housing Authority of Monterey County provide 191 units for seniors and low-income households and Mid-Peninsula Housing's Moon Gate Plaza will soon provide 90 units for extremely low-income and formerly homeless individuals.

Age Distribution

Chinatown is home to a large population of young people. Over half (52%) of Chinatown residents are under the age of 30 and the median age is 28.6 – 1.4 years younger the citywide median (30.0) and 6.1 years younger than the countywide median (34.7). The

FIGURE 2.1 AGE DISTRIBUTION



Source: American Community Survey, 2017 5-Year Estimates

proportion of residents ages 0 to 19 is also higher in Chinatown (38.8%) relative to Salinas as a whole (33.9%). Over a quarter of Chinatown's population (26.9%) is between the ages of 30 and 49, and only 19.7% is over the age of 50.

Household Size and Type

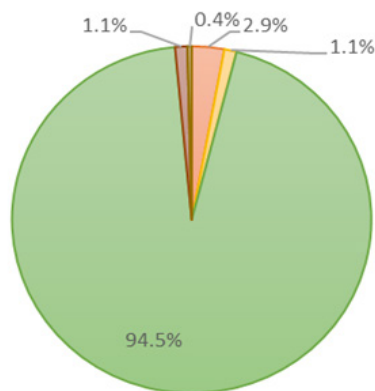
Families are the predominate household type in Chinatown, comprising more than 75% of all households. The vast majority (86.1%) of all families are headed by married couples, with the remaining 13.9% headed by a single-female householder. Single-

parent households are often more socioeconomically vulnerable and therefore may require special assistance in the areas of affordable housing, nearby and low-cost day care, health care, and other supportive services.

Race/Ethnicity and Language

Chinatown's racial and ethnic composition has experienced a dramatic shift since its early days. Although Chinese, Japanese, and Filipino immigrants initially comprised Chinatown's dominant ethnic groups, almost 95% of today's population in the neighborhood identifies as Hispanic or Latino, with over 70% speaking Spanish at home. Only 2.9% of the population identifies as Non-Hispanic White, and even fewer identify as Black (1.1%), Asian, (1.1%), or other groups (0.9%).

FIGURE 2.2 RACE AND ETHNICITY



■ Non-Hispanic White ■ Black ■ Hispanic or Latino ■ Asian ■ Other

Source: American Community Survey, 2017 5-Year Estimates

TABLE 2.1 LANGUAGE SPOKEN AT HOME

	CHINATOWN	SALINAS
English	20.6%	33%
Spanish	71.6%	60%
Asian and Pacific Island Languages	7.8%	5.2%

Source: American Community Survey, 2015 5-Year Estimates

Educational Attainment

Given the legacy of disinvestment in the community, it is unsurprising that Chinatown is still more disadvantaged than Salinas as a whole. Approximately 65% of all residents possess neither a high school diploma nor GED credential, which has severely hampered their ability to secure well-paying positions in the job market. As Table 2.2 indicates, the average education level is lower than those of both Salinas and Monterey County.

TABLE 2.2 EDUCATIONAL ATTAINMENT

	CHINATOWN	SALINAS	MONTEREY COUNTY
No Degree	65%	40.1%	27.6%
High School Diploma	17%	23%	21%
Bachelor's Degree or Higher	10.9%	12.9%	24.8%

Source: American Community Survey, 2015 5-Year Estimates

Homeless Population

The combination of physical isolation, public disinvestment, and the over-concentration of shelters and social service providers in Chinatown are among some of the factors that have contributed to the sustained presence of unregulated homeless encampments that compromise the public health and safety of the neighborhood. Many individuals residing in these encampments suffer from severe mental health issues – much of which stems from past domestic violence or trauma exposure – while others suffer from depression, alcohol and drug use, physical disability, chronic health problem among many other health conditions. Recent estimates have counted as many as 200 homeless individuals living on the streets in the Chinatown area.

Setting

Planning Context

Chinatown is adjacent to Salinas' Downtown, and is primed to take advantage of this strategic location. Downtown is beginning to undergo its own renaissance. In 2015, the City accepted the Salinas Downtown Vibrancy Plan which establishes the guiding framework to stimulate development activity, improve multimodal circulation, and create social hubs to enhance the downtown experience. This planning effort has already led to two streetscape design projects – the Main Streetscape Project and Downtown Complete Streets Project – that are currently underway.

Another related project currently underway is Phase I of the Monterey County Rail Extension project. This project will ultimately extend passenger rail service from Santa Clara County south to Salinas. As part of this transportation project the Transportation

Agency of Monterey County (TAMC) has received funding to improve the Salinas Intermodal Transportation Center (ITC) by implementing a range of infrastructure improvements including a new signalized access point to Downtown, a six-bay bus transfer area, bike lanes and lockers, safe pedestrian crossings and sidewalks, and commuter parking that will provide passenger services to the disadvantaged communities of Salinas, Pajaro and Castroville. These improvements to the ITC create an opportunity to explore ways to better connect Chinatown residents to employment and services within the City and region.

Land Use and Zoning

In 2006 Chinatown Core zoning designations were changed from Commercial to Mixed-Use to further the City's General Plan goals of encouraging more compact and dense infill development to provide more housing and promote compatibility of uses. As a result of this change, Chinatown's existing automotive and light industrial uses do not reflect those intended in a mixed-use district. The neighborhood is home to a wide range of light industrial operations, including autobody shops, mechanics, glass repair stores, upholsterers, window/door dealers, and various other manufacturing facilities, and because these businesses no longer conform with land use regulations, they are categorized as legal non-conforming, and are therefore unable to expand and grow their businesses.

Today, over 30% of the study area is zoned to accommodate light industrial uses. The General Industrial (GI) designation accommodates a broad range of manufacturing and service uses, while Mixed Arterial Frontage (MAF) encourages mixed commercial and non-nuisance industries along major corridors. These zones apply mostly to the commercial corridor along Market Street, Market

Way, and Bridge Street.

The remainder of the planning area consists primarily of residential and other neighborhood-serving uses. Approximately 35% of the neighborhood is zoned for residential uses at different scales and intensities. Mixed-uses that combine neighborhood retail and housing, as well as other public and institutional uses, comprise the remaining 25%.

There is no public and open space in Chinatown. Chinatown's only community garden was displaced with the development of the Moon Gate Plaza. Soil contamination in the historic core of Chinatown creates challenges for land dedication and improvement for public use.

Built Environment

The history and character of Chinatown's built environment provide an eclectic and unique atmosphere, with physical remnants of a vibrant and culturally rich past. The average lot size in the neighborhood is 0.22 acres, and of the non-vacant lots, average lot coverage is approximately 70%. Over 40 % of Chinatown's parcels contain structures that are more than 40 years old. Most buildings are one to two stories tall, with the exception of recent housing developments which are 4 and 5 stories. The architecture reflects a mix of style, including Asian, industrial and

TABLE 2.3 MEDIAN RENT

	CHINATOWN	SALINAS	MONTEREY COUNTY
Median Rent	\$865	\$1,465	\$1,221

Source: American Community Survey, 2015 5-Year Estimates

small-scale cottage residential structures. See the Slum and Blight section below for more discussion regarding additional conditions and constraints impacting Chinatown Core's built environment.

Housing

The historic core of Chinatown has a modest yet diverse housing stock. Single-family homes and townhouses are clustered around California Street and Sherwood Drive and a small handful are also peripherally located along N. Main Street approaching E. Lake Street. The housing stock becomes even more diverse east of Sherwood Drive with single-family homes, townhomes, and apartment complexes along Peach Drive, Cherry Drive, Calle Cebu, and Sun Street.

The neighborhood includes several new affordable rental housing developments and with coordinated efforts to house chronically homeless people, provide a strong foundation for neighborhood revitalization. These developments bring new residents,

TABLE 2.4 HOUSING CHARACTERISTICS

	CHINATOWN	SALINAS	MONTEREY COUNTY
Owner-Occupied	46%	44%	51%
Renter-Occupied	54%	56%	49%
Single-Unit	37%	60%	68%
Multi-Unit	51%	36%	27%
Mobile Home	12%	4%	4%

Source: American Community Survey, 2015 5-Year Estimates

community spaces and active ground-floor uses to the neighborhood, offering the opportunity to alter the social dynamics and physical conditions of Chinatown.

With recent new development, multifamily structures now comprise over half of the planning area's housing stock. The three housing developments managed by the Housing Authority of the County of Monterey include: Haciendas Place Phase I and II, Hikari, and Dai-Ichi Village provide 191 affordable units, 14,016 square feet (SF) of open space, 7,500 SF of community space, and other resident amenities. Moon Gate Plaza, a 90-unit permanent supportive housing development by MidPen Housing is currently under construction. This development is mixed-use and will provide new apartments for low- and extremely low- income households, including the formerly homeless, with a restaurant, artist working and exhibition space, and city services on the ground floor. Free onsite support services, combined with affordable housing, will provide the foundation for Moon Gate Plaza residents to improve their lives.

The neighborhood's housing units are predominately renter occupied. As Table 2.3 indicates, median rent in Chinatown is almost half that of Salinas as a whole – an unsurprising figure given the significant investment in affordable housing. The rate of homeownership is almost equal to the citywide figure.

The neighborhood's housing units are predominately renter occupied. As Table 2.3 indicates, median rent in Chinatown is almost half that of Salinas as a whole – an unsurprising figure given the significant investment in affordable housing. The rate of homeownership is almost equal to the citywide figure.

Economic Base

Successful revitalization will require significant diversification of Chinatown's economy. The neighborhood is currently home to approximately 45 existing business operations the majority of which are auto-related with loyal and stable clientele. However, most business are located at the edge of the neighborhood. The range of commercial operations existing in Chinatown include the following:



Imperiouz Auto Body and Suspension mechanic shop along Market Street.



Single family home across from Calle Cebu.

- Auto repair shops and mechanics
- Upholstering services
- A glass repair shop
- A window and door dealer
- A produce wholesaler
- A liquor store and small grocery store
- Bakeries
- Restaurants

Though the cost of land in Chinatown is comparatively less expensive than in other neighborhoods across Salinas, several factors contribute to a high cost of development that discourages private investment. These include:

- Crime and public safety
- Homeless encampments
- Zoning limitations
- Dilapidated building conditions
- Environmental contamination
- Constrained tax base

For these reasons, no major business expansion or new business activity has

occurred in Chinatown for several decades.

Neighborhood Character

The neighborhood's rich multicultural heritage, its primary asset, is embodied in its architecture style and further promoted through annual events such as the Asian and Obon Festivals provided by key community religious and cultural institutions. Some of the existing architecture recalls the neighborhood's Asian heritage through tile roofs, upturned roof eaves, detailed balcony railings, and the iconic "Chop Suey" sign in front of the Republic Café. This building is the only one in Chinatown currently on the National Register of Historic Places. Though a thorough historic survey of the neighborhood has not yet been conducted, past research indicates that additional structures may be eligible to become designated as historic properties at the local, state and/or national level.

Chinatown's intrinsic cultural value poises it to reemerge as a regional destination to be celebrated, with historic buildings, distinctive Asian-style and modern architecture, community-sponsored cultural events, and public art. Chinatown's location within the City



Gutierrez Drive In, one of the active businesses at the edge of the neighborhood.



Obon Festival decorations at the Buddhist Temple of Salinas.

is another asset - it is adjacent to the City's Downtown as well as the Intermodal Transportation Center (ITC). In addition to these assets, approximately \$109 million of public and private investment through multiple affordable housing projects has started to transform and create a positive image and perception of Chinatown. These developments not only have provided much needed affordable housing but have also strengthened the neighborhood's mix of uses offering a range of residential options.

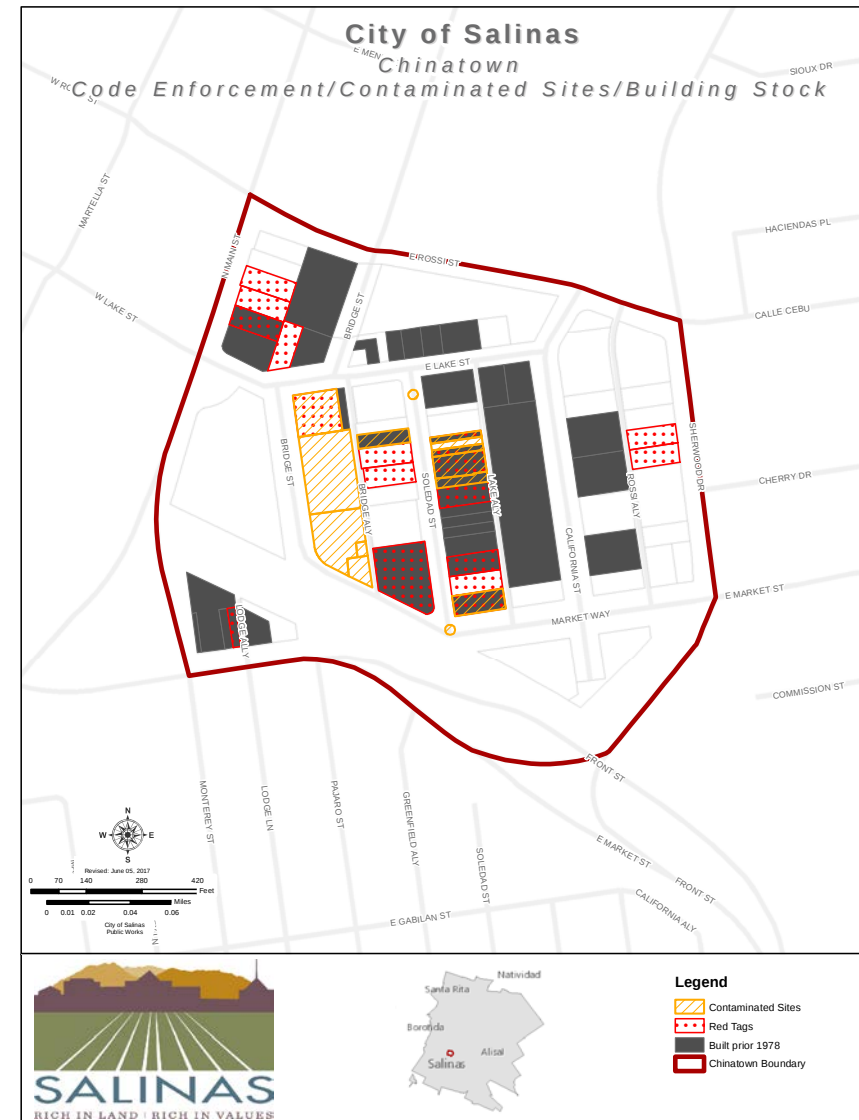
Slum and Blight

Although recent investment through multiple housing projects has helped revamp Chinatown, widespread blight and environmental contamination still plagues the area. The historic core of Chinatown has been designated a "Slum and Blight Area" in accordance with the Department of Housing and Urban Development (HUD) definitions and the California Health and Safety Code.

This designation is associated with several issues that pose environmental health risks for the neighborhood. Between 2000 and 2015, the soils on 27% of all parcels in Chinatown's Core were found to be contaminated with lead, asbestos, petroleum, and/or other toxic pollutants. Approximately 43% of parcels in that same area contain structures built prior to 1978, indicating a potential presence of lead-based paints. Many parcels in Chinatown's Core are also vacant or have abandoned buildings, leaving gaps in the built fabric that create an uninviting pedestrian environment contributing to the existing blight seen today. Figure 2.4 highlights contaminated and red-tagged sites Chinatown over the past 10 years.

As noted above, dozens of people regularly camp in Chinatown

FIGURE 2.5 CHINATOWN SLUM AND BLIGHT MAP (CODE ENFORCEMENT/CONTAMINATED SITES AND BUILDING STOCK)





Examples of vacant lots and blighted buildings in the Plan area.



Desinvestment and deterioration is visible in Chinatown's built environment.

with limited sanitation facilities. Sanitation issues are compounded by illegal dumping, storage of personal property, and tents pitched in public spaces.

Criminal activity in Chinatown has also been an issue for decades. In recent years, the neighborhood has seen an increase in violent crime and shootings, likely associated with the drug trade. The Salinas Police Department is actively engaged in a focused effort to reduce crime in Chinatown and is coordinating with local businesses, service providers, and other City staff to improve neighborhood safety.

Community Landmarks and Institutions

Chinatown is home to landmarks and resources that provide a variety of services, add cultural and historic value to the neighborhood, and serve as community gathering places. Religious and cultural institutions provide a strong foundation for community gatherings and activities. The Buddhist Temple contains a gymnasium, which is used for athletic events, community classes, and religious and cultural celebrations. Both the Confucius and Filipino United Community-Salinas Valley Community Centers provide classes and religious and cultural events

for the neighborhood. The Asian Cultural Experience (ACE) partners with each of these cultural institutions to actively preserve and promote the diverse identity of Chinatown.

Social service organizations also deliver important resources for the community. Dorothy's Place provides services for people experiencing homelessness, including free meals, a drop-in center for basic needs, and a transitional living program for women. Victory Mission provides meals, lodging, and basic services for homeless men that includes a "Life-Change Recovery" program. CSUMB's Chinatown Community Learning Center provides free and public computers and internet, as well as an educational facility for residents to learn job skills, computer literacy, nutrition education, and conflict resolution. Together, this mix of supportive services and cultural spaces serve to strengthen the community and reinforce its unique cultural identity.



Buddhist Temple of Salinas tour during the Asian Festival.



Opening ceremony for the Asian Festival in front of the Salinas Confucius Church.



Filipino Community-Salinas Valley hall accross from Haciendas Place Phase I and II.





Community Engagement

3.1 INTRODUCTION

The Chinatown Revitalization Plan was developed with inclusivity as the center of its community engagement strategy. Inclusivity is defined as “the quality of trying to include many different types of people and treat them all fairly and equally.” For members of groups that have been excluded from governmental process and/or resources, inclusivity may involve non-traditional approaches to engagement and providing greater resources to compensate for prior exclusion and discrimination. It is the City’s goal to be inclusive of all residents and stakeholders in this planning effort.

To achieve this objective, the Plan’s robust engagement process not only involved residents, business owners, housing developers, social service providers, cultural and faith-based organizations, it also included activities targeted to individuals experiencing homelessness, low income families, and monolingual speakers (Spanish). In addition, the planning process was intentionally paused

to ensure that future residents of Dai-Ichi and Hikari developments were provided the opportunity to participate in the planning process.

Early in the community engagement process it was agreed that a Chinatown Revitalization Plan with inclusivity and equity at the center will:

1. Be stewarded by Chinatown residents

and stakeholders.

2. Build on and activate the social and cultural wealth of Chinatown residents and community organizations.
3. Include policies and provisions that connect individuals experiencing homelessness with resources and maintain a clean, safe and attractive environment for all.
4. Address structural and systemic problems that contribute to health inequities through clear solutions developed by residents.
5. Include pathways to implement the plan including staff and financial resource and the policy/procedural changes to remove barriers to progress.

The Chinatown Revitalization Plan is not the first time that the City and Chinatown stakeholders are collaborating to create a shared vision for Chinatown. The Revitalization Plan builds off of two past plans and articulates a collective vision for Chinatown that includes bold, transformative strategies and action steps that build upon its cultural wealth to improve the quality of life for all Chinatown stakeholders.

This chapter details the process by which the plan was formulated and underscores the importance of community involvement not only in developing the plan but implementing it.



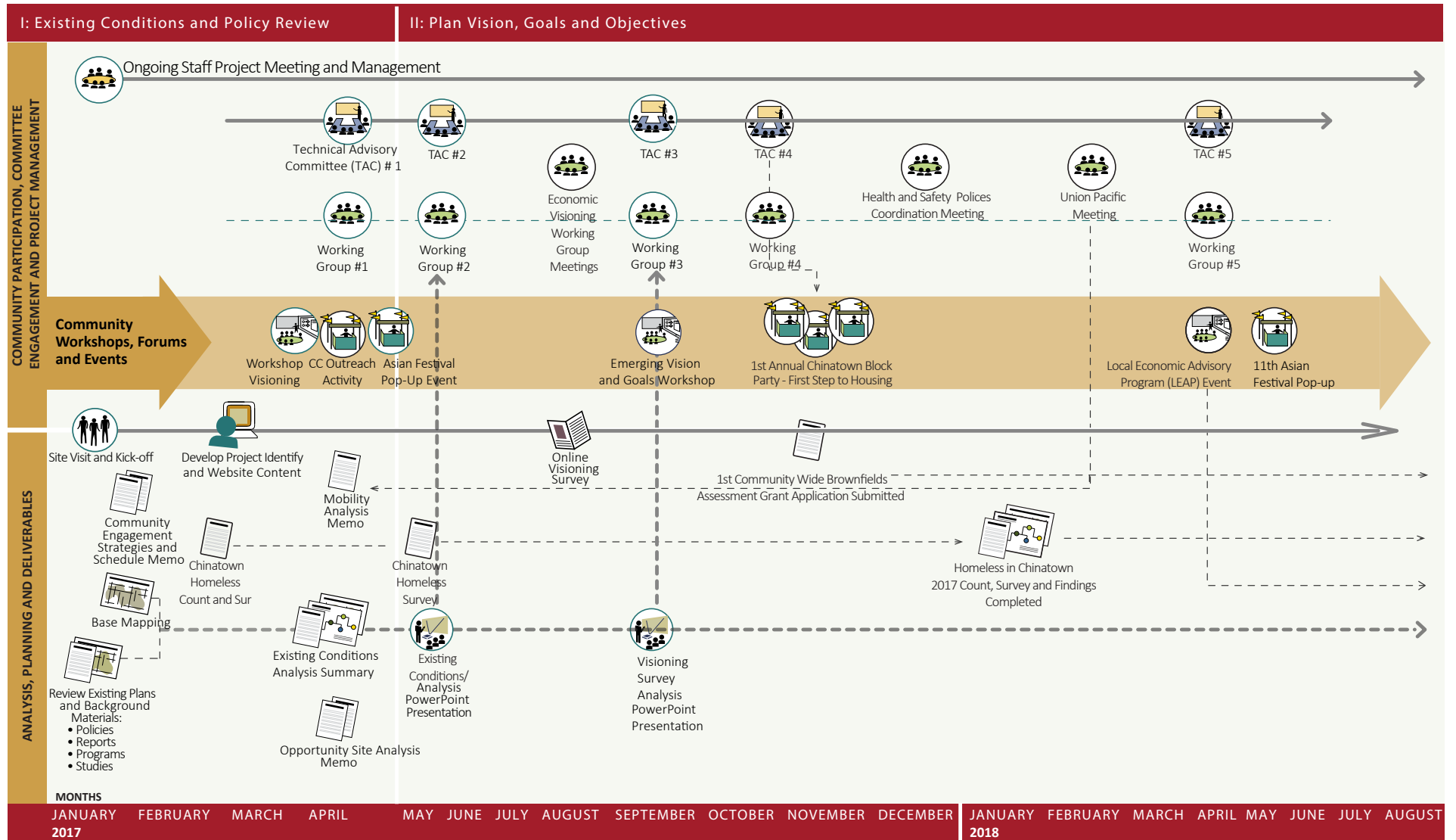
Stakeholders had a variety of opportunities to participate in the planning process.

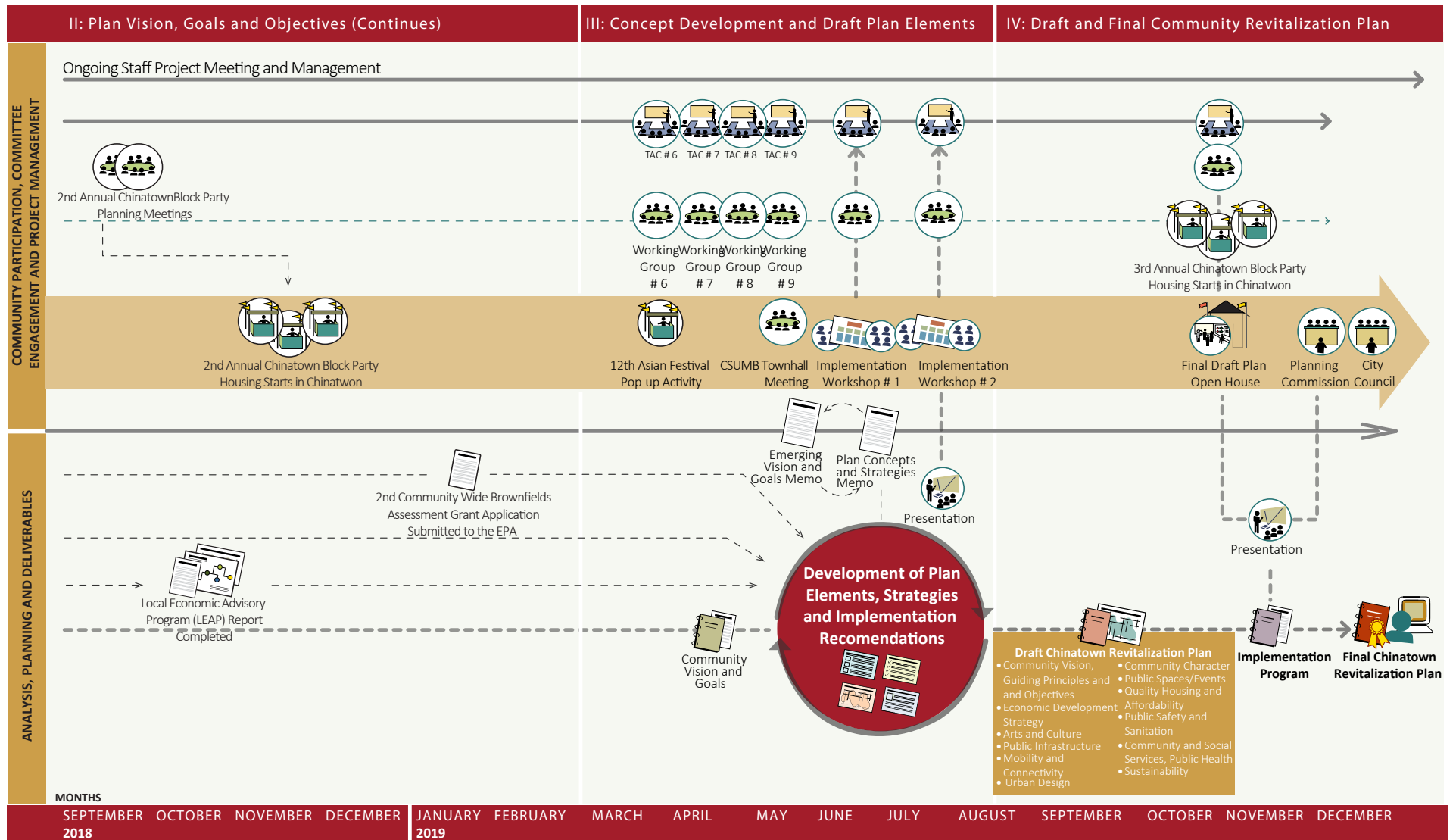


Technical Advisory Committee meeting at Haciendas Place Phase I and II.



FIGURE 3.1 CHINATOWN REVITALIZATION PLAN TIMELINE





3.2 COMMUNITY ENGAGEMENT STRATEGY

This planning process was managed by City staff with support of the MIG consultant team and the Institute of Urban Initiatives. To ensure an effective engagement strategy that maximized community participation, the City worked with participants to establish the following set of engagement principles to guide its outreach efforts:

- Transparency
- Inclusion
- Relevance
- Fairness
- Collaboration

These principles were thoughtfully integrated in all facets of the engagement strategy, helping the City leverage a broad base of community input to identify the most relevant issues facing Chinatown and the priority improvements to be addressed in the Revitalization Plan. The table on the following page summarizes how the City actualized these five principles throughout the planning process:

Including Hard-to-Reach Populations

To collect the input of key interest groups and hard-to-reach populations, the City also participated in various meetings and events not explicitly tied to the Revitalization Plan. These supplemental efforts included:

- Hosting pop-up booths at community events such as the Asian Festival, Obon Festival, ACE Pop-up Museum at Star Market, City Council, and Founder's Day.
- Attending the "Cafecito" meetings held at Dai-Ichi Village to invite the seniors to our meetings, keep-up to date with the planning efforts, and listen to their ideas and needs as residents of Chinatown.
- Participating in Chinatown Townhall Meetings hosted by CSUMB to engage and prompt discussion with the homeless population on preferred housing models, identify barriers to housing, and better target social services to house more individuals experiencing homelessness.
- Attending meetings held by the Asian



The vision for Chinatown was developed with diverse stakeholder input.

Transparency	- Clearly and explicitly communicated all components of the planning process with stakeholder groups. - Established a shared base of understanding among meeting participants by reviewing the planning process and input to date at each event. - Maintained an “Open Door” policy for stakeholders to provide input at each phase of the planning process.
Inclusion	- Provided Spanish-language translation services at all evening meetings and workshops. - Proactively reached out to target audiences including the local property owners, business owners, residents of the extended planning area, residents of Haciendas Place, Dai-Ichi Village, and Hikari, service providers, local foundations, area volunteers and individuals experiencing homelessness.
Relevance	- Prioritized culturally relevant solutions to existing problems in the neighborhood. - Emphasized the need to identify and address the core issues facing Chinatown residents and business owners. - Acknowledged residents and stakeholders as experts of their neighborhood.
Fairness	- Conducted hard-copy and face-to-face outreach to ensure opportunity for all to participate regardless of internet access. - Scheduled recurrent public meetings at accessible locations (Buddhist Temple of Salinas, Filipino Community-Salinas ValleyCenter) at convenient times for the community (5-8 PM). - Organized a Chinatown Block Party to build community ties and connect the homeless population to important social services. The event includes free food, live music, and youth activities and relied on the active participation of neighborhood-based organizations.
Collaboration	- Created authentic partnerships between the City and active neighborhood-based organizations in Chinatown to help carry out equitable planning processes and implement community-driven solutions. - Participated in the Asian Festival as well as attended the meetings for different groups/service providers in the neighborhood: Asian Cultural Experience, Salinas Downtown Community Board, Chinatown Homeless Action Team (CHAT), CSUMB Townhall meetings, among many others.

Cultural Experience (ACE) at the Republic Café, Salinas Downtown Community Board, Chinatown Homeless Action Team (CHAT) to inform the community of the planning process and notify them of upcoming meetings.

- Hosting a Transportation Walking Tour through Chinatown to better understand the transportation and mobility needs to residents, businesses and the community in general.
- Conducting a homeless count and survey for Chinatown and Downtown area in conjunction with Urban Initiatives and other local organizations and non-profits in 2018.
- Holding a LEAP Event in 2018, which included two days of interviews with residents, businesses owners, community leaders, homeless service providers, Monterey County and City staff to understand the local economics of Chinatown in conjunction with California Association for Local Economic Development (CALED).
- Organizing the Chinatown Block Party in partnership with community volunteers, non-profit partners, and

service providers.

- Discussing the potential of an on-grade crossing or bridges over the train tracks from Chinatown into Downtown with Union Pacific personnel.

3.3 COMMUNITY ENGAGEMENT STRUCTURE

The City also organized and conducted meetings with individual advisory groups to provide feedback and direction at each stage of the planning process. These groups included a wide range of stakeholders to appropriately reflect the diversity of the Chinatown community and were tasked to provide input on a range of specific themes and issues. These advisory groups are defined below in greater detail.

Working Group Meetings

Staff convened non-technical stakeholders from four distinct interest groups in Chinatown: the Asian community, business and property owners, homeless individuals and service providers, and housing developers and residents interested in a more sustained level of engagement. Meetings were interactive and designed to allow representatives

to provide input on key themes and issues, promote outreach activities, and brainstorm opportunities for community participation.

A total of nine Working Group meetings were held between Winter of 2016 through May of 2019.

Technical Advisory Committee Meetings

The Technical Advisory Committee (TAC) convened working professionals from the public, private, and nonprofit sectors with



Technical Advisory Committee meeting at Dai Ichi Village.

subject expertise on key themes of the Plan, such as transportation, economic development, social services, and health and safety. In addition to providing their own unique recommendations, TAC members evaluated the feasibility of Working Group and community recommendations and identified needs for further analysis based on technical studies and/or planning.

A total of six TAC meetings were held between Winter 2016 through April 2019. This engagement series included a joint walking tour in March 2018 with the Working Groups to survey Chinatown and highlight key challenges and priority improvements in the neighborhood.

Combined Technical Advisory Committee and Working Group Meetings

When planning efforts were restarted In April of 2019, City and MIG staff merged the TAC and Working Group meetings to complete the Revitalization Plan by the end of 2019. Members from the Working Groups and TAC were invited to these meetings. A total of 3 TAC/Working Group Meetings were held between April 2019 through May 2019.



Technical Advisory Committee meeting at the Chinatown Navigation Center.

3.4 COMMUNITY ENGAGEMENT TOOLS AND OUTCOMES

Community Meetings, Implementation Workshops, and Pop-Up Events

The City convened a total of 6 community meetings, 2 implementation workshops, and 1 final draft open house, and 9 pop-up events open to all members of the public. Meetings, workshops and events were facilitated in English and included

Spanish language translation services and materials. As previously indicated, the City also staffed pop-up stations at community events, such as the Asian Festival, Obon Festival, Ciclovía, ACE Pop-up Museum, and at City Council and facilitated activities pertaining to the key themes of the Revitalization Plan.

Chinatown Block Party

City of Salinas in conjunction with Monterey County, community based-organizations and non-profit partners

This feedback was then used to inform subsequent revisions of the statement, ultimately resulting in an authentic grassroots vision that embodies and reflects the community's desired future for the neighborhood.

3.6 WHAT WE HEARD

The following opportunities and challenges presented below are a high-level summary of key points raised by community members, property owners, businesses owners, service providers, and community-based organizations. Key points are organized by topic:

Land Use

- Currently, there are land-use conflicts between the new mixed-use zoning and the current light industrial and automotive uses that are legal non-conforming.
- The neighborhood lacks parks, urban plazas, and open space within the planning area.
- Zoning changes integrated into the 2006 Zoning Map made several types of current active uses in Chinatown legal non-conforming uses (e.g., auto repair, light industrial uses, etc.), and this

prevents business owners from growing or expanding their business.

- Vacant and abandoned properties as well as physical separation from Downtown and the Intermodal Transportation Center have contributed to the current blight and an uninviting pedestrian environment.

Housing and Neighborhoods

- There is strong community interest in diversifying the housing stock in Chinatown by adding workforce and market rate housing alongside the current affordable developments.
- Housing for homeless individuals and very-low income (0%-30 AMI) households is a key community priority.
- Residents and stakeholders would like to have a mixed-income neighborhood.

Homelessness

- Chinatown should no longer be the epicenter of homeless encampments and social services for homeless individuals. Social services should be distributed across the City and Monterey County.



Haciendas Place Phase I and II affordable housing development completed in 2014.



Homeless encampments in Chinatown along Market Way.

- Residents, business and property owners, as well as stakeholders, have expressed that it is of critical importance to reduce encampments in Chinatown to revitalize the neighborhood.
- Homeless individuals in Chinatown indicated that they would prefer to be housed with friends and live-in single-family homes or in a permanent supportive housing complexes like the Moon Gate Plaza project.
- There is support for improved mental health and homeless services.
- Despite Chinatown's bad reputation, it has always been a welcoming place for minorities and the least fortunate.

Health and Safety

- Safety is one of the top priorities for all stakeholders. Crime, illegal dumping, prostitution, and most critically the open drug market, need to be addressed.
- Clean and well-maintained streets, sidewalks, public spaces, and buildings are critical to Chinatown's revitalization.
- Finding a relocation site for the community garden, which was replaced by Moon Gate Plaza development, is a big community priority.

- Businesses feel blamed for the lack of neighborhood cleanliness, though in reality, they are doing plenty of maintenance and would like assistance from the City.

Economic Development

- Crime, homelessness, and blight are considered some of the biggest obstacles to private investment in Chinatown. In other parts of Salinas, there is resistance to reconnecting Chinatown to other neighborhoods due to negative perceptions and safety concerns.



The community expressed high interest in finding a new location for a community garden.

- The existing local art scene in Chinatown should be leveraged to catalyze economic development and transform the neighborhood into a cultural center for the arts.
- Soledad Street should be transformed into a vibrant "Main Street" like corridor with retail storefronts on the ground floor and a diverse array of amenities and businesses for the neighborhood.
- People will visit Chinatown more often if there were more shopping or community activities in the neighborhood.

Transportation and Infrastructure

- There continues to be extensive support for conversion of Chinatown back to two-way streets as recommended in past plans.
- A direct connection/crossing point over the Union Pacific Rail Lines into Downtown and the Intermodal Transit Center is of great importance to reconnecting Chinatown.
- Sidewalks in Chinatown have deteriorated and require significant improvement.
- Improving above and below-ground



A sidewalk in Chinatown in need of serious repairs.



Events like the Obon Festival bring people to Salinas and Chinatown.

infrastructure along with streetscape improvements that promote human scale, engage the public realm, and ensure pedestrian safety are much needed.

Arts, Programing and Community Facilities

- There is strong community interest in additional arts and cultural spaces and programs as Chinatown revitalizes and becomes an arts district.
- Events including food festivals, performing arts and cultural events would help make Chinatown a destination not only for City residents, but also for tourists.
- Public art programming can transform Chinatown into a cultural center for the arts.
- For partnerships with existing community facilities to expand programming and to develop new social and cultural events for the community.

Implementation Through Engagement

Successfully implementing the community's vision, goals, and aspirations for the neighborhood depends on a careful and sustained level of coordination between all levels of government, private and nonprofit partners and residents. In the coming years, the City will continue to engage the public on all planning and development initiatives – both major and minor – to ensure that the community, together, is empowered and enabled to determine how Chinatown will continue to grow and transform. While there is significant work to be done to revitalize Chinatown, the community's relentless pride, commitment, and spirit of engagement keep the neighborhood's unique history and cultural identity alive. It is precisely this sense of community that will help ensure that this Plan's vision becomes reality.





Land Use and Design

Chinatown's physical layout including its centralized location within the City and adjacency to Downtown and the Intermodal Transportation Center (ITC) provide the ideal foundation to foster desired land uses and attractive design. Given these attributes and concentration of opportunity sites, Chinatown has unmatched potential for attracting new investment. However, Chinatown as it exists today has uses that do not align with the zoning districts and result in on the ground land use conflicts that in some instances lead to blighted conditions. Further challenges to investment include deteriorated public infrastructure, contaminated soils, and concentration of encampments leading to sanitation problems.

Chinatown's future land uses are envisioned to complement each other to both provide adequate protection from potential nuisance uses and to form unique and desirable places to live, work, and shop. The Plan recognizes historic Soledad Street as the center of Chinatown and includes goals and policies to reinforce the existing mixed-use zoning, along with preservation and reuse of some of the most important historic structures. In the Chinatown Core including Soledad Street, it is recommended that the mixed-use zoning is coupled with an Arts Overlay District to intensify development and to facilitate the development of live/work opportunities, flexible commercial spaces, and the development of compact urban open spaces.



4.1 INTRODUCTION

The Land Use Chapter seeks to facilitate desired development to address the shopping, neighborhood service, housing, and employment needs of its growing population. As the physical landscape of Chinatown changes with the addition of more mixed-use development, land use conflicts that create nuisances must be addressed while minimizing negative impacts to long-standing businesses. Chinatown has a long history that is reflected in its unique architecture. Rehabilitating these historic assets and incorporating these design features into new development is vital to preserving and enhancing Chinatown's identity.

Chinatown still requires significant development in its infrastructure. Vacant and underutilized parcels that create gaps in the existing build environment must be redeveloped. Despite the current encampments, property disinvestment, and parcel contamination, these vacant and underutilized properties serve as promising opportunities to revitalize Chinatown by assembling larger sites for redevelopment. Ultimately, the land use vision outlined in this Chapter will be implemented through the General Plan Update, which will begin in early 2020.

Guiding Principle Icon Key



Economic Prosperity, Equity and Diversity



Collaborative, Inclusive, and Engaged Decision-Making



Housing Opportunities for All



Liveable and Sustainable Community



Healthy and Safe Community



Connectivity, Access and Mobility



Youth Are the Future



A Community to Celebrate

Goal Summary

LUD 1. Preserve the Character of Traditional Neighborhoods While Adding New Housing Units.



Preservation of existing low-and-medium-density housing characterized as more traditional single-family and small multi-family apartments in the expanded study area is important to balance the new high-density projects within the Chinatown core. Allowing low-density areas to intensify their land use through the incorporation of accessory dwelling units (ADUs), duplexes, and triplexes, will open opportunities for the creation of more housing that complements the existing character of the neighborhood.

LUD 2. Expand Mixed-Use Development to Increase Capacity for New Businesses, Services, and Housing



Chinatown is a neighborhood in transformation and the consolidation of parcels to support development of new compact mixed-use projects as well as the rehabilitation of vacant historic buildings will help support the creation of a healthy, vibrant and walkable

neighborhood. Vacant buildings and underutilized properties in Chinatown's Core have the potential to be redeveloped as mixed-use projects that include residential units and introduce new and important neighborhood-serving amenities such as retail stores, restaurants, libraries, artist studios, and compact urban open spaces, among other complementary uses.

LUD 3. Provide Employment and Commercial Oriented Land Uses in Appropriate Locations to Advance the Economic Diversity of Chinatown.



Currently, Chinatown is home to a modest range of automotive, light industrial, and manufacturing establishments that comprise much of the neighborhood's economic base. Co-locating these uses within zoning designations that allow them to grow and expand is crucial to diversifying and growing Chinatown's economy. This will also protect the mixed-use and residential areas from adverse impacts created by incompatible land uses and encourage the redevelopment of underutilized parcels into new and diverse

commercial and employment-oriented development.

LUD 4. Promote and Preserve and the Culture, Art, Identity, and History of Chinatown Through Context and Place-Sensitive Design.



Preserving Chinatown's historic architecture and multicultural heritage is a community priority for revitalization. The City can implement new development standards and design guidelines through the establishment of an Arts Overlay District to encourage new development to embrace a more cohesive and culturally appropriate architectural style. Commissioning public art that reflects Chinatown's unique and multicultural heritage will to strengthen neighborhood identity.

Guiding Principle Connection

Economic Prosperity, Equity and Diversity



To attract private investment, the City needs to create a business-friendly regulatory environment in Chinatown. Existing land use policies have the potential to be modified to provide more flexibility for commercial and residential uses and development standards, which will help attract a diversity of businesses, services, and housing to serve the daily needs of Chinatown's residential community.

Healthy and Safe Community



Establishing the right mix of land uses across Chinatown that conforms to its existing zoning designations can help bolster economic prosperity, public health, safety and cleanliness of the neighborhood. Implementing neighborhood-serving retail and services brings more "eyes on the street," while creating new compact urban open spaces.

Housing Opportunities for All



Land use regulations directly impact housing development types. Upzoning for higher-density development and streamlining the permitting processes can help expand overall housing types and supply in Chinatown. Policies supporting the production of additional permanent supportive housing must be undertaken to house those who are experiencing homelessness in Chinatown.

Youth Are the Future



Ensuring adequate access to childcare, recreational and educational programming, open spaces, and other community facilities is essential to early childhood and youth development. Supporting land use policies that promote the development of these facilities and community amenities is vital to increasing access to education, recreation and a healthy environment for Chinatown's youth.

Collaborative, Inclusive and Engaged Decision-Making



Implementation of Chinatown's plan requires continuous collaboration and engagement with the community across all stakeholder and age groups. Collaboration is imperative at scales both large and small, from updating the General Plan and Zoning Code to working with developers on community features at specific sites. The formation of an Advisory Committee ensures that stakeholders are an active part of decision-making around land uses.

Livable and Sustainable Community



Forward-thinking, land use policies can facilitate compact urban development patterns, which promote a walkable, pedestrian-friendly, and environmentally friendly environment for Chinatown residents. New housing developments within the planning area exemplify livable and sustainable development integrating community facilities and services, open spaces, and pedestrian orientation including features that promote energy efficiency.

Connectivity, Access and Mobility



Land use and transportation development decisions are interconnected because a specific land use type could decrease or increase pedestrian and vehicle traffic within the neighborhood. High-intensity development should be located along well-served and easily accessible corridors. Reconnecting Chinatown to Downtown and the Intermodal Transportation Center is a plan priority that could attract new businesses and services.

A Community to Celebrate



A thoughtful set of new design guidelines and development standards will ensure that Chinatown's multicultural heritage is reflected in the built environment of a thriving Chinatown. Incorporating public spaces into new developments will provide locations for festivals, performances, and other celebrations that are culturally relevant to the neighborhood.



ADAPTIVE REUSE ORDINANCE

In 2018, the City of Salinas passed an Adaptive Reuse Ordinance which reduces regulatory obstacles by allowing the reuse of existing non-residential buildings for housing without requiring strict compliance with zoning standards. This Ordinance applies to either 1) buildings at least 50 years old in the Central City Overlay District or 2) a historically significant building anywhere in the City.

4.2 COMMUNITY ASSETS AND OPPORTUNITIES

Opportunity Sites for Redevelopment.

Chinatown's planning area has seventeen (17) vacant and underutilized parcels where new mixed-use buildings, housing projects, live-work units, businesses and compact urban open spaces could be developed. While these current gaps in the built environment along with property disinvestment, environmental contamination and encampments contribute to the existing blight and uninviting pedestrian environment of the neighborhood, they also represent a prime opportunity for new infill development and open space that are very much needed to create positive change in the neighborhood.

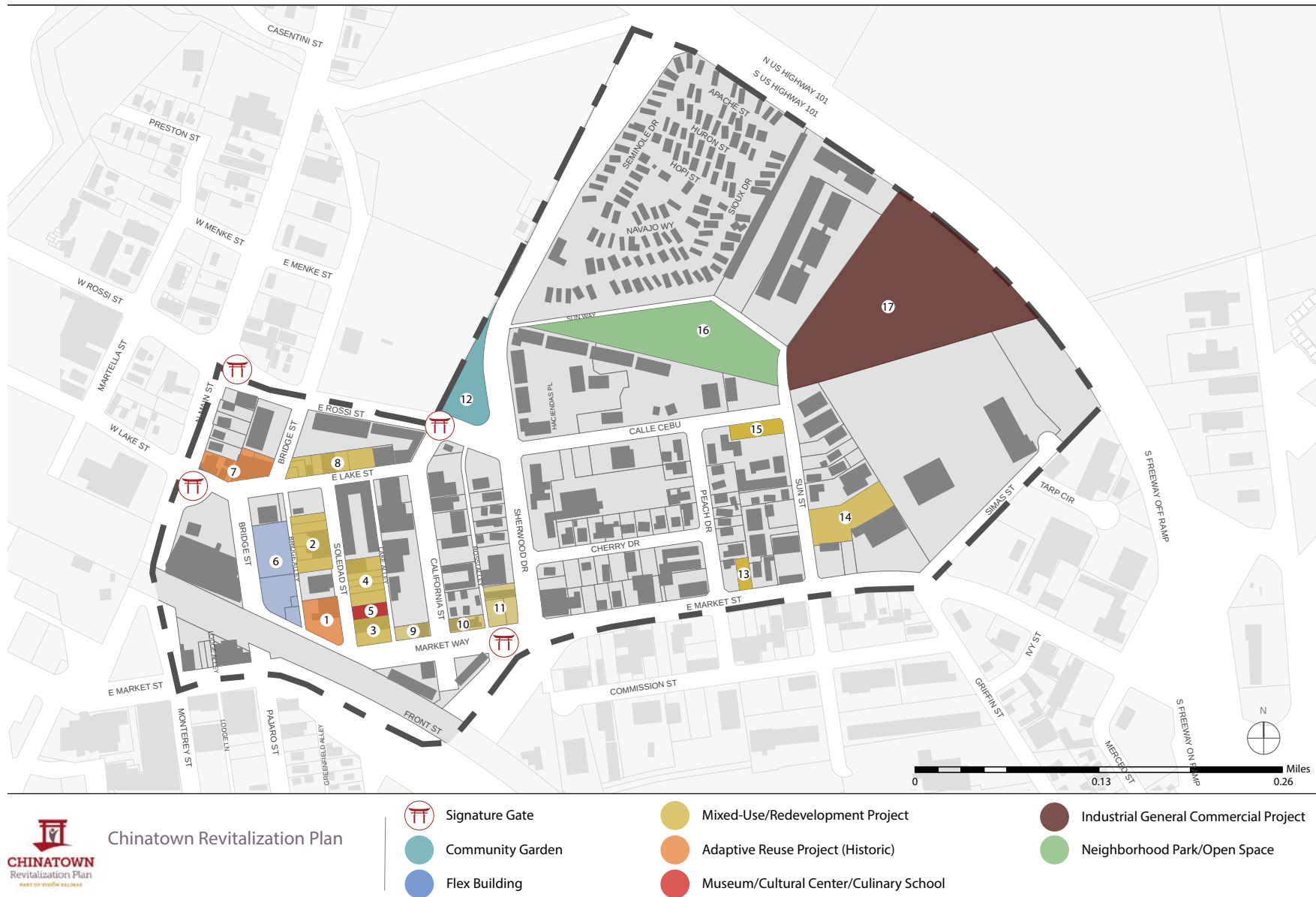
Development of priority sites along Soledad Street can transform the corridor with culturally relevant shops and restaurants, neighborhood services, and residential units that are into the heart of a vibrant arts and cultural district. The preservation, restoration and reuse of historical buildings including the Chop Suey Republic Café, Suey Sing, and Arres Pool buildings is part

of this vision for Soledad Street. Other opportunity sites within the planning area are located along E. Lake Street, Bridge Street, Market Way, E. Market Street, Calle Cebu and Sun Street. These opportunity sites have the potential to introduce new mixed-use development and where feasible adaptive reuse, urban open spaces, and compatible light industrial uses that will provide for the needs of existing and new residents and businesses alike.

Chinatown Centralized Location and Street Grid.

Chinatown's centralized location within the City and its adjacency to Downtown and the Intermodal Transportation Center (ITC) are key assets for attracting new investment. Chinatown's regular street grid is also a plus for the consolidation of smaller parcels to support the development of larger infill projects. To capitalize on its physical layout, critical upgrades must be made to Chinatown's deteriorated street infrastructure to create a walkable and safe neighborhood. Re-establishing direct vehicular and/or pedestrian connection across the Union Pacific train tracks would reconnect the neighborhood and residents to other parts of the City, ITC and Downtown.

FIGURE 4.1 CHINATOWN OPPORTUNITY SITES



Chinatown's Architectural Style.

Chinatown's architectural style is an emblem of its multicultural heritage. Existing historic buildings display an Asian and Spanish influenced architecture such as upturned roof eaves, tile roofs, and detailed balcony railings. The more recent development, Dai-Ichi, Hikari, Haciendas Place I and II, as well as the Moon Gate Plaza project have added a modern twist to the architectural character of the neighborhood while incorporating culturally relevant Asian motifs. This architectural hybridization should be embraced by new developments and significant redevelopment projects to establish an interconnected and culturally relevant architectural style that embodies Chinatown's diverse multicultural heritage. This can be achieved through the development of specific design guidelines and standards as part of the proposed Arts Overlay District for Chinatown.

4.3 GOALS, POLICIES, AND ACTIONS

The vision, goals, and recommendations contained within this Revitalization Plan were developed through an intensive community engagement process over the

past three years. Each of the six primary topic areas were generated collectively through the interaction and collaboration of the four Working Groups (WG) and the Technical Advisory Committee (TAC). The content generated in these meetings was collected, evaluated and refined by residents, business owners, property owners and community stakeholders, and subsequently presented at a series of public Implementation Workshops. These results then evolved into the Goals, Policies and Actions found in this Land Use and Design chapter.

This section contains two parts. The first is a narrative describing each of the Land Use and Design goals and policies – providing context, rationale, and framing for why certain policies or programs are important. The matrix that follows the narrative includes actions necessary to implement the goals and policies along with other, more detailed recommendations including the responsible entity(ies) or organization(s) and the timeframe of these actions for implementation.



Chop Suey Republic Cafe is in the National Register of Historic Places.

LUD 1. Preserve the Character of Traditional Neighborhoods While Adding New Housing Units.

Established residential neighborhoods provide a high quality of life for residents, which is one of the objectives of the Chinatown Revitalization Plan. Traditional neighborhoods featuring single-family homes, ample private open space, personal parking, and quieter surroundings complemented by supporting uses such as schools and places of worship represent a housing type that typically many residents desire. As housing supply has become more limited and prices less attainable, there is a recognition that subtle increases in density can help alleviate the housing crisis while preserving character of traditional neighborhoods.

As revitalization occurs, new housing development in Chinatown should seek to be compatible, respect and balance the character of established residential neighborhoods along with the new high-density projects within its planning area. Instead of up zoning the low-and-medium-density district within the neighborhood to allow high-density development, the City should use a

context-sensitive approach that accounts for and protects the neighborhood's unique character. In lower-density areas, this can involve streamlining the permitting processes for accessory dwelling units (ADUs), providing development incentives for "missing middle" housing (e.g., duplexes, triplexes, townhomes), and requiring new projects to contribute toward supportive neighborhood amenities such as compact urban spaces, schools, and other public spaces. These tools can help expand housing diversity and supply across Chinatown while keeping and maintaining the character of established neighborhoods.

LUD 2. Expand Mixed-Use Development to Increase Capacity for New Businesses, Services, and Housing

Land use and development patterns shape the social, economic, and environmental health of a community. Chinatown is a neighborhood that is undergoing transformation and the consolidation of parcels opens opportunities for future infill developments with live/work units. New mixed-used developments as well as the rehabilitation and reuse of vacant historic buildings help support the creation of a



LIVE/WORK UNIT

A live/work unit is defined as a single unit (e.g., studio, loft or one bedroom) consisting of both a commercial/office and a residential component that is occupied by the same resident.

FIGURE 4.2 CHINATOWN GENERAL PLAN LAND USES

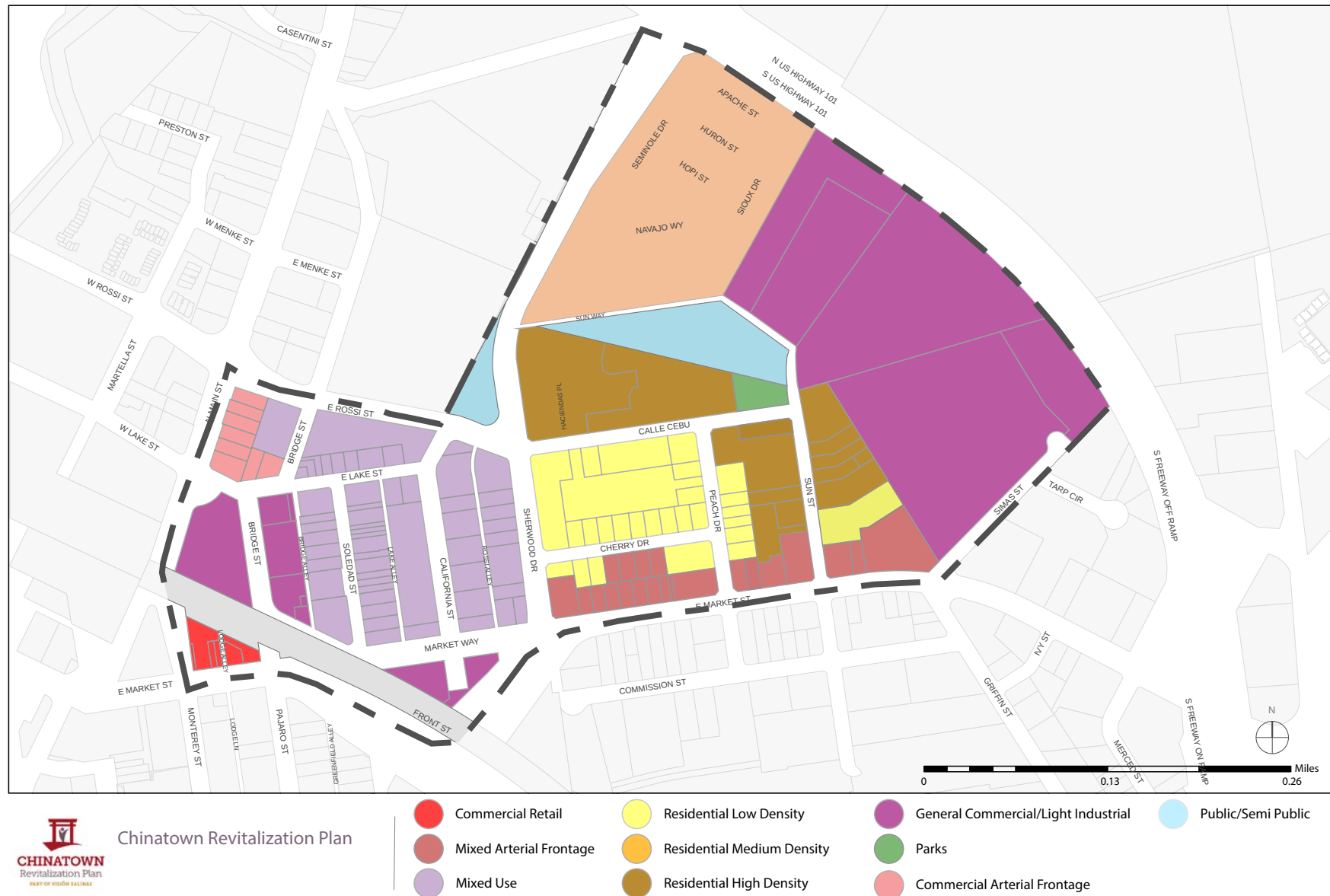
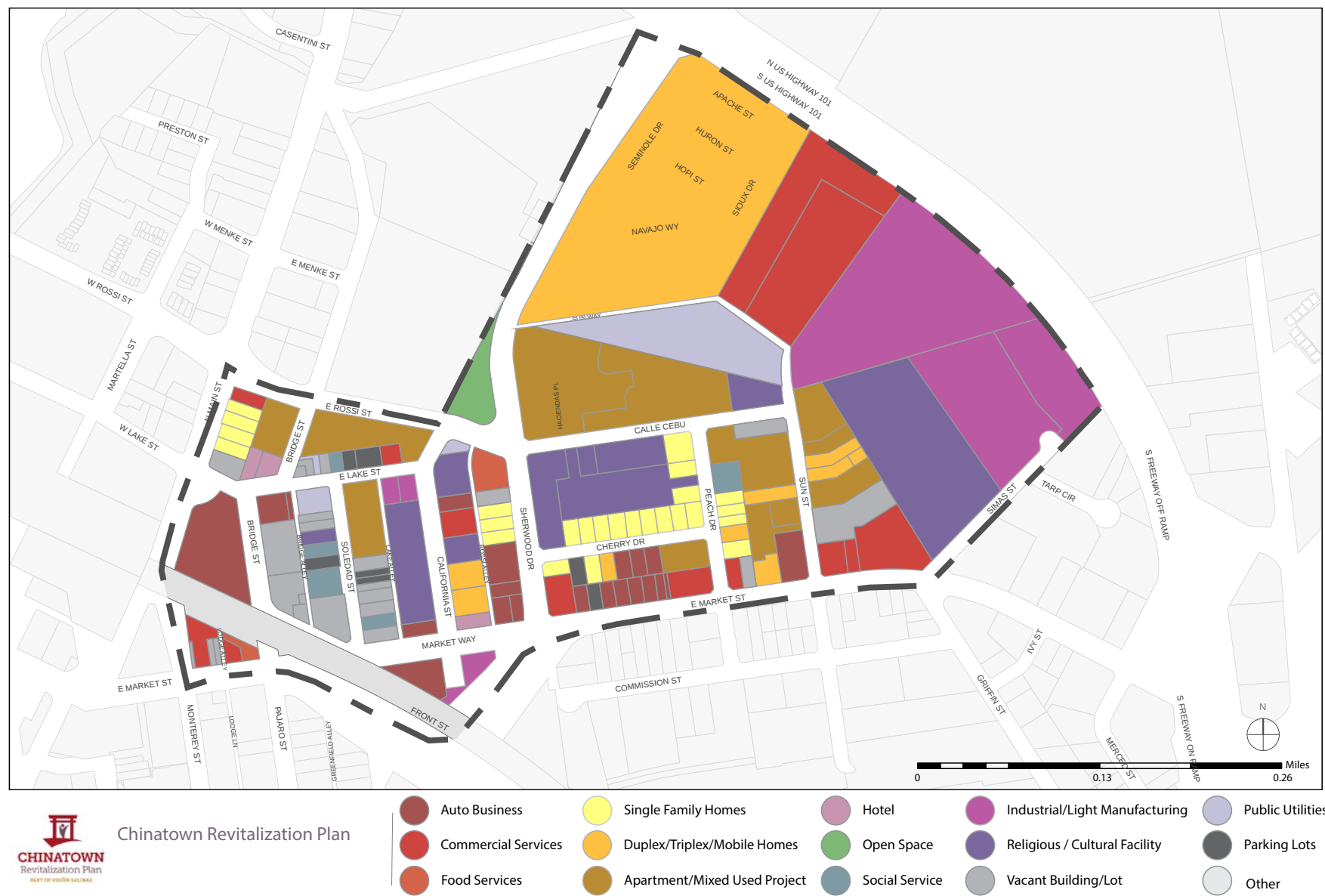


FIGURE 4.3 CHINATOWN EXISTING LAND USES





healthy, vibrant and walkable community. Neighborhoods that co-locate housing along with a diverse range of neighborhood-serving amenities – such as restaurants, neighborhood serving retail, artist studios, exhibitions and compact urban open spaces – create pedestrian-friendly environments that activate public spaces and build a sense of community for the neighborhood. In addition, this diversification of land use increases pedestrian traffic throughout the neighborhood and creates positive economic “spillover effects” that benefit local retail and service establishments.

Chinatown has the real potential to become a vibrant mixed-use community. Vacant and underutilized parcels in the neighborhood’s historic core – particularly along Soledad Street – represent opportunity sites for catalytic infill development, with multi-family housing stacked atop socially and economically active ground-floor uses. The City can encourage mixed-use development through new direct regulatory incentives, relaxed development standards for parking and open space requirements,

and financial assistance for rehabilitation of historic structures.

LUD 3. Provide Employment and Commercial Oriented Land Uses in Appropriate Locations to Advance the Economic Diversity of Chinatown.

Light industrial, automotive and manufacturing facilities currently constitute Chinatown’s predominate land uses. These commercial operations are clustered in two main areas: the historic core – particularly along Bridge Street, Market Way; and the expansion area – particularly along Market Street. While it is important to recognize the value of Chinatown’s light industrial base and ensure its continued growth in the future, these uses need to be compatible with adjacent uses so that they do not pose a barrier to the urban-style mixed-uses envisioned in Chinatown’s historic core and other residential areas. See figures 4.1 and 4.2 on pages 66 and 67 for a visual representation of these land use conflicts by looking at the City’s General Plan Land Uses and the Existing Land Uses in the neighborhood.



Mural at the Salinas Exposition Grounds.

Creating a truly livable community in Chinatown will therefore require significant re-organization of these uses. Specifically, the Revitalization Plan proposes to co-locate and consolidate existing light industrial and manufacturing uses along Bridge Street, Market Way, Market Street and Simas Street. Encouraging co-location of these uses in the Mixed Arterial Frontage and/or Industrial General Commercial zoning districts will allow them to grow and expand and therefore help maintain and diversify Chinatown's local economy. The City is committed to working closely with business owners in the area to facilitate a smooth and efficient transition. Concentrating these uses in the correct zoning districts will also, in turn, open new opportunities for infill redevelopment in areas envisioned for higher intensity mixed-use, such as Soledad Street, California Street and Sherwood Drive.

LUD 4. Promote and Preserve and the Culture, Art, Identity, and History of Chinatown Through Context and Place-Sensitive Design.

In Chinatown, new development should celebrate the neighborhood's rich heritage by complementing the already existing

cultural and aesthetic character of the neighborhood and preserving its historic buildings whenever possible. The district has a rich cultural history that is still reflected in parts of the built environment, from the Asian-style architecture of both the Buddhist Temple and Confucius Church to the historic Republic Café. New design guidelines and development standards should be devised through the formation of an Arts Overlay District. Standard Guidelines will draw on and reinforce this unique multicultural identity through building articulation, massing, and the use of culturally appropriate colors and materials. In addition, the community stakeholders collaborating with the Public Arts Commission can contract local artists to produce murals, statues, and commemorative plaques that both invigorate the built environment and tell the story of the Chinatown community.



Cultural characters at Dai-Ichi Village Senior Apartment Complex.



Torii gate, a traditional element of Japanese architecture at the entrance of the Dai-Ichi Village.



Historical photo of one of the establishments along Soledad Street with traditional Chinese characters around the entry door.



Two models of traditional Chinese and Japanese gates that just to be located at the Chinatown Community Garden, now home to the Moon Gate Plaza development.



Torii gates included in the architecture of the Dai-Ichi Village multi-family apartment complex.

LUD 1. PRESERVE THE CHARACTER OF TRADITIONAL NEIGHBORHOODS WHILE ADDING NEW HOUSING UNITS.

POLICY	IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
LUD 1.1 – Promote appropriate intensification of land use in low- and-medium-density neighborhoods.	LUD 1.1.a – Increase density in low-density residential areas. Allow more medium-density building types (duplex, triplex, etc.,) in low density residential areas to increase housing supply and encourage the diversification of a mixed-income neighborhood.	Community Development Department (CDD), Property Owners	Medium
	LUD 1.1.b – Streamline production of accessory dwelling units. Streamline the processing and approval of accessory dwelling unit (ADU) applications within the appropriate low-density residential areas.	CDD	Medium
	LUD 1.1.c – Identify regulatory barriers. Identify regulatory barriers to building more units and modify the Zoning Code based on design and character instead of strict development standards like density.	CDD	Short
	LUD 1.1.d – Identify underutilized sites. Identify underutilized sites and work with property owners to redevelop sites to increase housing units.	CDD	Short

POLICY	IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
LUD 1.2 – Encourage supporting uses such as schools, urban spaces, community facilities that complement the neighborhood.	LUD 1.2.a – Co-locate urban public spaces within new developments. Incentivize the provision of cooperative green and urban public spaces in new housing development to satisfy open space and stormwater requirements.	CDD, Housing Developers	Medium
	LUD 1.2.b – Convert small undevelopable parcels into public space. Evaluate small or remnant parcels for conversion to public space.	CDD, Residents, Property Owners	Short
	LUD 1.2.c – Activate ground floor with community facilities. Work with housing developers to create new community facilities and/or childcare centers on the ground floor.	CDD, Housing Developers	Short
	LUD 1.2.d – Add new community facilities and/or open spaces in private properties. Support the provision of new community facilities and/or open spaces through partnership with private property owners on underutilized portions of their lots.	CDD, Housing Developers, Property Owners	Medium

LUD 2. EXPAND MIXED-USE DEVELOPMENT TO INCREASE CAPACITY FOR NEW BUSINESSES, SERVICES, AND HOUSING.

POLICY	IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
LUD 2.1 – Encourage the development of mixed-use projects that activate the ground-floor and incorporate urban open spaces.	LUD 2.1.a – Create higher-density development zoning incentives for mixed-use zoning. Devise and implement new zoning incentives that encourage higher-density development in mixed-use zoning. Promote the use of the new state density bonus provisions to increase affordable housing.	CDD, Housing Developers	Medium
	LUD 2.1.b – Reduce parking and or open space requirements. Consider further reductions in parking and/or open space requirements for mixed-use projects that dedicate at least 25% of the ground floor to non-residential public uses.	CDD	Short
	LUD 2.1.c – Increase allowable Floor Area Ratio in mixed-use development. Increase allowable Floor Area Ratio (FAR) for mixed-use projects along designated activity corridors, including Soledad, California, Bridge and E. Lake Streets.	CDD	Medium
	LUD 2.1.d – Evaluate density transfers. Consider density transfer to vacant sites to allow for increased average density across the district.	CDD	Medium
	LUD 2.1.e – Expand the adaptive reuse ordinance to the Chinatown Core. Expand the adaptive reuse ordinance in effect in Salinas' Downtown to also include the Chinatown Core.	CDD, Property Owners, Business Owners	Short
	LUD 2.1.f – Identify and eliminate regulatory barriers for live/work units. Reduce unit size and/or commercial floor area minimums, and other discovered barriers to stimulate their production.	CDD	Medium

POLICY	IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
LUD 2.2 – Rehabilitate and reprogram vacant, abandoned, underutilized, and historic buildings in the Chinatown Core.	LUD 2.2.a – Create an inventory of vacant and historic buildings. Evaluate the level of remediation required for adaptive reuse of identified buildings.	CDD, Business Owners, Property Owners	Short
	LUD 2.2.b – Research and pursue potential funding opportunities. Look for funding through Federal and State Agencies as well as Community Foundations to assist owners with rehabilitating historic buildings.	CDD	Short-Medium
	LUD 2.2.c – Connect property owners to financial assistance. Identify resources or incentives to encourage the rehabilitation and reuse of buildings.	CDD, Business Owners, Property Owners	Short-Medium
	LUD 2.2.d – Advocate for the allocation of CDBG funds. Include identified projects in Assist property owners in the rehabilitation of their blighted buildings and properties with CDBG funds.	CDD, Business Owners, Property Owners	Short-Medium

POLICY	IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
LUD 2.3 – Identify and promote opportunity sites in the Chinatown Core to catalyze a mix of commercial, retail, housing and urban open space.	LUD 2.3.a – Bundle vacant and underutilized parcels. Focus on remediation, assemblage, and redevelopment of vacant and underutilized parcels to support higher density development in the Chinatown core, especially along Soledad Street.	CDD, Business Owners, Property Owners	Long
	LUD 2.3.b – Identify locations for mixed-use projects. Evaluate vacant properties along Soledad and East Lake Streets for housing and mixed-use projects. (See ED 3.2)	CDD, Property Owners	Short-Medium
	LUD 2.3.c – Make it easier to establish neighborhood serving uses. Eliminate regulatory barriers and create land use incentives to attract neighborhood serving retail and services such as a grocery store, gym, barbershop, pharmacy, laundromat, restaurants, and art studios in the Chinatown core. (See ED 3.1)	CDD	Medium

LUD 3. PROVIDE EMPLOYMENT AND COMMERCIAL ORIENTED LAND USES IN APPROPRIATE LOCATIONS TO ADVANCE THE ECONOMIC DIVERSITY OF CHINATOWN.

POLICY	IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
LUD 3.1 – Support existing and new commercial and industrial uses through appropriate zoning and elimination of regulatory barriers.	LUD 3.1.a – Concentrate light industrial uses on edge of plan area. Support and encourage light industrial, manufacturing and warehouse distribution uses to be organized and concentrated within or near areas of complementary use around the periphery of the plan area.	CDD	Medium
	LUD 3.1.b – Support the relocation of automotive uses outside of Chinatown’s Core. Work with automotive businesses to identify appropriate locations in Chinatown and help secure financial resources in order to facilitate relocation outside of mixed-use zoning. Evaluate the feasibility of possible development of an auto-oriented business park.	CDD, Business Owners, Property Owners	Short-Medium
	LUD 3.1.c – Advocate for coordination of parking, security, and other resources. Facilitate collaboration between businesses and surrounding property owners on shared security and parking, maintenance of vacant lots and public right of way, code enforcement, and blight elimination.	CDD, Property Owners, Business Owners	Short

POLICY	IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
LUD 3.2 - Protect residential areas from the adverse impacts of adjacent incompatible land uses.	LUD 3.2.a - Prevent the expansion of incompatible neighborhood uses. Continue regulations that prevent the expansion of incompatible and nuisance uses in residential areas.	CDD, Property Owners, Business Owners	Ongoing
	LUD 3.2.b - Buffer appropriate land uses. Establish appropriate buffers, landscaping, screening, and open space where possible, to mitigate land use conflicts and enhance the overall attractiveness and pedestrian environment.	CDD, Property Owners	Ongoing
	LUD 3.2.c - Regulate the development of undesired neighborhood uses. Strictly regulate the development of undesired uses, such as new liquor stores in the neighborhood.	CDD	Ongoing
LUD 3.3 - Encourage redevelopment of underutilized parcels, brownfield sites, and vacant properties into commercial and employment-oriented development.	LUD 3.3.a - Streamline the approval process of redevelopment projects for brownfield sites. Conduct site assessments of all brownfield and vacant properties in Chinatown and submit grants to fund remediation efforts.	CDD, Public Works Department (PW), National Development Council (NDC), Environmental Protection Agency (EPA), Property Owners	Short-Medium
	LUD 3.3.b - Consolidate brownfield sites. Encourage the consolidation of vacant and brownfield sites to facilitate larger infill projects for employment uses.	CDD, PW, Property Owners, Developers	Medium-Long
	LUD 3.3.c - Evaluate opportunities for the PG&E Site on Bridge Street. Possibilities include consolidation of light industrial and automotive uses, development of a cooperative industrial maker space, or a parking structure for the businesses in Chinatown and Downtown. Explore the development of an urban plaza as a temporary use.	CDD, PG&E	Short

LUD 4. PROMOTE AND PRESERVE AND THE CULTURE, ART, IDENTITY, AND HISTORY OF CHINATOWN THROUGH CONTEXT AND PLACE-SENSITIVE DESIGN.

POLICY	IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
LUD 4.1 – Establish design guidelines and development standards unique to Chinatown through the development of an Arts Overlay District to be integrated as part of the General Plan Update.	LUD 4.1.a – Consider an Arts Overlay District. Evaluate the current Focus Growth Overlay (FGO) in Chinatown and explore the possibility of revising the provisions to create an Arts Overlay District.	City Departments, Property Owners, Business Owners, Community-Based Organizations (CBOs)	Short
	LUD 4.1.b – Evaluate FGO boundaries. Consider the existing FGO and determine if the boundaries should be amended for the new Arts Overlay District.	CDD, Property Owners, Business Owners, CBOs	Short
	LUD 4.1.c – Develop regulatory language for the Arts Overlay District. Work with stakeholders and City departments to develop new district goals, purpose statement, applicability, land use classifications, development regulations and design standards.	CDD, Property Owners, Business Owners, CBOs	Short
	LUD 4.1.d – Update Zoning Code and General Plan to integrate the Arts Overlay District. Integrate the new Arts Overlay District into Zoning Code and General Plan during the update process.	CDD, Property Owners, Business Owners, CBOs	Medium

POLICY	IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
LUD 4.2 – Encourage new developments and significant redevelopment projects to conform to a cohesive and culturally appropriate architectural style that embodies Chinatown’s diverse multicultural heritage.	LUD 4.2.a – Develop Chinatown-specific design guidelines. Work with stakeholders to develop Chinatown-specific design guidelines for new developments within the planning area. Use these design guidelines for the new Arts Overlay District.	CDD, For-Profit and Non-Profit Developers, CBOs, Property Owners, Business Owners	Medium
	LUD 4.2.b – Encourage culturally-relevant design in new developments. Encourage new buildings in Chinatown to incorporate artistic elements outlined in the design guidelines such as culturally significant colors and/or murals, to contribute to a vibrant urban environment.	CDD, For-Profit and Non-Profit Developers, Property Owners, Business Owners	Ongoing
LUD 4.3 – Identify, preserve and protect historic buildings.	LUD 4.3.a – Create an inventory of potentially historic buildings. Work with stakeholders to establish the histories of buildings in the Chinatown core and determine those that could qualify for protections.	CDD, Property Owners, CBOs	Short
	LUD 4.3.b – Use Mills Act to protect historic buildings. Utilize inventory to preserve and protect existing historic buildings by encouraging individual property owners to designate structures as historic and apply for the Mills Act.	CDD, Property Owners, CBOs	Short
	LUD 4.3.c – Pursue Historic or Cultural District designation for Chinatown. Evaluate the designation of Chinatown as either a Historic or Cultural District to preserve historic buildings and the neighborhood’s cultural identity.	CDD, Property Owners, Business Owners, CBOs	Medium







Housing and Neighborhoods

Chinatown has experienced remarkable investment in affordable housing development – two hundred and eighty (280) units in less than a decade. Not only have these units provided critically needed housing to the City, but they have physically and demographically transformed Chinatown with many new residents. In the shadow of these developments, significant homeless encampments remain, highlighting the urgent priority for affordable housing, not only in Chinatown, but citywide. However, it is necessary to diversify Chinatown’s housing stock including high-quality and fair-priced housing at all income levels – market-rate, workforce, and low-income to ensure a balanced and healthy neighborhood. New housing should be woven into the community through mixed-use projects located around community assets and urban spaces.



5.1 INTRODUCTION

This chapter outlines a comprehensive set of housing strategies that aim not only to tackle the housing affordability crisis, but to support the creation of new housing types and assist those most vulnerable – such as the homeless – transition into stable, permanent housing. Goals and policies focus on producing a diversity of new housing types (both market rate and affordable) that build on the historical and

cultural context of the neighborhood and, take advantage of Chinatown’s proximity to public transportation to foster the development of a safe, healthy, vibrant, and sustainable neighborhood. Fair housing rights and protections must remain a priority to provide housing opportunities for all regardless of race and ethnicity, age, income, health, or disability.

Guiding Principle Icon Key



Economic Prosperity, Equity and Diversity



Housing Opportunities for All



Healthy and Safe Community



Youth Are the Future



Collaborative, Inclusive, and Engaged Decision-Making



Liveable and Sustainable Community



Connectivity, Access and Mobility



A Community to Celebrate

Goal Summary

HN 1. Increase Housing Supply and Bring New Housing Types to Chinatown.



Encourage the development of a diversity of new affordable and market rate residential and mixed-use development through financial incentives and new funding. Explore opportunities to rehabilitate and reuse underutilized buildings and properties in Chinatown for housing. Diversify housing options by encouraging the development of accessory dwelling units (ADUs) to increase the number of units, while preserving the character of traditional neighborhoods.

HN 2. Ensure Tenant Protections Are in Place to Protect Individuals and Households of All Ages, Abilities and Income Levels.



As the neighborhood transforms with new and redeveloped units, it is critical to ensure policies are in place to avoid displacement, extreme rent increases, and to provide assistance with relocation when displacement is unpreventable. Facilitating education workshops for tenants and owners to understand new

State regulations surrounding housing policies and programs, and their housing rights will also help to mitigate potential adverse effects.

HN 3. Improve the Quality, Condition, and Sustainability of Housing Options for all Chinatown Residents.



Ensure the safety and quality of rental housing in Chinatown through implementing code enforcement best practices and strategies that minimize displacement. Connect households and developers to housing rehabilitation resources that promote environmental sustainability and improve housing and neighborhood conditions.

HN 4. Foster a Sense of Neighborhood Ownership Among Residents to Build Community Unity and Agency.



Collaborate with residents and property owners to support the City's current efforts in neighborhood rehabilitation and maintenance. Promoting resident involvement in planning and implementing neighborhood improvement

projects will instill a sense of community pride.

HN 5. Assist the Chronically Homeless in their Search for Permanent and Sustainable Housing Solutions.



Pursue a coordinated, multi-pronged strategy to engage and assist chronically homeless individuals through outreach, intake and assessment and housing navigation services. Continue to explore options for innovative and low-barrier temporary, transitional, and supportive housing alternatives.



Single-family homes along N. Main Street are a key asset of the neighborhood.

Guiding Principle Connection

Economic Prosperity, Equity and Diversity



Access to safe, secure and affordable housing is fundamental to creating the type of stability required for personal and professional success and a high quality of life.

Healthy and Safe Community



Housing quality is directly tied to public health and safety, thus, the importance of bringing older structures into code compliance, remediating contaminated properties and rehabilitating housing stock into a more livable condition. Finding permanent housing for those experiencing homelessness is paramount to stabilizing their physical and mental health.

Housing Opportunities for All



Housing diversification is critical to create an authentic and diverse neighborhood where people of all backgrounds and income levels can coexist. Moving forward, Chinatown's housing strategy will prioritize affordability in the short-term while also pursuing opportunities for new market rate developments in the long-term.

Youth Are the Future



Children require a safe, stable, and comfortable living environment to be able to focus in school and realize their full potential. At the policy level, this means preserving housing affordability across Chinatown while also diligently working to improve building conditions.

Collaborative, Inclusive and Engaged Decision-Making



Community participation in the decision-making processes increases the social cohesion of a neighborhood. It is also vital that policies and neighborhood improvements are driven by the most impacted residents. The City will collaborate with its partners to strengthen neighborhood ties and encourage proactive participation in housing policy and neighborhood initiatives such as beautification programs.

Connectivity, Access and Mobility



Housing location strongly determines how, and how well, residents can navigate their communities. In Chinatown, there is ample opportunity to add residential infill development in already built-up areas, helping to connect residents to important neighborhood amenities and institutions required in daily life. This process of compact development not only improves access to public space, but also promotes sustainability by encouraging people to walk or bike to their destinations.

Livable and Sustainable Community



Household energy consumption is directly tied to the well-being of the environment. Incorporating green technologies such as rooftop solar panels and energy-efficient home appliances, will go a long way in fostering environmental stewardship in Chinatown.

A Community to Celebrate



New housing development can open possibilities to celebrate a community's identity. Mixed-use developments can provide ground-floor spaces for arts- cultural programs and retail, while thoughtful new design guidelines can use architecture as a means to preserve and complement Chinatown's rich cultural heritage. Affordable artist housing can be developed to encourage artists to live in Chinatown.



MOON GATE PLAZA PROJECT

MidPen Housing's Moon Gate Plaza development will provide 90 new apartments for low and extremely low-income households, including formerly homeless individuals. Free onsite supportive services, combined with affordable housing, will provide the foundation for the Moon Gate Plaza residents to improve their lives. Ground floor commercial and service uses will create social hubs of activity for the neighborhood.

5.2 COMMUNITY ASSETS AND OPPORTUNITIES

Historic neighborhood fabric.

The Chinatown Core has a walkable, pedestrian-friendly scale that can accommodate new medium-density housing without changing the historic character of the area. Bringing new housing and additional residents to the neighborhood will activate the center of Chinatown, improving safety and increasing activity in public areas. Vacant and underutilized buildings and properties in the Chinatown Core offer a unique opportunity to add creative types of housing, such as live/work units or second-story mixed-use residential development to the neighborhood.

New affordable housing options in Chinatown.

Monterey County Housing Authority Development Corporation's (HDC) four housing projects (Haciendas Place – Phase 1 & 2, Daichi Village, and Hikari) and MidPen Housing's Moon Gate Plaza are catalysts for neighborhood transformation and strengthen the neighborhood by bringing new residents and amenities

to the area. They also provide a range of housing types for different resident and household needs, including large units for families, senior housing, and supportive housing. These developments also bring new community spaces and in the case of Moon Gate Plaza, active ground-floor uses to the neighborhood.

Opportunity sites for new housing.

Chinatown contains several vacant and underutilized parcels that could be developed with housing and other neighborhood-serving uses. If they are developed with housing as a priority, the opportunity sites identified in the Land Use and Design chapter can accommodate a meaningful number of new units to strengthen existing neighborhoods.

Quality non-profit developers.

The success of several recent affordable housing projects is due in large part to the stewardship, financial knowledge, and community support generated by affordable housing developers, namely MidPen Housing and HDC. The expertise of these organizations to leverage federal and state tax credits, design viable



Courtyard and community open space at Hikari Apartments.



Courtyard and community open space at future Moon Gate Plaza project, currently under construction.



Haciendas Place Phase I and II landscape areas facing the street.

projects, and navigate the permitting and funding process is crucial to building new affordable units.

5.3 GOALS, POLICIES, AND ACTIONS

The vision, goals, and recommendations contained within this Revitalization Plan were developed through an intensive community engagement process. Each of the six primary topic areas was evaluated and refined by a Working Group of residents and stakeholders, presented at a series of public Open Houses, and vetted by a Technical Advisory Committee. These results then evolved into the Goals, Policies and Actions found in this Housing and Neighborhoods chapter.

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

HN 1 – Increase Housing Supply and Bring New Housing Types to Chinatown.

Being one of the oldest neighborhoods in the City, Chinatown's housing stock is old (pre-1978), contaminated (lead-based paint), dilapidated, and neglected (code violations and red tags). The only residential construction that has occurred in decades is the four affordable housing projects along the periphery of Chinatown's Core and Moon Gate Plaza on Soledad Street. Increased housing diversity is also needed to address local and regional needs. Planning for mixed-income neighborhoods is a holistic approach to the housing crisis that not only satisfies demand across income levels, but also fosters the creation of a vibrant and diverse residential community in Chinatown.

The many vacant and underutilized properties within the Chinatown Core provide opportunities to diversify housing type and affordability in Chinatown. The City should focus on developing the parcels it owns and can use various mechanisms to facilitate development, such as flexible development standards for live/work units, and ground lease agreements. Expanding the Adaptive Reuse Ordinance to include



Hikari Apartments modular unit being dropped into place along the building's foundation.



Dai-Ichi Village is a 40-unit senior affordable development by Monterey County Housing Authority Development Corporation.

Chinatown beyond its historically listed structures can incentivize existing safe and habitable structures to be reused as residential development. A critical aspect of supporting housing affordability is to preserve and protect housing that already exists in a neighborhood, including “naturally-occurring” affordable housing.

Re-investment is also needed in Chinatown’s existing housing stock. Completing a Housing Conditions Assessment and exploring rehabilitation funding sources are first steps to identify opportunity sites to target for rehabilitation.

HN 2 – Ensure Tenant Protections Are in Place to Protect Individuals and Households of All Ages, Abilities and Income Levels.

Housing affordability continues to be a major concern both within Salinas and across California. The threat of displacement due to rising rents or redevelopment is a concern. Providing housing rights information through a coordinated outreach campaign to educate tenants and property owners on fair housing laws, tenant protections, and

relocation assistance is key to ensuring that both parties understand their rights, responsibilities, and services available to them. Through the City’s newly created Technical Advisory Committee for Housing Policies and Programs, Chinatown residents can be informed of new state laws around housing and have a voice in local decisions. These mechanisms, though likely to be implemented citywide, will be particularly beneficial for vulnerable communities living in transitioning neighborhoods like Chinatown.

HN 3 – Improve the Quality, Condition, and Sustainability of Housing Options for all Chinatown Residents.

Housing increasingly is understood to be a social determinant of health. Research shows that children living in dilapidated, overcrowded, or unsafe homes often exhibit comparatively lower levels of psychological health, which compromises their ability to excel in school and receive rewarding job opportunities later on as they age.

In the interest of public health and safety, Chinatown's existing housing stock requires extensive investment in rehabilitation. Apart from the affordable housing complexes and smaller structures constructed within the past decade, many of Chinatown's residential structures are either in disrepair or not code compliant due to age and lack of maintenance. Renovating existing buildings to both ensure code compliance and remove hazardous materials, such as lead-based paint, can go a long way in improving public health.

In general, the quality of Chinatown's housing stock is old and deteriorating. To ensure community health and safety, rental units need to be brought up to code. Starting with education, resident and property owners need to understand City code enforcement processes. Targeting the most extreme public nuisance properties is an effective way to leverage code enforcement to improve neighborhood conditions.

Improvements to building facades, front yards, and lighting can also help activate



Rendering of the Moon Gate Plaza, a mixed-use, 90 unit development by MidPen Housing following the Permanent Supportive Housing model.



Single Room Occupancy unit for extremely low income individuals at the Moon Gate Plaza project.

street frontages and alleviate blight, reducing the prospect of crime across the neighborhood. Sustainable living habits can also provide households with tangible financial benefits. Many low-income renters across California struggle with not only rising rents, but also costly utility bills. These expenses can be mitigated by using green technologies, such as solar panels and energy-efficient appliances, which contribute to reduced demand on the power grid. The City can expand access to and awareness of these technologies through partnerships with environmental

nonprofits, such as GRID Alternatives, and new promotional materials that educate households on both the financial and environmental benefits of domestic sustainability.

HN 4 – Foster a Sense of Neighborhood Ownership Among Residents to Build Community Unity and Agency.

Strong neighborhoods are created and sustained as a result of significant investments in public space. In addition, neighborhood beautification and maintenance projects provide major opportunities for communities to come together around a common goal. These processes help build local capacity that lay the foundation for even deeper levels of engagement in the future.

Neighborhoods also benefit when residents are empowered to voice their opinions and take initiative to resolve issues, and a great example of that is the Downtown Streets Team (DST) and their members who are assisting the City with maintaining Chinatown streets clean (see sidebar about DST on page 141). Identified actions can be pursued either at the grassroots level or in partnership with public

agencies. Engaged individuals can point the City toward urgent needs, such as building code enforcement, while locally formed neighborhood groups can help maintain public safety through voluntary neighborhood watch groups. Providing residents with the resources needed to take charge of their community will build capacity and lead to a more inclusive Chinatown in the long run.

The City will work closely with residents, property owners, and local groups – such as neighborhood associations, cultural and religious organizations, and service providers – to create and maintain a high-quality physical environment that addresses the needs of the Chinatown community.



Members of the Down Streets Team, who are helping keep the streets clean, join the Chinatown Block Party.

HN 5 – Assist the Chronically Homeless in their Search for Permanent and Sustainable Housing Solutions.

Chronic homelessness is a term used to describe persons or heads of household who have experienced homelessness for over a year and have a disabling condition such as serious mental illness, a substance use disorder, or a physical disability. A number of chronically homeless persons have not yet established income or their income lands in the Extremely-Low-Income (ELI) category, a notch below the qualifying income threshold for the affordable housing classification. In Salinas and Monterey County, the majority of housing stock is market rate, followed by a limited number of available affordable housing units.

Due to severely limited income as a result of a disabling condition, market rate housing becomes out of reach and affordable housing subsidies, when available, typically fall short of the financial assistance an ELI renter needs to get and to stay housed. Those who cannot stay with family or friends discover few shelter beds, limited bridge housing options, and subsidy shortfalls, which result in living

unsheltered on the streets, in parks, and in wooded areas. Subject to these conditions, despair and hopelessness grow. A return to one's former life seems nearly impossible.

True aide, alongside tangible assistance and intervention must convey a belief in people to recover their lives, to create and to direct new, healthy versions of themselves as contributing members of the larger community. Those living unsheltered, constituent groups, and concerned citizens alike are called to work on multiple fronts with the City to implement effective strategies and viable solutions to assist the homeless. For this reason, the City reopened the Chinatown Navigation Center.



Motorcycle club member giving a hair cut to a homeless individual at the Chinatown Block Party.



CHINATOWN NAVIGATION CENTER

The City reopened the Chinatown Navigation Center (formally known as the Chinatown Health Center) Phase 1 on November 1, 2019 as a bridge to permanent housing/permanent supportive housing and provide the homeless population access to bathrooms and showers. City staff continues to work on Phase II of the Chinatown Navigation Center, an overnight shelter.

HN 1. INCREASE HOUSING SUPPLY AND BRING NEW HOUSING TYPES TO DIVERSIFY CHINATOWN'S HOUSING STOCK.

POLICY	IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
HN 1.1 – Encourage the development of a diversity of new affordable and market rate residential and mixed-use developments.	HN 1.1.a – Develop partnerships to build mixed-income housing. Continue successful development of strategic partnerships with nonprofit and for-profit developers to create new mixed-income housing developments.	Community Development Department (CDD), For-Profit and Non-Profit Housing Developers	Ongoing-Short
	HN 1.1.b – Build low-and-moderate-income and workforce housing on City parcels. For City controlled properties, solicit developer proposals to build and manage deed restricted low, moderate, and workforce housing.	City, For-Profit and Non-Profit Housing Developers	Short–Medium
	HN 1.1.c – Consolidate sites to attract market rate development. Collaborate with developers to identify sites for possible lot consolidation and redevelopment to create new market rate housing.	CDD, For-Profit and Non-Profit Developers	Ongoing-Short
	HN 1.1.d – Inform stakeholders of housing opportunities outside of Chinatown. Work with housing providers to inform Chinatown residents and service providers of new and upcoming housing developments throughout the City.	CDD, For-Profit and Non-profit Developers, Public Services Agencies	Short

POLICY	IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
HN 1.2 – Create new financial incentives and secure new funding for the development of new affordable and market rate housing projects.	HN 1.2.a – Reduce development fees. Explore reducing City’s development impact fees and waive permitting fees to encourage the development of more housing projects.	CDD, For-Profit and Non-Profit Housing Developers	Ongoing-Short
	HN 1.2.b – Work with partners to facilitate the production of affordable housing and help developers close the feasibility gap. Work with the United States Department of Housing and Urban (HUD), Neighborhood Infill Finance and Transit Improvement (NIFTI), Opportunity Zones, Community Revitalization and Investment Authorities (CRIA), Housing Authority of the County of Monterey (HACM), Community Development Financial Institutions Fund (CDFIs), philanthropy, Monterey Bay Economic Partnership (MBEP), and other lending institutions to finance housing projects.	CDD, Monterey Bay Economic Partnership (MBEP), Community Development Financial Institutions Fund (CDFIs), Philanthropy, United States Department of Housing and Urban Development (HUD), Banks (Community Reinvestment Act), Housing Authority of the County of Monterey (HACM), Neighborhood Infill Finance and Transit Improvement (NIFTI), Community Revitalization and Investment Authorities (CRIA)	Medium
	HN 1.2.c – Promote Tax Credit funding to developers. Encourage for-profit and non-profit developers to collaborate and pursue California Tax Credit Allocation Committee (CTCAC) funding to create more low-income and market rate housing.	CDD, For-Profit and Non-Profit Housing Developers	Short

POLICY	IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
HN 1.3 – Explore opportunities to rehabilitate and reuse underutilized buildings and properties in Chinatown for housing.	HN 1.3.a – Expand Adaptive Reuse Ordinance to Chinatown. Expand the Central City Overlay Adaptive Reuse Ordinance to include Chinatown to allow existing safe and habitable nonresidential structures to be reused as residential or mixed-use developments.	CDD	Short
	HN 1.3.b – Conduct a Housing Assessment Survey. Complete a Housing Condition Assessment of existing residential structures to identify potential opportunity sites for rehabilitation.	CDD, Code Enforcement, Residents, Volunteers	Short
	HN 1.3.c – Investigate new financing methods for rehabilitation. Explore other programs to finance rehabilitation of existing housing stock such as a Revolving Loan Fund and providing technical assistance.	CDD, Non-Profit and For-Profit Developers	Medium

HN 2. ENSURE TENANT PROTECTIONS ARE IN PLACE TO PROTECT INDIVIDUALS AND HOUSEHOLDS OF ALL AGES, ABILITIES AND INCOME LEVELS.

POLICY	IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
HN 2.1 – Develop mechanisms designed to support tenant’s rights and uphold fair housing laws.	HN 2.1.a – Establish a Relocation Assistance Program. Create a program to financially support renters who must vacate uninhabitable housing and/or those evicted without just cause.	City, For-Profit and Non-Profit Housing, Developers, Rental Property Owners, Tenants, Community-Based Organizations (CBOs)	Medium
	HN 2.1.b – Launch a Fair Housing awareness and education campaign about tenant and landlord rights. Work with Fair Housing partners to create materials and workshops to educate residents and landlords about their rights and responsibilities.	CDD, Center for Community Advocacy, Eden Council for Hope and Opportunity (ECHO), HACM, Legal Services for Seniors	Short
HN 2.2 – Educate residents on the new State laws around housing policies and programs.	HN 2.2.a – Use new housing committee to develop educational materials and outreach strategies. Through the City’s newly created Technical Advisory Committee for Housing Policies and Programs, educate and inform Chinatown residents of all the new State housing laws and programs. Hold community meetings at existing community facilities and/or pop-up events along with existing community events.	City, For-Profit and Non-Profit Housing, Developers, Rental Property Owners, Tenants, CBOs	On-going

HN 3. IMPROVE THE QUALITY, CONDITION AND SUSTAINABILITY OF HOUSING OPTIONS FOR ALL CHINATOWN RESIDENTS.

POLICY	IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
HN 3.1 – Ensure the safety and quality of rental housing in Chinatown.	HN 3.1.a – Work with owners to bring properties and businesses into code compliance. Coordinate with Code Enforcement Division to proactively work with property and business owners to bring their residential and commercial properties into code compliance.	CDD, Property Owners, Business Owners	Short
	HN 3.1.b – Incorporate CPTED into development. Encourage existing and future developments to incorporate Crime Prevention Through Environmental Design (CPTED) features into their buildings.	CDD, Police Department (PD), Fire Department (FD), For-Profit and Non-Profit Developers, Property Owners, Business Owners	Short
	HN 3.1.c – Provide lead and asbestos information. Educate property and business owners about the dangers of hazardous contaminants like lead and asbestos found in old buildings and soils around them.	City, for-Profit and Non-Profit Developers, Property Owners, Business Owners	Short
	HN 3.1.d – Promote Removal of Lead-Based Paints. Remove lead-based paint hazards in the homes of low-income property owners through the Lead-Based Paint Grant (LBP) and similar programs. Assist residents to apply for the Lead-Based Paint and Healthy Homes Grant Program through HUD.	City, HUD	Immediate

POLICY	IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
HN 3.2 – Leverage code enforcement strategies to improve neighborhoods.	HN 3.2.a – Use Code Enforcement to address blight. Reduce blight by using code enforcement, nuisance abatement, and receivership to address significant problem properties.	City, Residents, Property Owners, CBOs	Ongoing
	HN 3.2.b – Provide code enforcement education. Host workshops in Chinatown for residents and distribute educational material on what City Code and code enforcement processes mean for renters and owners of housing.	City, Residents, Property Owners, CBOs	Ongoing
	HN 3.2.c – Continue collaborative efforts between City departments. Continue the effective collaborative effort between the Police Department, Code Enforcement Division, and the Fire Department that has focused on addressing extreme nuisance properties.	City, Residents, Property Owners, CBOs	Ongoing
	HN 3.2.d – Increase the number of code enforcement cases on extreme public nuisance properties. Consider increasing fines or penalties for repeat offenders (for serious infractions threatening life and safety).	City, Property Owners	Short

POLICY	IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
HN 3.3 – Connect households and developers to resources that promote environmental sustainability.	HN 3.3.a – Increase access to alternative energy sources. Expand funding sources for existing housing stock to access alternative energy programs to improve energy efficiency (solar panels/appliances/weatherization), with priority given to elderly and low-income households.	CDD, GRID Alternatives, Central Coast Energy Services	Short
	HN 3.3.b – Promote use of green technology in new developments. Encourage new developments to incorporate environmentally sustainable building features into their buildings and promote the development of energy efficient and well-designed units.	CDD, For-Profit and Non-Profit Developers, Property Owners, Business Owners	Ongoing

HN 4. FOSTER A SENSE OF NEIGHBORHOOD OWNERSHIP AMONG RESIDENTS TO BUILD COMMUNITY UNITY AND AGENCY.

POLICY	IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
HN 4.1 – Collaborate with residents and property owners to assist in neighborhood rehabilitation and maintenance.	HN 4.1.a – Expand the Neighborhood Beautification Program in Chinatown. Broaden the scope and increase the resources available for the Neighborhood Beautification Program to enhance residents’ ability to improve Chinatown planning area.	City, Residents, Property Owners	Ongoing
	HN 4.1.b – Create volunteer teams to organize community clean-ups. Building off existing neighborhood cleanups led by Downtown Streets Team, create formal civic committees and/or teams to organize clean-ups, and expand the number of beautification projects that promote safe, walkable spaces in the neighborhood.	City, City Council Members, CBOs	Ongoing

POLICY	IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
HN 4.2 – Promote resident involvement in community planning and City decision-making processes across all age groups.	HN 4.2.a – Continue engagement with residents on housing and neighborhood challenges and solutions. Collaborate with community organizations, service providers, developers, and governmental agencies to include residents in the identification of issues affecting their community and the creation of solutions to solve these.	City Departments, Monterey County, CBOs, Service Providers, Developers, Residents	Ongoing
	HN 4.2.b – Create neighborhood-specific engagement strategies. Develop and continually improve a civic engagement strategy that helps increase the capacity of the public to collaborate in the City's decision-making processes with regards to their specific neighborhood. This might include block meetings, sub-area public workshops, or other targeted engagement.	City Departments	Short
	HN 4.2.c – Include youth in engagement. Incentivize and invite youth to participate in community meetings and events and promote initiatives that they feel are needed to improve the neighborhood.	Buddhist Temple of Salinas, Boys and Girls Club on Monterey County, School Districts, Chinese Association of Salinas (CAS), Chinese American Citizens Alliance (CACA), Buddhist Temple, Filipino Community - Salinas Valley (FCSV)	Short
	HN 4.2.d – Encourage use of SalinasConnect Application. Promote use of the SalinasConnect App for reporting dangerous sidewalks, a pothole, abandoned vehicles, tree trimming, graffiti, or variety of other issues.	City, Residents, Neighborhood Watch Group, CBOs	Short

HN 5. ASSIST THE CHRONICALLY HOMELESS IN THEIR SEARCH FOR PERMANENT AND SUSTAINABLE HOUSING SOLUTIONS.

POLICY	IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
HN 5.1 – Pursue a coordinated, multi-pronged strategy to engage and assist chronically homeless individuals through outreach, intake and assessment, and housing navigation services.	HN 5.1.a – Develop an individual-centered engagement approach for assisting the homeless. Implement a street outreach, navigation and engagement approach that includes building a personal connection with the individuals, assessing their immediate needs, and working to identify and overcome barriers to improve health status and social support network, and address their housing needs.	CDD, Monterey County Department of Social Services (MCDSS), Service Providers, Monterey County Continuum of Care (CoC)	Short-Medium
	HN 5.1.b – Help individuals develop a housing plan. Implement a housing navigation approach that focuses on helping homeless individuals develop a housing plan, address the barriers identified during the plan or during regular navigation activities, and assist them with acquiring documentation and completing forms required for housing.	CDD, MCDSS, Service Providers, CoC	Medium
	HN 5.1.c – Hire and train Housing Locators. Housing Locators will, with support from a wide range of community members, focus on identifying and recruiting landlords willing to provide housing opportunities for homeless persons engaged by street outreach workers.	CDD, MCDSS, Service Providers, CoC	Medium
	HN 5.1.d – Help individuals keep their housing. Ensure home-based case management which focuses on helping persons with maintaining their housing by providing a balanced approach that helps clients receive necessary on-site and off-site supportive services consistent with a Housing First approach.	CDD, MCDSS, Service Providers, CoC	Medium
	HN 5.1.e – Create a “Move On” transition program. Implement a “Move On” program that identifies and transitions current permanent supportive housing residents who no longer require intensive services into other housing assistance programs including, but not limited to, Housing Choice Vouchers.	CDD, MCDSS, Service Providers, CBOs, CoC	Medium

POLICY	IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
HN 5.1 (Continued)	HN 5.1.f – Create a “Housing First” program. Pursue grant funding opportunities with nonprofit partners to establish a “Housing First” program that provides no-barrier access to supportive housing and is staffed with a Housing Navigator and Housing Locator. Ensure that these services connect and link individuals with a Section 8 Voucher.	CDD, Service Providers, CBOs, CoC	Short
	HN 5.1.g – Continue to work with the Monterey County Health Department to conduct street outreach. Evaluate existing barriers to housing access, and propose strategies to expand access through rehabilitation.	CDD, Monterey County Health Department (MCHD)	Ongoing
	HN 5.1.h – Utilize Federal, State and Local Funding to reduce homelessness. Allocate HUD and California Department of Housing and Community Development (HCD) and other local funding to produce additional housing opportunities (i.e., emergency shelter, transitional housing and permanent supportive housing) and improve services (i.e. housing navigation, housing locators, street outreach, rapid re-housing) to reduce homelessness.	CDD, HUD, HCD, Service Providers, CoC, Non-Profit Housing Developers	Short-Medium

POLICY	IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
HN 5.2 – Continue to explore options for innovative and low-barrier temporary, transitional, and supportive housing alternatives, such as the Sprung Structure.	HN 5.2.a – Create a program focused on moving homeless people from encampments to supportive housing. Launch a pilot program that transitions homeless individuals from encampments to permanent supportive housing.	CDD, MCDSS, CBOs	Short
	HN 5.2.b – Develop incentives for landlords to offer units to persons experiencing homelessness. Provide financial incentives such as holding fees for vacant units, damage mitigation funds, and offsetting potential legal fees to encourage landlords to rent their available units to persons experiencing homelessness.	CDD, Property Owners, Property Management Firms	Short
	HN 5.2.c – Develop more supportive housing units. Increase the number of permanent supportive housing units for low-income persons with a disabling condition for which they pay no more than 30% of their adjusted monthly income and where case-specific services, such as education employment health care, substance use counseling and treatment, trauma care, and emergency assistance, will be provided.	CDD, CBOs	Short

POLICY	IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
Hn 5.3 – Work to remove dismissible criminal records/barriers that are preventing individuals experiencing homelessness from being housed.	HS 5.3.a – Advocate for the creation of a Homeless Court. This court would consider the dismissal of criminal records/ barriers that could be removed in the interest of justice to facilitate homeless individuals getting into permanent housing.	Monterey County Courts, CDD, PD, CoC, Service Providers	Medium
HN 5.4 – Create an interdisciplinary team assist homeless individuals find housing.	HS 5.4.a – Consider expanding the term of service of the Homeless Outreach Team (HOT) Officer within the Police Department. Along with expanding the term of service, collaborate with Monterey County social workers, and Chinatown service providers to assist individuals experiencing homelessness find permanent housing.	CDD, PD, MCDSS, Service Providers	Medium



Solid

MARKETPLACE



Economic Development

Chinatown will transform into a prosperous neighborhood by providing its residents with education and training opportunities to start up small businesses and participate in employment, and by diversifying its economy through business development and promotion as a cultural and arts hub. Expanding Chinatown's retail and commercial base provides a range of benefits for the community – new types of businesses increase consumer choice and access to everyday neighborhood services, create job opportunities for the local workforce, and generate tax revenue that can be reinvested into revitalization efforts. Chinatown's reputation as an important historic and cultural destination will be capitalized on to attract new residents and visitors resulting in improved economic activity.



6.1 INTRODUCTION

This Chapter focuses on advancing economic development and improving prosperity for Chinatown’s residents. Current physical conditions pose many challenges such as property blight, contamination, poor infrastructure, and the lack of public and private investment. However, Chinatown’s location, walkability, and number of vacant and under-utilized parcels offer a unique opportunity to stimulate investment

and entrepreneurship and reshape this downtown adjacent neighborhood into a vibrant and thriving place. Chapter goals and policies will help reverse decades of isolation and disinvestment in Chinatown by improving its appearance, promoting the neighborhood as a cultural and arts destination, creating a critical mass of economic activity, supporting business growth, and increasing residents’ access to education, training, and employment.

Guiding Principle Icon Key



Economic Prosperity, Equity and Diversity



Housing Opportunities for All



Healthy and Safe Community



Youth Are the Future



Collaborative, Inclusive, and Engaged Decision-Making



Liveable and Sustainable Community



Connectivity, Access and Mobility



A Community to Celebrate

Goal Summary

ED 1. Improve the Appearance and Cleanliness of Chinatown.



A safe and clean environment is requisite to attract more residents, visitors, private investment, and commercial activity to Chinatown. The neighborhood's current environment of blight, violent crime, and homelessness negatively impacts Chinatown's prospects of a vibrant economy that meets residents' needs. The City will need to find creative ways to work with residents and local businesses to expand the scope of sanitation improvements, such as street sweeping and trash pickup and develop a robust maintenance schedule and improved coordination to maintain a clean and safe neighborhood that is attractive and viable for private investment and commercial activity.

ED 2. Promote Chinatown's Identity as a Unique Cultural, Arts, and Shopping Destination.



Chinatown's rich multicultural history, culture and arts are assets that can be used

to counteract the negative reputation of the neighborhood, and attract new residents, visitors, and investment to Chinatown. Promoting cultural programming and events such as the annual Asian and Obon Festivals as well as the creation of new cultural events will draw more residents and visitors to the neighborhood, increasing its economic activity. Coordinated promotion and branding efforts should include a new webpage that tells the neighborhood's multicultural story, showcases recent area improvements, and advertises upcoming events and promotes existing and new local businesses.

ED 3. Foster Business Creation, Retention, Expansion, And Attraction to Create a Critical Mass of Economic Activity Across the Neighborhood.



Growing the number and diversifying the type of business and services in Chinatown are essential to building a stronger economic base that creates job opportunities for Chinatown's workforce, provides retail options for the neighborhood's growing consumer base, and increases revenue for public

and private re-investment in the neighborhood. Vacant and underutilized buildings and properties have the potential to become low-cost live/work units, business incubators, and flexible makerspaces for artists, entrepreneurs and emerging industries. These emerging businesses will need business education, technical assistance and access to capital to thrive.

ED 4. Increase Access to Education Training, Entrepreneurship Programs, and Employment Opportunities for Existing and Future Residents.



Accessible and affordable education, training, and career pathway programs will prepare current and future residents for higher paying employment opportunities thus improving their economic stability and quality of life. Programs should include targeted food culture and "Ag Tech" opportunities related to Salinas' agricultural industry, and focus support for marginalized populations, such as individuals experiencing homelessness and undocumented immigrants, who often face discrimination in the job market.

Guiding Principle Connection

Economic Prosperity, Equity and Diversity



Providing businesses and employees with the resources, training, support, and access to capital and education that they need will stimulate economic growth, support self-sufficiency and expand employment opportunities.

Healthy and Safe Community



Public safety and economic revitalization reinforce one another. People are more likely to patronize shops in low-crime areas. These new consumers in turn bring more “eyes on the street” to further deter criminal behavior and maintain a safer, cleaner neighborhood.

Housing Opportunities for All



Expanding households’ access to employment opportunities and well-paying jobs provides the means to afford decent, safe, and secure housing. As incomes climb and savings accumulate, households will have access to homeownership opportunities to provide a greater degree of stability and accrue property wealth for future generations.

Youth Are the Future



Today’s youth are the future workers of Salinas. Providing Chinatown’s youth with educational pathways and technical training will equip them with the skills and experience necessary to achieve economic mobility and contribute to the community where they live.

Collaborative, Inclusive and Engaged Decision-Making



Securing resources needed to spur economic development requires transparent and sustained dialogue between stakeholders. Specifically, the City and the Chinatown community will continue to work on identifying obstacles to economic revitalization and will collaborate on solutions to eliminate these barriers.

Connectivity, Access and Mobility



A neighborhood's economic vitality relies on its local street infrastructure and mobility of its residents and visitors. Retrofitting Chinatown's streets to be more pedestrian-friendly can increase foot traffic, stimulating business activity for local retail shops and restaurants. Restored connections to adjacent neighborhoods and streetscape improvements along Chinatown's edges can grow its consumer base.

Livable and Sustainable Community



The demand for products and services in the "green economy" is growing precipitously across the nation. Chinatown can leverage its strengths in both manufacturing and agriculture to pave the way for new, eco-friendly companies to thrive in this area. Chinatown's businesses will also be encouraged to embrace sustainable practices in operations and tenant improvements.

A Community to Celebrate



A robust marketing campaign can promote and reinforce Chinatown's reputation as a historic and cultural destination, helping draw residents and visitors to patronize local establishments, and bring money to the neighborhood economy.

6.2 COMMUNITY ASSETS AND OPPORTUNITIES

Arts as an Economic Engine.

Chinatown is home to historic landmarks and religious and cultural resources that add value to the neighborhood by opening their facilities for community gatherings and activities. In addition, annual events such as the Asian and Obon Festivals celebrate the rich history and culture of Chinatown and attract visitors to the neighborhood. Opportunities exist for community arts to be used as an economic driver to activate vacant buildings and bottom floor retail space in new mixed-use developments. The artist display area that will be in Moon Gate Plaza's ground floor has the potential to bring a critical mass of artists and visitors to Chinatown. However, the opportunity to utilize arts and annual events as an economic engine cannot be maximized without first addressing Chinatown's physical condition and encampments. Coordinated communication with all stakeholders and development of a brand for Chinatown can transform current negative perception into a positive image.

Neighborhood Retail.

Chinatown's central location, walkability, and low land costs are ideal for innovative and new business concepts, including local and ethnic restaurants. Organizations such as El Pájaro Community Development Corporation (ELPCDC), also support small business growth by providing an array of education, technical assistance and access to financial resources. However, the key to supporting start-ups, small businesses and entrepreneurial success is attracting clientele to an area that feels safe and inviting. Unfortunately, these conditions are not presently in place in the neighborhood. Encampments need to be better managed and routine clean-ups and beautification put in place. In addition, connections to Downtown, the ITC, and the rest of the City must be re-established to diversify and grow Chinatown's economic base. As the neighborhood transforms, new and creative approaches are needed to provide fresh, healthy, local, and affordable foods and other neighborhood services and retail options to existing and future Chinatown residents.

Training Programs for Target Populations.

Several organizations in Chinatown are dedicated to connecting individuals experiencing homelessness with educational, social and housing resources. California State University at Monterey Bay (CSUMB) operates a Student Learning Center in the heart of Chinatown that provides free classes in computer literacy and job readiness for the homeless population. The Downtown Streets Team program not only offers homeless individuals financial stipends for community service, but also connects participants to housing and employment opportunities. In return participants support neighborhood clean-up and beautification efforts. These resources, and others, are key to support individuals' transition from a life on the street into permanent housing and employment.

Local Agriculture and Food Production.

As the "Salad Bowl of the World," the Salinas Valley is poised to capitalize on a growing interest in local, sustainable food production, agricultural technology, and an ever-growing culinary culture. Chinatown

is an ideal location for small agriculture start-ups, food production, and shared kitchen facilities, offering easy access to Downtown bars, restaurants, cafés, coffee shops, and bakeries at a low cost. A few facilities in Chinatown have large commercial kitchens which may provide opportunities for shared usage to support catering and small-scale food production.

6.3 GOALS, POLICIES, AND ACTIONS

The vision, goals, and recommendations contained within this Revitalization Plan were developed through an intensive community engagement process. Each of the six primary topic areas was evaluated

and refined by a Working Group of residents and stakeholders, presented at a series of public Open Houses, and vetted by a Technical Advisory Committee. These results then evolved into the Goals, Policies and Actions found in this chapter.

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

ED 1. Improve the Appearance and Cleanliness of Chinatown.

Chinatown has an image problem. Over the past two decades, widespread blight, violent crime, and homelessness have overshadowed the neighborhood's rich cultural history, existing businesses, and strong community based organizations.

Not surprisingly, these circumstances profoundly impact Chinatown's prospects of creating an inclusive and growing economy. Businesses require a safe, supportive, and attractive public environment to be successful, which is largely lacking in Chinatown. Many in the community point to crime, homelessness,



Historic and present day view along Soledad Street and the Chop Suey Republic Cafe Building in Chinatown.



Gutierrez Drive In Restaurant is the only food service establishment in the neighborhood.

poor sanitation, and dilapidated infrastructure as major deterrents to private investment. For this reason, minimal business expansion has occurred in the area over the last couple of decades. Poor neighborhood conditions contribute to a stagnant local economy, and a stagnant economy contributes to chronic unemployment and disinvestment in the community.

Improving Chinatown's physical condition is a prerequisite for economic development. The City will need to find creative ways to finance new initiatives that beautify Chinatown so that it becomes an attractive and viable area for

commercial activity. This includes working with residents, local businesses and property owners to expand the scope of maintenance efforts, such as coordinated street sweeping and trash pickup. Establishing regular community organized clean-ups and a new "Adopt-a-Block" program can encourage local businesses, property owners, residents and nonprofit organizations to take ownership of their surrounding areas.

ED 2. Promote Chinatown's Identity as a Unique Cultural, Arts, and Shopping Destination.



Arnold's Upholstery is one of a few light industrial and manufacturing establishments in the Chinatown Core.

Establishing design guidelines and coordinated marketing are required to change current negative perceptions regarding Chinatown. A website should be developed to tell the neighborhood's story, showcase recent improvements to the area, and advertise upcoming social events. Efforts to combat negative perceptions will in turn entice outsiders to visit Chinatown more frequently, helping to open possibilities for new private investment and expand the consumer base for local retailers.

To advance economic development, Chinatown should be promoted as an arts and cultural destination. When people

visit galleries, other cultural institutions, and attend events, they infuse money into the local economy by paying admission fees and patronizing nearby restaurants, cafes, and shops. Chinatown's rich cultural heritage lends itself well to the creation of new cultural spaces that can serve this very purpose. New places to gather for performances, entertainment, and other street activities will be created to foster creative expression while also showcasing the vibrancy of the local culture.

ED 3. Foster Business Creation, Retention, Expansion, And Attraction to Create a Critical Mass of Economic Activity Across the Neighborhood.

Growing Chinatown's commercial base is essential to the neighborhood's revitalization. Businesses provide much-needed job opportunities for the workforce, creating pathways toward economic mobility that can improve households' financial security. When employees have more disposable income, they become more likely to put money back into the local economy as consumers.

Business growth can take various forms. For example, entrepreneurship is often

praised for its ability to stimulate local economic development as it leads to innovation – whether in process or product. This type of business expansion eventually increases local employment demand, providing dynamic job opportunities for workers who would otherwise have few options.

Strategies to stimulate commercial activity extend to the retail sector as well. In any vibrant neighborhood, a “main street” serves as an anchor for local commerce. By clustering retail options close together, these corridors provide convenient access to a broad range of amenities – including grocery stores, coffee shops, hair salons, and gyms – all within walking distance of one another. This clustering of uses increases foot traffic in public spaces, which allows businesses to interface more frequently with consumers, thus generating more sales revenue.

A range of financial, regulatory, and programmatic tools can be used to support Chinatown's commercial renaissance. To promote small business growth, the City can create a new microloan program to help local entrepreneurs get off the ground more easily. Partnerships with community organizations and other business



OPPORTUNITY ZONE

The federal Opportunity Zones (OZ) Program was created by the 2017 Tax Cuts and Jobs Act. These zones are designed to stimulate economic development and job creation in distressed communities throughout the U.S. by providing tax benefits to investors who invest capital in eligible OZ areas. The Chinatown planning area is entirely within Census Tract 13, which is one of 5 Census Tracts in the City designated as OZ.

NEW MARKET TAX CREDIT

The NMTC Program attracts private sector investment capital to underserved markets by permitting individual and corporate investors to receive a credit against their federal income taxes in exchange for equity investments in for-profit or non-profit operating businesses and real estate projects in low-income communities. The NMTC program is flexible with regard to project type and purpose and can be used to finance equipment, operations, or real estate. Real estate financing can purchase or rehabilitate retail, manufacturing, agriculture, community facilities (e.g., health services, museums, or charter schools), rental or for-sale housing, or combinations of these.

assistance providers can also facilitate the creation of new live/work units, business incubators, and flexible makerspaces that can accommodate a variety of existing and emerging industries. Chinatown's designation as a federal Opportunity Zone and New Market Tax Credit Program eligibility can also incentivize private sector investment.

ED 4. Increase Access to Education Training, Entrepreneurship Programs, and Employment Opportunities for Existing and Future Residents.

Workforce development is essential to ensuring inclusive economic growth. Structural changes to a neighborhood's economic base demand a high degree of adaptability from local workers, which exerts pressure on those with limited skills who wish to remain employable in an ever-evolving job market. Just 35% of Chinatown's current population has a high school diploma or higher education - these individuals may struggle to find opportunities to participate in new economic opportunities without targeted and sustained support.

The agricultural industry, which employs nearly one out of every four workers in Monterey County, presents a unique opportunity for education, training and job opportunities in Chinatown. As advancements in automation continue to reduce labor demand in the fields, many workers can be transitioned into the blossoming "AgTech" industry. Creating pathways for Chinatown's youth and workforce to enter this field presents an opportunity for an inclusive economic development process.

Individuals experiencing homelessness face greater challenges re-entering the workforce or finding permanent employment due to barriers that exist in their lives. Barriers that prevents them from finding or retaining employment range from having a criminal record to a drug/alcohol addiction, a chronic mental health problem, and/or a physical disability. The 2017 Chinatown Count and Survey conducted by the City and the Institute of Urban Initiatives showed that 18% of the homeless surveyed in Chinatown were employed, most of them having a part-time job and only a few of them having a full-time job. A great majority of the survey participants, 60.7%, indicated that they were unemployed. Survey participants

indicated that the main reasons for being unemployed included: a physical disabling condition (24.6%), a drug/alcohol problem (24.6%), a health problem(s) (14.8%), and no tools to perform a trade (21.3%). Non-profit organizations like the CSUMB Student Learning Center as well as the Downtown Streets Team, both of which are located in Chinatown, offer employment training and assist participants with gaining skills needed to re-enter the workforce. Continued efforts to remove employment barriers will assist homeless individuals to be better prepare for employment opportunities.

To create a truly livable and inclusive Chinatown, this Revitalization Plan outlines an agenda that centers on closing the local skills gap. The City and its partners can implement new job training programs, mentorship schemes, and other strategies following best practices such as We Are MORTAR that equip workers with the tools they need to thrive for years to come. This will include targeted support for marginalized populations, such as undocumented immigrants, formerly incarcerated, and homeless individuals who often face discrimination and “implicit bias” in the job market.



The Ted Taylor Ag Vocational Center will offer training for highly -skilled, living-wage agricultural jobs and a high school diploma.



Ted Ponton Glass Shop in Chinatown.

WE ARE MORTAR

Since 2014, MORTAR has provided historically marginalized entrepreneurs access to resources needed to start and run successful businesses. During a 15-week Academy aspiring entrepreneurs make real decisions as they develop a business plan and determine if entrepreneurship is a path they want to continue to pursue. Academy graduates receive 18-months of continued mentoring and coaching, technical and marketing assistance, accounting and financial literacy and support accessing capital. Program Alumni have launched arts and entertainment, retail and service, food and beverage, and social enterprises.

ED 1. IMPROVE THE APPEARANCE AND CLEANLINESS OF CHINATOWN.

POLICY	IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
ED 1.1 – Develop a streetscape plan to beautify the neighborhood and attract businesses.	ED 1.1.a. Develop a Streetscape Plan. Work with community members to create a streetscape plan that identifies amenities that will support a vibrant and clean retail corridor.	Community Development Department (CDD), Property Owners, Business Owners, Public Works Department (PW), Private Developers, Community Base Organizations (CBOs)	Medium
	ED 1.1.b. Focus on Keeping Public Spaces Clean and Safe. Prioritize safety and sanitation improvements on the public right of way to help encourage the return of local small and medium sized “mom and pop” businesses.	CDD, PW, Business Owners, Property Owners	Medium
	ED 1.1.c. Enlist Business and Property Owners to Maintain Streetscape. Establish maintenance agreements with business and property owners to maintain the streetscape.	CDD, PW, Business Owners, Property Owners	Medium

POLICY	IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
ED 1.2– Establish a consistent neighborhood maintenance program.	ED 1.2.a. Expand Trash Pick-up and Street Sweeping Schedules. Expand trash pick-up and street sweeping schedules. Set regular maintenance schedules that meet the needs of the district and community. Educate the community so that cars can be removed to maximize trash pick-up and street sweeping.	Property Owners, Business Owners, Residents, Business Associations, CBOs	Short
	ED 1.2.b. Establish and Adopt-a-Block Program. Establish an Adopt-a-Block Program. Create program guidelines and seek program funding sources. Engage corporations, businesses, and faith-based organizations to take ownership of maintaining the areas around their businesses.	Business Associations	Short
	ED 1.2.c. Increase Number of Organized Clean-Ups. Increase the number of organized community clean-ups. Improve coordination and execution of quarterly corridor clean-ups that instill a sense of pride in the community.	City, Business Associations, Affordable Developments	Immediate
	ED 1.2.d. Continue to Collaborate with Downtown Streets Team. Partner and continue to collaborate with Downtown Streets Team to work with homeless individuals to maintain the public streets and places in Chinatown and keep them free of debris and trash.	CDD, Downtown Streets Team	Short
ED 1.3– Support creation of key cultural spaces, such as the creation of an Asian Museum/Cultural Center to bring visitors to Chinatown.	ED 1.3.a. Transform Republic Café into Museum or Cultural Center. Partner with community stakeholders and nonprofit partners to transform the Republic Café into an Asian Museum and/or Cultural Center.	CDD, Nonprofit Partners, Asian Cultural Experience (ACE), Property Owner	Long
	ED 1.3.b. Seek Funding for Museum or Cultural Center. Engage potential donors and foundations that could help fund, program, and operate the museum/cultural center.	CDD, Nonprofit Partners, Community Foundations	Long

ED 2. PROMOTE CHINATOWN'S IDENTITY AS A UNIQUE CULTURAL, ARTS, AND SHOPPING DESTINATION.

POLICY	IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
ED 2.1 – Develop a neighborhood branding and promotional strategy as commercial activity in the Chinatown core increases to promote Chinatown as a cultural, art and retail destination.	ED 2.1.a – Develop a district identity theme. Create a district branding program that includes logo, hashtag, and slogan that focuses on the uniqueness of Chinatown. Consider investing in a branding expert to develop and coordinate branding efforts.	City, Business Owners, Property Owners, CBOs	Short
	ED 2.1.b – Use social media to promote branding and district identity and pride. Improve social media presence, educating business owners on social media platforms and distributing promotional content to advertise Chinatown businesses.	City, Business Owners, Property Owners, CBOs, Residents	Short
	ED 2.1.c – Promote Chinatown businesses. Create a website for Chinatown that promotes district efforts and local businesses through an online business directory.	CDD, CBOs, Business Owners, Property Owners	Short
	ED 2.1.d. Establish a Chinatown Community Calendar. Create a Chinatown events calendar and increase the number of community, cultural, and art events. Work with community groups and businesses to develop calendar and come-up with new and culturally relevant events.	CDD, CBOs, Business Owners, Property Owners	Short
	ED 2.1.e. Include Business and Property Owners on Community Advisory Boards. Consider the creation and/or formation of a Community Business Association for the existing and new businesses in Chinatown.	CDD, Business Owners, Property Owners	Short

POLICY	IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
ED 2.2 – Establish corridor design guidelines to improve appearance, create district identity, and increase safety.	ED 2.2.a – Establish Design Guidelines. Create standards for colors, materials, building form, and frontage character that reflect Chinatown as a cultural and arts district for existing and new businesses to follow.	Property Owners, Business Owners, Residents, Residents, City	Short
	ED 2.2.b – Promote art in privately-owned spaces. Create a program to encourage the creation of more murals on blank business walls.	Arts Commission, Business Owners, Community Arts Groups	Short
	ED 2.2.c – Implement Crime Prevention Through Environmental Design (CPTED) concepts. Incorporate CPTED principles into design guidelines as a proven strategy for increased safety and community driven, neighborhood enhancements. Work with developers and business owners to incorporate CPTED design guidelines.		Short

ED 3. FOSTER BUSINESS CREATION, RETENTION, EXPANSION, AND ATTRACTION TO CREATE A CRITICAL MASS OF ECONOMIC ACTIVITY ACROSS THE NEIGHBORHOOD.

POLICY	IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
ED 3.1 – Transform Soledad Street into a retail-oriented corridor with a diverse array of amenities and businesses.	ED 3.1.a. Create a Neighborhood Retail Strategy. Work with community stakeholders to develop a strategy on how to attract neighborhood services such as retail, live/work units, restaurants, and art studios.	CDD, NDC, Economic Development Division (EDD), Property Owners, Business Owners, Developers	Medium
ED 3.2 – 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 3.2.a – Research Co-Working or Incubator Space Models. Collaborate with business assistance providers to investigate successful models in other cities. Explore models that incorporate Chinatown’s rich cultural, social, and artistic identity, combined with technology.	CDD, Property Owners, Business Owners	Medium

POLICY	IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
ED 3.3 – Expand access to capital for existing and prospective small businesses in Chinatown that serve the daily needs of the existing and growing local population.	ED 3.3.a. Identify Funding for Business Expansion and Property Improvements. Pursue funding from the CDBG program and Grow Salinas Funds to assist business owners in rehabilitating and expanding their properties.	CDD, National Development Council (NDC)	Ongoing
	ED 3.3.b. Increase Business Access to Capital. Connect businesses to microloan programs to support their growth and expansion.	CDD, Pajaro Community Development Corporation (Pajaro CDC), Small Business Development Center (SBDC), Other Lenders	Medium
	ED 3.3.c. Simplify Regulatory Processes. Seek opportunities to streamline the business permitting and licensing process for new businesses seeking to locate or expand services in Chinatown.	CDD	Short
	ED 3.3.d – Create a Business Navigator Position. Create a City staff position to help current and future Chinatown business owners navigate regulatory processes from start to finish.	CDD	Medium

POLICY	IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
ED 3.3 (Continued)	ED 3.3.e – Develop a Business Coach/Mentorship Program. Create bilingual coaching/mentorship opportunities that can help business owners write business plans. Match entrepreneurs with existing business owners. Identify both veteran and younger business owners to be mentors.	CDD, Pajaro CDC	Short
	ED 3.3.f. Provide Business Education and Technical Assistance. Provide relevant, bilingual business assistance workshops in topics like ADA Compliance, Lease Negotiation, Customer Service, Loans, Management, Business Plans, Bookkeeping, and Social Media. Explore offering online training and services.	CDD, Pajaro CDC	
	ED 3.3g. Foster Entrepreneurship. Research and pursue partnerships with national nonprofits, such as “We Are Mortar,” that collaborate with local partners to support local entrepreneurship.	CDD, Non-Profit Partners	Short

POLICY	IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
ED 3.4 – Highlight investment opportunities in Chinatown for business owners and prospective investors.	ED 3.4.a- Promote Chinatown’s Investment Opportunities. Utilize Chinatown’s qualifying census tracts under the Opportunity Zone and New Market Tax Credit to attract investors.	CDD, Economic Development Division	Medium

ED 4. INCREASE ACCESS TO EDUCATION TRAINING, ENTREPRENEURSHIP PROGRAMS AND EMPLOYMENT OPPORTUNITIES FOR EXISTING AND FUTURE RESIDENTS.

POLICY	IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
ED 4.1 – Create or recruit new job training programs (e.g., JobCorps) to both bring job opportunities for Chinatown’s residents and satisfy the needs of local industry.	ED 4.1a – Expand Vocational Training Opportunities. Partner with regional stakeholders to create new, culturally competent vocational training programs and career fairs around retail and art business models and increase access to existing ones.	CDD, CBOs, Hartnell, California State University, Monterey Bay (CSUMB), Workforce Development Board	Short
	ED 4.1.b – Promote Available Educational Resources. Connect residents to educational resources that are tailored to the needs of the local industry through newsletters, program directories, promotional brochures, and displays at existing community centers.	CDD, CBOs, Center for Employment Center, Salinas Adult School	Short
	ED 4.1.c – Foster Relationships with Hartnell College. Collaborate with Hartnell College and existing community organizations and affordable developments to forge both informal and formal relationships with the Chinatown community via internships, workshops, and open house events.	CDD, Hartnell College, Buddhist Temple of Salinas, Chinese Association of Salinas (CAS), Chinese American Citizens Alliance (CACA), Buddhist Temple, Filipino Community - Salinas Valley (FCSV), Housing Authority of the County of Monterey (HACM)	Medium
	ED 4.1.d – Recruit College Graduates for Americorps VISTA Program. Engage community organizations, nonprofits, etc. to pursue Americorps partnerships such as CivicSpark to attract recent college graduates to support and implement affordable housing, mobility, and other projects/ initiatives.	CDD	Short

POLICY	IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
ED 4.2 – Leverage local agriculture, food, and non-profit resources to create entrepreneurial development, micro-lending, and job opportunities.	ED 4.2.a – Foster Opportunities in Food Culture. Educate residents interested in operating a Home Kitchen Microenterprise.	CDD, CBOs, County Health Department, Residents	Short
	ED 4.2.b – Establish a Community Kitchen. Create a community commercial kitchen on the ground-floor of a new mixed-use development or adaptive reuse building.	CDD, CBOs, For-Profit and Non-Profit Developers	Medium
	ED 4.2.c – Create Culinary Incubator Space. Establish strategic partnerships with El Pajaro CDC and stakeholders in the agricultural industry to create food startup opportunities in incubator spaces.	CDD, CBOs, El Pajaro CDC	Short
	ED 4.2.d – Pilot a Culinary Career Pathway Program. Develop a training program for those interested in pursuing a culinary career.	CDD, CBOs, El Pajaro, CDC, Rancho Cielo	Short
ED 4.3 – Support organizations that assist the homeless, undocumented immigrants, and the formerly incarcerated find employment and become self-sufficient.	ED 4.3.a – Promote Downtown Streets Team. Collaborate with Downtown Streets Team and promote their program as a steppingstone for homeless individuals into employment.	CDD, Downtown Streets Team (DST)	Immediate
	ED 4.3.b – Remove Barriers to Job-Entry and Re-Entry. Remove barriers to job entry and re-entry via implicit bias training and awareness workshops.	CDD, CBOs, Service Providers, DST	Short
	ED 4.3.c – Evaluate Employment Pathways for Marginalized Populations. Evaluate the idea of creating educational and vocational training programs that target the formerly incarcerated or individuals experiencing homelessness.	CDD, CBOs, Service Providers, DST	Short-Medium

POLICY	IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
ED 4.4 – Integrate adult learning programming, such as general education development (GED) courses and English as a Second Language (ESL) classes, into vocational training and workforce development programs.	ED 4.4.a – Develop Adult Career Pathways. Create career pathways that help adults obtain a GED and develop the language skills required to enter into postsecondary and vocational training.	School Districts, CBOs, HACM, MidPen Housing	Ongoing
	ED 4.4.b – Expand adult learning opportunities. Collaborate with workforce development board and service providers to expand adult learning opportunities including workforce development training at existing community centers and affordable housing developments.	Workforce Development Board, School Districts, CBOs, HACM, MidPen Housing	Ongoing
ED 4.5 – Provide childcare professional development opportunities for Chinatown residents.	ED 4.5.a. – Expand Childcare Career Pathways. Expand pathways for residents to become licensed childcare providers, including advocating for Hartnell Community College to add state-required childcare certification courses.	Hartnell College, Residents	Ongoing
	ED 4.5.b – Connect childcare operators with business and financial education. Provide small business and financial management classes to support providers with establishing, managing, and expanding their business operations.	City, Hartnell College, Residents,	Ongoing
	ED 4.5.c – Help individuals navigate the childcare licensing process. Collaborate with child development organizations to provide educational workshops and materials to assist potential childcare providers with understanding and complying with State regulatory processes.	Mexican American Opportunity Foundation	Short



7

Health and Safety

Residents, business owners, faith-based and cultural organizations, service providers, and the City have coalesced around prioritizing the creation of a safe and clean Chinatown. Through programs like Downtown Streets Team and the Homeless Outreach Team (HOT) Officer, the City has invested as never before in creating a clean, safe, and welcoming community poised for new housing and businesses. By stepping up collective efforts around health and safety, Chinatown will finally become a vibrant, clean and well-maintained neighborhood.

Chinatown stakeholders are willing and ready to build trusting partnerships with public safety officials (police, fire, and code enforcement) to reduce criminal activity and blight and make critical infrastructure investments around lighting and security. Through continued collaboration with service providers, the Health Department, hospitals, and the City, medical and mental health services can

be expanded to residents including those experiencing homelessness. With so many vacant properties, Chinatown is ripe for revitalization so long as remediation of these opportunity sites occurs. Significant affordable housing development has made Chinatown home to a large residential population in need of greater access to healthy and fresh foods.



7.1 INTRODUCTION

During the planning process, many in the community prioritized improvements to public safety, security, and health. However, the ongoing homeless encampments were identified as the biggest impediment to a safe and clean Chinatown. Ultimately, the solution to Chinatown's encampments is housing, but in the meantime, there must be a balance between homeless services including medical and mental health, enforcement, security enhancements, and clean-up efforts. In the short-term, it is critical that daytime camping on

the public right of way in Chinatown no longer occurs especially as new case management services and new housing options become available. Chinatown's stakeholders effectively determined the most important actions to improve health and safety. As a result, this Chapter focuses on four main goals and associated policies and actions including: improving cleanliness and safety, renovating properties, strengthening the provision of social services, and increasing access to healthy food.

Guiding Principle Icon Key



Economic Prosperity, Equity and Diversity



Collaborative, Inclusive, and Engaged Decision-Making



Housing Opportunities for All



Liveable and Sustainable Community



Healthy and Safe Community



Connectivity, Access and Mobility



Youth Are the Future



A Community to Celebrate

Goal Summary

HS 1. Cultivate a Safe and Clean Neighborhood Environment in Which Residents, Employees, and Visitors Feel Comfortable and Safe at All Times.



A safe and clean environment encourages residents to spend time outside their homes while being active and socializing with neighbors. It also brings visitors to the neighborhood and increases foot traffic for local shops. By stimulating economic development, new businesses will be more willing to invest in the neighborhood, thus creating job opportunities for the local workforce invest in the neighborhood and creating job opportunities for the local workforce.

HS 2. Continue to Provide Needed Social Services to Stabilize the Homeless Population.



For a long time, homeless services have been concentrated in Chinatown. While these services are becoming more widely distributed throughout Salinas and Monterey County, unsheltered residents must continue to be supported by these social services throughout the

revitalization process. As new housing and increased services for those experiencing homelessness are provided, daytime camping must in turn be phased out.

HS 3. Address Contaminated Parcels, Dilapidated Buildings, and Abandoned Properties to Ensure They Are Safe to Residents and Visitors.



Parts of Chinatown's built environment pose serious risks to public welfare. A dilapidated built environment can serve as an invitation for criminal behavior and pose serious fire risks. Additionally, exposure to hazardous building materials – like lead and asbestos – can cause health complications. A robust set of improvements will ensure the community's health and safety for years to come.

HS 4. Expand Access to Healthy and Affordable Foods for All Residents.



Creating a strong and resilient community requires a healthy food culture. Currently, access to healthy and affordable foods is severely limited in Chinatown except for established food assistance programs.

Efforts should focus on organizing a grocery store, farmers' market, community garden, buying club, community kitchen, or/and educational campaign, which can go a long way in expanding access to fresh produce.

Guiding Principle Connection

Economic Prosperity, Equity and Diversity



Public health and safety are directly tied to the economy, at the individual and neighborhood levels. Reducing crime is also considered a prerequisite to attracting new private investment in a neighborhood. In Chinatown, challenges from homelessness, criminal activity, blight and trash accumulation are depressing economic activity and causing businesses to leave. Several strong businesses remain, but it is critical to work with them to address their immediate safety and cleanliness concerns.

Healthy and Safe Community



Individuals are less likely to walk, cycle, or exercise in public spaces such as parks and gymnasiums when they do not feel safe in their neighborhood. Lack of access to health and affordable foods can also lead to poor diets and compromise community health. Although Chinatown has limited access to public parks, numerous private facilities can provide recreational opportunities in a safe setting. Service providers can continue and expand their role in fulfilling food security for Chinatown's low-income residents.

Housing Opportunities for All



Promoting public health and safety starts at home. In Chinatown, this means removing lead-based paints and remediating properties contaminated with lead or asbestos. It also means addressing blighted and vacant buildings that pose a risk to the new housing developments.

Youth Are the Future



Childhood experiences have a huge influence in shaping the people we become. Creating a safe and secure neighborhood means ensuring a bright future for our youth. Chinatown's sizable youth population makes it more critical than ever to ensure the neighborhood is safe and has access to health services for families.

Collaborative, Inclusive and Engaged Decision-Making



Community stakeholders and residents can bring attention to key safety concerns when they are empowered to participate in planning and governing. This improves transparency and creates an open dialogue with public agencies, ultimately resulting in public action to address concerns in the community. Community stakeholders have been extremely engaged in this planning process and are willing to participate in plan implementation.

Connectivity, Access and Mobility



Creating a safe interconnected network of bike lanes, trails, and greenways can encourage residents to walk and cycle through their neighborhood. Little investment has been made to improve Chinatown's connectivity and basic infrastructure; but through funding can be allocated toward improving infrastructure, connectivity, and overall safety in Chinatown.

Livable and Sustainable Community



Public health and safety are dependent upon the quality and sustainability of the local environment. Compact urban spaces, attractive neighborhoods, and community gardens are ideal components for a more livable Chinatown. Historically unregulated businesses must also be remediated for successful environmental redevelopment.

A Community to Celebrate



Vibrant public facilities offer spaces for the community to congregate, recreate, and socialize. They also increase "eyes on the street," which help to deter crime, encourage community gatherings and celebrations, and promote wellness for all. Community celebrations, like the Chinatown Block Party, can also be used to connect residents to health and housing services.



“EYES ON THE STREET”

The phrase ‘eyes on the street’ refers to an increased level of activity on a street and perceived safety to users as a result of the physical design. Well-lit streets, with pedestrian-scale amenities, clear lines of sight, and visibility into storefront windows create an environment that encourages higher levels of activity and reduces crime, thus improving neighborhood’s perceived safety and social cohesion.

7.2 COMMUNITY ASSETS AND OPPORTUNITIES

Access to Fresh and Healthy Food.

Though there is a shortage of healthy and fresh food options within the neighborhood, Chinatown benefits from the social service agencies that provide food assistance. The Food Bank of Monterey County is the primary food resource to a network of 140 Monterey County nonprofit agencies that serve the elderly, chronically ill, homeless, unemployed and working poor. Member agencies include multiple service providers in Chinatown such as Dorothy’s Place, Victory Mission, and Sun Street Centers. By feeding over 10,800 people every week, the Food Bank also provides valuable assistance to low-income residents by reducing food expenses so that they can afford to pay rent and stay housed. Dorothy’s Place uses donations from the Food Bank to prepare nutritious meals for very low-income residents and those experiencing homelessness. The commercial kitchen, known as Dorothy’s Kitchen, serves approximately 400 meals daily in Chinatown. This food assistance is often an effective outreach tool and a way

to connect people who are experiencing homelessness with case management.

Structured food assistance programs have fulfilled an essential need; however, unstructured food donations have actually worsened conditions in Chinatown. Salinas residents frequently go down to Chinatown and hand out food directly to homeless individuals. Although it may feel like a good deed, it is often extending the amount of time people live on the street before seeking help. More importantly, it adds to safety and cleanliness problems in Chinatown by increasing waste that attract vermin, which can carry disease. Instead Salinas residents should be encouraged to donate and volunteer for established food assistance programs.

Access to a Strong Network of Social Service Providers.

Chinatown has an established network of social service providers dedicated to addressing homelessness. These long-standing organizations have been active participants in revitalization efforts while strongly advocating for the needs of those experiencing homelessness. Although these organizations have always worked well together, the revitalization plan, along



with new state homeless and housing funding, provides an even better incentive to closely collaborate especially around housing. The California Department of Housing and Community Development (HCD), along with other state agencies, also offer technical assistance to help jurisdictions and service providers build capacity to forge partnerships, leverage resources, and improve services and housing outcomes.

Clean Streets and Public Spaces

Chinatown has had ongoing sanitation challenges largely due to the concentration of encampments, which have led to accumulation of tons of trash and public urination and defecation. This problem is exacerbated by direct donations of household items, clothes, and food to homeless individuals as well as illegal dumping that adds to the waste stream. To mitigate immediate life and safety concerns associated with all this trash, Public Works has been conducting regular and expensive clean-up efforts. However, the City wanted a more sustainable solution and therefore, recruited the Downtown Streets Team (DST) Program to expand to Salinas. Through DST, homeless team members work Monday through Friday, four hours per day to keep

Chinatown clean. The members also receive case management and housing navigation services. The Program has been a huge success resulting in a significantly cleaner Chinatown. In addition to DST, the City also extended access to bathroom facilities through strategic use of port-a-potties and opened of hygiene services at the Chinatown Navigation Center. These efforts have helped to reduce human waste along public streets, sidewalks, and other spaces.

Clean Streets and Public Spaces

Chinatown is regarded as one of the most dangerous areas of the City and is known for its open-air drug market. Due to changes in California law, it is harder to prosecute the narcotics trade, making it more difficult to halt the activity in Chinatown. This reality has frustrated both law enforcement and community stakeholders who would like to stop drug sales and significantly reduce crime. Despite these challenges, the Salinas Police Department (SPD) has stepped up investigations and worked effectively with stakeholders to identify perpetrators and make big arrests.

SPD's commitment to Chinatown is not just about enforcement, but also about community policing. Over a year ago, SPD

initiated the Homeless Outreach Team (HOT) program based upon similar models in other communities to proactively engage those experiencing homelessness. A HOT Officer has been assigned to coordinate this team and works closely with Community Development's Housing Division. Early next year, SPD will establish offices on the ground floor of Moon Gate Plaza to support both its enforcement and community policing functions. These efforts are paying off by building trusting relationships between Chinatown stakeholders and SPD, and by creating a safer environment for everyone.

7.3 GOALS, POLICIES, AND ACTIONS

The vision, goals, and recommendations in this Revitalization Plan were developed through an intensive community engagement process. Each of the six primary topic areas was evaluated and refined by a Working Group of residents and stakeholders, presented at a series of public Open Houses, and vetted by a Technical Advisory Committee. These results then evolved into the Goals, Policies and Actions found in this chapter.

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

HS 1. Cultivate a Safe and Clean Neighborhood Environment in Which Residents, Employees, and Visitors Feel Comfortable and Safe at All Times.

A community thrives when its members feel safe and secure. People are more likely to spend time in public when they are comfortable with their surroundings. As a result, there are more interactions between neighbors, active lifestyles, and recreational opportunities for children at all times of the day. A lack of safety can also compromise a community's economic wellbeing. Prospective businesses are less likely to invest or expand in higher-crime areas due to fears of property crime, theft, or a lack of robust consumer base for retail establishments.

New housing development in Chinatown is starting to create a positive and secure perception of the neighborhood, but further work must still be done. Improving safety in Chinatown will require robust investment in resident, civic, and proprietor engagement, alongside evaluating targeted infrastructure improvements to support the phased transitioning of the district envisioned by stakeholders and residents alike. New lighting across the neighborhood will help reduce or eliminate dark spots along key neighborhood



COMMUNITY PARAMEDICINE TEAM

Community Paramedicine is a new and evolving healthcare model that combines public health, primary healthcare, and preventative services. A CP team is group of licensed paramedics and EMS professionals that provide and connect patients to primary care services, offer post hospital follow-up care, and integrate local health agencies and providers with underserved communities.

corridors, including Bridge, Soledad, California, and East Lake Streets. Other initiatives that could assist in changing this perspective include the regular and continued corridor maintenance that is currently underway by the Downtown Streets Team, expanding and continuing the Community Policing model of the Homeless Outreach Team; (HOT) Officer in Chinatown; as well as a donor education campaign to direct and better manage civic generosity. New design guidelines and development standards through the implementation of Crime Prevention Through Environmental Design (CPTED) can also require ground-floor storefronts to include large, unobstructed windows and public seating in high-traffic, high-visibility areas. With a combination of all these initiatives and with an increased the number of “eyes on the street,” it is possible to deter criminal behavior and illegal activities and increase the community’s sense of security.

HS 2. Continue to Provide Needed Social Services to Stabilize the Homeless Population.

Over the past few decades, cities across the nation have treated homelessness as a criminal behavior rather than a complex

multi-dimensional public health issue that encompasses current socioeconomic determinants as well as personal factors like exposure to trauma and/or breakdowns in family structure. Some unsheltered individuals engage in survival-based behaviors or turn to substance abuse to attempt to meet their own personal needs or to cope with the overwhelming circumstances they face on a daily basis.

The 2017 Chinatown Count and Survey conducted by the City and the Institute of Urban Initiatives revealed that 42.6% of individuals living in the streets of Chinatown were homeless for the very first time in their lives. Also, 54% of individuals were chronically homeless for one year or more and 71% of the individuals experiencing homelessness in Chinatown were City residents. Many individuals living in Chinatown streets became homeless for a combination of reasons, but the most recurring reasons were the high cost of rent, job loss (27.9%), alcohol and drug use (19.7%), chronic mental health issues (16.4%), and/or domestic violence (32%). These factors are symptoms of deeply rooted socioeconomic and mental health issues that prevent individuals from being self-sufficient and productive members of our communities.



WHOLE PERSON CARE

Whole Person Care (WPC) is a 5-year pilot program, organized by the Monterey County Health Department and its community partners to provide comprehensive physical, mental, and social service case management for Medi-Cal recipients who are high users of hospital and emergency facilities. The population served by this program includes individuals who struggle with homeless/chronic homeless, mentally ill or substance abuse.

A sustainable solution to homelessness requires an empathetic approach that accounts for the socioeconomic issues responsible for such vulnerability. Stronger collaboration and expansion of access to free and improved health services such as substance abuse counseling, trauma-informed therapy, and other preventative programs will better connect individuals with the resources they need to rehabilitate themselves and put them on a path toward self-sufficiency.

HS 3. Address Contaminated Parcels, Dilapidated Buildings, and Abandoned Properties to Ensure They Are Safe to Residents and Visitors.

The quality of the built environment has a big impact on public health and safety of a community. Past research has suggested that there is a direct relationship between urban blight and crime. The frequency of violent and property crime in a neighborhood tends to increase as properties become more and more run-down. Safety hazards can also arise within buildings, even if these structures are regularly maintained and inhabited. All of these conditions currently exist in Chinatown.

Although many buildings in Chinatown are deteriorated, its rich cultural history is also anchored in these historic buildings. Thus, revitalization efforts are challenged with preserving the Asian cultural heritage and creating a renewed built environment in alignment with what stakeholders and residents envision for the future. Many of Chinatown's historic structures contain antiquated building materials, such as lead based paints and asbestos, that have since been discontinued due to their hazardous impacts on human health. In some cases, these buildings are too far gone to repair and sadly, the only option is to thoroughly document them for history and salvage any architectural features that could be displayed or potentially reincorporated into new construction. Hazardous materials in historic buildings must be fully remediated before remediation or rehabilitation.

In addition to its several aging and dilapidated structures, Chinatown also is subject to widespread soil contamination across several parcels, which pose major threats to public health and safety. To address issues of blight, deterioration, and contamination while trying to preserve Chinatown's historic resources, the City will need to devise creative funding strategies to assist property owners with environmental



DOWNTOWN STREETS TEAM

The DST addresses homelessness in a comprehensive manner. Its two pronged approach: provide a level of structure and support for individuals to build job skills and experience and secure housing, as well as benefit the community through debris removal and street clean-ups. Since July 2019, DST has removed tens of tons of trash and engaged between 15-20 homeless individuals to help with the cleaning efforts in Chinatown.

remediation, rehabilitation of historical buildings, and compliance with the current building codes.

HS 4. Expand Access to Healthy and Affordable Foods for All Residents.

Public health outcomes are tied to the foods we eat, yet Chinatown residents have very limited access to fresh, healthy and affordable produce. Incentivizing local stores to sell fresh food; establishing a nearby farmers' market; creating a community kitchen; and continuing to support local food assistance programs are just a few ways to expand access to affordable and fresh produce and encourage a balanced diet for Chinatown residents.

Across the entire planning area, the Smart & Final grocery store on the corner of Market and Simas Streets is the only commercial establishment offering healthy food options for residents. The former community garden on Soledad Street, which provided limited fresh produce to the community, was redeveloped for much needed affordable housing and now is the site of the Moon Gate Plaza Project. Residents suggested the inclusion of healthier and fresher food options at the Chin Brothers

store on North Main street and East Rossi Street, which is predominantly focused on liquor sales. However, under the current conditions, community members are left with very few options for healthy food establishments.

Fortunately, there are several ways for the City to promote and expand access to sustainable and locally sourced food. The City's strategic location within the Salinas Valley gives it access to some of the best produce in the country, yet this strategic location must be catalyzed, and connections must be made to bring fresh produce to Salinas and Chinatown residents. Local farmers may be interested in establishing a weekly farmers' market in Chinatown perhaps in partnership with the deeply-rooted cultural and faith-based institutions in the neighborhood. The City can also connect zoning tools and other land use policies to both identify a new location site for the Chinatown Community Garden and incentivize the development of a local grocery store in Chinatown.



HOMELESS OUTREACH TEAM (HOT) OFFICER

In January 2019, Salinas Police Department initiated a Community Policing model in Chinatown, enacted through a Homeless Outreach Team (HOT) Officer, with the aim of fostering a stronger collaboration with law enforcement in the district. The HOT Officer's role is to engage with unsheltered individuals, service providers, and business owners alike.



HS 1. CULTIVATE A SAFE AND CLEAN NEIGHBORHOOD ENVIRONMENT IN WHICH RESIDENTS, EMPLOYEES, AND VISITORS FEEL COMFORTABLE AND SAFE AT ALL TIMES.

POLICY	IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
HS 1.1 – Implement a community-oriented policing approach to increase safety and reduce criminal activity in Chinatown.	HS 1.1 a – Provide Public Safety and Other Services at Moongate Plaza. Operate a police command post from the future City’s Office Space at the Moon Gate Plaza Project, the Chinatown Community Alliance. Police Department and other City departments will conduct outreach activities and community engagement for Chinatown residents.	Police Department (PD), Community Development Department (CDD), Other City Departments	Short
	HS 1.1.b – Build Trust Through Increased City Engagement. Host outreach events and community meetings with the Salinas Police Department to build trust with the Chinatown community.	CDD, PD	Short
	HS 1.1.c – Form a Neighborhood Watch Group. Establish a neighborhood watch group that trains residents and businesses to be vigilant and alert and collaborate with the Police Department.	CDD, PD, Community Base Organizations (CBOs), Residents	Short
	HS 1.1.d – Improve Security Through Cameras. Explore the idea of installing cameras on the public right-of-way and on buildings, where appropriate, to improve neighborhood security.	CDD, PD, Property Owners, Business Owners	Short
	HS 1.1.e – Establish an Interdisciplinary Outreach Team. Increase community policing through the creation of an Interdisciplinary Outreach Response Team, which will include the Homeless Outreach Team (HOT) Officer, County social workers, and service providers.	CDD, PD, Service Providers, County Social Workers	Medium
	HS 1.1.f – Promote the “Tip Line”. Encourage residents to use the City’s existing “Tip Line” to anonymously report crimes.	CDD, PD	Short

POLICY	IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
HS 1.2 – Work with high utilizers of medical and homeless individuals in Chinatown to reduce emergency visits and calls to regional hospitals.	HS 1.2.a – Create a Paramedicine Team. Explore the possibility and feasibility of building a Community Paramedicine Team in Chinatown.	PD, Fire Department (FD), Regional Hospitals, County Health Workers, Peers, Volunteers, Neighborhood Navigators, Community Doctors, MidPen Housing	Medium
	HS 1.2.b – Strengthen Whole Person Care (WPC) Collaboration. Improve communication and case management among service providers through Whole Person Care coordination to intentionally reduce emergency visits to the hospital by Chinatown's highest utilizers. Establish a sustaining case management system to replace WPC as it is phased out.	PD, FD, Regional Hospitals, County Health Workers, Peers, Volunteers, Neighborhood Navigators, Community Doctors	Medium

POLICY	IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
HS 1.3 - Install infrastructure improvements that increase public safety.	HS 1.3.a - Promote “eyes on the street” Ensure that new uses and windows front both main streets and alleyways to increase the number of “eyes on the street.”	CDD, Property Owners, Business Owners	Medium
	HS 1.3.b - Conduct a Lighting Survey. Complete a lighting needs survey to identify locations in need of urgent lighting improvements.	CDD, Public Works (PW)	Short
	HS 1.3.c - Install Lighting Strategically to Reduce “Dark Spots” Eliminate so-called “Dark Spots” based on the Lighting Needs Survey to deter crime after sundown.	CDD, PW	Medium
	HS 1.3.d - Employ Sustainable Lighting Technology. Utilize efficient and sustainable lighting technologies, such as solar-powered lighting.	CDD, PW	Medium
	HS 1.3.e - Reduce Trespassing Through Fencing. Work with and incentivize private property owners to improve fences where needed to deter illegal trespassing.	CDD, PD	Short

POLICY	IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
HS 1.4 – Ensure that streets, sidewalks, and public spaces are clean and well-maintained.	HS 1.4.a – Continue Support for the Downtown Streets Team (DST). Partner with DST to continue maintenance activities and seek a permanent source of funding to sustain the program in Chinatown.	CDD, Downtown Streets Team (DST), Residents	Short
	HS 1.4.b – Focus Giving on Organizations, Not Individuals. Create a campaign to discourage residents and businesses from donating household goods, clothes, and food directly to individuals experiencing homelessness to avoid trash problems in Chinatown. Encourage donations to service providers working on reducing homelessness.	CDD, DST, Community Foundations, Donors	Short
	HS 1.4.c – Stop Illegal Dumping. Enforce measures to prevent unwanted activities such as illegal dumping on the public right of way and on private properties.	CDD, PD	Short
	HS 1.4.d – Improve Street Outreach During Clean-ups. Strengthen Police and Public Works' Departments communication with the homeless population in Chinatown in advance of street maintenance activities.	CDD, PD, PW	Short

POLICY	IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
HS 1.5 – Work with property owners, business owners and homeless individuals to prevent future fires in Chinatown.	HS 1.5.a – Promote Proactive Fire Prevention. Educate property and business owners on fire prevention techniques.	CDD, Property Owners, Business Owners	Medium
	HS 1.5.b – Seek Funding for Fire Prevention Improvements. Pursue funding opportunities to assist property and business owners to conduct fire prevention upgrades, including the installation of fire sprinklers.	CDD, Property Owners, Business Owners	Medium
	HS 1.5.c – Secure Vacant Buildings and Prevent Encampment Fires. Prevent future fires by limiting access and securing vacant buildings and properties and discouraging encampment fires as a warming source for those experiencing homelessness.	CDD, Property Owners, Business Owners, Services Providers, Residents	Short

HS 2. CONTINUE TO PROVIDE NEEDED SOCIAL SERVICES TO STABILIZE THE HOMELESS POPULATION.

POLICY	IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
HS 2.1 – Expand physical and mental health services to homeless individuals, particularly in connection to housing.	HS 2.1.a – Link Services to Housing. Strengthen practices to improve the linkage to services and therefore create positive outcomes by increasing the number of homeless individuals housed.	CDD, PD, Monterey County Health Department (MCHD)	Medium
	HS 2.1.b – Increase Access to the Mobile Health Clinic. Coordinate with the mobile health clinic to continue providing free health services for the Chinatown community.	CDD, Clinica de Salud del Valle de Salinas	Ongoing
	HS 2.1.c – Offer Transportation to Health Services. Work with Monterey-Salinas Transit (MST) to provide subsidized transit passes to connect Chinatown vulnerable populations with needed health resources in other areas of the City.	CDD, Monterey-Salinas Transit (MST)	Short
HS 2.2 – Through an interdisciplinary team, provide substance abuse counseling and rehabilitation services to individuals experiencing homelessness.	HS 2.2.a – Establish Safe Places to Detoxify from Substances. Coordinate with service providers to establish a safe location for substance abusers to detoxify and seek rehabilitation.	CDD, Monterey County's Continuum of Care (CoC), Service Providers, PD, Monterey County Courts	Short
	HS 2.2.b – Expand Substance Abuse Counseling. Partner with the County Health Department and local service providers to improve the quality and breadth of substance abuse counseling in Chinatown.	CDD, PD, MCHD, Monterey County Courts	Short

POLICY	IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
HS 2.3 – Help improve access to bathrooms and personal hygiene supplies for individuals experiencing homelessness.	HS 2.3.a – Explore Use of Mobile Bathrooms. Work with nonprofit partners to provide mobile showers and hygienic services.	CDD, Service Providers, Non-Profit Organizations	Short
	HS 2.3.b – Continue Hygiene Services at the Chinatown Navigation Center. Promote the use of the restrooms and showers at the Chinatown Navigation Center. Secure additional resources to continue these important hygiene services.	CDD, PW, CBOs	Short
HS 2.4 – Strive to provide whole health approach that integrates both mental, emotional and physical health services for all Chinatown residents.	HS 2.4.a – Provide Health Services to Low-Income Chinatown Residents. Expand free health clinic services. Partner with a community group and the County Health Department to increase free clinic services that offer preventative health services and programs for low-income individuals.	Community Hospitals, MCHD	Ongoing
	HS 2.4.b – Promote Existing Mental Health Services. In partnership with community groups and the Monterey County Health Department, conduct awareness campaigns to advertise the types of physical and mental health services available to residents. Connect families with trauma informed care, pre-natal programs, and parenting skills classes.	MCHD, CBOs	Medium
	HS 2.4.c – Increase Free or Low-Cost Mental Health Resources. Increase mental health resources. Establish partnerships that help provide free or low-cost mental health resources, including referrals to existing resources at local schools or physical health clinics.	MCHD, CBOs	Short

HS 3. ADDRESS CONTAMINATED PARCELS, DILAPIDATED BUILDINGS, AND ABANDONED PROPERTIES TO ENSURE THEY ARE SAFE TO RESIDENTS AND VISITORS.

POLICY	IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
HS 3.1 – Support and strengthen code enforcement strategies with outreach and education.	HS 3.1.a – Educate Stakeholders on Code Enforcement. Host workshops to educate residents, landlords, business owners, and property owners on code enforcement procedures, regulations, and penalties.	CDD	Short
	HS 3.1.b – Concentrate on Chronic Code Violations. Provide proactive enforcement and follow-through on severe or chronic code violations.	CDD, CBOs	Short
	HS 3.1.c – Assist Owners in Addressing Code Violations. Strengthen existing collaborations between the Police Department, Fire Department, Code Enforcement Division, and property owners to resolve code violations and educate them on how to properly maintain their properties.	CDD (Code Enforcement Division), PD, FD	Ongoing

POLICY	IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
HS 3.2 – Initiate a comprehensive strategy to identify and remediate all blighted and contaminated properties within Chinatown’s Slum and Blight Area HUD designation	HS 3.2.a – Consider the Allocation of CDBG Funding for Rehabilitation of Blighted Buildings and Properties. Consider and evaluate the allocation of Community Development Block Grant (CDBG) funds toward the repair of blighted buildings and properties in the Chinatown Core, which matches the Chinatown Slum and Blight Area accpeted by United States Department of Housing and Urban Development (HUD).	CDD, United States Department of Housing and Urban Development (HUD)	Short
	HS 3.2.b – Emphasize Remediation of Contaminated Properties. Collaborate with the EPA, National Development Council (NDC), property and business owners to identify, assess, and remediate contaminated properties. Continue to pursue EPA Grants for remediation to facilitate infill development.	CDD, Environmental Protection Agency (EPA), Property Owners	Short
	HS 3.2.c – Work with PG&E to Remediate Their Properties. Continue to work with PG&E, California Department of Toxic Substances Control, and State of California Public Utilities Commission to clean and remediate the contamination on PG&E owned parcels.	CDD, PG&E, California Department of Toxic Substances Control (DTSC), California Public Utilities Commission (CPUC)	Ongoing

HS 4. EXPAND ACCESS TO HEALTHY AND AFFORDABLE FOODS FOR ALL RESIDENTS.

POLICY	IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
HS 4.1 – Promote and expand year-round access to sustainable, locally sourced food.	HS 4.1.a – Nurture a Community Garden. Identify a permanent relocation site for the Community Garden in the Chinatown to serve as a neighborhood gathering place.	CDD, PW	Medium
	HS 4.1.b – Foster Healthy Foods at Local Stores. Assist the existing neighborhood liquor store to integrate more grocery items into its inventory, especially focusing on providing healthy local food options for the residents.	CDD, Property Owners, Residents	Medium
	HS 4.1.c – Establish a Framers’ Market or Alternative Access to Fresh Food. Collaborate with local farmers and other interested stakeholders to develop a regular Chinatown Farmers’ Market that provides fresh and affordable produce and accepts Electronic Benefit Transfer (EBT) cards.	CDD, CBOs	Short
	HS 4.1.d – Expand Food Bank Programs in Chinatown. Work with the Food Bank to provide access to fresh food for low income families and educate them on preparing healthy foods. Work with the community to identify a distribution site in Chinatown.	CDD, Food Bank	Short





Transportation and Infrastructure

Chinatown has an unprecedented opportunity to create a walkable community with a mix of housing, commercial services, compact urban spaces, religious and institutional uses spread throughout the planning area. Providing safe sidewalks and intersection crossings, improved pedestrian lighting, continuous bicycle infrastructure along with creating a direct connection to Downtown and the Intermodal Transportation Center by collaborating with other transportation agencies, are much needed necessities for the neighborhood. Underutilized alleys along with disjointed pedestrian connections continue to present mobility and safety challenges for Chinatown. These challenges in infrastructure need to be solve to have a successful revitalization that supports the current and future developments of the neighborhood.



8.1 INTRODUCTION

Improving access, connectivity, and circulation is critical to revitalizing Chinatown. Conversion of the Chinatown Core from one-way streets to two-way streets is of vital importance. Physical barriers and limited connections to adjacent neighborhoods, Downtown, and the Intermodal Transportation Center have contributed greatly to the neighborhood's isolation and decline in relation to the rest of the City. Parking is an increasing concern as the neighborhood adds new residents and businesses developments.

This chapter recommends reintegrating Chinatown through new multi-modal connections and streetscape improvements. Upgrading infrastructure such as underground and above ground utilities, especially telecommunications, sewer and storm water systems, along with parking infrastructure are highlighted as an important necessities to support recent and future developments throughout the planning area.

Guiding Principle Icon Key



Economic Prosperity, Equity and Diversity



Housing Opportunities for All



Healthy and Safe Community



Youth Are the Future



Collaborative, Inclusive, and Engaged Decision-Making



Liveable and Sustainable Community



Connectivity, Access and Mobility



A Community to Celebrate

Goal Summary

TI 1. Establish an Efficient, Integrated, and Well-Connected Road Network That Reconnects Chinatown With the Rest of the Community.



Chinatown's Core neighborhood roadway network is poorly connected with the rest of Salinas and expansion area, creating issues for Chinatown residents wishing to access key destinations across the City. Converting the neighborhood to two-way streets, establishing a direct at-grade crossing across the Union Pacific rail lines and devising a comprehensive streetscape plan will assist in reconnecting the neighborhood and creating safe access the Downtown and the Intermodal Transportation Center.

TI 2. Establish a Complete Multi-Modal Transportation Network Throughout Chinatown to Improve Public Safety, Circulation, and Traffic Congestion.



Chinatown's streets need to be retrofitted and reprogrammed to safely accommodate all modes of travel. Sidewalks and pedestrian crossings also need to be upgraded. **New bike lanes**

along main arterials like E. Rossi are needed as well as and improved bus service for the residents to navigate the community without needing to use a personal automobile. Minimizing the prospect for traffic congestion in the future is key for the neighborhood.

TI 3. Establish High-Quality Streetscape Improvements and Amenities to Create a Walkable Neighborhood.



Chinatown streetscape and infrastructure are in disrepair and in need of major upgrades. Many crosswalks and sidewalks in the neighborhood are damaged and repairing them is needed to create a pedestrian-friendly environment. These improvements along with more native trees and plants, ADA compliant ramps and pedestrian oriented lighting throughout the planning area will promote walkability throughout the neighborhood. These improvements will activate the public spaces by increasing foot traffic and ensuring pedestrian safety and comfort.

TI 4. Improve Above and Underground Infrastructure in Chinatown.



As redevelopment occurs, Chinatown's above and underground infrastructure should be evaluated and upgraded to respond to the needs of a new residents and land uses. This requires significant investments in sewer systems, telecommunications and stormwater management among other utilities. Enhanced infrastructure financing through new State funding will be vital in accomplishing these upgrades.

TI 5. Ensure Adequate Parking Facilities to Support a Thriving Neighborhood.



New residential developments and commercial establishments will mean more people living, working, and visiting. This will translate to more cars into Chinatown. The City will need an innovative parking management plan to support the neighborhood's continued growth, ensure pedestrian-friendly streets, and support the local needs of its residents and businesses.

Guiding Principle Connection

Economic Prosperity, Equity and Diversity



A healthy business environment relies on the strength of the surrounding infrastructure. Walkable streets stimulate foot traffic along established retail corridors, whereas strong connectivity with surrounding neighborhoods facilitates an increased number of consumers from other parts of Salinas and the region.

Healthy and Safe Community



The built form of the public realm strongly determines how safe and secure we feel. Poor sidewalk lighting, abandoned alleys, and a lack of windows all contribute to an unsafe environment in Chinatown that dissuades the community from moving freely after dark. Infrastructural improvements are needed to improve perceptions of safety that can activate public space at all hours.

Housing Opportunities for All



High-density housing projects need to be accompanied by investments in infrastructure. As neighborhoods grow, streets become overloaded and traffic conditions exacerbated if circulation is not improved. In anticipation of new residential growth in Chinatown, the City will need to improve both the carrying capacity of local streets and overall connectivity with surrounding neighborhoods and convert neighborhood streets to two-way.

Youth Are the Future



Neighborhood mobility networks deeply impact youth and children daily. Children in the neighborhood often travel to and from school, enrichment programs, and later employment opportunities either via transit or by foot. In Chinatown, this means ensuring wide, continuous sidewalks, safe bike lanes, and frequent bus services.

Collaborative, Inclusive and Engaged Decision-Making



Successfully retrofitting street infrastructure requires extensive community input. The City will need to collaborate with Chinatown residents and businesses to determine preferred transportation modes and other aesthetic improvements that ensure a smooth growth process.

Connectivity, Access and Mobility



Public infrastructure is the engine that powers our access to the outside world. A well-integrated network of roads, trails, and alleyways allows us to navigate environments both near and far through various means, whether by car, bus, bicycle, scooter, or foot.

Livable and Sustainable Community



Residents enjoy strong, safe, and consistent access to the community when streets are well-connected and designed to be pedestrian-friendly. This creation of walkable infrastructure can, in turn, promote sustainability by reducing the need for driving.

A Community to Celebrate



In many neighborhoods, the built environment serves as a medium through which people communicate their unique histories and cultural identities. In revitalizing Chinatown, this process of cultural celebration can be mobilized through new streetscape improvements that incorporate public art or other unique design features that reflect the neighborhood's history.



ITC

The Intermodal Transportation Center (ITC) is located in downtown Salinas.

Improvements to the ITC include new direct signalized access, a bus transfer area, bike lanes and bike lockers, safe pedestrian crossings and sidewalks, and commuter parking. This station will integrate new passenger rail service to the San Francisco Bay Area with existing service by Amtrak intercity trains and buses, MST local buses, and Greyhound intercity buses.

8.2 COMMUNITY ASSETS AND OPPORTUNITIES

Historic Street Grid

The core of Chinatown has a fine-grained, walkable, street grid that can be the foundation for a vibrant public realm with activated streets. Improved vehicle circulation, parking management and streetscape improvements will be the foundation for a vibrant revitalized neighborhood that connects to adjacent neighborhoods, ITC, and Downtown.

Centralize Location

Chinatown is strategically located within Salinas and Monterey County, though currently disconnected from adjacent neighborhoods and key community assets by major and highspeed thoroughfares along with the Union Pacific railroad lines to the north of the plannign area. Improved connectivity will help spark revitalization, by making it easier to travel to, within and from Chinatown, and allowing residents and workers to more easily access Downtown, the ITC, and other transportation amenities and services throughout the City.

Generous Streets and Travel Lanes

Most streets across the neighborhood are wide enough to accommodate streetscape improvements that can improve circulation for all travel modes. Existing one-way streets in the historic core of Chinatown are at least 30 feet in width. Meanwhile, other two-way arterials are over 50 feet wide with travel lane widths in excess of 15 feet. By trimming down the areas dedicated to vehicle travel and on-street parking, these thoroughfares can realistically provide new bike facilities and other pedestrian amenities without compromising the flow of traffic.

Alleys

Chinatown contains three underutilized alleys that, if renovated and programmed, could provide tangible benefits to the community. The alleys could eventually be transformed into new and improved paths for people to walk, bike, and congregate in Chinatown, while allowing vehicle access to businesses and residences in the neighborhood. Short-term alley infrastructure and safety improvements will lay the groundwork for a more connected and safer Chinatown.



8.3 GOALS, POLICIES, AND ACTIONS

The vision, goals, and recommendations contained within this Revitalization Plan were developed through an intensive community engagement process. Each of the six primary topic areas was evaluated and refined by a Working Group of residents and stakeholders, presented at a series of public Open Houses, and vetted by a Technical Advisory Committee. These results then evolved into the Goals, Policies and Actions found in this chapter.

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

TI 1. Establish an Efficient, Integrated, and Well-Connected Road Network That Reconnects Chinatown With the Rest of the Community.

Physical infrastructure has contributed significantly to Chinatown's isolation over the years. Community stakeholders note that the neighborhood is effectively "boxed in" by busy roads, bridges, and the Union Pacific rail line, which does not provide an at-grade crossing for either vehicles or pedestrians. Further, the conversion of several internal streets to one-way travel has also restricted access within the neighborhood and discouraged vehicle traffic from other neighborhoods. As a result of these conditions, Chinatown residents face issues accessing important nearby destinations, such as the Intermodal Transit Center (ITC) and Downtown, both of which are physically adjacent to Chinatown.

If these barriers are not dealt with, Chinatown's potential for social, cultural, and economic reintegration with the rest of the Salinas will be severely limited. The neighborhood is poised to emerge as a unique cultural and retail destination as revitalization progresses, but unless



California Street is one of the one-way streets in Chinatown's Core.



Market Way and California Street current one way street signage.

significant investments are made in improving transportation infrastructure, patrons from outside the neighborhood will be largely unable to access Chinatown. Traffic gluts will increase as a result of such poor circulation and limit the neighborhood's potential for future growth and development.

In collaboration with other public agencies, the City can conduct a broad range of infrastructural improvements that will reconnect Chinatown with Salinas' urban fabric. Priority strategies may include converting one-way streets to two-travel, widening rights-of-way to increase travel space, and creating a new at-grade crossing at the Union Pacific rail line.

TI 2. Establish a Complete Multi-Modal Transportation Network Throughout Chinatown to Improve Public Safety, Circulation, and Traffic Congestion.

To promote livability and a high quality of life, Chinatown's street network needs to be retrofitted to accommodate all travel modes. Currently, Chinatown lacks protected bike lanes along many

major corridors. This lack of supportive infrastructure forces cyclists to use either sidewalks or auto travel lanes as their primary pathways – both of which compromise user safety. Many in Chinatown also rely on transit to access key destinations both within the neighborhood and across Salinas; however, though Monterey-Salinas Transit (MST) operates seven bus routes that serve Chinatown, none travel in intervals of less than 60 minutes.

To address these challenges, the community needs to advocate for more transit focus and resources, connected and safe bicycle routes, and other expanded mobility choices for getting around without a car. Creating a continuous, protected, and low-speed network of bike lanes will not only help improve safety for current users, but also make cycling a more practical and viable option for individuals of all ages and skill levels. Over time, this multimodal infrastructure will incentivize mode shifts across all sectors of society.

Cross-agency collaboration will also be required to leverage sufficient resources toward needed transit improvements.



UNION PACIFIC RAILROAD

The Union Pacific Railroad operates the North American railroad system. Union Pacific's main line has daily Amtrak service which runs through Salinas; with a stop at the Intermodal Transportation Center. The California Public Utilities Commission regulates services and utilities, protects consumers, safeguards the environment, and assures Californians' access to safe and reliable utility infrastructure and services.



NPDS

Stormwater runoff is a major cause of water pollution in developed areas. The National Pollutant Discharge Elimination System (NPDES) permit program addresses water pollution by promoting green infrastructure practices of using soil and plants to reduce and treat stormwater runoff at its source. These best practices not only help with runoff, but deliver environmental, social and economic benefits.

Key transit planning bodies in the region – such as MST and the Transportation Authority for Monterey County (TAMC) – will need to collaborate on strategies to create transit options that both meet workforce needs and incentivize transit use for all sectors of society. The City may also elect to work with these agencies to implement a Bus Rapid Transit (BRT) system, which would create dedicated bus lanes that help increase service frequency and efficiency along major roads in the neighborhood.

TI 3. Establish High-Quality Streetscape Improvements and Amenities to Create a Walkable Neighborhood.

The poor quality of Chinatown's infrastructure is largely a product of the late-twentieth century. A sustained lack of public investment in the neighborhood allowed its sidewalks, crosswalks, and landscaped areas to deteriorate at the expense of the local population. To this day, Chinatown's residents continue to struggle with an uninviting pedestrian environment that compromises public safety. Several crosswalks require improvements to

comply with ADA standards, and some sidewalks have widths as narrow as three to four feet.

Pedestrian infrastructure has a notable impact on quality of life. Places with inviting sidewalks generate more pedestrian activity that enhances the public environment. Wide sidewalks that provide street furniture can accommodate steady pedestrian volumes while also encouraging more walking and commercial activity, reinforcing the human scale of a neighborhood. Elements of green infrastructure also provide the added benefit promoting environmental sustainability – a strong and continuous canopy of street trees offers shade and sequesters carbon from the atmosphere, while drought-tolerant landscaping can help reduce local water demand.

When implemented together, these thoughtful design features can make neighborhood streets feel safer and more secure for pedestrians. The City can take tangible steps to improve public streetscapes centered on the needs of

pedestrians.

TI 4. Improve Above and Underground Infrastructure in Chinatown.

Public infrastructure is intimately tied to growth and development. An influx of residents, employees, and consumers to an area creates higher levels of demand for a variety of basic services, such as transportation, sewers, utilities, and telecommunications. In the context of a changing climate, variable weather patterns and extreme events also demand improvements to stormwater management systems, which can help mitigate the potential for damaging floods that could otherwise harm private property and public health.

In anticipation of new economic, population, and climatic changes, it is imperative to invest heavily in Chinatown's infrastructure to ensure that public services are continually provided at an adequate level. The City will need to work closely with other public agencies and private corporations – notably PG&E, Caltrans, and the Salinas Public Works Department



Sidewalk repair is necessary throughout Chinatown.



ASSESSMENT DISTRICT

Assessment Districts are financing mechanisms. With the approval of a majority of the landowners, cities, counties and special districts can collect fees to finance improvements constructed or acquired by the District. Each property owner pays a fair share of the costs of such improvements.

(PW) – to underground electrical utilities, improve wireless internet service, upgrade sewer systems, and implement stormwater control measures. Because such construction is both lengthy and disruptive, the City recognizes the importance of coordinating the timing of these efforts in order to “dig once” and complete multiple upgrades simultaneously.

TI 5. Ensure Adequate Parking Facilities to Support a Thriving Neighborhood.

Chinatown’s parking facilities need to be significantly expanded. Currently, most parking is provided either on-street or in private lots or residential driveways. While this arrangement is adequate for the time being, greater parking demand is sure to arise as a result of the higher residential densities and greater commercial activity anticipated as Chinatown evolves. And yet, despite these projections, spatial constraints across the neighborhood will likely prevent the creation of new on-street. Some of the streetscape improvements mentioned above may be prioritized and require reductions in current parking spaces in order to widen sidewalks, add

bike facilities, and convert one-way streets to accommodate two-way travel.

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

A range of measures are needed to prevent significant parking constraints. The City will conduct a parking study to identify additional opportunities to reduce parking demand. Strategies may include consolidating park and ride areas, preserving on street parking, adding and enforcing time restrictions to increase spot turnover and availability, and implementing demand-based pricing incentives. A new parking management program, coupled with better alternatives to driving alone, can support better parking availability and eventual reduction in car dependency for residents in Chinatown.



Parking is constrained in Chinatown along Soledad Street.

TI 1. ESTABLISH AN EFFICIENT, INTEGRATED, AND WELL-CONNECTED ROAD NETWORK THAT RECONNECTS CHINATOWN WITH THE REST OF THE COMMUNITY.

POLICY	IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
TI 1.1 – Identify and remove barriers on existing roadways that obstruct access to and from Chinatown.	TI 1.1.a – Make State Route 183 underpass ADA compliant. Continue conversations with Caltrans regarding the State Route 183 underpass to evaluate opportunities to bring it into compliance with ADA requirements.	Community Development Department (CDD), Public Works Department (PW), CalTrans	Medium
	TI 1.1.b – Explore removal of the Bridge Street Wall. Analyze the removal of the Bridge Street wall to increase access to and from Chinatown for all roadway users, including emergency responders. Conduct traffic studies as needed.	CDD, PW, Housing Authority of the County of Monterey (HACM)	Medium
TI 1.2 – Reconnect Chinatown to Downtown and the Intermodal Transit Center across from the railroad tracks.	TI 1.2.a – Create an at-grade railroad crossing. Work with Union Pacific and the California Public Utilities Commission to establish one at-grade railroad crossing for multimodal circulation along either Bridge Street or Soledad Street.	CDD, PW, California Public Utilities Commission (CPUC), Union Pacific	Long
	TI 1.2.b – Document previous at-grade crossings. Work with property and businesses owners as well as historical associations within the City and County to find photographs and document previous at-grade crossings along Bridge Street, Soledad Street, and California Street.	CDD, PW, Property Owners, Business Owners, Asian Cultural Experience (ACE), Chinese American Citizens Alliance (CACA), Chinese Association of Salinas (CAS), Filipino Community - Salinas Valley (FCSV)	Medium

POLICY	IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
TI 1.3 - Eliminate one-way streets within the Chinatown core without compromising the availability of street parking.	TI 1.3.a - Convert core streets to two-way traffic. Work with Public Works to retrofit roadways to accommodate two-way traffic on Bridge, E. Lake, Soledad, and California Streets.	PW, Residents, Property Owners, Business Owners	Medium
	TI 1.3.b - Preserve on-street parking. Strive to maintain as many street parking spaces as possible when converting streets from one-way streets into two-way.	PW, Residents, Property Owners, Business Owners	Medium
	TI 1.3.c - Determine if “No Parking Zones” are necessary. Evaluate whether any “No Parking Zones” are needed when converting Chinatown to two-way streets, especially along Soledad Street.	PW, Residents, Property Owners, Business Owners	Medium
	TI 1.3.d - Widen right-of-way to accommodate two-way traffic. Work with adjacent property owners to widen the existing right-of-way on Market Way between Soledad and Bridge Streets to accommodate two-way traffic and associated infrastructure requirements.	CDD, PW, Property Owners	Long
TI 1.4 - Initiate a phased, long-range planning approach to revitalize and re-program alleys for pedestrian walkways, linear parks, farmers’ markets, or other public uses.	TI 1.4.a - Pave alleys. Fully pave Bridge, Lake and Rossi Alleys for vehicular and pedestrian circulation, especially those connected to housing developments.	CDD, PW, Property Owners	Medium
	TI 1.4.b - Upgrade alley infrastructure to support public activity. Install key safety and infrastructure improvements (e.g., street lighting, cameras, street cleaning, and environmental remediation) to facilitate programming of these spaces.	CDD, PW	Medium

TI 2. ESTABLISH A COMPLETE MULTI-MODAL TRANSPORTATION NETWORK THROUGHOUT CHINATOWN TO IMPROVE PUBLIC SAFETY, CIRCULATION, AND TRAFFIC CONGESTION.

POLICY	IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
TI 2.1 – Identify improvements for pedestrian and bicycle mobility at key intersections including Lake and Main Streets; Rossi Street, Calle Cebu and Sherwood Drive; and Market Street and Sherwood Drive.	TI 2.1.a – Improve pedestrian crossings. Continue to analyze and prioritize high visibility pedestrian crosswalks and markings where appropriate and as identified by traffic consultants.	CDD, PW	Medium
	TI 2.1.b – Utilize curb extensions. Analyze the installation of curb extensions where appropriate.	CDD, PW	Medium
	TI 2.1.c – Create wayfinding signage. Use wayfinding signage to facilitate multimodal circulation within, to, and from Chinatown to community centers, Downtown, ITC, and neighborhood/urban parks.	CDD, PW, Residents, Property Owners, Residents	Short
	TI 2.1.d – Add safe crossings, Explore increasing the number of safe crossings according to City standards throughout Chinatown to improve pedestrian safety.	CDD, PW	Medium

POLICY	IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
TI 2.2 – Improve roadways and public infrastructure to better accommodate all modes of travel.	TI 2.2.a – Seek grant funding for street improvements. Collaborate with partner transportation agencies to apply for the Active Transportation Program (ATP) funds, in addition to other grants, to fund complete streets improvements that may include Bus Rapid Transit (BRT) system and dedicated bus lanes on main thoroughfares (E. Rossi Street, Market Street, and Sherwood Drive).	CDD, PW, CalTrans	Short
	TI 2.2.b – Consider shared lanes. Evaluate the feasibility of creating shared lanes for bicycles and drivers on low-speed streets and protected bicycle lanes on adjacent thoroughfares (Market Street, E. Rossi Street, and Sherwood Drive)	CDD, PW	Medium
	TI 2.2.c – Evaluate potential for bikeshare. Explore the viability of establishing a pilot bikeshare program in Chinatown.	CDD, PW, Private Sector Partners	Long
TI 2.3 – Continue to work with MST to encourage and plan transit services and more frequent stops that connect Chinatown residents with key destinations, such as the ITC, downtown Salinas, and Hartnell College.	TI 2.3.a – Support increased transit access. Advocate and collaborate with MST to increase service levels and/or establish a bus stop either on E. Rossi Street or on E. Lake Street.	CDD, PW, Monterey-Salinas Transit (MST)	Medium
	TI 2.3.b – Improve transit stop infrastructure. Collaborate and encourage MST to provide benches, signage, and roof shelters at existing and new bus stops in and around Chinatown.	CDD, PW, MST	Short

TI 3. ESTABLISH HIGH-QUALITY STREETSCAPE IMPROVEMENTS AND AMENITIES TO CREATE A WALKABLE NEIGHBORHOOD.

POLICY	IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
TI 3.1 – Prioritize streetscape improvements that promote human scale, engage the public realm, and ensure pedestrian safety and comfort.	TI 3.1.a – Plant street trees. Increase the level of tree canopy along pedestrian corridors to improve shade on sidewalks and seating areas, particularly along Soledad Street.	CDD, PW	Medium-Long
	TI 3.1.b – Program sidewalks. Activate sidewalks through programming and amenities to make them safer and more inviting to pedestrians.	CDD, PW	Short
	TI 3.1.c – Use sustainable plants. Use native and drought-tolerant plants in the landscaping of new public spaces.	CDD, PW	Ongoing
	TI 3.1.d – Improve sidewalk amenities. Add trash cans and decorative features to sidewalks.	CDD, PW, Republic Services	Short
	TI 3.1.e – Improve lighting. Add pedestrian-oriented lighting throughout Chinatown.	CDD, PW	Short
	TI 3.1.f – Provide a means of private care for street trees. Create a local “tree adoption” program for residents, businesses and Community-Based Organizations.	CDD, PW, Property Owners, Residents, CBOs	Short
	TI 3.2.g – Fix curb ramps. Collaborate with PW to identify missing curb ramps and improve those that are not ADA compliant.	CDD, PW	Medium-Long

TI 4. IMPROVE ABOVE AND UNDERGROUND INFRASTRUCTURE IN CHINATOWN.

POLICY	IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
TI 4.1 – Invest in and improve above and underground infrastructure to support business activity and new developments.	TI 4.1.a – Create an infrastructure maintenance plan. Conduct an assessment of the existing streets, roads, alleys, lighting, sidewalks and curbs to make a determination of the existing conditions and create a plan to maintain and repair existing infrastructure.	CDD, PW, CalTrans	Medium
	TI 4.1.b – Protect waterways from runoff. Collaborate with partner agencies, property and business owners to prevent contaminated runoff from entering the City’s drainage and sewer system.	CDD, PW	Medium
	TI 4.1.c – Improve sewer and stormwater systems. Continue to retrofit legacy sewer and stormwater and drainage systems to upgrade capacity and allow new development to occur.	CDD, PW	Ongoing
	TI 4.1.d – Evaluate a stormwater control plan. Explore the creation of a comprehensive stormwater control plan for the planning area that meets all of the requirements and is in compliance with the National Pollutant Discharge Elimination System (NPDES).	PW, United States Environmental Protection Agency (EPA)	Long
	TI 4.1.e – Improve communication infrastructure. Work to provide broadband service throughout Chinatown and improve telecommunications capabilities.	CDD, PW	Medium

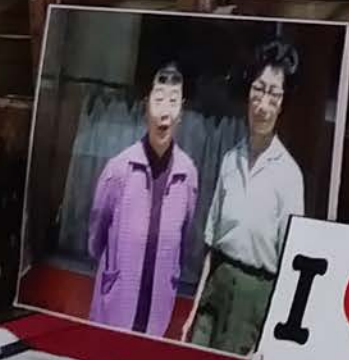
POLICY	IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
TI 4.1 (continued)	TI 4.1.f – Put utilities underground. Work with PG&E to continue undergrounding electrical utilities.	CDD, PW, PG&E	Ongoing
	TI 4.1.g – Increase sidewalk width to accommodate infrastructure. Reconstruct damaged sidewalks to increase the effective width where utility poles, fire hydrants, street signs, are present.	CDD, PW	Medium-Long
	TI 4.1.h – Improve sidewalk connectivity. Develop a complete sidewalk network in the neighborhood. Provide a sidewalk on the southside of Market Way between Bridget Street and Soledad Street, adjacent to the Union Pacific Railroad fence.	CDD, PW, Union Pacific, Property Owners	Long

POLICY	IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
TI. 4.2 – Enhance infrastructure financing through new State funding for new developments or other funding sources.	TI 4.2.a – Improve infrastructure in tandem with new development. Conduct above and underground infrastructure improvements as new development occurs.	CDD, PW, Property Owners, Business Owners	Medium
	TI 4.2.b – Consider an assessment district. As Chinatown redevelops, explore the formation of an assessment district to provide funding for maintenance and new infrastructure improvements.	CDD, PW, Property Owners, Business Owners	Medium

TI 5. ENSURE ADEQUATE PARKING FACILITIES TO SUPPORT A THRIVING NEIGHBORHOOD.

POLICY	IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
TI 5.1 – Develop an innovative parking plan to improve parking availability for residents, visitors, and employees in Chinatown.	TI 5.1.a – Evaluate parking needs. Conduct a detailed parking study to forecast demand, evaluate utilization of existing spaces, and identify potential locations for new parking and curbside uses (drop-off and pickup zones) for delivery and ride-share networks.	CDD, PW, Residents, Owners, Ride-Share Companies	Medium-Long
	TI 5.1.b – Explore parking permits. Consider revisiting the preferential parking permit ordinance and look into a potential Neighborhood Parking Permit (NPP) program for residents living in existing apartment complexes in Chinatown.	CDD, Property Owners, Residents	Short
	TI 5.1.c – Establish parking structures. Create a centralized multi-level parking (potentially at the PG&E site) or multiple decentralized parking structures throughout the planning area.	CDD, PW, Property Owners	Long
	TI 5.1.d – Provide carshare parking in new development. Require carshare parking spaces in multifamily residential and mixed-use developments.	CDD	Medium
	TI 5.1.e – Require bike parking infrastructure. Provide secure and covered bike parking at community facilities, parks, and apartment complexes.	CDD, PW, For-Profit and Non-Profit Housing Developers, Library and Community Services	Medium
	TI 5.1.f – Preserve parking when possible. Preserve existing parking supply when not in conflict with other intended streetscape or road improvements, especially along California Street, where there are several apartment complexes.	PW	Short

POLICY	IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
TI 5.2 – Create flexible parking design standards that improve the aesthetic quality of the surrounding environment.	TI 5.2.a – Encourage vegetation and sustainable stormwater maintenance. Develop parking design guidelines that encourage use of thoughtful and sustainable landscaping materials including vegetated buffers, permeable pavers, or other features designed to improve stormwater management.	CDD	Medium
	TI 5.2.b – Orient parking away from the street. Where possible, locate parking lots at the side or back of properties such that they are not directly adjacent to streets.	CDD	Medium
TI 5.3 – Regulate and reduce unauthorized parking in Chinatown.	TI 5.3.a – Decrease the number of abandoned vehicles in Chinatown. Work with the Police Department and the City's Parking Enforcement contractor to remove abandoned and/or nonoperational parked vehicles that have been left unattended for long periods of time.	CDD, PD, PW	Short
	TI 5.3.b – Improve SalinasConnect awareness. Educate and inform residents about the SalinasConnect (QAlert) App, which allows them to report abandoned vehicles.	CDD, PD	Short





Arts, Youth, Programming and Community Facilities

Salinas Chinatown is a historical “gold mountain,” as noted by the Asian Cultural Experience (ACE). Established by Chinese merchants in 1893 after the first Chinatown burned down, Soledad Street serves as the heart of the community. Today, Salinas’ Chinatown is the largest, active Chinatown between San Francisco and Los Angeles. Besides serving as the historic home for Chinese immigrants, Chinatown also attracted immigrants from Japan, the Philippines, and Mexico. This mix of cultures is etched in the physical landscape of the buildings, businesses and cultural and faith-based institutions in Chinatown. No other neighborhood in Salinas can boast such an interesting history or capitalize on its unique cultural evolution. Since 2012, Chinatown’s population has transformed with the construction of 280 affordable dwelling units. Most of these units are comprised of families in need of recreational programming, open space, and other services that do not exist in the neighborhood. Although there is an urgent need to provide services to homeless individuals, averaging 150, living in the encampments, the neighborhoods newest residents also require attention. There is a unique opportunity through programming and cultural facilities to serve both groups and build social cohesion between them.



9.1 INTRODUCTION

This chapter presents strategies to build on Chinatown’s strong foundation of community centers and programming and its rich legacy of arts and culture to strengthen youth and family services, civic participation and overall community well-being. Residents of Chinatown today can be characterized by their housing status – sheltered or unsheltered. In more recent years, Chinatown provided refuge for the City’s most vulnerable, those experiencing homelessness. With the new developments by the Housing Authority

of the County of Monterey and MidPen Housing coming into the neighborhood, this is changing as more families, services, and businesses are moving into the neighborhood. The actions in this Chapter will help Chinatown develop into a safe and welcoming neighborhood by expanding its arts and cultural offerings, supporting existing and new community-based organizations, creating more recreational opportunities and open space, increasing youth programming, and strengthening local leadership.

Guiding Principle Icon Key



Economic Prosperity, Equity and Diversity



Housing Opportunities for All



Healthy and Safe Community



Youth Are the Future



Collaborative, Inclusive, and Engaged Decision-Making



Liveable and Sustainable Community



Connectivity, Access and Mobility



A Community to Celebrate

Goal Summary

AYPCF 1. Establish Chinatown as an arts and culture hub that celebrates its multicultural past, welcomes artists, and attracts public art investment.



Through Chinatown's strong arts and cultural organizations, the neighborhood is poised to become an arts and cultural center by deepening support for artists and ensuring they have places to live and work, and by hosting celebrations, public art, and storytelling of its history within the public spaces.

AYPCF 2. Support youth and family development by investing in programs that are healthy and nurturing.



Chinatown's many families and children can benefit from programs and services that provide resources and guidance so that young people and their families can thrive at every stage of life.

AYPCF 3. Encourage robust civic engagement and development of resident leaders committed to shaping Chinatown's future.



Robust stakeholder engagement and leadership shaped this Revitalization Plan, and the City and Chinatown community are committed to ongoing civic engagement that effectively involves and builds the capacity of local individuals and organizations as part of implementation.

AYPCF 4. Strengthen the capacity and sustainability of community-based organizations (CBOS) in Chinatown to provide critical services.



The City of Salinas will continue to partner with Chinatown's cultural and faith-based institutions and service providers to ensure they have the tools, resources and information needed to best serve the community and sustain their organizations.

AYPCF 5. Ensure that Chinatown allows for a full range of recreational activities to promote active and healthy lifestyles.



Through coordination and cooperation, the City of Salinas, local housing and service providers, and cultural and faith-based institutions will ensure residents have access to places and programs that support their health and well-being.

AYPCF 6: Create and support well-maintained and culturally relevant small parks and other urban gathering spaces in Chinatown.



As Chinatown revitalizes and redevelops, a strong system of diverse open spaces will serve the neighborhood by providing places for rest, relaxation, and respite. These clean, safe places can also be used to showcase Chinatown's rich and diverse arts and culture.

Guiding Principle Connection

Economic Prosperity, Equity and Diversity



Arts, cultural, and recreational programming, activities, and events are economic drivers that generate commercial activity and create opportunities for entrepreneurship and inclusive economic development. Supporting youth development and enrichment leads to improved job and career opportunities and the economic well-being of the next generation.

Healthy and Safe Community



Youth and family programs, community recreation facilities, urban parks, and neighborhood safety efforts are fundamental to healthy communities and individual and family well-being. And provide venues for social gathering, exercise and relaxation, and other safe outdoor activities.

Housing Opportunities for All



Arts, culture and community facilities and programs build strong neighborhoods. As Chinatown continues to add more housing, families, and youth, supporting these critical amenities will improve the neighborhood's overall quality life. Encouraging the development of live/work housing diversifies housing options and provides needed workspace for artists.

Youth Are the Future



Chinatown is a young and growing community. Programs, services and resources for youth in Chinatown will build skills, civic participation, and expand educational opportunities for the next generation of Salinas residents to ensure that they are engaged in making decisions about the future of their community.

Collaborative, Inclusive and Engaged Decision-Making



Empowering Chinatown residents to shape the future of their neighborhood by partnering with public, philanthropic and private organizations requires culturally effective engagement strategies and a commitment to removing barriers to participation. Supporting the work of community-based organizations will improve resident access to resources and result in more collaborative, inclusive and engaged decision-making.

Connectivity, Access and Mobility



As Chinatown grows and redevelops, it is critical to ensure its residents can easily move through the neighborhood as well as travel to nearby destinations, including cultural, religious, arts and recreation facilities. Improving connections between residential development and these amenities through enhanced bikeways, pedestrian paths and streetscapes is critical to residents' ability to access and benefit from these local community assets.

Livable and Sustainable Community



Enhanced youth, arts, and community programs contribute to the livability and sustainability of the Chinatown neighborhood. Creating and maintaining clean, safe and family-friendly recreation facilities and urban parks support quality of life by encouraging residents to socialize and participate in healthy physical, educational and enrichment activities.

A Community to Celebrate



Chinatown has a strong and growing tradition of neighborhood events and celebrations. As the neighborhood is revitalized, promoting its historic and contemporary arts and culture will draw more visitors to the neighborhood to learn about and celebrate Chinatown's distinctive contribution to the Salinas community.



ASIAN FESTIVAL

The Asian Festival, founded in 2007, promotes unity and is a celebration of the Chinese, Japanese, and Filipino communities in Chinatown. With the objective of revitalizing the Chinatown core, this annual festival educates hundreds of visitors about Asian culture and the history of Chinatown through cultural and historic displays, music, food, dancing, and cultural demonstrations and programs.

9.2 COMMUNITY ASSETS AND OPPORTUNITIES

Rich History of Arts and Culture.

Chinatown's arts, cultural, and historic identity is arguably the community's greatest strength. Key assets include the historic Republic Café and Chop Suey sign, Asian architectural elements, murals, strong cultural organizations, annual cultural events, and a growing artist community. Repositioning Chinatown as a regional arts and culture district will strengthen the neighborhood through increased economic activity for businesses and expanded community programming for residents.

Cultural Organizations, Events, and Programming.

In spite of Chinatown's blighted conditions, established cultural organizations such as the Asian Cultural Experience (ACE), Buddhist Temple of Salinas, Chinese Association of Salinas, and the Filipino Community-Salinas Valley have drawn thousands of visitors to cultural events like the Asian and Obon Festivals. Program offerings at their facilities, including

youth and family activities, recreation, community classes, serve as cornerstones for building a strong neighborhood. There is opportunity for the City to collaborate with these organizations to utilize these community centers to expand programming and services for residents and visitors.

Growing Multi-generational Population.

Recent residential developments in Chinatown have brought a diverse set of new residents to the neighborhood. Housing developments designed for seniors, large families and other types of households contribute to a growing neighborhood and sense of community. Continuing to engage residents and providing opportunity for intergenerational collaboration and participation in Revitalization Plan implementation will increase its success and ensure neighborhood needs are met.



Dancers performing a traditional Filipino cultural dance at the Filipino Community-Salinas Valley hall as part of the 2018 Asian Festival.

9.3 GOALS, POLICIES, AND ACTIONS

The vision, goals, and recommendations contained within this Revitalization Plan were developed through an intensive community engagement process. Each of the six primary topic areas was evaluated and refined by a Working Group of residents and stakeholders, presented at a series of public Open Houses, and vetted by a Technical Advisory Committee. These results then evolved into the Goals, Policies and Actions found in this chapter.

This section contains two parts. The first is a narrative describing each of the Arts, Youth, Programming and Community Facilities (AYPCF) goals and policies – providing context, rationale, and framing for why certain policies or programs are important. The

matrix that follows the narrative includes actions necessary to implement the goals and policies along with other, more detailed recommendations including the responsible entity or organization and the timeframe.

AYPCF 1. Establish Chinatown as an arts and culture hub that celebrates its multicultural past, welcomes artists, and attracts public art investment.

Incorporating arts and culture into the fabric of the neighborhood will enrich residents' lives. It is also a strategy to bring investment to the community while sharing Chinatown's history and cultural legacy with a broader audience. Art in the public realm – including



2017 Asian Festival in Chinatown and the Lion Dance Team performers along with Mayor Joe Gunter, City Manager Ray E. Corpuz, Jr., and Councilwomen Gloria De La Rosa.



Motorcycle clubs around the region joined the 3rd Annual Chinatown Block Party to provide services and clothing to individuals experiencing homelessness.

the design of building facades, open spaces, and streetscape elements – can “tell the Chinatown story.”

Bringing public art and resources for artists and cultural organizations to Chinatown requires continued advocacy by residents, community-based organizations, and non-profit and philanthropic groups. These efforts will be strengthened by developing a network of arts groups and working directly with the Salinas Public Arts Commission.

Chinatown can become a regional arts and cultural hub, drawing visitors day-to-day and during annual festivals and events. Ensuring that ample spaces for working artists, arts and culture programs, and displays are created and maintained is a critical piece of this effort. Ground-floor space of Moon Gate Plaza can be used to implement this strategy in the near term, demonstrating investment in neighborhood infrastructure that also supports the arts.

AYPCF 2. Support youth and family development by investing in programs that are healthy and nurturing.

Monterey County, Salinas and Chinatown

have a rich system of service providers and organizations that support residents of all ages and at all stages of life. Continuing to improve personal, behavioral and community health in Chinatown requires enhancing access to a full spectrum of critical services and programs for youth and families – from nutritional support for expecting mothers, to caregiving and adult substance abuse prevention and treatment.

Improving families’ access to and use of available programs requires centralized, culturally relevant, multi-lingual coordinated outreach and education to connect them to the resources they need to be healthy and successful.

Likewise, coordination between the City, County, school districts, and non-profit organizations like First Five Monterey and Alcoholics Anonymous will improve service delivery and resource efficiency. New and improved programs will emphasize parenting and caregiving skills and youth mentorship for Chinatown residents. Affordable housing developments, places of worship, and community facilities can continue to provide space for programs and service delivery as well as information centers.



OBON FESTIVAL

The Salinas Obon Festival, presented annually by the Buddhist Temple of Salinas, is a Japanese Buddhist custom to honor the spirits of one’s ancestors. Over four thousand visitors come to the festival to see and experience displays of bonsai and flower arrangements, Japanese food, martial arts demonstrations, and a tea ceremony.



ASIAN CULTURAL EXPERIENCE (ACE)

ACE is a multi-ethnic non-profit organization dedicated to the historical and cultural preservation of Chinatown. Founded in 2007, ACE brings together members of the Chinese, Japanese, and Filipino communities, students and faculty from CSUMB, and staff from the National Steinbeck Center. Primary initiatives include the coordination of the Annual Asian Festival. Their dream goal is to convert the Republic Café into a museum.

AYPCF 3. Encourage robust civic engagement and development of resident leaders committed to shaping Chinatown's future.

The success of Chinatown's revitalization will require continued partnerships and collaboration between the City of Salinas, Chinatown residents, local community-based organizations and other public and private entities.

In order to ensure that Chinatown grows and evolves in a manner that reflects community values and priorities, public engagement must be effective and broad reaching. This requires creating safe, accessible, and welcoming environments in which neighbors can come together and interact with the City.

The City will ensure outreach efforts include many avenues and tools for participation and that they are fully accessible to the neighborhood's diverse residents. This means using simple clear language, providing translation and interpretation, and relying on trusted organizations and leaders in the community. Capacity-building, volunteerism, and events and programs

that bring neighbors together to learn from one another will help develop local leaders and support successful neighborhood projects.

AYPCF 4. Strengthen the capacity and sustainability of community-based organizations (CBOs) in Chinatown to provide critical services.

Chinatown has a rich network of community-based organizations that are a critical piece of the neighborhood. Like many non-profit organizations, however, they face ongoing challenges related to funding, operations, and policy. To support these organizations so that they can continue their vital work, the City and its partners will enhance support for and coordination among CBOs. The Asian Cultural Experience has been one of the strongest supporters of this planning effort.

The City will work with local organizations to assess their challenges and tailor technical assistance and capacity-building programs to these needs. Support will come in the forms of formal training and technical assistance as well as mentorship and leadership development. Because

resources are scarce and many CBOs have similar missions, increased collaboration between groups is needed. This may include City-led meetings, partnership opportunities, and shared staff and spaces.

AYPECF 5. Ensure that Chinatown allows for a full range of recreational activities to promote active and healthy lifestyles.

Chinatown residents of all ages and abilities need easy access to programs and places that will support their health, education, and enrichment. Establishing or strengthening partnerships among Salinas and Chinatown organizations is an effective way to ensure

more people have more opportunities to play, grow, and learn in their neighborhood.

There are multiple strategies that the City and its partners will use to achieve this. This includes working with nearby schools, religious institutions, and housing providers to increase access to enrichment programs, play opportunities, and arts and cultural resources.

As Chinatown redevelops and grows over time, more places, spaces, and programs for healthy activities will be needed. The City will seek opportunities to bring services, including public library services, to the neighborhood on a temporary, pop-up, or permanent basis. New mixed-use developments and multi-family housing

structures offer excellent opportunities to create new ground-floor spaces for community hubs with flexible spaces for classes, meetings, and other activities.

AYPECF 6. Create and support well-maintained and culturally relevant small parks and other urban gathering spaces in Chinatown.

Outdoor spaces are key building blocks of healthy neighborhoods, and provide locations for many of the healthy programs and activities coming to Chinatown. A network of well-designed and maintained urban-scale parks and open spaces, including a community garden, throughout

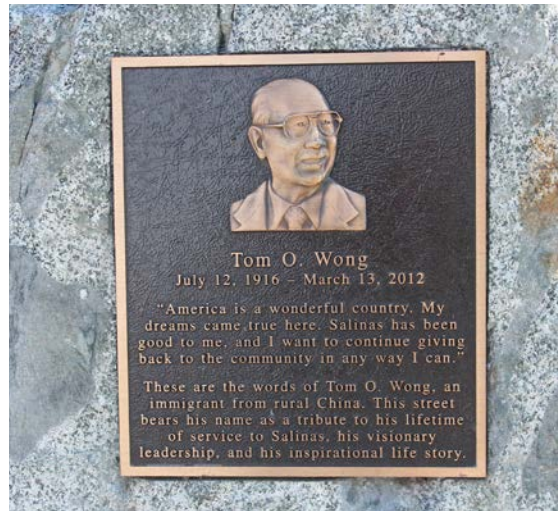


Lion dance performance at the 3rd Annual Chinatown Block Party.

Chinatown will benefit the community at large. Some spaces may be more traditional landscaped parks, while others may be small spaces or plazas. Together, the system of small parks and spaces will provide places for social gatherings, art or cultural exhibitions, and informal play and relaxation.

New gathering spaces can be created in a number of ways. Chinatown has many underutilized sites that can be transformed into parks, gardens, or plazas. New housing developments will contribute new open spaces to the community, and the City will work with developers to ensure these are accessible to the public so that they benefit all of Chinatown. In the near-term and as Chinatown begins to redevelop, temporary installations and inexpensive fixtures can transform underutilized spaces into community amenities and “pop-up parks”.

All public spaces in Chinatown should be designed to be flexible so that they can accommodate many uses at different times. Each space should be sited and designed to connect to other nearby amenities, including trails and community parks, and to reflect the unique identity and history of Chinatown.



Memorial plaque after Tom O. Wong, an important figure in Chinatown's history and heritage.



Street named after Tom O. Wong, whose name was also written in Chinese characters.



Traditional Chinese dance at the Salinas Confucius Church.



Salinas Kendo Club members perform inside of the Buddhist Temple of Salinas at the Asian Festival.



Chinatown's Obon Festival is a community-centric event that promotes cultural identity of the Japanese community within the City and Chinatown.

AYPCF 1. ESTABLISH CHINATOWN AS AN ARTS AND CULTURE HUB THAT CELEBRATES ITS MULTICULTURAL PAST, WELCOMES ARTISTS, AND ATTRACTS PUBLIC ART INVESTMENT.

POLICY	IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
AYPCF 1.1 - Support culturally relevant public art and events to establish Chinatown as a destination that enriches residents and attracts visitors.	AYPCF 1.1.a – Commission Culturally-Relevant Art in Public Spaces. Integrate culturally relevant art in the design of public spaces especially along Soledad Street. Encourage businesses, housing development, and institutions to host public art to “tell the story” of Chinatown.	City, Businesses, Government/Educational Institutions, Faith Based Community (FBC), Community Based Organizations (CBOs), Public Art Commission	Short
	AYPCF 1.1.b – Actively participate on Public Arts Commission. Encourage Chinatown stakeholders to participate in the Public Art Commission. Improve Public Art Commission’s communication to Chinatown stakeholders about projects and initiatives and educate local artists on how to apply for funding.	City, Philanthropy, Government/Educational Institutions, CBOs, Local Artists, Public Art Commission, Asian Cultural Experience (ACE), Buddhist Temple of Salinas, Filipino Community - Salinas Valley (FCSV), Chinese Association of Salinas (CAS), Chinese American Citizens Alliance (CACA)	Short
	AYPCF 1.1.c – Host Culturally-Relevant Events. Launch festivals celebrating Asian/Latino ethnic food, performing arts, and crafts to celebrate Chinatown’s identity including an annual Chinese New Year event. Continue to hold the Chinatown Block Party, Asian Festival, and Obon Festival.	City, Businesses, Government/Educational Institutions, FBC, CBOs, Public Art Commission, ACE, Buddhist Temple of Salinas, FCSV, CAS, CACA	Immediate – Short
	AYPCF 1.1.d – Create a Network of Arts Groups. Build partnerships between local arts groups and regional businesses, public institutions, philanthropy and to help Chinatown become a regional art destination.	City, Government & Educational Institutions, Businesses, CBOs, Public Art Commission, ACE, Buddhist Temple of Salinas, FCSV, CAS, CACA	Medium

POLICY	IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
AYPCF 1.1 - (Continues)	AYPCF 1.1.e – Identify and develop a variety of art spaces for training, display, program, services, and performance. Publish this list for event organizers. Repurpose or renovate existing community facilities to create new spaces for art and cultural programming.	City, Businesses, Philanthropy, Government/Educational Institutions, FFBC, CBOs, Public Art Commission, ACE, Buddhist Temple of Salinas, FCSV, CAS, CACA	Medium
	AYPCF 1.1.f – Create spaces for arts exhibition and programming. Utilize the ground floor of Moon Gate Plaza for art exhibition and programming space.	City, MidPen Housing, Artist, CBOs	Short
	AYPCF 1.1.g – Establish Public Art Maintenance Plan. Ensure that community stakeholders can assist in helping protect and maintain public art.	City, Community Stakeholders, CBOs, Public Art Commission, ACE, Buddhist Temple of Salinas, FCSV, CAS, CACA	Short

POLICY	IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
AYPCF 1.2 - Support the development of new and existing arts and cultural programming.	AYPCF 1.2.a - Create a Chinatown Arts Action Plan. Work with the Public Art Commission and community stakeholders to develop a tailored action plan for Chinatown to implement the overall goals of the Citywide Public Art Master Plan. Identify appropriate locations for public art installations.	City, Businesses, Government/Educational Institutions, FBC, CBOs, Public Art Commission	Short
	AYPCF 1.2.b - Expand Arts-Based Programming. Support existing arts-based organizations to expand cultural and arts programming through partnerships with existing community organizations and institutions.	City, Businesses, Government/Educational Institutions, Public Art Commission, ACE, Buddhist Temple of Salinas, FCSV, CAS, CACA	Ongoing
	AYPCF 1.2.c - Increase arts and culture funding. Pursue grant opportunities such as the Living Cultures Grant Program from the Filipino Development Foundation to sustain and strengthen arts and cultural programming about Chinatown heritage.	City, Businesses, Government/Educational Institutions, Public Art Commission, ACE, Buddhist Temple of Salinas, FCSV, CAS, CACA	Short
	AYPCF 1.2.d - Expand art education opportunities. Invite artists to give lectures, demonstrations, and classes at community facilities and other public gathering places. Host affordable culinary, art, and cultural courses tied to Chinatown's history.	City, Philanthropy, Artist, CBOs, Public Art Commission, ACE, Buddhist Temple of Salinas, FCSV, CAS, CACA	Short

POLICY	IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
AYPCF 1.3 - Provide resources to allow local artists to live and work in Chinatown.	AYPCF 1.3.a - Create art internships for youth. Enable students to gain hands on experience with local artists and arts and cultural organizations.	City, Businesses, Government/Educational Institutions, FBC, CBOs, Public Art Commission	Medium
	AYPCF 1.3.b - Develop vendor opportunities for artists. Create an “auction exhibit space” for local artists to sell their art pieces in conjunction with businesses and other organizations. Develop an online marketplace for artist products.	City, Businesses, Government/Educational Institutions, FBC, CBOs, Local Artists, Public Art Commission	Short
	AYPCF 1.3.c - Create artist maker spaces. Develop new creative maker spaces within existing community facilities that provide tools and other equipment for burgeoning artists to produce art for sale. (See also action ED 3.2a)	City, Government/Educational Institutions, FBC, Philanthropy, CBOs, Public Art Commission	Medium
	AYPCF 1.3.d - Provide information to artists on small business development. Develop a resource guide specifically for artists in developing a small business.	City, Government/Educational Institutions, CBOs, Public Art Commission	Short
	AYPCF 1.3.e - Encourage the development of artist housing. Continue to work with affordable housing developers to incorporate live/work housing for artists in Chinatown. Eliminate barriers to the development of live/work housing. (See also policy ED 3.3)	City, Housing Developers, CBOs, Public Art Commission	Short

POLICY	IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
AYPCF 1.4 - Brand Chinatown as an art and cultural hub focusing on its unique history.	AYPCF 1.4.a - Promote Chinatown's public art installations and historic sites. Highlight Chinatown's public art assets and historic sites through the development of a brochure and map. Install appropriate directional signage for the art.	City, Government/Educational Institutions, CBOs, Historic Resource Board, Public Art Commission	Medium
	AYPCF 1.4.b - Market Chinatown as an arts and cultural hub. Work with Chinatown's cultural, religious, and arts institutions, businesses, and housing developers to create a branding campaign and associated material to establish Chinatown as an art/cultural destination in the region. Hire local artists to design branding and other marketing materials. Use social media and other tools to advertise arts and cultural programming. (See also policy ED 2.1)	City, Businesses, Business Association, CBOs, Public Art Commission	Short
	AYPCF 1.4.c - Establish a gateway and public signage to identify Chinatown as an arts/cultural HUB. Select a location and design new gateway and wayfinding signage that that reflects Chinatown's history and identity. Work with community-based organization to create storytelling signage including historic photos throughout Chinatown.	City, Government/Educational Institutions, CBOs, Historic Resource Board, Public Art Commission	Short-Medium

AYPCF 2. SUPPORT YOUTH AND FAMILY DEVELOPMENT BY INVESTING PROGRAMS THAT ARE HEALTHY AND NURTURING.

POLICY	IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
AYPCF 2.1 – Promote Healthy Youth and Family Development By Expanding Access to Support and Resources in Chinatown.	AYPCF 2.1.a – Expand access to high-quality, early childhood education and literacy programming. Convene a coalition of schools, childcare providers, recreation centers/ library, service and housing providers to focus on increasing early childhood education and literacy opportunities, particularly at the affordable housing developments. Expand adult literacy and ESL classes in Chinatown.	First 5 Monterey, Monterey County Office of Education, School Districts, County Public Health Department, Hartnell, Monterey Peninsula College (MPC), CBOs, Housing Authority	Ongoing
	AYPCF 2.1.b – Provide early resources to expectant families and new parents. Increase access to programs like Women, Infants, and Children (WIC) to provide health care and nutrition resources to expectant mothers and offer early education training geared towards caregivers who are a child's first teacher, particularly at the affordable housing developments.	First 5 Monterey, WIC, Monterey County Office of Education, School Districts, County Public Health Department, CBOs, HACM	Medium
	AYPCF 2.1.c – Increase parenting and caregiver programs. Offer caregivers and parents training on how to effectively communicate with their children, use discipline, and manage problems and reinforce positive behavior, particularly at the affordable housing developments.	City, Monterey County Office of Education, School Districts, First 5 Monterey, CBOs, HACM, Caregivers	Short-Medium
	AYPCF 2.1.d – Assist families in accessing support programs. Assist Chinatown's low-income families access safety net programs such as Section 8 Vouchers, Supplemental Nutrition Assistance Program (SNAP), and Temporary Assistance for Needy Families (TANF). Work with churches, businesses, philanthropy, and community-based organization to establish a similar "safety net" for undocumented residents.	City, Monterey County Departments of Social Services and Public Health, Monterey County Office of Education, HACM, CBOs	Medium

POLICY	IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
AYPCF 2.1 – (Continues)	AYPCF 2.1.e – Establish a centralized system for family resources. Identify obstacles that prevent families from learning about community resources and develop a single source of information. Information should be accessible in multiple media forms and address potential language barriers. Create resource display areas at cultural/religious institutions and in community spaces inside Chinatown’s housing developments.	City, Monterey County Office of Education, Monterey County Departments of Social Services and Public Health, School Districts, First 5 Monterey, CBOs	Medium
	AYPCF 2.1.f – Increase interactions between youth and caring adults. Promote opportunities to mentor, tutor, or volunteer with youth-serving programs. Encourage intergenerational programming between youth and seniors. Expand afterschool programs that involve adults as positive role models for youth, particularly at Chinatown’s housing developments.	City, Monterey County Office of Education, CBOs, HACM	Medium
	AYPCF 2.1.g – Increase substance abuse prevention and treatment programs for youth and parents. Leverage existing resources and pursue grants to create substance abuse prevention (including vaping) and treatment programs in Chinatown. Work with community-based organizations to host support groups like Alcoholics Anonymous.	City, Monterey County Office of Education, Monterey County Departments of Social Services and Public Health, School Districts, CBOs	Short-Medium

POLICY	IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
AYPCF 2.2 – Continue to reduce violence through prevention, intervention, suppression, and re-entry strategies.	AYPCF 2.2.a – Prioritize and invest in effective prevention activities. Provide meaningful youth activities that develop their interests, skills, and talents particularly afterschool and during holiday break. Investing significantly in prevention programs is the most effective way to reduce violence among youth.	City, Community Alliance for Safety and Peace (CASP), School Districts, HACM, CBOs	Ongoing
	AYPCF 2.2.b – Teach nonviolent skills to resolve disputes. Expand violence prevention training at schools and within other youth programs so youth have skills to manage anger and resolve conflicts.	City, School Districts, HACM, CBOs	Short
	AYPCF 2.2.c – Increase intensive family-focused approaches. Provide therapeutic services for high-risk, chronic youth offenders and their families to address individual, family, school, and community factors that contribute to violence.	City, School Districts, Criminal Justice Agencies, CBOs, Caregivers, Monterey County Behavioral Health	Short
	AYPCF 2.2.d – Increase street outreach and community mobilization. Connect trained staff with at-risk youth to conduct conflict mediation, make service referrals, and change beliefs about the acceptability of violence.	City, Monterey County Office of Education, Monterey County Departments of Social Services and Public Health, School Districts, First 5 Monterey, CBOs	

AYPECF 3. ENCOURAGE ROBUST CIVIC ENGAGEMENT AND DEVELOPMENT OF RESIDENT LEADERS COMMITTED TO SHAPING CHINATOWN'S FUTURE.

POLICY	IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
AYPECF 3.1 – Create a welcoming environment to nurture effective engagement.	AYPECF 3.1.a – Implement culturally effective engagement. Design engagement activities that are culturally relevant and resonate with the Chinatown's residents. Use culturally appropriate language and simplified written communications in multiple media forms.	City, CBOs	Ongoing
	AYPECF 3.1.b – Incorporate trusted community organizations in civic engagement. Pursue guidance from community-based organizations on how to design effective engagement activities and request assistance recruiting participants. Hold meetings in spaces where participants feel most comfortable.	City, CBOs	Ongoing
	AYPECF 3.1.c – Offer various forms of engagement opportunities. Provide a spectrum of engagement activities to allow people with different lifestyles and experiences to participate, which could range from simple online surveys to ongoing working groups.	City, CBOs	Ongoing

POLICY	IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
AYPCF 3.2 – Build the capacity of resident leaders to fully participate in City and community decision making.	AYPCF 3.2.a – Establish civic academies to develop capacity of residents. Develop the knowledge base of residents about local government to support true involvement in decision making. Encourage training to help residents facilitate community meetings and lead neighborhood projects.	City, Public Health Department, CBOs	Short-Medium
	AYPCF 3.2.b – Promote social cohesion as an approach to civic engagement. Sponsor neighborhood events in Chinatown such as the Chinatown Block Party to foster social cohesion.	City, Monterey County, Businesses, CBOs, Residents	Short
	AYPCF 3.2.c – Facilitate volunteerism. Make it easy for residents to volunteer by streamlining the application process and advertising a variety of volunteer opportunities to improve Chinatown. Empower volunteers to lead neighborhood improvement projects by eliminating regulatory barriers to “getting things done”.	City, Businesses, CBOs, Residents	Short

AYPCF 4. STRENGTHEN THE CAPACITY AND SUSTAINABILITY OF COMMUNITY-BASED ORGANIZATIONS (CBOs) IN CHINATOWN TO PROVIDE CRITICAL SERVICES.

POLICY	IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
AYPCF 4.1 – Offer capacity building training and technical assistance to existing and new community-based organizations.	AYPCF 4.1.a – Survey CBOs on training needs. Conduct an assessment to identify needs of CBOs and devise tailored training and technical assistance.	City, Philanthropy, CBOs	Short-Medium
	AYPCF 4.1.b – Partner with philanthropy to support CBOs. Request resources from philanthropy for CBO training and technical assistance in Chinatown.	City, Philanthropy, CBOs	Short-Medium
	AYPCF 4.1.c – Invite CBOs to governmental agency training. Encourage CBOs to attend City training opportunities for staff on issues such as time management. Recruit City staff experts to conduct training to CBOs on topics such as finance and small business support.	City, Monterey County Office of Education, Monterey County Departments of Social Services and Public Health, School Districts, CBOs	Immediate
	AYPCF 4.1.d – Encourage mentorship of new leaders. Connect experienced leaders of strong CBOs leaders of new or growing organizations to serve as an advisor.	City, Philanthropy, Monterey County Office of Education, Monterey County, School Districts, CBOs, Businesses	Medium

POLICY	IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
AYPCF 4.2 – Promote collaboration among CBOs to effectively leverage resources.	AYPCF 4.2.a – Regularly assemble CBOs in Chinatown to share resources. Convene a quarterly meeting of Chinatown CBOs to discuss how to collaborate and leverage resources to implement the Chinatown Revitalization Plan.	City, CBOs	Short
	AYPCF 4.2.b – Incentivize CBO partnerships. Promote grant-making that rewards collaborative partnerships over individual organization projects.	City, Philanthropy, Monterey County Office of Education, Monterey County, School Districts, CBOs	Medium
	AYPCF 4.2.c – Foster shared use of facilities and staffing. Encourage CBOs to share office space, equipment, supplies, and even staffing to reduce organization overhead and promote efficiency.	City, Philanthropy, Monterey County Office of Education, Monterey County, School Districts, CBOs	Medium

AYPCF 5. ENSURE THAT CHINATOWN ALLOWS FOR A FULL RANGE OF RECREATIONAL ACTIVITIES TO PROMOTE ACTIVE AND HEALTHY LIFESTYLES.

POLICY	IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
AYPCF 5.1 – Cultivate partnerships to expand access to community facilities and education and recreation programming.	AYPCF 5.1.a – Expand educational partnerships. Establish and strengthen partnerships with schools, school districts, Hartnell College and community partners to offer new and expanded enrichment programming at community facilities in Chinatown.	City, Monterey County, Monterey County Office of Education, School Districts, CBOs	Short
	AYPCF 5.1.b – Develop joint-use agreements. Develop joint-use agreements between the City and Chinatown cultural/religious institutions and housing developments to provide expanded recreational programming that promotes arts, play, and health and wellness for residents of all ages.	City, Sport Clubs, Cultural/Religious Institutions, CBOs, Housing Developments	Short-Medium
	AYPCF 5.1.c – Develop community hubs. Support flexible community spaces that can accommodate and support the needs of different programs and community uses. Partner with developers to dedicate ground-floor spaces in mixed-use projects as community spaces for recreational activities.	City, Cultural/Religious Institutions, CBOs, Housing Developments, Parks Commission	Immediate-Long
	AYPCF 5.1.d – Provide City recreational programming in Chinatown. Facilitate partnerships between the Library and Community Services (LCS) Department and private community facilities to extend City organized recreational activities to those sites in Chinatown.	City/LCS, Businesses, Philanthropy, CBOs, Parks Commission	Short-Medium
	AYPCF 5.1.e – Offer “active living classes” to residents. Work with LCS to specifically provide outdoor fitness, healthy eating, and other wellness at various community spaces to promote a healthy lifestyle.		
	AYPCF 5.1.f – Consider establishing a temporary library satellite in Moon Gate Plaza. Explore establishing a temporary location for library services at Moon Gate Plaza.	City, Businesses, Philanthropy, CBOs, Parks Commission	Short-Medium

AYPCF 6. CREATE AND SUPPORT WELL MAINTAINED, AND CULTURALLY RELEVANT SMALL PARKS AND OTHER URBAN GATHERING SPACES IN CHINATOWN.

POLICY	IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
AYPCF 6.1 – Establish an urban-style pocket and/or neighborhood park in Chinatown.	AYPCF 6.1.a – Pursue grants to establish a park in Chinatown. Seek grants and other funding opportunities to develop a park at the PG&E site near the Haciendas Housing Development.	Community Development Department (CDD), Public Works Department (PW), Library and Community Services Department (LCS)	Medium
	AYPCF 6.1.b – Transform underutilized parcels into urban open spaces. Identify poorly suited sites for development and create urban plazas, community gardens, or pocket parks.	CDD, LCS	Medium
	AYPCF 6.1.c – Provide incentives to housing developers to build common open spaces/parks. Allow for housing developers to meet open space requirements by creating open space/park that is open to the larger neighborhood.	CDD, PW, LCS	Medium
	AYPCF 6.1.d – Create a network of trails connecting to other parks. Establish trails and/or greenways that link Chinatown's residents to larger parks in the City such as Carr Lake, Natividad Creek and Cesar Chávez.	CDD, PW, LCS, Big Sur Land Trust	Long
	AYPCF 6.1.e – Design culturally relevant urban open spaces and parks. Integrate Chinatown design elements and storytelling into new parks and urban spaces including multi-lingual signage. Install exercise equipment wherever possible in these spaces or along trails and greenways.	CDD, PW, LCS	Medium

POLICY	IMPLEMENTATION ACTION	DEPARTMENT/ORG	TIMEFRAME
AYPCF 6.2 – Create temporary and flexible urban open spaces in Chinatown.	AYPCF 6.2.a – Install temporary improvements to activate urban spaces. Explore redeveloping underutilized or vacant parcels with temporary and inexpensive features that can create immediate urban spaces.	City, CBOs	Short
	AYPCF 6.2.b – Offer recreational programming in temporary urban spaces. Develop programming for temporary urban spaces to increase activity and improve safety.	City, Cultural/Educational Institutions, CBOs	Short-Medium
	AYPCF 6.2.c – Create a community garden. Build a new community garden at 45 Soledad to replace the one that was eliminated with the development of Moon Gate Plaza. Continue to explore additional locations for community gardens.	City, Businesses, Philanthropy, CBOs, Parks Commission	Short
AYPCF 6.3 – Implement regular maintenance of urban open spaces in Chinatown.	AYPCF 6.3.a – Improve maintenance of open spaces. Develop an annual maintenance plan for Chinatown’s open spaces and work with Downtown Streets Team on executing the plan.	City, Downtown Streets Team	Short-Medium
	AYPCF 6.3.b – Encourage community stewardship program. Develop a Community Stewardship Program (“Adopt an Open Space”) to promote opportunities for resident, neighborhood group, or community-based organization ownership and stewardship of open spaces.	City, Neighborhood Groups, CBOs, Parks Commission	Short-Medium



Chinese mask at the Chinese Association of Salinas building, also known as the Salinas Confucius Church.



Shrine at the Salinas Buddhist Temple.



Lion Dance traditional costume in display at the Asian Festival at the Salinas Confucius Church.



10

Next Steps and Implementation

10.1 INTRODUCTION

The Chinatown Revitalization Plan is an action-driven framework for revitalizing Chinatown. Revitalization Plan recommendations will inform the first comprehensive General Plan update since 2002. With input and collaboration from over 3,000 participants, the Chinatown Revitalization Plan is designed as a plan for community use, not just as City document, and requires broad community participation for successful implementation.

All of the actions within the Plan are important to creating a thriving Chinatown, yet many falls beyond the authority, discretion, or fiscal abilities of city government alone. The City recognizes its lead role, but it will take strong partnerships to fully implement the plan. City, County, other local government agency staff, residents, and other stakeholders working in Chinatown should use this plan daily to guide their projects, funding applications, and other improvements in alignment with the community's vision. Lead agencies and funding sources are identified where possible for specific tasks, and each implementation matrix represents a good-faith effort to identify primary related organizations, but it does not commit agencies to specific projects nor preclude additional partnerships with unmentioned groups.

While the Revitalization Plan contains efforts that could span 10-15 years, this Chapter focuses on next steps that capitalize on current strengths and opportunities to move the Plan forward over the next one-to-two years.

10.2 PLANNING AND CEQA CONTEXT

The City will start its General Plan update process in 2020, which will incorporate policies and recommendations from the Chinatown Revitalization Plan, and other recent planning efforts around Salinas. The update will likely take several years to complete. In the meantime, the Chinatown Revitalization Plan is being accepted by Salinas City Council as a strategic planning document, with no formal California Environmental Quality Act (CEQA) review.

Many of the projects and actions within this Plan will not require environmental review and can be completed without CEQA evaluation. This Plan will be included in the General Plan Update Environmental Impact Report (EIR) analysis. Prior to the preparation of the General Plan EIR, projects coming forward from Revitalization Plan recommendations that do require CEQA review would be required to undertake the appropriate level of analysis based on individual project CEQA requirements.

10.3 EMERGING PRIORITIES

This Plan contains hundreds of important goals, policies, and actions, many of which were created from community input. The Chinatown community is ready for change and eager to move forward, but not all actions can move forward at once.

To identify community priorities so that the City and its partners can direct resources to the right projects and programs, the community was engaged in an interactive exercise at the November 2019 Chinatown Block Party. Based on this and other stakeholder input, priorities for Plan implementation emerged. These priorities are listed below, and this Chapter outlines potential

funding sources and, important actions toward these priorities that can be accomplished over the next one to two years.

Land Use and Design

Establish design guidelines and development standards to create a cohesive and culturally appropriate architectural style. Identify preserve and protect historic buildings.

New developments should be compatible with Chinatown's historic architecture and multicultural aesthetic.

Support existing and new commercial and industrial uses and protect residential areas from the adverse impacts from conflicting land uses.

As Chinatown transitions into a livable mixed-use neighborhood, it is imperative to ensure that existing light industrial, manufacturing, and warehousing operations find strategic new locations within the neighborhood and have access to financial assistance to enable them to grow.

Encourage the development of mixed-use projects and rehabilitate abandoned buildings.

Mixed-use projects in infill locations can help support walkability across the Chinatown neighborhood.

Housing and Neighborhoods

Assist chronically homeless individuals with assessment and housing navigation services.

Homeless individuals face a range of structural barriers and require specialized assistance in their search for stable housing.



Stakeholder walking through the activity boards at the Final Draft Open House for the Chinatown Revitalization Plan.

Encourage the development of a diversity of new existing affordable and market-rate housing units.

In order to grow a diverse residential population, Chinatown needs to expand its housing supply with a range of products at varying price points.

Collaborate with residents and property owners to assist in neighborhood rehabilitation and maintenance.

Encouraging residents to participate in neighborhood maintenance projects helps to both build local capacity and ensure a beautiful, well-maintained public spaces.

Economic Development

Support the creation of cultural spaces and an Asian Museum/ Cultural Center for Chinatown.

A new museum can support revitalization efforts by attracting new visitors to the neighborhood, who can interact with the community learn more about Chinatown's rich multicultural history.

Transform Soledad Street into a retail-oriented corridor and identify vacant and/or underutilized buildings that could be used as incubator spaces.

Dense commercial corridors support walkability by providing residents with safe, convenient access to an array of amenities required in daily life.

Health and Safety

Ensure that streets, sidewalks, and public spaces are clean.

A well-maintained public realm is required to ensure safety, sanitation, and health for all in the Chinatown community.

Implement a community-oriented policing approach to increase safety and reduce criminal activity.

Communities are strengthened when residents are empowered to take ownership of neighborhood safety concerns and to work collaboratively with the Police Department to address them.

Improve physical and mental health services to homeless individuals.

Many homeless individuals suffer from substance abuse or mental health issues that prevent them from becoming self-sufficient; improving and expanding the breadth of services available to these populations is required to reintegrate them into society.

Transportation and Infrastructure

Reconnect Chinatown to Downtown and convert Chinatown streets to two-way traffic.

Increasing capacity on Chinatown's roadways will be critical to ensuring efficient and smooth travel throughout the neighborhood.

Improve roadways and public infrastructure to better accommodate all modes of travel.

Improved pedestrian infrastructure can help encourage transportation mode shifts that reduce dependence on driving



Stakeholder voting at the prioritization boards at the Final Draft Open House for the Chinatown Revitalization Plan.



Mayor Joe Gunter talking with stakeholders at the Final Draft Open House for the Chinatown Revitalization Plan.

across the community.

Develop an innovative parking plan to improve parking availability in neighborhoods.

An expanded supply of parking, both in structures and on-street, is required to accommodate to the growth anticipated as revitalization moves forward.

Art, Youth, Programming and Community Facilities

Support culturally relevant public art and events to establish Chinatown as a cultural and artistic destination.

Arts and culture are incredibly important to the Chinatown community and will put Chinatown on the map as a regional destination while improving the neighborhood.

Promote healthy youth and family development.

Chinatown is growing therefore, promoting the health and well-being of its families is a key priority for the future of the neighborhood and Salinas.

Strengthen the capacity and sustainability of community-based organizations.

Stable, well-funded, and efficient CBOs are critical to serving the Chinatown community and achieving many goals of this revitalization plan.

HEALTH AND SAFETY / SALUD Y SEGURIDAD			
CHINATOWN Revitalization Plan	PRIORITIES / PRIORIDADES	ACTIONS / ACCIONES	VOTE / VOTAR
	Implement a community oriented policing approach to increase safety and reduce criminal activity. Implementar una vigilancia policial orientada a la comunidad. Enfoque para aumentar la seguridad y reducir la actividad criminal.	Operate a police command post from the future City's office space at the Moon Gate Plaza Project. / Operar un puesto de comando de la policía desde el espacio de oficinas de la Ciudad del futuro en el Proyecto Moon Gate Plaza. Establish a neighborhood watch group. / Establecer un grupo de vigilancia vecinal. Explore the idea of installing cameras on the public right-of-way. / Explorar la idea de instalar cámaras en el derecho de paso público.	
	Ensure that streets, sidewalks and public spaces are clean. Asegurarse de que las calles, los aceros y los espacios públicos estén limpios.	Continue collaboration with Downtown Streets Team to implement with the corridor maintenance program in Chinatown. / Continuar la colaboración con el equipo de Downtown Streets para implementar con el programa de mantenimiento del corredor en Chinatown. Collaborate with non-profits to administer and properly distribute donated items in Chinatown. / Colaborar con organizaciones sin fines de lucro para administrar y distribuir bienes donados en Chinatown. Create a campaign to discourage people from illegally dumping. / Crear una campaña para disuadir a las personas de tirar ilegalmente.	
	Expand physical and mental health services to homeless individuals. Expandir los servicios de salud física y mental a las personas sin hogar.	Strengthen practices to increase the number of homeless individuals housed. / Fortalecer las prácticas para aumentar el número de personas sin hogar alojadas. Explore establishing a Community Paramedicine Team in Chinatown. / Explorar el establecimiento de un equipo comunitario de paramedicina en Chinatown.	
	Identify and remediate all blighted and contaminated properties within Chinatown. Identificar y remediar todas las propiedades contaminadas y arruinadas dentro de Chinatown.	Collaborate with the PG&E, National Development Council (NDC), EPA, property and business owners to identify, assess, and remediate contaminated properties. / Colaborar con PG&E, el Consejo Nacional de Desarrollo (NDC), EPA propietarios y empresas para identificar, evaluar y remediar propiedades contaminadas. Identify a permanent relocation site for Community Garden. / Identificar un sitio de reubicación permanente para el jardín.	

Prioritization voting board at Final Draft Open House for the Chinatown Revitalization Plan.

ARTS, YOUTH, PROGRAMMING AND COMMUNITY FACILITIES / ARTE, JOVENES, PROGRAMACION E INSTALACIONES			
CHINATOWN Revitalization Plan	PRIORITIES / PRIORIDADES	ACTIONS / ACCIONES	VOTE / VOTAR
	Support culturally relevant public art and events to establish Chinatown as a cultural and artistic destination. Apoyar el arte público culturalmente relevante y los eventos para establecer Chinatown como un destino cultural y artístico.	Commission and adopt culturally relevant art that tells the story of Chinatown. / Comisionar y adoptar arte culturalmente relevante que cuente la historia de Chinatown. Host culturally relevant events. / Organizar eventos culturalmente relevantes. Support existing arts-based organizations to expand cultural and arts programming. / Apoyar a las organizaciones artísticas existentes para expandir la programación cultural y artística. Encourage the development of artist housing. / Fomentar el desarrollo de viviendas para artistas.	
	Promote healthy youth and family development. Promover jóvenes saludable y desarrollo familiar.	Expand access to high-quality early childhood education and literacy programming. / Expandir el acceso a programas de educación y alfabetización de la primera infancia de alta calidad. Assist Chinatown's low-income families access Section 8 Vouchers, Supplemental Nutrition Assistance Program (SNAP) and Temporary Assistance for Needy Families (TANF). / Ayudar a las familias de bajos ingresos de Chinatown a acceder a los Cupones de la Sección 8, el Programa de Asistencia Nutricional Suplementaria (SNAP) y la Asistencia Temporal para Familias Necesitadas (TANF). Increase interactions between youth and caring adults. / Aumentar las interacciones entre los jóvenes y los adultos solidarios. Provide meaningful youth activities that develop their interests, skills, and talents. / Preparar actividades juveniles significativas que desarrollen sus intereses, habilidades y talentos.	
	Encourage robust civic engagement and the development of resident leaders. Fomentar un compromiso cívico sólido y el desarrollo de líderes residentes.	Design engagement activities that are culturally relevant and resonate with Chinatown's residents. / Diseñar actividades de participación que sean culturalmente relevantes y resuenen con los residentes de Chinatown. Incorporate trusted community organizations in civic engagement. / Incorporar organizaciones comunitarias confiables en el compromiso cívico. Establish civic academies to develop the capacity of residents. / Establecer academias cívicas para desarrollar la capacidad de los residentes.	
	Strengthen the capacity and sustainability of Community-Based Organizations (CBOs). Fortalecer la capacidad y la sostenibilidad de las organizaciones	Identify needs of CBOs and develop tailored training and technical assistance. / Identificar las necesidades de las CBO e identificar capacitación y asistencia técnica a medida. Invite CBOs to government agency training. / Invitar a las CBO a la capacitación de agencias gubernamentales. Foster shared use of facilities and staffing. / Fomentar el uso compartido de las instalaciones y la dotación de personal.	

Prioritization voting board at Final Draft Open House for the Chinatown Revitalization Plan.

10.4 NEXT STEP ACTIONS AND POLICIES

LAND USE AND DESIGN

PRIORITY	IMPLEMENTATION ACTION	DEPARTMENT/ORG
Establish design guidelines and development standards for new development to conform to a cohesive and culturally appropriate architectural style and identify, preserve, and protect historic buildings. LUD 4.1	Create an arts overlay district. LUD 4.1.d Encourage new buildings in Chinatown to incorporate artistic elements such as culturally significant colors and/or murals. LUD 4.2.b Preserve and protect existing historic buildings. LUD 4.3.b Designate Chinatown as either a Historic or Cultural District. LUD 4.3.c	Community Development Department (CDD), For-Profit and Non-Profit Developers, Property Owners, Business Owners, Community Based Organizations (CBOs)
Support existing and new commercial and industrial uses and protect residential areas from the adverse impacts from conflicting land uses. LUD 3.1	Support and encourage light industrial manufacturing and warehouse distribution uses around the periphery of the plan area. LUD 3.1.a Work with automotive businesses to evaluate the feasibility of developing an auto-oriented business park. LUD 3.1.b Establish appropriate buffers, landscaping, screening, and open space to mitigate land use conflicts. LUD 3.2.b	CDD, Business Owners, Property Owners
Encourage the development of mixed-use projects and rehabilitate abandoned buildings. LUD 2.1	Promote the use of the new state density bonus provisions to increase affordable housing. LUD 2.1.a Expand the adaptive reuse ordinance to the Chinatown Core. LUD 2.1.e Eliminate regulatory barriers for live/work units. Create an inventory of vacant and historic buildings for adaptive reuse. LUD 2.1.f	CDD, Housing Developers, Property Owners, Business Owners

LAND USE AND DESIGN

PRIORITY	IMPLEMENTATION ACTION	DEPARTMENT/ORG
Encourage redevelopment of underutilized parcels, brownfield sites, and vacant properties. LUD 3.3	Encourage the consolidation of vacant and brownfield sites to facilitate larger infill projects. LUD 3.3.b Consolidate light industrial and automotive uses at the PG&E site. LUD 3.3.c	CDD, Business Owners, Property Owners
Promote intensification of land use in low and medium density neighborhoods and encourage supporting land uses. LUD 1.1	Allow more medium-density building types in low-density residential areas to increase housing supply. LUD 1.1.a Identify underutilized sites and work with property owners for potential redevelopment. LUD 1.1.d Incentivize the provision of urban public spaces in new housing developments. LUD 1.2.a Create new community facilities and/or childcare centers. LUD 1.2.c	CDD, Property Owners, Housing Developers

HOUSING AND NEIGHBORHOODS

PRIORITY	IMPLEMENTATION ACTION	DEPARTMENT/ORG
Encourage the development of a diversity of new existing affordable and market rate housing units. HN 1.1	Develop strategic partnerships with nonprofit and for-profit developers to create new mixed-income housing developments. HN 1.1.a Identify sites for lot consolidation and redevelopment to create new market rate housing. HN 1.1.c Expand the Central City Overlay to include Chinatown. HN 1.3.a	CDD, Monterey County Department of Social Services (MCDSS), Service Providers, Monterey County Continuum of Care (CoC)
Ensure tenant protections are in place for individuals and households of all ages, abilities and income levels. HN 2.1	Establish a Relocation Assistance Program. HN 2.1.a Launch a Fair Housing awareness and education campaign. HN 2.1.b Educate residents on new State laws around housing policies and programs. HN 2.2.a	CDD, Housing Developers, For-profit and Non-Profit Developers
Ensure the safety and quality of rental housing in Chinatown. HN 3.1	Bring residential and commercial properties into code compliance. HN 3.1.a Educate property and business owners about the lead and asbestos HN 3.1.c Promote Removal of Lead Based Paints HN 3.1.d	City, Residents, Property Owners, Residents, CBOs

HOUSING AND NEIGHBORHOODS

PRIORITY	IMPLEMENTATION ACTION	DEPARTMENT/ORG
Collaborate with residents and property owners to assist in neighborhood rehabilitation and maintenance. HN 4.1	Create a neighborhood Beautification Program. HN 4.1.a Organize community clean-ups, and expand the number of beautification projects that promote safe, walkable spaces in the neighborhood. HN 4.1.b	CDD, Property Owners, Business Owners, for-Profit and Non-Profit Developers
Assist chronically homeless individuals with assessment and housing navigation services. HN 5.1	Implement a street outreach, navigation and engagement team. HN 5.1.a Implement a housing navigation approach that help homeless individuals develop a housing plan. HN 5.1.b Recruit landlords willing to provide housing opportunities for homeless persons. HN 5.1.c	CDD, For-Profit and Non-Profit Housing Developers, Rental Property Owners, Center for Community Advocacy, Eden Council for Hope and Opportunity (ECHO), Housing Authority County of Monterey (HACM), Legal Services for Seniors

ECONOMIC DEVELOPMENT

PRIORITY	IMPLEMENTATION ACTION	DEPARTMENT/ORG
Transform Soledad into a retail-orientated corridor and identify vacant and/or underutilized buildings that could be used as incubator spaces. ED 3.1/ED 3.2	Develop a strategy on how to attract neighborhood services such as retail, live/work units, restaurants and art studios on Soledad. ED 3.1.a Investigate successful incubator space models in other cities. ED 3.2.a	CDD, National Development Council (NDC), Economic Development Division (EDD), Property Owners, Business Owners, Developers
Support the creation of cultural spaces and an Asian Museum/ Cultural Center for Chinatown. ED 2.2/ED2.3	Partner with community stakeholders and nonprofit partners to transform the Republic Café into an Asian Museum and/or Cultural Center. ED 2.2.a Promote Art in Privately-Owned Spaces. ED 2.3.b	CDD, Non-profit Partners, Property Owners, , Business Owners, Arts Commission, Asian Cultural Experience (ACE) Community Arts Groups
Develop a streetscape plan and maintenance program to beautify the neighborhoods. ED 1.1/ED 1.2	Work with community members to create a streetscape plan that supports a vibrant and clean retail corridor. ED 1.1.a Expand trash pick-up and street sweeping schedules. ED 1.2.a Establish an Adopt-a-Block Program to take ownership of maintaining the area around their business. ED 1.2.b	CDD, Property Owners, Business Owners, Private Developers, Public Works Department (PW), CBOs, Business Associations

ECONOMIC DEVELOPMENT

PRIORITY	IMPLEMENTATION ACTION	DEPARTMENT/ORG
Support the homeless, undocumented immigrants, and the formerly incarcerated to secure employment. ED 4.3	Remove barriers to job entry by exploring creation of educational and vocational training programs serving formerly incarcerated or individuals experiencing homelessness. ED 4.3.b	CDD, CBOs, Service Providers, Downtown Streets Team
Develop a neighborhood branding and promotional strategy for Chinatown. ED 2.1	Develop district identify theme with logo, hashtag, and slogan that focuses on the uniqueness of Chinatown. ED 2.1.a Use Social Media to promote branding and district Identify and pride. ED 2.1.b	City, Business Owners, Property Owners, CBOs , Residents

HEALTH AND SAFETY

PRIORITY	IMPLEMENTATION ACTION	DEPARTMENT/ORG
Implement a community oriented policing Approach to increase safety and reduce criminal activity. HS 1.1	Operate a police command post from the future City's office space at the Moon Gate Plaza Project. HS 1.1.a Establish a neighborhood watch group. HS 1.1.c Explore the idea of installing cameras on the public right-of-way. HS 1.1.d	Police Department (PD), CDD, Other City Departments, CBOs, Residents, Property Owners, Business Owners
Ensure that streets, sidewalks and public spaces are clean. HS 1.4	Continue collaboration with Downtown Streets Team to implement with the corridor maintenance program in Chinatown. HS 1.4.a Collaborate with non-profits to administer and property distribute donated items in Chinatown. HS 1.4.c Create a campaign to discourage people from illegally dumping. HS 1.4.d	CDD, Downtown Streets Team, Residents, Business Owners, Non-profit Organizations
Expand physical and mental health services to homeless individuals. HS 2.1 /HS 1.2	Strengthen practices to increase the number of homeless individuals housed. HS 2.1.a Explore establishing a Community Paramedicine Team in Chinatown. HS 1.2.a	CDD, PD, Monterey County Health Department, Fire Department, Regional Hospitals, County Health Workers, Peer Volunteers, Neighborhood Navigators, Community Paramedics, and Pharmacists, Doctors, MidPen Housing

HEALTH AND SAFETY

PRIORITY	IMPLEMENTATION ACTION	DEPARTMENT/ORG
Identify and remediate all blighted and contaminated properties within Chinatown. HS 3.2	Collaborate with the PG&E, National Development Council (NDC), EPA, property and business owners to identify, assess, and remediate contaminated properties. HS 3.2.c	CDD, United States Environmental Protection Agency (EPA), Property Owners, Business Owners, National Development Council (NDC)
Promote access to sustainable, locally sourced food. HS 4.1	Identify a permanent relocation site for Community Garden. HS 4.1.a Work with the Food Bank to provide access to fresh food for low-income families. HS 4.1.d	CDD, PW

TRANSPORTATION AND INFRASTRUCTURE

PRIORITY	IMPLEMENTATION ACTION	DEPARTMENT/ORG
Reconnect Chinatown to Downtown and convert Chinatown streets to two-way traffic. TI 1.2/TI 1.3	Work with Union Pacific and California Public Utilities Commission to establish one at-grade railroad crossing. TI 1.2.a Work with Public Works to retrofit roadways to accommodate two way-traffic. TI 1.3.a	CDD, PW, California Public Utilities Commission (CPUC), Union Pacific, Residents, Property Owners, Business Owners
Improve roadways and public infrastructure to better accommodate all modes of travel. TI 2.2	Collaborate with partner transportation agencies to apply for the Active Transportation Program (ATP) funds, to fund complete streets improvements. TI 2.2.a Evaluate the feasibility of creating shared lanes for bicycles and drivers on low-speed streets and protected bicycle lanes on adjacent thoroughfares. TI 2.2.b	CDD, PW, Caltrans
Develop an innovative parking plan to improve parking availability in neighborhoods. TI 5.1	Conduct a parking study to evaluate utilization of existing spaces, and identify potential locations for new parking. TI 5.1.a Provide secure and covered bike parking at community facilities. TI 5.1.e	CDD, PW, Library and Community Services Department, Residents, Owners, Ride-share Companies, For-profit and Nonprofit Housing Developers

TRANSPORTATION AND INFRASTRUCTURE

PRIORITY	IMPLEMENTATION ACTION	DEPARTMENT/ORG
Prioritize streetscape improvements that promote human scale and ensure pedestrian safety and comfort. TI 3.1/ TI 3.2	Increase the level of tree canopy along pedestrian corridors. TI 3.1.a Add pedestrian-oriented lighting throughout Chinatown. TI 3.1.e Identify missing and /or non-ADA compliant curb ramps. TI 3.2.g	CDD, PW
Invest and improve above and underground infrastructure to support business activity and new developments. TI 4.1	Conduct an assessment of the existing streets roads, alleys, lighting, sidewalks and curbs to create a plan to maintain and repair existing infrastructure. TI 4.1.a Reconstruct damaged sidewalks to increase the effective width of the sidewalk. TI 4.1.g	CDD, PW, Caltrans

ART, YOUTH, PROGRAMMING AND COMMUNITY FACILITIES

PRIORITY	IMPLEMENTATION ACTION	DEPARTMENT/ORG
Support culturally relevant public art and events to establish Chinatown as a cultural and artistic destination. AYPCF 1.1	Commission and adopt culturally relevant art that tells the story of Chinatown. AYPCF 1.1.a Host culturally relevant events. AYPCF 1.1.c Support existing arts-based organizations to expand cultural and arts programming. AYPCF 1.2.b Encourage the development of artist housing. AYPCF 1.3.e	City, Businesses, Government/Educational Institutions, Faith-Based Community (FBC), CBOs, ACE, Buddhist Temple of Salinas, FCSV, CAS, CACA, Public Arts Commission, Housing Developers
Promote healthy youth and family development. AYPCF 2.1	Expand access to high-quality early childhood education and literacy programming. AYPCF 2.1.a Assist Chinatown's low-income families access Section 8 Vouchers, Supplemental Nutrition Assistance Program (SNAP) and Temporary Assistance for Needy Families (TANF). AYPCF 2.1.d Increase interactions between youth and caring adults. AYPCF 2.1.f Provide meaningful youth activities that develop their interests, skills, and talents. AYPCF 2.2.a	First 5 Monterey County, Monterey County Office of Education (MCOE), School Districts, County Public Health Department, Hartnell College, MPC, CBOs, HACM, Community Alliance for Safety and Peace
Strengthen the capacity and sustainability of Community-Based Organizations (CBOs). AYPCF 4.1	Identify needs of CBOs and devise tailored training and technical assistance AYPCF 4.1.c Invite CBOs to government agency training. AYPCF 4.1.a Foster shared use of facilities and staffing. AYPCF 4.2.c	City, Philanthropy, Monterey County Office of Education (MCOE), Departments of Social Services and Public Health, School Districts, CBOs

ART, YOUTH, PROGRAMMING AND COMMUNITY FACILITIES

PRIORITY	IMPLEMENTATION ACTION	DEPARTMENT/ORG
Provide open spaces and a full range of recreational activities to promote active and healthy lifestyles. AYP CF 6.1	Establish and strengthen partnerships with schools at community facilities in Chinatown to provide recreational programming. AYP CF 5.1.a Consider establishing a temporary library satellite in Moon Gate Plaza. AYP CF 5.1.f Pursue grants to establish a park in Chinatown and encourage housing developers to build common open spaces within developments. AYP CF 6.1.a	CDD, PW, Library and Community Services Department (LCS), MCOE, School Districts, Businesses, Philanthropy, CBOs
Encourage robust civic engagement and the development of resident leaders. AYP CF 3.2	Design engagement activities that are culturally relevant and resonate with Chinatown's residents. AYP CF 3.1.a Incorporate trusted community organizations in civic engagement. AYP CF 3.1 Establish civic academies to develop the capacity of residents. AYP CF 3.2.a	City, CBOs, Public Health Department

10.5 FUNDING STRATEGY & CONTEXT

Successful implementation of the Chinatown Revitalization Plan requires funding of street and neighborhood clean-ups and beautification, sidewalk, street and stormwater infrastructure improvements, new housing development, as well as new and existing programming. No local government can fund all these initiatives on its own and Salinas needs contributions from its partners to realize the vision of the Plan. With these limitations in mind this section identifies some of the primary government funding opportunities and mechanisms that could be used for Revitalization Plan implementation.

Government and Other Funding Opportunities

Community Development Block Grants (CDBG). Through the CDBG program, HUD provides funds to local governments for a range of community development activities. The eligible activities include but are not limited to acquisition and/or disposition of real estate or property, public facilities and improvements, rehabilitation and construction (under certain limitations) of housing, and public services.

In addition, these funds can be used to acquire or subsidize at-risk units. The City of Salinas receives approximately \$2 million annually in CDBG funds. Under its HUD Slum and Blight Designation the City has more flexibility and less administrative burden to fund the remediation and renovation of blighted buildings and properties that would normally not be eligible unless they meet HUD's Low/Mod benefit criteria. Properties within Chinatown's that demonstrate a significant level of blight or deterioration would be eligible to apply for CDBG funds.

Environmental Protection Agency (EPA).

EPA' Community Wide Assessment Grant funds the inventory, assessment and remediation of contaminated parcels. In November 2017 and January 2019, the City, working with the National Development Council, submitted CWAG applications. While the City was not awarded the grant on both occasions, it is a viable funding source that the City will continue to pursue.

Opportunity Zones (OZ).

Introduced into the tax code by the Tax Cuts and Jobs Act in December 2017, Opportunity Zones are federally designated census tracts that are intended to stimulate private investment in economically

distressed communities by reducing taxes on capital gains for investments made in those communities and held for a minimum of five years. There are five census tracts in Salinas that have been designated a part of the Salinas OZ: Tracts 4, 5.02, 13, 18.02, and 145. Part of the Plan Area falls within the OZ.

New Market Tax Credits (NMTC).

Chinatown's census tract meets the income and poverty level criteria to be NMTC eligible. The NMTC Program attracts private sector investment capital to underserved markets by permitting individual and corporate investors to receive a credit against their federal income taxes in exchange for equity investments in for-profit or non-profit operating businesses and real estate projects in low-income communities.

Low-Income Tax Credits. The Low-Income Housing Tax Credit (LIHTC) is an incentive to build or rehabilitate rental housing for low-income households. Created at the Federal level through the 1986 Tax Reform Act, these credits are awarded on a competitive basis through state agencies, including the California Tax Credit Allocation Committee.

HOME Investment Partnership Act. Salinas also receives an annual entitlement under the HOME program. HOME funds can be used for activities that promote affordable rental housing and homeownership, including but not limited to building acquisition, new construction, reconstruction, moderate or substantial rehabilitation, first-time homebuyer assistance, and tenant-based assistance. Currently, the City receives approximately half a million dollars annually in HOME funds.

Monterey Bay Housing Trust. The County maintains a robust housing fund that has been critical for recent affordable housing projects in Salinas, including the Chinatown revitalization efforts. The Trust was established in 2016 as a \$10 million loan fund for the development of affordable housing projects in the counties of Monterey, San Benito and Santa Cruz. If not spent within five years this money can be spent regionally, making this a priority funding source.

City-Owned Property. The City owns several vacant parcels on Soledad Street (10, 12, and 45 Soledad Street) which are potential locations for mixed-use if combined with adjacent properties. However, the City

does not have the expertise or finances to develop the properties on its own and needs partners or private investment to facilitate development. When a public agency or entity provides free or discounted land for an affordable housing project it significantly reduces the project's need for cash subsidy by reducing the overall cost.

Active Transportation Program (ATP). This program is administered by Caltrans. The purpose of the ATP is to encourage increased use of active modes of transportation, biking and walking. The ATP consolidates existing federal and state transportation programs, including the Transportation Alternatives Program (TAP), Bicycle Transportation Account (BTA) and State Safe Routes to School into a single program with a focus to make California a national leader in active transportation.

Other Funding Mechanisms. Neighborhood Infill Finance and Transit Improvement Act of 2017 (NIFTI), Community Revitalization and Investment Authorities (CRIAs), and Community Development Financial Institutions Fund (CDFIs) are funding mechanisms that can help close project feasibility gaps that often prevent development from moving

forward. NIFTI (AB 1568), provides local jurisdictions with the authority to finance infrastructure and affordable housing using new sales and use and transactions and use taxes, in addition to property tax increment within qualifying districts. Using tax increment financing (similar to former California Redevelopment Agencies) CRIAs (AB2; 2015) can fund infrastructure improvements and upgrades, economic development activities and affordable housing development. CDFIs are private financial institutions that are 100% dedicated to delivering responsible, affordable lending to help low-income, low-wealth, and other disadvantaged people and communities join the economic mainstream.

Philanthropic Funding Mechanisms. Local, regional, state, and national philanthropic organizations such as the Community Foundation of Monterey County, The David and Lucile Packard Foundation and the Bayer Foundation are potential funding sources to implement policies and actions related to building a healthy, safe, clean and strong neighborhood.

10.6 PLAN TRACKING, UPDATES, & ACCOUNTABILITY

Tracking and measuring plan progress are critical to plan implementation and ensuring accountability. A successful monitoring and evaluation process requires regular data collection, data analysis, community outreach and input and the willingness to revise the City's priorities as needed. The City will establish an annual community meeting to review progress, successes, and challenges with Chinatown residents and stakeholders. As the Revitalization Plan is meant to be a living document, this process would allow the community to request modifications to actions or changes in priorities. Following this meeting, City staff will provide a progress report to City Council, which if necessary, will include recommended updates to Plan actions or priorities.

10.7 CONTINUING COMMUNITY ENGAGEMENT

Successful implementation of the Chinatown Revitalization Plan requires continuing and strengthening the robust engagement process that created this plan.

This includes careful coordination between all levels of government, partners, residents and stakeholders. The City is committed to continuing engagement through overall Plan implementation, as well as individual projects in Chinatown.

In addition to annual update meetings, City staff and community partners should regularly collaborate on improvement projects and policy development. Examples include working with a neighborhood group to implement a Neighborhood Beautification grant, conducting meetings and focus groups on housing ordinances, and ensuring participation in annual budget prioritization events. Throughout the next phases of the Chinatown Revitalization Plan, the City will continue to strive for community-driven processes that empowers Chinatown.

City of Salinas



CHINATOWN

Revitalization Plan

Second Review Draft | December 2019