

Ref #	Priority Policies for 5-Year Action Plan	Lead	Support	Other Agencies, Partners
Goal ED-LU-1 – Promote economic development through focused land use planning, targeted circulation and infrastructure improvements, and expanded resource availability.				
1	Policy ED-LU-1.1 – Recognize the Economic Opportunity Areas identified by the community, and prioritize them for short-term, mid-term and long-term development, recognizing that priorities may change over time and the City must be able to quickly respond to market demands (See Economic Opportunity Areas map)	Community & Economic Development	Public Works	County of Monterey, State, Federal EDA, Property Owners, Developers
2	Policy ED-LU-1.2 – Promote redevelopment and revitalization of the existing five General Plan “Focused Growth Overlay Areas” (Laurel Drive at North Main Street, North Main Street/Soledad Street, South Main Street, Abbott Street, and East Alisal Street/East Market Street) to accommodate a significant volume of new development capacity. The existing boundaries of the Focused Growth Overlay Areas include portions of Economic Opportunity Areas O, S, R, U, and X.	Community & Economic Development	Public Works	OSA, SUBA, Property Owners, Businesses, State, Federal EDA, Developers
3	Policy ED-LU-1.3 – Promote and prioritize redevelopment and revitalization of the “community core” areas, consisting of the Central City Overlay, Focused Growth Overlay Areas and Economic Opportunity Areas (some of which include Focused Growth Overlay Areas as noted in Policy ED-LU-1.2). These areas include: O - South Main Street; P - Downtown Vibrancy Plan Q - TOD Rail Infill; R - Chinatown; S - North Main Street Corridor; T - Alisal Marketplace; U - East Alisal, East Market Street, Williams Road, and Sanborn Road; W - West Market Street; X - Abbott Street; and Y - Lower Abbott Street. Prioritizing redevelopment in the “community core” will ensure the efficient use of land and existing infrastructure and services (e.g. roads, transit, water, sewer, schools, etc.).	Community & Economic Development	Public Works	OSA, SUBA, Property Owners, Businesses, County, State, Federal EDA, Developers

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4	Policy ED-LU-1.4 – Create and implement a vision and plan and encourage development for the Carr Lake area (Economic Opportunity Area V), and the areas within the Carr Lake vicinity, as the “Sports Capitol of the Central Coast” which serves as a recreational/sports/cultural/commercial “centerpiece” for the community that unites and connects all segments of Salinas to the east, north, downtown, and south with a “park centered” design. Focus on development of retail, additional sports complexes, development of joint-use agreements for use of schools and the Constitution Boulevard regional soccer complex as sports venues, and collaboration with foundations and the private sector, while maintaining Carr Lake’s function as a reclamation/flood control facility.	Community & Economic Development	Public Works, Parks & Recreation	Property Owners; County; Regional, State, Federal water/wastewater regulators; Agricultural Industry
5	Policy ED-LU-1.6 – Facilitate the review and approval of the North of Boronda Future Growth Area Specific Plans to create high-quality residential and mixed-use housing opportunities to meet the housing needs of an expanding community workforce (Economic Opportunity Area I and a portion of H).	Community & Economic Development	Public Works	Property Owners, County, Regional, State, Federal, Agricultural Industry, Developers
6	Policy ED-LU-1.9 – Focus new agricultural industrial business and job growth at the south end of the City in Economic Opportunity Areas A, B, C, D, E, F, and G.	Community & Economic Development	Public Works, Finance	Developers, Property Owners
7	Policy ED-LU-1.10 – Work with Hartnell College to promote continued development of its East Campus (Economic Opportunity Area E) in a manner that is synergistic between health care, agriculture, technology, education, and emerging industry sectors with the intent of advancing technology in the agricultural industry.	Community & Economic Development	Public Works	Hartnell, County, Regional, State, Federal Agricultural Industry, CSUMB, Steinbeck Foundation
8	Policy ED-LU-1.11 – Promote and focus new commercial (e.g. retail, office, business park) job growth at the north end of the City in Economic Opportunity Areas K and L.	Community & Economic Development	Public Works	Developers, Property Owners
9	Policy LU-1.15 – Create a program to “Green Salinas Streets.”	Public Works	Community & Economic Development	TAMC
10	Policy ED-LU-1.17 – Identify and promote opportunities for new investment in property and land development.	Community & Economic Development	Public Works, Finance	Developers, Property Owners, Brokers

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11	Policy ED-C-2.1 – Partner with TAMC, Caltrans and other agencies to realize commuter rail service to Salinas from the San Francisco Bay Area, to focus City actions and investment to implement the Salinas Intermodal Transportation Center Master Plan, including land acquisition and extension of Lincoln Avenue, and to promote transit-oriented, high-density residential, commercial, and office infill within the master plan area.	Community & Economic Development	Public Works, Finance	TAMC, Caltrans, State CTC, Federal FTA
12	Policy ED-C-2.2 – Fund and implement the Downtown Vibrancy Plan recommendations and improve broader access to and within the downtown core area.	Public Works	Community & Economic Development	OSA, Property Owners, Businesses, TAMC, County
13	Policy ED-C-2.3 – Connect the City's downtown with the rail station, Chinatown, Alisal Market Place, and Carr Lake.	Public Works	Community & Economic Development	OSA, Property Owners, Businesses, TAMC, County
14	Policy ED-C-2.4 – Utilize highway gateways to the City, as identified in the General Plan, to welcome and inform travelers about the City's identity and its commercial and tourism opportunities, as well as create a linkage to the key economic opportunity areas in the City.	Public Works	Community & Economic Development	TAMC, Caltrans, State, Federal
15	Policy ED-C-2.5 – Promote the Sanborn Road/Highway 101 and Elvee Drive traffic safety and operation improvements to improve circulation for large trucks, other vehicles, bicyclists, and pedestrians.	Public Works	Community & Economic Development	TAMC, Caltrans, State, Federal
16	Policy ED-C.2.10 – Partner with the agricultural business community and Monterey County to locate a freight facility adjacent to the City that has statewide, national and international connections and identify a site, freight facility physical and operational needs, funding, and leadership to pursue and develop this facility.	Community & Economic Development	Public Works, Finance	TAMC, AMBAG, Caltrans, State, Federal, Port of Oakland, County
17	Policy ED-C-2.13 – Prioritize the creation and enhancement of transit, bicycle, and pedestrian facilities in areas that will attract users. Such areas should include neighborhoods or corridors with high proportions of one- and zero-vehicle households, areas with high residential and/or employment density, concentrations of retail, cultural, and civic destinations and/or areas with reduced parking requirements.	Public Works	Community & Economic Development	TAMC, Caltrans, State, Federal, MST

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18	Policy ED-I-3.2 – Redesign existing wastewater and storm drainage infrastructure systems, including broad municipal level wastewater and storm water solutions for water reuse, and ensure that outdated infrastructure is upgraded to accommodate existing and future businesses.	Public Works	Community & Economic Development	County MCRWA, RWCQB, State, Federal, Agricultural Industry, Property Owners, Businesses
19	Policy ED-I-3.3 – Develop an infrastructure funding toolkit which describes infrastructure funding options/mechanisms available to the City and for partnerships with the private sector.	Community & Economic Development	Public Works, Finance	CA iBank, State, Federal EDA, National Development Council
20	Policy ED-I-3.5 – Pursue public-private partnerships to increase access to and potentially fund infrastructure, energy, water, resource recycling and reuse, and dark fiber communications, and other infrastructure capacity.	Community & Economic Development	Public Works, Finance	DeepWater Desal LLC, PG&E, MCWRA, State, Federal EDA, Cable Industry
Goal ED-RET-1.1 – Enhance retail, entertainment, and tourism opportunities throughout the City.				
21	Policy ED-RET-1.1 – The City will continue to invest in promoting the City's history, cultural diversity, and positive attributes of the community, focusing on safety, jobs, and health.	Community & Economic Development	Parks & Recreation	National Steinbeck Center, Community Cultural Organizations, MCCVB, OSA, SUBA, Chamber
22	Policy RET 1.2 – Undertake an aggressive marketing program to change the misperception and false image of Salinas as being an unsafe place to visit, live and work.	City Manager	Community & Economic Development, Police Department	Media, Chamber, OSA, SUBA, Community Organizations, School Districts, County
23	Policy ED-RET-3.1 – Target opportunity sites for attracting diverse retail, entertainment, and tourism destinations.	Community & Economic Development	Parks & Recreation	National Steinbeck Center, Community Cultural Organizations, MCCVB, OSA, SUBA, Chamber

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24	Policy ED-RET-4.1 – Attract new retail development that will expand the variety and quality of goods and services for existing residents without harming existing, locally-owned businesses.	Community & Economic Development	Parks & Recreation	OSA, Chamber, SUBA, Property Owners, Businesses, Developers, Brokers
Goal ED-EBG-1 – Maintain and enhance Salinas and the Salinas Valley as the premier center of agricultural productivity and technological advancement in the fresh food/produce sector.				
25	Policy ED-EBG-1.1 – Partner with the County of Monterey and communities of Monterey County to facilitate growth of the agricultural cluster supply chain in Salinas and the Salinas Valley.	Community & Economic Development	Public Works, Finance	TAMC, AMBAG, County
26	Policy ED-EBG-1.2 – Invest in a coordinated program that attracts investment capital and research activity in agricultural technology to Salinas and the Salinas Valley.	Community & Economic Development	Public Works	National Steinbeck Foundation/Cluster, CSUMB, Hartnell College, State, Federal EDA, USDA, Agricultural Industry
Goal ED-EBG-2 – Ensure that existing businesses have access to the resources and services they need to prosper and expand in Salinas.				
27	Policy ED-EBG-2.1 – Develop and maintain a business retention and expansion program.	Community & Economic Development	Public Works	Chamber, County, State, Federal EDA, SBA, Banking Industry, Developers, OSA, SUBA
28	Policy ED-EBG-2.2 – Maintain a menu of incentives and City services available to businesses to help facilitate growth and expansion.	Community & Economic Development	Public Works	Chamber, County, State, Federal EDA, SBA, Banking Industry, Developers, OSA, SUBA

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Goal ED-II-1 – Attract companies to Salinas that help diversify the local economy and provide jobs that reduce out-commuting and loss of young, highly educated workers from the City.				
29	Policy ED-II-1.1 – Maintain an adequate inventory of sites for a variety of business types and sizes.	Community & Economic Development	Public Works	Chamber, County, State, Federal EDA, Developers, OSA, SUBA, Property Owners
30	Policy ED-II-1.2 – Maintain a comprehensive marketing program for business attraction.	Community & Economic Development	Public Works	Chamber, County, State, Federal EDA, Developers, OSA, SUBA, Property Owners, Brokers
31	Policy ED-II-1.4 – Encourage a variety of growing industry clusters in the region to expand by locating in Salinas.	Community & Economic Development	Public Works	Chamber, National Steinbeck Foundation/Cluster, Hartnell, CSUMB, County, Health Care Industry, Ag Industry
Goal ED-IE-1 – Promote entrepreneurship and business innovation in Salinas to support new business development.				
32	Policy ED-IE-1.1 – Promote new business opportunities centered on sustainable agricultural practices, applications of new technologies to agricultural productivity and other technologically-based business opportunities.	Community & Economic Development	Public Works	Chamber, National Steinbeck Foundation/Cluster, Hartnell, CSUMB, County, Ag Industry
33	Policy ED-IE-1.2 – Increase opportunities for small business development, technical assistance, and access to capital.	Community & Economic Development	Finance	Chamber, County, SBA, State, Federal EDA, Banking Industry

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Goal ED-WF-1 – Promote the creation of a local economy responsive to the future, featuring jobs that promote environmental sustainability, healthy lifestyle choices and economic equity.				
34	Policy ED-WF-1.1 – Partner with educational and workforce training agencies to facilitate investment in new educational programs to teach 21st century skills.	Community & Economic Development	Parks & Recreation	School Districts, Hartnell College, CSUMB, WIB, County, Community Organizations
Goal ED-WF-2 – Promote community safety and economic security by providing access to economic opportunities for all workers and households in the community.				
35	Policy ED-WF-2.1 – Prioritize employment opportunities for Salinas' residents.	Community & Economic Development	Parks & Recreation	School Districts, Hartnell College, CSUMB, WIB, County, Community Organizations
36	Policy ED-WF-2.2 – Identify and promote the development of job skills that meet the needs of unemployed workers in Salinas.	Community & Economic Development	Parks & Recreation	School Districts, Hartnell College, CSUMB, WIB, County, Community Organizations
37	Policy ED-WF-2.3 – Support the development of programs to transition displaced agricultural workers to new employment.	Community & Economic Development	Parks & Recreation	School Districts, Hartnell College, CSUMB, WIB, County, Community Organizations
38	Policy ED-WF-2.4 – Partner with educational and nonprofit organizations to increase vocational and educational opportunities for Salinas' youth.	Community & Economic Development	Parks & Recreation	School Districts, Hartnell College, CSUMB, WIB, County, Community Organizations
Goal ED-N-3 – Empower citizens to take an active role in neighborhood revitalization.				

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39	Policy ED-N-3.1 – Promote the establishment of a system of neighborhood-level resident representation to empower/engage local neighborhoods in their own revitalization process.	Community & Economic Development	Police	Community Organizations, Property Owners
Goal ED - CA-1 – Coordinate public and private investment long disinvested commercial corridors				
40	Policy ED-CA-1.2 – Reposition East Alisal Street, East and West Market Street, Abbott Street, West Sanborn Road and Williams Road, as appropriate and feasible, as mixed-use neighborhood boulevards (see policies ED-LU-1.2 and ED-LU-1.3). In their current state, these streets contain a significant number of underutilized parcels whose revitalization would improve the appeal and safety of the street for residents of nearby neighborhoods.	Community & Economic Development	Public Works, Police	SUBA, Chamber
Goal ED-CA-3 – Create a network of complementary and mutually beneficial commercial and mixed-use districts.				
41	Policy ED-CA-3.1 – Create a City-wide retail strategy to combat sales tax leakage.	Community & Economic Development	Finance, Public Works	Chamber, OSA, SUBA, Brokers, Developers
Goal ED-QL-1 – Improve community safety to prevent injury and death and to protect families and neighbors from the negative emotional and financial stress of community violence and to ensure that residents feel safe walking, bicycling, taking transit, or playing at a park.				
42	Policy ED-QL-1.1 – The City must lead the conversation in the region and take action to improve perceived and actual safety in Salinas, by addressing the root causes of crime and violence in tandem with traditional public safety measures.	Police	Community & Economic Development, Public Works, Parks & Recreation	Community Organizations, County
43	Policy QL-1.2 – Increase safety and reduce crime by regulating the design of the residentially built environment and implementing recommendations put forth in the CASP strategy. Ensure the design of public spaces and private developments are conducive to eyes on the street / natural surveillance while enhancing the aesthetic appeal and usability of a space.	Community & Economic Development	Police	County, Community Organizations
Goal ED-QL-4 – Improve the health of all Salinas residents and reduce health inequities to ensure people can make productive contributions to the economy, their family, and their community.				

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44	Policy ED-QL-4.2 – Collaborate with other public agencies and major institutions to create programs that elevate and support the health and wellness of employees.	City Manager	Parks & Recreation	County Health, Community Organizations, WIB
Goal ED-QL-5 – Ensure Salinas’ residents have accessible and convenient opportunities to buy and grow healthy, affordable, and culturally diverse foods with low concentrations of unhealthy food providers.				
45	Policy-ED-QL-5.1 – Encourage healthy and culturally appropriate food retail establishments (including full-service grocery stores, farmer’s markets, fruit and vegetable markets and small markets where a majority of food is healthy) to locate in underserved areas of Salinas. Recognize food retailers and outlets for setting goals in local food procurement.	Community & Economic Development	Parks & Recreation	County Health, Community Organizations, Ag Industry, Chamber