

# **Draft Economic Development Element (EDE) Implementation**

## **Summary Sheet**

### **March 2017 Update**

The EDE's goals, strategies/topic areas, policies and actions, are based on three strategic focus areas. The three focus areas are (1) Land Use, (2) Workforce and Education, and (3) Quality of Life and Public Services. These focus areas support coordinated policymaking, so that decisions made in each focus area reinforce those made in others. The intersection of the three focus areas identify important potential outcomes relevant to future economic prosperity in Salinas. This meeting of focus areas stems from public and private investments in commercial and industrial development and infrastructure, workforce education and training, and public services; essentially forming a vision for economic prosperity as evidenced in safety, jobs and health.

Staff is proceeding to implement EDE policy and action items identified in the Five-Year Action Plan that do not require environmental review for CEQA (California Environmental Quality Act) compliance.

The EDE is a long-term investment. The Resource Allocation Study developed for the Five-Year Action Plan estimated over \$64 million dollars in operational and capital expenditures towards the EDE Implementation. The 2016/17 Amended Budget called for about \$20 million for EDE implementation programs and projects. The majority of appropriated funds target capital improvements including streets, parks and public facilities. This amount does not include funding or services from community partners.

The City's future prosperity is dependent on growth within the city limits and in future growth areas. The goals, policies, and action items for land use, circulation, and infrastructure reflect current thoughts about identified Economic Opportunity Areas and the need to better connect the community's commercial and residential districts.

#### **Land Use**

The City working with community partners and stakeholders has made progress towards the EDE focus on "community core" areas through the implementation of the Downtown Vibrancy Plan and the initiation of planning efforts in Chinatown and Alisal/East Salinas.

#### ***Downtown Vibrancy Plan (DVP) Implementation***

DVP Implementation actions underway include:

- Appointment of a staff liaison to facilitate communication and collaboration with the Salinas City Center Improvement Association.

- Establishment of an outdoor dining incentive program
- Undertaking a Housing Target Market Analysis to determine the right target market and product type to bring market rate housing into the downtown
- Consideration of waiving inclusionary housing requirements in the Downtown for a period of time as part of the Inclusionary Housing Ordinance update
- City is working on a Parking Management Plan that includes developing recommendations for consolidating downtown parking operations and a plan for construction of parking garage(s) to account for the loss of surface parking converted to residential development sites.
- Design of a Main Street streetscape Master Plan that addresses circulation, pedestrian and bicycle connectivity, and streetscape design including gateways, signage, landscaping, lighting and public space amenities.

(Lead Departments: Administration, Community Development and Public Works; Action Items: LU-1.14; LU-1.2.3)

### *Chinatown*

- In fall 2016 the City entered into a contract with MIG to develop the Chinatown Revitalization Plan. MIG is the lead firm, with Urban Initiatives providing significant homelessness reduction support. The City has formed a Technical Advisory Committee of community members and will begin outreach this spring.

(Lead Department: Community Development; Action Item: LU-1.3.3)

### *Alisal Vibrancy Plan (AVP)*

- In July 2016 Raimi and Associates was selected as the master consultant for the Alisal Vibrancy Plan, which will include much of East Salinas and the Alisal Market Place. Public Works received a CalTrans complete streets design grant for Alisal Street and worked with Community Development to merge this work into the scope of the AVP. Staff has been working with a Technical Advisory Committee (TAC) of Alisal Stakeholders since November to develop the community engagement strategy, steering committee framework and shared values to ensure the process is community-driven. Recruitment for the Steering Committee starts in March, with the TAC selecting members in April.

(Lead Departments: Community Development and Public Works; Action Items: LU-1.3.4, RET 3.1.2 and 3.1.6, ED-N 2.1, 2.2 and 3.1, QL-2.2.1)

### *Alisal Market Place*

A community-oriented Public Safety Facility (PSF) was envisioned as a catalyst for the Alisal Market Place. Five proposals were received on February 10, 2017 in response to the City's Request for Proposals for the Design and Build of a PSF under a 63-20 public private partnership structure. Community engagement for the PSF and the surrounding neighborhood will be coordinated and incorporated in to the AVP.

(Lead Department: Public Works; Action Item: LU-1.3.4)

### *Carr Lake*

- The Big Sur Land Trust acquired 73 acres of Carr Lake and expects to turn the land into community parks and facilities. The Trust will start a public visioning process soon. Until a vision is developed the land will continue to be leased for farming.  
(Lead Agency: Big Sur Land Trust; Action Item: LU-1.4.1)

### *Future Growth Area*

- The City recently selected the firm Economic & Planning Systems (EPS) to prepare a formal Fiscal Impact Analysis for the West Area Specific Plan (WASP) and Central Area Specific Plan (CASP) of the Future Growth Area. EPS is expected to complete the first analysis in the summer and it will be part of the consideration for approval of the overall WASP, which is anticipated to go before City Council in late 2017.  
(Lead Department: Community Development; Action Item: LU-1.6.1)

### *Urban Greening*

- In January 2017, staff presented an Urban Forestry Management Update to City Council.  
(Lead Department: Public Works; Action Item: LU-1.15)

## **Circulation and Infrastructure**

- In February 2017, the City entered into a Memorandum of Understanding (MOU) with the Transportation Agency of Monterey County (TAMC) and Monterey Salinas Transit (MST) for the Kick Start phase of planned improvements to the Salinas Intermodal Transportation Center (ITC), including the Lincoln Street extension. The MOU outlines the project, agency roles and responsibilities and disposition of property after project completion.  
(Lead Departments: Administration and Public Works; Action Item: C-2.1)
- The City continually seeks to identify, and apply when appropriate, for state and federal programs to assist with investments in infrastructure and economic opportunities. Examples include utilizing Section 108 and CDBG funds for infrastructure such as the wastewater pipeline improvements, municipal pool, ADA curb cuts, walkways, bus stops and other projects.  
(Lead Department: Public Works; Action Items: I-3.3.3 and I-3.3.4)
- Funding Sources are currently being developed to enhance storm water harvesting infrastructure, and designs are under way. Two-thirds of funding for this project has been allocated.  
(Lead Department: Public Works; Action Item: I-3.2.1)

## **Retail Entertainment and Tourism**

- Staff, working collaboratively with the Salinas Valley Chamber of Commerce, developed and adopted an administrative memorandum to ensure consistent implementation with the City's Local Preference Ordinance. An annual report prepared in August 2016 showed City awarded contract and services in the amount of \$15.2M to local businesses in 2016. (Lead Department: Finance; Action Item: RET-3.1.7; WF 2.1.4)
- City staff worked to coordinate and leverage Monterey County Convention and Visitors Bureau, Destination 411, and the California Welcome Center marketing efforts to ensure shared branding and messaging, and expanded outreach.
- Total estimated Advertising Equivalency for AgTech media coverage in 2016 was \$3.2M (Lead Department: Administration; Action Item: RET-1.1.3)

## **Existing Business Growth**

In order to create an environment that works for small business, the City must support local businesses and create pathways for them to succeed, expand and prosper in order to better serve their customer base. EDE Policy ED-EBG-2.1 calls for the preparation of a Business Retention and Expansion Program (BRE). Staff has been working closely with National Development Council to outline a BRE framework and strategy that focuses on access to capital, technical assistance and the creation of channels of regular communication. Specific actions taken in support of small business include:

- Market and administer the Grow Salinas Fund. Four new applications are currently in process.
- Discussions with the Fresno Community Development Financial Institution regarding Salinas business access to their micro-loans program.
- Contract with El Pajaro CDC to provide a 10-week workshop series on starting a business in conjunction with individualized support. Thirteen participants graduated from the program on February 23, 2017.
- Convened several meetings with small business lenders and technical service providers to discuss barriers to small businesses and to identify existing networks of support  
(Lead Department: Administration and Community Development; Action Item: EBG-2.1.1)

## **New Industry and Development**

As technology evolves, the agricultural industry has done the same. In order to bolster and strengthen industrial presence and jobs within Salinas, we must foster an environment that creates a diverse industrial base with the AgTech industry at its core.

- The City analyzed the possibility of construction of a Dark Fiber network in order to provide unlimited internet speed. Requests for Proposals of Dark Fiber Infrastructure is underway.  
(Lead Department: Administration; Action Item: I-3.5.2)
- Parts of the Salinas Municipal Airport Master Plan are underway in order to enhance infrastructure with AgTech development clusters.  
(Lead Department: Public Works; Action Item: LU-1.9.2)

## **Innovation & Entrepreneurship and Education & Workforce Development**

- The City continues to support the THRIVE Accelerator program. In 2016, twelve AgTech startups received mentorship from local executives.  
(Lead Department: Administration; Action Item: IE-1.1.1)
- Community Development has contracted with El Pajaro CDC to identify locations for a small business incubator that will establish a low cost, flexible space that will focus on business support services aimed at small business retention and training.  
(Lead Department: Community Development; Action Item: IE-1.1.3)

Education and Training pathways for Salinas youth and young adults is needed to develop a qualified workforce with basic and technological skills to address the changing needs of agricultural, health care, and tech industries.

- Salinas, Hartnell College and other Salinas Valley cities entered into a Career Pathways Program training partnership in December 2016. The career pathways program will focus on training participants for careers in the the AgTech and healthcare industries.  
(Lead Department: Administration; Action Item: WF-2.2.1)
- The City selected Anderson Brule Architects (ABA) to design the El Gabilan Library. ABA has begun working on outreach, with another community meeting coming up on 3/14, at Sherwood Hall. ABA and the City want to hear what the residents want and need from this new facility.  
(Lead Department: Library and Community Services; Action Item: LU-1.3.7, WF-3.1.2, N-2.4.1)
- Digital NEST (Nurturing Entrepreneurial Skills with Technology) is preparing to move into the Cesar Chavez Library this spring. Digital NEST will prepare young people to be technology leaders in a safe learning environment.  
(Lead Department: Library and Community Services; Action Item: WF-3.1.2, N-2.4.1)

## **Residential Neighborhoods**

- On February 21, 2017 the City Council approved the Disposition, Development and Loan Agreement (DDLA) with Mid-Peninsula Housing for an affordable housing development in Chinatown. Project components include a single podium building containing parking and commercial spaces on the ground floor and three residential stories above containing 81

single room occupancy (SRO) units, 4 one-bedroom units, and 5 two-bedroom units for a total of 90 units.

(Lead Department: Community Development; Action Item: N-1.1.4)

- Community Development staff is working with Stanford undergraduate students on a service learning project to develop a prototype housing conditions survey. The City will work with residents to refine the survey as a means of collecting data on the exterior condition of residential structures. This data will eventually help determine the resources needed and where to allocate them, as well as make the City more competitive for additional housing funding.

(Lead Department: Community Development; Action Item: N 1.1.4)

- The City of Salinas is coordinating a regional survey and study of farmworker housing. The study will: collect data to support advocacy and resource allocation, foster regional collaboration so supply of housing matches the needs of workers, and will result in an Action Plan to address housing shortages.

(Lead Department: Community Development; Action Item: N-1.1.4)

- The Neighborhood Beautification Grant program has been revised and grant applications were solicited in September and October 2016. Applications are under review and expected to be awarded in early 2017.

(Lead Department: Library and Community Services; Action Item: N-3.1.8)

- In November 2016, the City amended the zoning code's Accessory Dwelling Unit (ADU, also known as Second Units) requirements to bring it in line with new state standards. The changes limited parking and setback restrictions while making it easier to approve new ADUs. ADUs assist affordable housing by expanding rental options and offering homeowners another source of income.

(Lead Department: Community Development; Action Items: N 1.1.3, N 1.1.4)

- Over the past year Code Enforcement has brought on an Administrative Aide to help manage cases as well as an additional full-time and an additional part-time Code Enforcement officers. Case management has improved as a result of new staff and processes, leading to a decrease in response times to complaints, an increase in permits issued and finalized to remedy code violations, an increase in cases closed, and a more consistent Administrative Remedies Process when necessary. This has also allowed Code Enforcement to start addressing its backlog, with more cases closed than opened in FY '15-'16.

(Lead Department: Community Development; Action Item: N-2.5.2)

## **Quality of Life, Health, & Safety**

One of the City's key economic development strategies is to improve the City's overall quality of life and image by increasing the safety, health, well-being, confidence and pride of existing and potential future business owners, employees, and residents.

- The Specific Plans of the Future Growth Area developments are required to include CPTED elements, including locating buildings closer to the street, commercial façade transparency requirements, and landscaping with clear sightlines.  
(Lead Department: Community Development; Action Item: QL-1.2.3)
- Over the last year the City has collaborated with Community Hospital of Monterey Peninsula to offer wellness challenges promoting employee wellness and health such as Step it Up and Maintain, Don't Gain, and a Health and Wellness Fair  
(Lead Department: Human Resources; Action Item: QL-4.2.1)
- As the Salinas Police Department continues its hiring efforts, the department is simultaneously implementing innovative policing programs such as community policing, bike and pedestrian policing, and cultural humility trainings.  
(Lead Department: Police; Action Item: QL-1.1.6)
- The Police Department is actively hiring and is dedicating an officer to full-time recruitment activities. PD is also looking for volunteers and other ways to augment its strengths. (Lead Department: Police; Action Item: QL-1.1.2)
- Recently, the Salinas Police Department and additional city staff have been through forms of procedural justice and implicit bias training. SPD will continue to pursue additional ongoing training.  
(Lead Department: Police; Action Item: Action QL-1.4.2)
- We continue to work with the County Behavioral Health Department, which has given us access to Mobile Crisis Units to help respond to active scenes.  
(Lead Department: Police; Action Item: Action QL-1.4.3)
- The City will soon start a General Plan Visioning Process with the community to set the guiding principles for the General Plan Update. In February, the City held two facilitator training sessions with residents, staff and community organization representatives. With the Visioning Process and multiple ongoing planning efforts it is important to develop a deep bench of community facilitators with consistent skillsets to direct small and large group discussions and workshops.  
(Lead Department: Library and Community Services; Action Item: QL-2.2.2)
- Libraries and Community Services recently embarked on a new master plan for Salinas' parks and recreation facilities, libraries, and open space. The City has formed a steering committee for the plan along with four working groups. Steering committee members recently attended facilitator training and the City will soon start broader outreach.  
(Lead Department: Libraries; Action Items: Q- 2.2.2,-3.1)
- Grants are being pursued in coordination with Rancho Cielo and United Way in order to foster a Fire Explorer Program for underprivileged and at risk youth. This will serve to educate youth about possible careers in Fire.  
(Lead Department: Fire; Action Item: QL-6.1.3)
- Community Safety continues to work with other departments, CASP and the community to implement the Group Violence Reduction Strategy. Community Safety continues an ongoing data collection of key indicators. There have been increases around the city in

preventative services, including Street Outreach services through the department and CASP to at-risk youth and the provision of more mental health services in school. Community Safety, CASP and PD are working towards reinstituting a Crisis Response Team to provide mental health and other services at the scenes of violent crimes. (Lead Department: Community Safety; Action Item: QL-1.1.1)

- The City continues to invest in CASP and implementation efforts through its approximately \$500,000 commitment to the Community Safety Department. This includes staffing for the Street Outreach services and the Community Leadership Academy, which trains residents to make a difference in their neighborhoods. Community Safety also provides grant writing and management, bringing in \$3.5-4 million annually in funds for other departments. (Lead Department: Community Safety; Action Item: QL-1.2.4)