

Attachment 4

Economic Development Element Preparation and Refinement Process

BACKGROUND

Preliminary planning for the EDE began in 2010, when the City and Salinas Planning and Research Corporation (SPARC) expressed the desire to prepare a master economic development plan. These conversations led to a formal partnership between the City and SPARC to develop a plan to prepare the EDE. Components of the EDE preparation process included establishing a project team composed of City staff, City consultants, EMC Planning Group, SPARC, Building Healthy Communities (BHC), and others; forming a Community Resource Group; conducting technical and economic development site analyses; and implementing a comprehensive community outreach program to solicit participation by, and input from, a broad range of individuals and interests.

Starting in 2013, the City's consultants conducted technical analyses and opportunity site assessments to inform EDE development. The following reports are contained as Appendices in Vol II of the Draft EDE.

- 1) Target Industry Analysis, Applied Development Economics (ADE), August 2013
- 2) Retail Development Analysis, ADE, August 2013
- 3) Site Opportunities and Constraints Analysis, Economic & Planning Systems (EPS), November 2013
- 4) Identification and Research on Economic Indicators, ADE with Building Healthy Communities (BHC), March 2014

Community Outreach and Engagement Process

An extensive community engagement process occurred in 2013-2014 in an effort to facilitate the involvement of those persons and interests potentially affected by adoption and implementation of the EDE. A detailed summary of the community outreach activities undertaken is provided in EDE Volume II, Appendix E. The engagement process included, for example:

- four (4) community workshops (including one in Spanish with English translation),
- individual and focused group interviews,
- presentations to community and business organizations/associations,
- an engagement and activity booth at Ciclovía, and
- a web page, social media presence, and press releases.

Participating stakeholders and participants included, but were not limited to:

- *Affordable Housing, Land Use and Health Organizations:* CHISPA, Monterey County Health Department, Center for Community Advocacy (CCA), Building Healthy Communities/California Endowment, Action Council, Central Coast Center for Independent Living, Community Foundation for Monterey County, and Salinas LULAC
- *Agriculture/Land Owners:* Taylor Farms, Monterey County Farm Bureau, Ag Against Hunger, and California Women for Agriculture- Salinas Valley Chapter
- *Business Associations:* Salinas Valley Chamber of Commerce, Salinas United Business Association (SUBA), and Old-town Salinas Association
- *Education Institutions:* California State University at Monterey Bay, Hartnell College, and Salinas High School District
- *Land Owners, Developers, Real Estate Professionals, and Community Members*
- *Public Agencies:* Monterey County Resource Management Agency, Ag Commissioner and Economic Development Department, Local Agency Formation Commission, and Transportation Agency of Monterey County (TAMC)
- *Sustainability/Environment/Conservation Organizations:* LandWatch, Ag Land Trust, and Big Sur Land Trust

Through the community outreach and engagement process, stakeholders and participants identified community-wide topic areas and Economic Opportunity Areas (EOA), developed an economic development vision, and prioritized strategies, policies, and actions to achieve a prosperous and healthy Salinas. As previously stated, preparation of the draft EDE was completed in April 2014. The City Council accepted the EDE as a key strategic policy document in June 2014, but it was not adopted as an element of the General Plan at that time because the required environmental analysis pursuant to the California Environmental Quality Act (CEQA) had not yet been completed.

Awards Received

To date the EDE process has received three awards: the California American Planning Association (CAPA) and Northern California Planning Association (NCPA) 2015 Award of Excellence in Economic Development, and the Association of Environmental Professionals (AEP) 2016 Outstanding Award. These awards recognized the community engagement undertaken in preparing the EDE, which included extensive outreach and involvement with the Latino community and its focus on social equity.

EDE OVERVIEW

The EDE is a comprehensive, key strategic planning document that provides the vision, context, and focus for the City's economic development efforts. The primary purpose of the EDE is to provide policy-based guidance for economic development designed to promote the long-term future prosperity of the City. The proposed EDE reemphasizes the

General Plan's land use strategy of prioritizing infill development and revitalization within the city limits and Sphere of Influence. However, the proposed EDE also provides for new land supply in order to support 8,981 new jobs needed to support the City's growing employment demands of 45,500 jobs through General Plan buildout. The EDE is comprised of two volumes: Volume I, which includes the element itself and the associated Five-Year Action Plan, and Volume II, which includes the element's appendices. These volumes are included as Attachment 2, Exhibit "A" of the staff report.

The EDE reflects the City's recognition of the desirability of adding to its General Plan a comprehensive policy framework that focuses and directs the City's economic development activities. If adopted as a new General Plan Element, the EDE would guide future decisions of the City Council in all aspects of City policy related to economic development. The City's primary interest is to raise economic development priorities to a legislative, General Plan policy level, and by doing so, ensure that economic development is considered in all the City's planning and decision-making actions.

The EDE deals in depth with how Salinas can realize the vision of an economy that is prosperous, healthy, and environmentally sustainable. This vision can be summarized in three words: Safety, Jobs and Health. To realize that vision, the EDE recommends 17 goals, 8 strategies/topic areas, 97 policies and 337 actions, which are based on three strategic foci: (1) Workforce and Education, (2) Land Use and (3) Quality of Life and Public Services.

These foci are designed to support synergistic policy-making, so that decisions made in each realm reinforce those made in the others. The intersection of these three focus areas identify important potential outcomes relevant to the future economic prosperity of Salinas, and stem from public and private investments in workforce education and training, commercial and industrial development, and public services and infrastructure; essentially forming a vision for economic prosperity as evidenced in safety, jobs and health. Figure 1 below is a diagram of the vision foci which guided the preparation of the Draft EDE and emerged from the early stages of the EDE's extensive Community Outreach Program.

EDE Economic Opportunity Area Refinement

Among the goals, strategies/topic areas, policies, and actions set forth in the EDE are the identification of additional land area for new development to support job growth anticipated under buildout of the General Plan. When initially released for public review in 2014, the draft EDE identified the general locations of 25 conceptual Economic Opportunity Areas (See Figure 2 below). These Economic Opportunity Areas encompassed existing developed areas within the city limits, developed and undeveloped areas outside the city limits, but within the existing Sphere of Influence, and undeveloped areas located outside the existing Sphere of Influence (SOI).

After the City Council's acceptance of the draft EDE in June 2014, staff and the City's consultants conducted a more thorough analysis of EDE land use. The analysis included refinement of Economic Opportunity Areas, calculation of acreages, assignment of land use designations to the areas located outside the City's existing Sphere of Influence, and calculation of new vacant land/development capacity needed to meet projected long-term employment demand. Through this process, it was determined that only relatively small portions of the subject EOAs, are needed for new land supply because the entire acreage within the EOA boundaries is much greater than required to support additional job-generating economic development projected at General Plan buildout.

This new development capacity is directed to six (6) smaller "Target Areas". These Target Areas contain a total of 558 acres. One of the Target Areas (totaling 115 acres) is located within the city limits. The remaining five (5) Target Areas (totaling 443 acres) are located outside the City's Sphere of Influence, but adjacent to it. A total of 5,255,959 square feet of new building capacity projected to generate approximately 8,981 jobs could be accommodated within the six (6) Target Areas. The balance of the job growth that is anticipated would be through infill development and revitalization under the City's current General Plan buildout assumptions.

Text and Figure Refinements to the EDE Vol I

Text and figure updates were made to the EDE document to reflect the refinement process described above as well as to reflect changes due to the passage of time. Appendix B, EDE Vol. I of the DEIR was released to the public, September 5, 2017, with the following revisions.

- 1) Section 1.3.1 Preliminary Planning and Technical Analyses includes both inserted text and figures to explain and illustrate the refinement of EOAs into Target Areas and Economic Development Reserve areas.
- 2) Section 1.5 Related Plans and Programs under subsection Current Land Use and Development Plans, Economic Development Strategies, and Related City Strategic Efforts includes text to update referenced plans and programs since the EDE was prepared in 2014.

Based on comments received from the public and agencies, additional changes are proposed to the EDE since it was published in September 2017. These include updating Acknowledgements and Table of Contents pages to reflect changes in Council, Commissioners, and staff and the modification of EDE circulation policies to reflect the conceptual nature of three expressways. These changes are listed as an errata sheet in Attachment 2, Exhibit "A" of the staff report to be considered part of the General Plan Amendment package adopting the EDE.

Figure 1

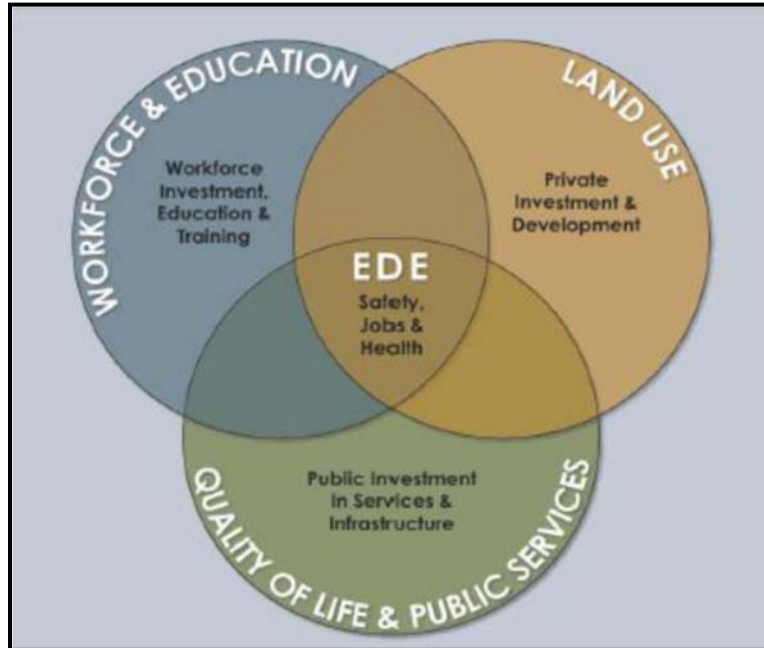


Figure 2

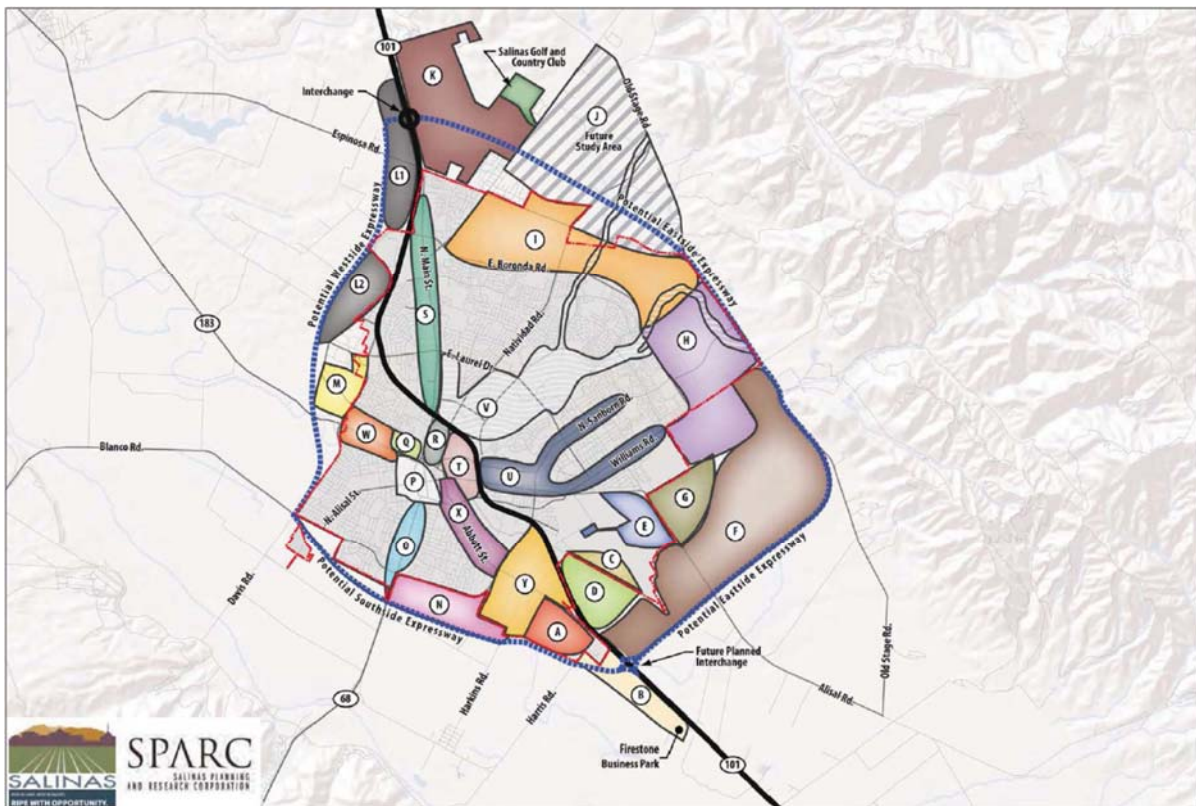


Figure 3

