

Economic Development Chapter Summary

	Ideas from working groups, public workshops or other outreach
	Ideas from consultant team or city staff

INTRODUCTION AND CONTEXT:

Salinas is poised to realize the vision of an economy that is prosperous, healthy, and environmentally sustainable. Opportunities abound from investment and promotion of Alisal as a cultural and arts district that celebrates and recognizes Spanish-speaking cultures as a community and regional asset. Salinas can tap into its rich traditional agricultural economy and combine it with innovative twenty-first century technology.

ISSUES AND OPPORTUNITIES:

- Establish East Alisal as a cultural, art and shopping destination.
- Activate Alisal with community-building events and creative placemaking strategies that transform it into an arts and culture district
- Provide business assistance resources in order to grow, retain, and attract viable business and entrepreneurs
- Establish regular enhanced corridor maintenance through greater engagement of business, property owners, and community organizations.
- Consider a property owner-based Business Improvement District to provide a consistent funding source for district promotion, enhanced safety, corridor beautification and maintenance services (consultant recommendation)
- Increase awareness of, and access to education and training programs that lead to higher quality jobs.
- Increase access to quality licensed childcare providers and programs.

GOALS:

ED 1: IMPLEMENT BUSINESS CREATION, RETENTION, EXPANSION & ATTRACTION STRATEGIES

ED 2: IMPROVE THE APPEARANCE AND CLEANLINESS OF ALISAL'S COMMERCIAL CORRIDORS

ED 3: INTEGRATE DISTRICT IDENTITY STRATEGIES FOR ALISAL TO BECOME A CULTURAL, ARTS & SHOPPING DESTINATION

ED 4: BUILD STRONG CITY-BUSINESS AND COMMERCIAL PROPERTY OWNER RELATIONSHIPS

ED 5: EXPAND AND INCREASE ACCESS TO EDUCATION AND TRAINING PROGRAMS FOR ADULTS, YOUTH, AND UNDOCUMENTED INDIVIDUALS

ED 6: EXPAND AVAILABILITY AND ACCESS TO HIGH-QUALITY CHILD-CARE SERVICES

TIMEFRAME CATAGORIES

- Ongoing – already started
- Immediate – within a year
- Short – 1-3 years
- Middle – 4-6 years
- Long Term – more than 6 years
- Future – beyond 10 years or more

ECONOMIC DEVELOPMENT IMPLEMENTATION MATRIX

GOAL ED 1: IMPLEMENT BUSINESS CREATION, RETENTION, EXPANSION & ATTRACTION STRATEGIES				
POLICY	IMPLEMENTATION ACTION	DEPARTMENT/ORG	PRIORITY	TIMEFRAME
ED 1.1 –Identify, expand and promote awareness of accessible and affordable resources to support business creation, retention and expansion in the Alisal.	ED 1.1.a – Inventory and Expand Business Assistance Services. Identify service overlaps and gaps to optimize services and ensure the right types of assistance is offered. Establish and measure assistance outcome objectives focusing on increased sales tax revenues and number of jobs created.	Economic Development Community Development Business Assistance Providers		Immediate to Short
	ED 1.1.b – Improve Business Resource Provider Collaboration. Establish a network to improve communications among resource providers to facilitate referrals and to jointly promote available services and fill in gaps of missing services. This includes a joint community calendar of workshops.	Economic Development Community Development Business Assistance Providers Business Associations		Short

	ED 1.1.c – Develop business coach/mentor program. Create coaching/mentor groups that can help business owners write business plans. Match entrepreneurs with existing business owners.	Business Assistance Providers Business Associations Community Organizations		Short
	ED 1.1.d – Offer regularly scheduled educational workshops. Provide relevant, bilingual business assistance workshops covering topics such as ADA Compliance, Lease Negotiation, Customer Service, Loans, Management, Business Plans, Bookkeeping, and Social Media. Explore offering online training and services.	Business Assistance Providers Business Associations Financial Institutions		Short
	ED 1.1.e – Create food ecosystem training. Develop training program focused on food handling and safety for vendors, caterers, and cottage businesses. Focus on progression of business development; from vendor to brick and mortar.	Business Assistance Providers Monterey County Health Department		Short to medium
	ED 1.1.f – Hold annual Business Assistance event. Collaborate with service providers and banks to host an annual one-day business assistance workshop to connect entrepreneurs and business owners with resources.	Business Assistance Providers Business Associations Financial Institutions		On-going
	ED 1.1.g – Promote available business assistance services. Conduct outreach door to door, nurture relationships, and provide incentives for participation. Present resources at school parent meetings.	Business Assistance Providers Business Associations		Immediate to Short
ED 1.2 – Increase business access to capital to start and grow business.	ED 1.2.a – Provide financial literacy education. Offer workshops covering lender approval process and requirements including required financial documents and credit scores.	Business Assistance Providers Business Associations Financial Institutions		Short

	ED 1.2.b – Increase access to microloans for start-ups. Collaborate with community organizations to assist entrepreneurs with identifying and applying for microloans.	Business Assistance Providers Business Associations Financial Institutions		Short
	ED 1.2.c – Establish a microloan program. Explore establishing a lending program as identified in the Alisal Housing and Neighborhood Strategic Revitalization Area (AHNSRA).	Community Development Financial Institutions Housing and Urban Development Dept (HUD)		Short to Medium
ED 1.3 –Employ a proactive business attraction strategy to add complementary businesses to the district.	ED 1.3.a – Address retail leakage. Develop a retail leakage strategy based on ADE Retail Market Analysis (RMA) recommendations.	Economic Development Community Development Business Associations		Short
	ED 1.3.b – Monitor vacancies. Monitor commercial vacancies to identify opportunities to invite new local businesses types identified in the RMA	Economic Development Community Development Business Associations Commercial Brokers		Short
	ED 1.3.c – Collaborate with Alisal Commercial Brokers. Identify three Commercial Brokers to work with property owners and interested entrepreneurs to find business locations.	Economic Development Community Development Business Associations Commercial Brokers		Medium
ED 1.4 Explore availability of vacancies to nurture entrepreneurship as a career path and attract home grown businesses.	ED 1.4.a – Research co-working or incubator space models. Collaborate with business assistance providers to investigate successful models in other cities. Look into models that incorporate Salinas’ rich agricultural economy, combined with technology.	Economic Development Community Development		Immediate
	ED 1.4.b – Monitor vacancies that present themselves as space to implement a co-working space or incubator. Seek opportunities to create maker-spaces and a commercial kitchen.	Economic Development Department Business Associations Commercial Brokers		Short

GOAL ED 2: IMPROVE THE APPEARANCE AND CLEANLINESS OF ALISAL'S COMMERCIAL CORRIDORS

POLICY	IMPLEMENTATION ACTION	DEPARTMENT/ORG	PRIORITY	TIMEFRAME
<p>ED 2.1 – Establish a consistent corridor maintenance program.</p>	<p>ED 2.1.a – Expand trash pick-up and street sweeping schedules. Set regular maintenance schedules that meet the needs of the district and community.</p>	<p>TASK FORCE to include property owners, business owners, residents, business associations and Public Works</p>		<p>Immediate to Short</p>
	<p>ED 2.1.b – Establish an Adopt a Block program. Engage businesses to take ownership of maintaining the area around their businesses.</p>	<p>Business Associations</p>		<p>Short/Medium</p>
	<p>ED 2.1c – Increase number of organized Community Clean Ups. Establish quarterly corridor clean ups that instill a sense of pride and place.</p>	<p>Public Works Neighborhood Services Business Associations</p>		<p>Immediate</p>
	<p>ED 2.1.d – Establish a Youth Works Ambassador Program. Create a Youth Works Ambassador summer program to serve as positive engagement, and promote community pride and ownership. Review successful models in other cities.</p>	<p>Workforce Development Board Business Associations</p>		<p>Short/Medium</p>
<p>ED 2.2– Establish corridor design guidelines to improve appearance, create district identity and increase safety.</p>	<p>ED 2.2.a – Establish Color and Design Guidelines. Create standards that reflect Alisal as a cultural and arts district for existing and new businesses to follow.</p>	<p>TASK FORCE to include property owners, business owners, residents, business associations and Community Development</p>		<p>Short/Medium</p>
	<p>ED 2.2.b – Revisit 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.</p>	<p>Police Department Code Enforcement</p>		<p>Short</p>

	ED 2.2.c – Promote art in private spaces. Create a program to encourage the creation of more murals on blank business walls.	Arts Commission Business Associations Community Arts Groups		Short
ED 2.3 Incentivize property owners / merchants to invest in maintenance and enhance blighted properties.	ED 2.3.a – Establish a façade improvement program. Explore alternative funding sources such as CDBG to set up a matching façade improvement program that incentivizes both property owners and merchants to improve their storefronts to design guidelines (ED 2.2.a).	Community Development TASK FORCE to include property owners, business owners, residents, business associations		Short/Medium
	ED 2.3.b – Identify blighted properties to benefit from façade program. Collaborate with Code Enforcement to identify properties that could use the façade improvement program to address maintenance and blight removal.	Code Enforcement Business Associations		Short
ED 2.4 – Review optimal funding sources to establish a consistent revenue stream for corridor maintenance.	ED 2.4.a – Evaluate economic development organizations - Determine capacity of community organization to carry out comprehensive community driven maintenance and revitalization efforts.	Community Development Economic Development TASK FORCE to include property owners, business owners, residents, Community Based Organizations		Short
	ED 2.4.b – Implement Main Street™ Approach. Revisit the nationally recognized and proven Main Street™ approach, a comprehensive community driven structure for guiding Alisal’s revitalization efforts.	Economic Development Public Works Community Development Business Associations		Short/Medium
	ED 2.4.c – Evaluate Type of Business District Funding structure. Determine the best type of funding source to deliver efficient beautification, security and maintenance services. Consider business based and property-based assessment districts and 501c3 economic development organization(s).	Economic Development Community Development TASK FORCE to include property owners, business owners, residents, Community Based Organizations		Short/Medium

GOAL ED 3: INTEGRATE DISTRICT IDENTITY STRATEGIES FOR ALISAL TO BECOME A CULTURAL, ARTS & SHOPPING DESTINATION

POLICY	IMPLEMENTATION ACTION	DEPT/ORG	PRIORITY	TMEFRAME
<p>ED 3.1 – Promote the Alisal as a cultural, art and retail destination.</p>	<p>ED 3.1.a – Develop District Identity Theme. Create branding including logo, hashtag, and slogan that focuses on the uniqueness, el sabor of the Alisal. Collaborate with youth at Digital Nest to assist with developing district promotional materials.</p>	<p>TASK FORCE to include property owners, business owners, residents, Community Based Organizations (Digital Nest), Business Associations, and City</p>		<p>Short</p>
	<p>ED 3.1.b – Use social media to promote branding and district identity and pride. Improve social media presence, educating merchants on social media platforms. Engage youth - business owners’ children to assist with social media efforts.</p>	<p>TASK FORCE to include property owners, business owners, residents, Community Based Organizations (Digital Nest), Business Associations, and City</p>		<p>Immediate/Short</p>
	<p>ED 3.1.c – Promote Alisal Businesses. Create a website for the Alisal that promote district vibrancy efforts and local businesses with an online business directory.</p>	<p>TASK FORCE to include property owners, business owners, residents, Community Based Organizations (Digital Nest), Business Associations, and City</p>		<p>Immediate/Short</p>
	<p>ED 3.1.d – Create an Alisal Events Calendar. Inventory and establish a calendar of existing events that support the district. Distinguish one or two signature special events. Explore new retail events that present Alisal in a positive way to fill gaps in the calendar.</p>	<p>Community Organizations Business Associations</p>		<p>Immediate/Short</p>

	ED 3.1.e – Increase the number of community, cultural and arts events. Work with community groups and businesses to host events in the Alisal that will expose new costumers to local shops and restaurants.	Community Organizations Business Associations Property and Business Owners, residents		Short/Medium
ED 3.2 – Focus on placemaking by integrating public spaces on Alisal’s commercial corridors.	ED 3.2.a - Create a central meeting place as the “Corazon” of Alisal – Explore how other cities have successfully created a plaza sas a catalyst for economic development, emulating plazas that are prevalent throughout Mexican and Latin American towns as their focal point.	Community Development Public Works TASK FORCE to include property owners, business owners, residents, Community Based Organizations Business Associations		Medium/Long
	ED 3.2.b - Create gateway signage, banners, and murals. Identify key locations for a signage program that highlights and promotes Alisal as a cultural, art, and retail destination.	Economic Development SUBA		Short-Medium
	ED 3.2c – Educate community on the importance of art as an economic development tool. Use story-telling to illustrate how incorporating art into placemaking creates jobs, attracts investments, and generates tax revenues.	Economic Development Community Development Arts Commission		Short

GOAL ED 4: BUILD STRONG CITY-BUSINESS AND COMMERCIAL PROPERTY OWNER RELATIONSHIPS				
POLICY	IMPLEMENTATION ACTION	DEPARTMENT/ORG	PRIORITY	TIMEFRAME
ED 4.1 – Streamline the business permitting process.	ED 4.1.a – Simplify regulatory processes. Identify and work to remove permitting roadblocks business owners face in Alisal.	Community Development		Short
	ED 4.1.b – Expand online services. Explore offering online application services.	Community Development		Short to Medium
ED 4.2 – Identify a point of contact in the City to assist businesses through regulatory processes.	ED 4.2.a – Create a business navigator position. Create a (bilingual, culturally relevant) city staff position that can help current and future Alisal business owners navigate regulatory processes from start to finish.	Community Development Community Development		Short
	ED 4.2.b – Provide Education and Outreach. Provide bilingual educational materials and workshops on topics and/or explore online services to assist new or existing businesses owners to understand permitting processes upfront.	Community Development ommunity Development		On-going

GOAL ED 5: EXPAND AND INCREASE ACCESS TO EDUCATION AND TRAINING PROGRAMS FOR ADULTS, YOUTH, AND UNDOCUMENTED INDIVIDUALS				
POLICY	IMPLEMENTATION ACTION	DEPT/ORG	PRIORITY	TIMEFRAME
ED 5.1 - Increase awareness of, and access to, education and training programs.	ED 5.1a – Connect Residents to Resources. Provide parents with information and resources to guide their children, including asset mapping of all existing programs, through school newsletters, parent/teacher interactions, churches, etc.	Workforce Development Board Education and Training Providers		Short

	ED 5.1.b – Promote Existing Education and Training Programs Partner with institutions and programs such as Hartnell, ALBA and Rancho Cielo to promote their existing programs.	Workforce Development Board Education and Training Providers		On-going
	ED 5.1.c – Establish Technical Training Center. Develop a robust regional Technical Training Center to help mid-career adults. Support joint-use of public-school facilities for these types of training programs.	Workforce Development Board Education and Training Providers Community Organizations		Medium
	ED 5.1.d– Address the cost of education as a barrier to pursuing a certification, license or degree. Provide parents and youth with information regarding scholarships and managing education debt as an investment.	Community Organizations School Districts Financial Institutions		Short
	ED 5.1.e – Consider using I-Result. Explore using I-Result LLC, a software community/education performance monitoring and measuring tool, currently in use in other communities in Monterey County.	Education and Training Providers		Immediate
ED 5.2 - Provide youth with the support, skills, and resources to reach high-quality careers.	ED 5.2.a – Support Community Based Youth Programs. Continue support of organizations working with youth programs, particularly those focused on career exploration and job readiness (e.g., Girls Inc., Girl and Boy Scouts, Rancho Cielo).	Community Development Foundations		On-going
	ED 5.2.b – Establish a Youth Opportunity Center. Establish a resource hub for mentoring, employment training, and career opportunity exploration.	Salinas Union High School District Palma High School Notre Dame High School Hartnell College CSUMB’s Service Learning Institute		Short to Medium
	ED 5.2.c – Develop Youth Internships. Work with local organizations and employers to create additional intern and mentorship programs for	Community Organizations School Districts		On-going

	youth to develop skill sets and increase experience levels.	Employers		
	ED 5.2.d – Create new vocational programs. Encourage robust regional vocational programs, such as the Mission Trails Regional Occupational Program, to provide employment training for high school juniors and seniors. Offer classes and programs based on student interest and industry demand.	Education and Training Providers Community Organizations Employers		Medium
	ED 5.2.e – Increase number of career counselors to local schools. Add more career counselors in schools to assist with identifying career pathways and skills that are in demand.	Local School Districts		Medium to Long
	ED 5.2.f – Make ‘The Promise’ real. Encourage Hartnell College’s establishment of ‘The Promise’ (free- first 2 years of higher education).	Hartnell College		On-going to Short
ED 5.3 - Provide undocumented immigrants with realistic path to jobs beyond agriculture.	ED 5.3.a - Create a safe space. Create a safe space to discuss entrepreneurial/self-employment opportunities for undocumented individuals.	Catholic Charities Dreamers Academy		Long

GOAL ED 6: EXPAND AVAILABILITY AND ACCESS TO HIGH-QUALITY CHILD-CARE SERVICES

POLICY	IMPLEMENTATION ACTION	DEPT/ORG	PRIORITY	TIMEFRAME
ED 6.1 – Lessen the burden of licensing and certification on new child care providers.	ED 6.1.a – Allow Installment Plans. Allow city permitting fees to be paid in monthly installments, and/or provide hardship exceptions/reductions.	Community Development Finance		Immediate
	ED 6.1.b – Extend the Housing Services Program. Extend the Housing Services Program to allow childcare providers to apply for microloans to	Community Development		Short

	make required improvements to their homes / child care facilities.			
	ED 6.1.c – Provide Education. Provide financial management classes to assist with business operations.	ED		Ongoing
	ED 6.1.d – Establish contact to assist with Child Care Licensing. Utilize the Navigator position proposed for all small businesses (ED 4.3.b) to assist potential child care providers with understanding and complying with regulatory process.	Community Development		Short
	ED 6.1.e – Expand Professional Development Opportunities. Expand pathways for residents to become licensed childcare providers, including advocating for Hartnell Community College to add state-required childcare certification courses.	Hartnell College		On-going
ED 6.2 – Increase access to childcare by encouraging the development of a wide range of child care facilities.	ED 6.2.a – Distribute information on care providers. Develop and distribute map of licensed childcare providers and centers in the Alisal. Post online and update annually.	Community Organizations		Immediate
	ED 6.2.b – Expand Home-based Care. Review zoning regulations regarding home-based early childhood education facilities for possible improvements. To the extent possible, streamline processing and permit regulation, to promote and support the development of childcare facilities and family childcare homes.	Community Development		Short/Medium
	ED 6.2.c – Include Child Care in City Events. Incorporate child care into City-sponsored recreation, workshops and community engagement activities, wherever feasible.	City Departments Community Organizations		Immediate/ Short
	ED 6.2.d – Connect Residents to Subsidized Child Care Programs. Promote voucher-based child care	Community Based Organizations		Ongoing to Immediate

	through CalWORKs and Alternative Payment Programs, which provide vouchers for families to obtain care in licensed child care centers, licensed family child care homes, or license-exempt care.			
	ED 6.2.e – Work with Agricultural Growers to Develop Daycare Solutions. Acknowledge and work to address the challenges of providing child care for farmworkers, especially given the seasonal nature of the work. Consider taxes/fees on agricultural business receipts that could pay for subsidized child care.	Community Based Organizations Growers City		Medium
	ED 6.2.f – Extend child care hours. Advocate for child care centers to have extended hours, especially on nights and weekends for children of farmworkers.	Community Based Organizations		Short
ED 6.3 - Formalize and maintain partnerships to improve child care services.	ED 6.3.a – Child care support. Support partnerships with local health service providers, the County Public Health Department, schools, and other community-based organizations to support childcare providers, families, and others who take care of children in playgroups, educational workshops on nutrition, and child development classes through well integrated programming.	Community Based Organizations County Public Health Department		On-going to short
	ED 6.3.b – Promote the local child care resource and referral agency: Monterey County Child Care Resource & Referral. Connect low-income and non-English-speaking residents with these vital resources.	Community Based Organizations		Short
	ED 6.3.c – Conduct child care needs assessment. Work with the Monterey County Health Department among other local institutions, to	Community Based Organizations Monterey County Health Department		Short

	assess child care needs and identify child care shortfalls.			
	ED 6.3d. – Expand CHISPA programming. Encourage CHISPA to permit residents to provide childcare services in their existing and future rental properties. Explore why individuals are not allowed to offer child care on site.	Community Based Organizations		Short

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